



AGENDA

CABINET

Monday, 15th October, 2007, at 10.00 am Ask for: **Karen Mannering /
Geoff Mills**
Darent Room, Sessions House, County Hall, Maidstone Telephone **(01622) 694367/
694289**

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

UNRESTRICTED ITEMS

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

1. Minutes of the Meeting held on 17 September 2007 (Pages 1 - 12)
2. Declaration of Interests by Member in Items on the Agenda for this meeting
3. Revenue and Capital Budget Monitoring Exception Report including details of Management Action Plans (Pages 13 - 22)
4. Towards 2010 - First Annual Report (Pages 23 - 120)
5. Asylum in Kent (Pages 121 - 128)
6. Annual Public Health Report for Kent (Pages 129 - 138)
7. Cabinet Scrutiny and Policy Overview (Pages 139 - 146)
8. Clostridium Difficile Outbreaks at Maidstone & Tunbridge Wells- NHS Hospitals Trust - report by the Healthcare Commission (Pages 147 - 148)

EXEMPT ITEMS

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

Peter Gilroy
Chief Executive
Friday, 5 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.

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KENT COUNTY COUNCIL**CABINET**

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 17 September 2007.

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

ALSO PRESENT: Mrs A D Allen and Mr R A Marsh

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

UNRESTRICTED ITEMS

1. Minutes of the Meeting held on 16 July 2007
(Item. 1)

The Minutes of the meeting held on 16 July 2007 were agreed as a true record.

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

(1) Mr Chard said that management action on the Revenue Budget was expected to substantially reduce the current projected overspend. Directorates were currently working up actions plans and details of these would be reported next month. Some £3m of the overspend on the Revenue Budget was due to asylum costs and the County Council was still rigorously pursuing these with the Government. On the Capital Budget, the "underspend" was the result of re-phasing of projects into future years. Work was being undertaken with Directorates in order to move the Capital Programme forward as quickly as possible.

(2) With regard to asylum costs, Mr Gilroy said this was a serious matter for the Council and he reported on meetings which had taken place with Senior Civil Servants. Mr Carter said that representatives from the County Council would be meeting with other authorities to discuss ways of moving this matter forward.

(3) Cabinet agreed to:-

- (a) note the latest monitoring position on both the Revenue and Capital Budgets;
- (b) note the changes to the Capital Programme as detailed in Section 4.1 of the Cabinet report; and

- (c) the virement of £2.45m from the re-phasing of the Kent Highways Services Co-location Project to the projects listed in Section 4.2 of the Cabinet report with the corresponding reduction of £2.45m in the Kent Highways Services Co-location Budget being reinstated in the 2008-11 Medium Term Financial Plan.

3. **Autumn Budget Statement**

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

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

(2) Mr Chard said that it was expected the delayed Comprehensive Spending Review 2007 would now be published by the Government on 15 October 2007. The Review would inform the overall financial perimeters within which local authorities such as Kent would be able to work. Mr Chard spoke about the critical issues facing local Government including the issue of how KCC was to balance increasing demands on its services at a time of nationally and locally constrained resources.

(3) During the course of discussion, Mr Carter said that next year and beyond would be a major challenge for the County Council. Its resource in spending assumptions were based on the Government's expressed views about levels of council tax, increases in Government grant and funding for Kent schools. However, the Council faced uncertainty over funding for both next year and the following years and these had to be taken into account as the Council strove to develop and strengthen its policy-led budgeting to ensure that it optimised the allocation of constrained resources to meet local priorities.

(4) Cabinet then noted the report as follows:-

1. **National Context:**

- that the outcome of the delayed Comprehensive Spending Review 2007 will inform the overall financial parameters within which we will be able to work
- that the subsequent local government finance settlement, which will be dependent upon CSR 07, will be the first full three year settlement for local government covering the period 2008-11

2. **National Resources Position:**

- key driver of resources for local government in total will be CSR 07
- pre-announcements for many central government departments include a raft of minus 5% in real terms per annum budget reductions - the funding position will therefore be significantly constrained
- awaiting spending announcements on the NHS, defence and local government amongst others

- Institute for Fiscal Studies suggests there may be a little as 0.4% real terms spending available for all remaining services not yet announced, after allowing for expected increases for the NHS
- currently there is a major consultation on reforms to the local government finance formula which will set the formula for the next three years
- outcome of local government finance settlement remains extremely uncertain both at national level and individual authority level

3. Kent – Local Resource Allocation

- a) the items on which KCC and partners are most concerned are:
- the local impact of the Comprehensive Spending Review 2007
 - the overall resources available to fund service pressures and inflation
 - regional disparities, in particular flowing from the Barnett formula and other regional comparisons
 - the funding of the Growth Agenda
 - the operation of the main funding formula and its inbuilt deficiencies which fail to adequately reflect Kent's unique features
 - the operation of Dedicated Schools Grant and its inbuilt deficiencies in terms of resource allocation and the total quantum of funding
 - the burdens imposed upon us by government without adequate recompense in terms of additional funding
 - a continued failure by government to assure us that it will fully reimburse asylum costs
- b) KCC has been and will continue to lobby and influence the CSR as it progresses.
- c) KCC has developed and strengthened its policy led budgeting yet further to ensure that it optimises the allocation of constrained resources to meet local priorities
- d) the financial planning risks for KCC which are set out in paragraph 98 onwards of this report
- e) the proposed Medium Term Planning key milestone dates set out in Appendix 1.

4. Informal Member Group "Going Local" - Supplementary Report following County Council

(Item. 5 - Mr R Bullock, Chairman of the Informal Member Group – Going Local was present for this item).

(1) Before the commencement of discussion, the Chairman declared consideration of the further report circulated at the meeting to be urgent on the grounds that it contained a summary of the comments expressed during the debate which took place at the County Council meeting on 6 September 2007 and placed before Cabinet conclusions and recommendations for future action.

(2) In his statement on this matter Mr Bullock said he felt it was important not to get the localism agenda and that related to the Kent Agreement to closely bound

together. He then referred to paragraph 20 in the supplementary report and said he felt that if the County Council was seeking to have District Council Scrutiny Committees augmented through co-option of KCC Members then equally KCC should consider augmenting its Scrutiny Committees with co-option of District Council Members. Mr Bullock also said that the Local Government and Public Involvement Health Bill would likely have implications for local government and he proposed that the Informal Member Group should hold at least one further meeting once the Bill had received Royal Assent in order to look at its implications and understand what it would mean for Kent and to submit a report to Cabinet. This was agreed.

(3) Following discussion, Mr Carter proposed and Mr Chard seconded that the following amendments be made to the recommendations as set out in the Supplementary Report.

(a) In No 7, the word “clear” be deleted and the words “closer and more integrated Member” be inserted; and

(b) In No 20, the word “alternatively” be deleted.

(4) Cabinet agreed:

(a) the report of the “Going Local” Informal Member Group be welcomed and noted as a sound basis for taking forward the Localism Agenda in Kent;

(b) that Members of the County Council be thanked for their contribution to the debate held on 6 September 2007;

(c) that the Conclusions and Recommendations set out in paragraph 4, and table 1 of the Supplementary Report, as amended be agreed and form the basis for agreement on the way forward as set out in paragraph 5 of the Supplementary Cabinet report;

(d) that further reports be presented to Cabinet and to the County Council as appropriate when the outcomes of the discussions referred to in paragraph 5 of the supplementary Cabinet report are known; and

(e) that it be noted that the Informal Member Group will hold one further meeting to consider and report on the implications for the County Council of the Local Government and Public Health Improvement Act.

5. Kent Children's Trust Governance Framework

(Item. 6 - Report by Mr Mark Dance, Cabinet Member for Operations, Resources and Skills, Mr Chris Wells, Cabinet Member for Children, Families and Educational Standards and Mr Graham Badman, Managing Director for Children, Families and Education)

(1) This report set out the principle underpinning the Governance Arrangements for the Kent Children’s Trust and it sought Cabinet’s approval for these principles and the continued development of the Governance Framework.

(2) Cabinet noted that the Children's Trust Arrangements in Kent would be the focus of an all party Member briefing taking place on 26 September 2007. This would be followed by an additional meeting of the Cabinet taking place on Monday 26 November 2007 when it will discuss the detail of the Kent Children's Trust (County Board) Governance Framework.

6. Future of Post Office Network and Services in Kent

(Item. 7 - Presentation by Mr Roger Gough, Cabinet Member for Regeneration and Supporting Independence and Mr Adam Wilkinson, Managing Director, Environment and Regeneration)

Present for this item were Mr Michael Fallon MP as well as Mr Gary Herbert, Martine Munby and Sally Hopkins on behalf of the Post Office. Also present was Liz Craven, Rural Regeneration Manager, KCC.

(1) In introducing this item, Mr Gough said that whilst the precise nature and scale of the proposed closures that the Post Office was planning for Kent was unknown, the County Council had a number of concerns over how the network change process may be implemented. These included concerns around the impact that the proposals would have on both rural and urban areas and the fact that the proposed six week public consultation period was too short and gave insufficient time for the communities of Kent to have their say or to develop alternative proposals. Mr Gough also said that where post offices were proposed for closure, there had to be sufficient funding made available to enable appropriate outreach facilities to be put in place and it was far from clear what the overall effect of the changes would be on the business community, particularly in rural areas. KCC was therefore undertaking a robust and proactive communication strategy aimed at raising awareness of Kent's concerns about the way that the network change process was being implemented in Kent.

(2) Liz Craven said that a major justification being put forward for the changes to the post office network was because current losses were running at some £4m per week. Post Office Limited was part of Royal Mail Plc Holdings which last year made an operating profit of £22m. However, Post Office Limited Group had made a loss of some £111m which was nonetheless 9.8% down on the previous year. Looking at the published figures, it was not clear where the losses were coming from, but what was clear was that the 3% of the current network which was directly managed by Post Office Limited, accounted for some 45% of the losses, which equated to some £50m. The official regulator Postcom had suggested that rural sub-post office losses of some £150m were being offset by Social Network payments. These figures were based on those available to March 2006. The urban network of sub-post offices had moved into profit showing a 7% margin for the year 2005/06. The question remained however as to why a £4m per week loss in being forecast which was double the loss of the predicted £2m per week. There are no audited accounts currently in the public domain to explain why that increase in losses may have occurred.

(3) Mr Carter said that the County Council was deeply concerned at the effect on rural and urban communities that the proposals being put forward would have. A key question was would these proposed closures really deliver the substantial financial savings on a scale which would make a difference to the whole operation of Post Office Limited?

(4) Mr Gary Herbert, Development Manager, said on behalf of the Post Office that the company needed to restructure the network in order to address the issue of current losses. These were running at £2m per week in 2005 and had risen to £4m per week in 2006. He said these losses had come about because of changes to the way customers were using post office services. Mr Herbert also said that the number of customers using sub-post offices had fallen from 28m per week in 2005 to 24m per week in 2007. Nationally, some 1,600 post offices were serving less than 20 people per week. Mr Herbert also spoke about the Government's networking policy under which the post office would receive some £1.76b in funding over the next five years to enable it to restructure and return to profitability. The Government had cited falling customer numbers and changes in use with resultant financial losses as the rationale for these changes.

(5) Mr Herbert said in 2006 the Government undertook a consultation which lasted 12 weeks on a range of proposals for change. The Federation of Sub-Postmasters had indicated their support for the changed agenda which is what was now being taken forward as part of the Post Office Network change process. The Government had charged Post Office Limited with making changes and these would be undertaken using a strict access criteria. This criteria, coupled with financial considerations was what would drive individual closure decisions. The Post Office was therefore following Government set criteria and this had been the subject of national consultation. The criteria stated that 99% of the population had to be within 3 miles of a post office with 90% being within one mile of a outlet. Within urban areas 95% of the total population had to be within one mile and in deprived urban areas 99% of the population had to be within one mile. In rural areas, 95% of the total population had to be within three miles and within post code districts, 95% of the population had to be within six miles. The criteria also required the post office to take into account any physical geographical constraints. In concluding his statement, Mr Herbert reiterated that the Post Office was following Government set criteria and this had been subject to national consultation. In order to take forward the network changes, the Post Office was looking forward to having constructive engagement with stakeholders and to work with these in order to bring about the proposed network changes.

(6) Mr Michael Fallon MP said that he understood that nationally, there would be a loss of some 2,500 sub-post offices which in terms of its effects on communities he believed would be as severe as those which resulted from the Beeching rail cuts of the 1960's. Mr Fallon said that the Post Offices' proposals equated to four closures per Parliamentary constituency which equalled 70 across the County. He said already protests were being mounted within his constituency and he spoke of petitions being presented in support of the sub-post offices at Ide Hill and Kemsing. These had been signed by one thousand and five hundred people respectively and, if that was reflected across the county, that would equate to some 75,000-100,000 people protesting at the post offices' proposals.

(7) Mr Fallon said that six weeks for consultation on these proposals was half the normal period that would normally be allowed for a public consultation exercise of this proportion. Mr Fallon also said that the criteria which was being adopted took no account of the fact that the three miles mentioned was as the crow flies and therefore did not take into account the local road infrastructure or the public transport network. Mr Fallon also said that the Post Office needed to be more transparent about the information it was providing and said whilst he understood

there were issues of confidentiality, general financial information and that regarding customer usage per week, should be published so people could judge and see which outlets were being best used. Mr Fallon concluded by saying there was so far no evidence that the Post Office was prepared to work with other bodies and agencies to find ways of mitigating the effects of its proposals. He also spoke about the broader economic effects of the post offices' proposals and the adverse effect he believe they would have on community cohesion together with increase in traffic and carbon emissions resulting from people having to travel further distances to reach post office services. He believed that the Post Office should suspend any further work on this programme and publish information relating to the financial and public service background to its proposals and work with KCC and others to look at the issues which were at the heart of the Kent economy and life.

(8) During the course of questions and answers, Mr Herbert said that the six week consultation period formed part of the agenda set by Government and so could not be changed. Having six weeks also reduced the continuing uncertainty for Post Office customers. However, the Post Office representatives agreed to feed back KCC's strength of feeling that the consultation period should be extended. Mr Herbert confirmed that the criteria against which closures would be judged would include customer usage; proximity to next available post office (by shortest road route and taking account of the availability of public transport etc); relative size and financial impact on Post Office Limited. The Post Office representatives also confirmed that the Government required that after completion of the national network change programme, 99% of the population should be within three miles of a post office branch and 90% within one mile. The accessibility requirement were further refined for urban, deprived urban and rural and post code areas. The Post Office representatives confirmed that the outreach models proposed would include a hosted service run by the Post Office and operated in a shop, village hall or public house. A partner model which would mean a basic service being provided in an existing shop alongside that shop's core business and in very rural areas, a home service, based on telephone/on-line ordering with delivery to home and a mobile post office visiting set locations at set times. It was also said that the Post Office Network was constantly changing and wherever business justified the opening of a new post office branch, for example in areas of major residential development then it would be provided. The Post Office representatives also confirmed that in defining a "deprived urban area" the Post Office used the published indices of multiple deprivation. It would also give weight to other factors, including whether the Post Office supported the last remaining shop in a particular community.

(9) The Post Office representatives agreed to pass on KCC's wish for there to be full publication of all relevant data and in answer to a question as to whether the Post Office had undertaken an Equality Impact Assessment, it was said that this was a requirement to ensure that no area or section of the community was significantly more badly affected than any other. However, the Post Office representatives said they were not aware that any formal Equality Impact Assessment had been undertaken. They said if provided with further information they would check and provide more detail.

(10) In concluding the discussion, Mr Carter thanked the representatives of the Post Office for attending the meeting. He said it was clear there needed to be more openness and transparency about the proposals being put forward, particularly relating to user numbers and financial viability. He also said that there needed to be a longer period for consultation to give all those affected by the proposals proper

time to consider the effects and to put forward a response. Mr Carter said that the real shareholders of Post Office Ltd was the public which it served and he urged the representatives present to reflect on the views which had been expressed during the course of the discussion.

7. Contract for the Connexions Service's Preferred Supplier

(Item 8 - Report by Mr Chris Wells, Cabinet Member for Children, Families and Educational Standards, Mr Mark Dance, Cabinet Member for Operations, Resources and Skills and Mr Graham Badman, Managing Director, Children Families and Education) (Joanna Wainwright, Director, Commissioning (Specialist Services) was present for this item)

**KENT COUNTY COUNCIL
RECORD OF CABINET DECISION**



DECISION TAKEN ON

17 September 2007

DECISION NO.

07/01063

7. Contract for the Connexions Services Preferred Supplier

(Item 8 - Report by Mr Chris Wells, Cabinet Member for Children, Families and Educational Standards, Mr Mark Dance, Cabinet Member for Operations, Resources and Skills and Mr Graham Badman, Managing Director, Children Families and Education) (Joanna Wainwright, Director, Commissioning (Specialist Services) was present for this item)

- (1) This report detailed progress on the transition of Connexions funding and associated responsibility to KCC and the next steps in contracting the preferred supplier.
- (2) Following discussion, Cabinet agreed:-
 - (a) to note the progress made towards the transition of Connexions Funding and responsibilities;
 - (b) note the process for the development of the contract and service specification and the identification of key outcomes;
 - (c) note the broad schedule of Connexions Funding as detailed in the Cabinet report with 2006/7 figures and priorities for additional funding;
 - (d) note that work was proceeding to identify the resources required to monitor the contract and service specification; and
 - (e) delegated the final sign off for the contract and its specification to a senior officer in the Children, Families and Education Directorate in consultation with the Cabinet Member for Operations, Resources and Skills.

The reasons for this decision are set out above and in the Cabinet report.

September 2007

date

FOR COUNCIL SECRETARIAT USE ONLY

Decision Referred to Cabinet Scrutiny				Cabinet Scrutiny Decision to Refer Back for Reconsideration				Reconsideration Record Sheet Issued				Reconsideration of Decision Published	
YES		NO		YES		NO		YES		NO			

8. Unit Review (Including Designated and Specialist Provision and Very Severe and Complex Need Support for Children and Young People with Special Educational Need at Mainstream Schools)

(Item 9 - Report by Mr Mark Dance, Cabinet Member for Operations, Resources and Skills, Mr Chris Wells, Cabinet Member for Children, Families and Educational Standards and Mr Graham Badman, Managing Director, Children, Families and Education) (Joanna Wainwright, Director, Commissioning (Specialist Services) was present for this item)

**KENT COUNTY COUNCIL
RECORD OF CABINET DECISION**



DECISION TAKEN ON

17 September 2007

DECISION NO.

07/01060

8. Unit Review (Including Designated and Specialist Provision and Very Severe and Complex Needs Support for Children and Young People with Special Educational Need at Mainstream Schools)

(Item 9 - Report by Mr Mark Dance, Cabinet Member for Operations, Resources and Skills, Mr Chris Wells, Cabinet Member for Children, Families and Educational Standards and Mr Graham Badman, Managing Director, Children, Families and Education) (Joanna Wainwright, Director, Commissioning (Specialist Services) was present for this item)

(1) This report updated Members on progress of the key strands of the Review Strategy and sought approval on the proposals for Phase 1 Clusters and the timetable for consultation on proposals for Phase 2 Clusters.

(2) The report detailed the outcomes from the consultation process which had been undertaken in respect of the proposals for the Phase 1 Clusters. The report also detailed the resource, budget and staffing implications. In considering the funding proposals, Cabinet agreed that for clarity, it should be stated in the recommendations that these are to be within the framework of the County Council's Medium Term Financial Plan.

(3) Following further discussion, Cabinet:-

- (a) noted the progress of the Review as detailed in the Cabinet report;
- (b) approved the Phase 1 proposals as detailed in Appendix 2 of the Cabinet report for implementation with a start date in September 2008; and
- (c) agreed the funding proposals within the framework of the County Council's Medium Term Financial Plan as set out in paragraph 4 of the Cabinet report consultation in the Autumn Term 2007.

*Background documents: Report to Cabinet on Unit Review – 12 March 2007
Report to Cabinet on Unit Review – 16 March 2006*

September 2007

date

FOR COUNCIL SECRETARIAT USE ONLY

Decision Referred to Cabinet Scrutiny				Cabinet Scrutiny Decision to Refer Back for Reconsideration				Reconsideration Record Sheet Issued				Reconsideration of Decision Published			
YES		NO		YES		NO		YES		NO					

9. Eastern Quarry (EQ2), Watling Street, Swanscombe, Kent

(Item 10 - Report by Mr Roger Gough, Cabinet Member for Regeneration and Supporting Independence, Mr Adam Wilkinson, Managing Director, Environment and Regeneration) (Katherine Putnam, Environment and Regeneration Directorate was present for this item)

**KENT COUNTY COUNCIL
RECORD OF CABINET DECISION**



DECISION TAKEN ON

17 September 2007

DECISION NO.

07/01061

9. Eastern Quarry, Watling Street, Swanscombe, Kent

(Item 10 - Report by Mr Roger Gough, Cabinet Member for Regeneration and Supporting Independence, Mr Adam Wilkinson, Managing Director, Environment and Regeneration) (Katherine Putnam, Environment and Regeneration Directorate was present for this item)

(1) The Eastern Quarry outline planning application is one of the largest in the UK and is the culmination of several years of co-operation between the applicant (Land Securities) and the local authorities. Through a combination of a Section 106 Agreement, Delivery Strategies, Action Plans and Planning Conditions, KCC has secured an unparalleled range of community and transport infrastructure.

(2) During the course of discussion, Mr Carter congratulated the County Council's officers who had been involved in the detailed negotiations which had secured for the County Council, a range

of community and transport projects. These included three new primary schools and a one form entry secondary school in addition to a co-located lifelong learning centre and a commuted sum towards the rent for space within the Health and Social Care Building which would be used by Kent Adult Social Services. There would also be a on-site transport package for Fastrak together with substantial contributions for traffic management and public transport.

(3) Cabinet:-

- (a) endorsed and agreed to the County Council’s continuing support and involvement and development of Eastern Quarry and in particular the continued development of the Community and Transport Infrastructure proposals as detailed in the Cabinet report;
- (b) confirmed the general authority granted by Cabinet on 21 October 2002 for the Managing Director of Environment and Regeneration (formerly Strategic Planning Director) to negotiate terms and the Director of Law and Governance (formerly County Secretary) to conclude any necessary legal agreements in respect of the development contribution function;
- (c) to grant authority to the Managing Director for Environment and Regeneration to enter into such agreements as are necessary in respect of Eastern Quarry to give effect to the Community and Transport Infrastructure schemes in consultation with the Director of Law and Governance, the Managing Director for Children, Families and Education, the Managing Director for Communities, the Managing Director of Adult Social Services, the Head of Property and any other relevant Managing Directors and Cabinet Members, subject to the Director of Finance and Cabinet Member for Finance being satisfied with all the financial arrangements, both revenue and capital; and
- (d) support the principle of a tariff on dwellings to contribute to the Strategic Transport Programme.

Background documents:

Copy of the Dartford Borough Council’s Development Control Board main report and updated report circulated on the 7 July 2007; Kent Planning Officers Group (KPOG) Good Practice Guide on Development contributions 1999 and its Addendum 2001; Cabinet Report 21 October 2002 “The Development Contribution Function”; Cabinet Report 18 September 2006 “The Development Contribution Function”; Cabinet Report 12 March 2007 “The Development Contribution Function” and The Kent Partnership Community Strategy “Vision for Kent”.

September 2007

date

FOR COUNCIL SECRETARIAT USE ONLY

Decision Referred to Cabinet Scrutiny			
YES		NO	

Cabinet Scrutiny Decision to Refer Back for Reconsideration			
YES		NO	

Reconsideration Record Sheet Issued			
YES		NO	

Reconsideration of Decision Published

10. Allocation of Capital Funding: Kent Empty Property Initiative

(Item. 11 - Report by Mr Roger Gough, Cabinet Member for Regeneration and Supporting Independence and Mr Adam Wilkinson, Managing Director, Environment and Regeneration)

(1) The County Council's Towards 2010 document, incorporates a target (No 39) to bring back into use the large number of empty homes in Kent. In order to achieve this, it is proposed that the current project – the East Kent Empty Property Initiative be rolled out to Kent District Councils.

(2) During the course of the discussion, Mr Carter said that the success of this initiative had been based on the good collaborative work between the County Council and its district partners. However, Mr Carter said and it was agreed, that the County Council should not commit at this stage to any further capital expenditure on the initiative until a wider review of the County Council's Medium Term Capital Programme had been undertaken.

11. Cabinet Scrutiny and Policy Overview

(Item. 12 - Report by Mr Peter Gilroy, Chief Executive)

This report provided a summary of the outcomes and progress on matters arising from the most recent meeting of the Cabinet Scrutiny Committee. The report also set out the work programme for Select Committee Topic Reviews as agreed by the Policy Overview Co-ordinating Committee and provided an update on the current status of each Topic Review.

To: CABINET – 15 October 2007
 By: Nick Chard, Cabinet Member – Finance
 Lynda McMullan, Director of Finance

REVENUE & CAPITAL BUDGET MONITORING EXCEPTION REPORT INCLUDING DETAILS OF MANAGEMENT ACTION PLANS

1. Introduction

1.1 The first full monitoring report for 2007-08 was presented to Cabinet in September. This exception report highlights the main movements since that report. There are significant revenue budget pressures that will need to be managed during the year if we are to have a balanced revenue position by year end. Directorates have been working throughout the summer to put together management action plans in order to offset these pressures and further details are provided in section 2 of this report. These actions will be closely monitored throughout the remainder of the year to determine progress towards achieving a balanced outturn position for the authority (excluding Asylum).

The current underlying revenue pressure by portfolio compared with the position reported last month (excluding schools), is shown in **table 1** below and **table 2** shows the forecast position after assuming the implementation of proposed management action.

Table 1: Gross Revenue Position before Management Action

Portfolio	Variance		Movement £m
	This Month £m	Last Month £m	
Education & School Improvement		+0.062	
Children & Family Services		+1.506	
Total of old CFE portfolios		+1.568	
Operations, Resources & Skills (CFE)	+1.437		
Children, Families & Educational Achievement	+2.771		
Total of new CFE portfolios	+4.208		
Total CFE portfolios	+4.208	+1.568	+2.640
Kent Adult Social Services	+3.531	+3.592	-0.061
Environment, Highways & Waste	-1.800	-	-1.800
Regeneration & Supporting Independence	-0.620	+0.030	-0.650
Communities	+0.991	+1.056	-0.065
Public Health	-0.050	-0.050	-
Corporate Support	-0.075	-0.075	-
Policy & Performance	-	-	-
Finance	-1.059	-1.059	-
Total (excl Asylum)	+5.126	+5.062	+0.064
Asylum	+2.990	+2.990	-
Total (incl Asylum)	+8.116	+8.052	+0.064

Table 2: Revenue Position after Proposed Management Action

Portfolio	Gross Position £m	Proposed Management Action £m	Net Position after mgmt action £m
Operations, Resources & Skills (CFE)	+1.437	-1.448	-0.011
Children, Families & Educational Achievement	+2.771	-2.544	+0.227
Kent Adult Social Services	+3.531	-3.531	-
Environment, Highways & Waste	-1.800	-	-1.800
Regeneration & Supporting Independence	-0.620	-	-0.620
Communities	+0.991	-0.491	+0.500
Public Health	-0.050	-	-0.050
Corporate Support	-0.075	-	-0.075
Policy & Performance	-	-	-
Finance	-1.059	-	-1.059
Total (excl Asylum)	+5.126	-8.014	-2.888
Asylum	+2.990	-	+2.990
Total (incl Asylum)	+8.116	-8.014	+0.102

- 1.2 The gross underlying revenue pressure is currently £8.116m as shown in table 1 above but this is expected to reduce to an underspend of £2.888m (excluding Asylum) by year end, after assuming the implementation of management action, as shown in table 2. However with the inclusion of the Asylum pressure, this increases to an overall pressure of £0.102m. The first call upon any further underspending within the Financing Items budgets of the Finance portfolio will be to offset the risk on Asylum, although KCC fully expects Government to meet the full costs of this national pressure.
- 1.3 Table 2 identifies that even after management action the Children, Families & Educational Achievement portfolio is still forecasting a small pressure of £0.227m, but it is expected that this will be managed later in the year as further variances come to light. Should this position deteriorate then further management action will need to be identified. The Communities portfolio is also still forecasting a pressure of £0.5m after assuming the implementation of management action, which relates to a number of one-off issues following a major restructure of the Adult Education service. It is proposed that this is rolled forward to 2008-09, subject to agreement of an action plan, as the service is confident that it can manage this pressure by further action next year but has little further scope in this financial year without resulting in irreparable damage to the reputation of the service.
- 1.4 Within the capital programme, there has been further significant re-phasing of projects forecast this month. Details of the main changes are provided in section 3 of this report. The current forecast capital position by portfolio, compared with the position reported last month is shown in **table 3** below and **table 4** shows the impact of this variance on each of the funding sources.

Table 3: Capital Position

Portfolio	Variance		Movement £m
	This Month £m	Last Month £m	
Education & School Improvement		-25.421	
Children & Family Services		+0.010	
Total of old CFE portfolios		-25.411	
Operations, Resources & Skills (CFE)	-26.685		
Children, Families & Educational Achievement	-0.896		
Total of new CFE portfolios	-27.581		
Total CFE portfolios	-27.581	-25.411	-2.170
Kent Adult Social Services	-3.982	-3.506	-0.476
Environment, Highways & Waste	-22.157	-11.998	-10.159
Regeneration & Supporting Independence	-4.400	-	-4.400
Communities	-15.684	-10.687	-4.997
Corporate Support	-0.193	-0.093	-0.100

Policy & Performance	-	-	-
Finance	-1.496	-1.496	-
Total (excl Schools)	-75.493	-53.191	-22.302
Schools	-	-	-
Total	-75.493	-53.191	-22.302

- 1.5 The majority of this variance is on those schemes that are still at the approval to plan stage. There has tended to be a degree of optimism that projects will proceed without problems (such as planning permissions) and it has been agreed that in the coming MTP process the timing of delivery is more carefully considered.

Table 4: 2007-08 Capital Variance analysed by funding source

	Capital Variance £m
Supported Borrowing	-3.955
Prudential	-15.009
Prudential/Revenue	-9.914
Grant	-13.805
External Funding	-4.446
Revenue & Renewals	-1.872
Capital Receipts	-26.292
General Capital Receipts (generated by Property Enterprise Fund)	-0.200
TOTAL	-75.493

- 1.6 In line with our review of last year's capital outturn, it is estimated that 82% of the current year's variance is due to 22 large projects. These are detailed in the directorate annex reports of the detailed budget monitoring reported to Cabinet on 17 September, which Policy Overview Committees will be scrutinising, and subsequent changes are contained in section 3 of this report. As was the case last year, over 1/3 of the variance is due to schemes funded by capital receipts. In most cases such projects cannot proceed until the capital receipt is secured – whether for practical or financial control reasons. Again, it is imperative that during the coming MTP process the capital receipts strategy is tested thoroughly, so that realistic estimates of subsequent expenditure are used. Monitoring variance from a robust estimate will provide Members with a clearer picture of actual capital slippage in 2008/09.

2. 2007-08 REVENUE MONITORING POSITION BY DIRECTORATE & PORTFOLIO

2.1 Children, Families & Education Directorate:

The directorate is forecasting additional pressures of £2.640m this month, £1.405m within the new Operations, Resources & Skills (CFE) portfolio and £1.235m within the new Children, Families & Educational Achievement portfolio. These are detailed below together with the proposed management action to offset these pressures:

2.1.1 Operations, Resources & Skills (CFE) portfolio:

2.1.1.1 Additional pressures identified this month:

- +£0.435m pressure on the pensions budget within the Personnel & Development Unit. The majority of this is due to early retirements within schools, which had been exacerbated by the number of recent school closures and amalgamations.
- +£0.970m pressure within the Capital Strategy Unit. As reported previously, further work has been carried out to ascertain which expenditure previously charged to capital would have to be processed through revenue following advice from the external auditors. Following discussions between CFE directorate finance and Corporate Finance, it has been agreed that the work on tree safety (£0.270m) and the cost of moving and hiring mobile classrooms (£0.700m) will need to be funded from the revenue budget in 2007-08 and beyond.

2.1.1.2 Proposed Management Action:

The portfolio currently has forecast pressures of £1.437m in total. The following proposed management action, totalling £1.448m, is expected to offset these pressures leaving a small residual underspend.

- -£0.435m: The majority of the pensions overspend relates to school staff and following a recent change there are now specific limited circumstances under which these costs can be charged to Dedicated Schools Grant (DSG). This would be subject to proving an overall saving in the schools budget, such as that arising from a school closure under the Primary Strategy. In addition to this condition, it would also require School Funding Forum approval. Therefore we are currently investigating the possibility of using one-off DSG underspend from the previous financial year to fund this £0.435m pressure.
- -£0.418m: We have received a one-off payment from the DCSF for prior year mandatory student awards, which we had not accrued for in the accounts, as the debt dated back to 2002-03. This will give us a further £0.418m to support the pressures in this financial year.
- -£0.595m: The directorate has delayed the distribution of this year's superannuation uplift of £0.463m and has also held back a budget of £0.132m for the costs of the technology refresh programme. It is now proposed that managers will be required to cover the associated increase in costs from within existing budgets so that these funds may be used to cover the remainder of the portfolio's pressures.

Although these measures will cover this year's forecast pressures, there will still be an underlying pressure of £0.853m in the base budget, as the first two proposals above are using one-off monies.

2.1.2 Children, Families & Educational Achievement portfolio:

2.1.2.1 Movements this month:

- -£0.215m In-house Residential Care: In last month's report there was a forecast pressure on this budget due to the parallel running of two centres during a period of relocation to new premises. This has now been more than offset by the decision to close the Alderden centre earlier than previously anticipated.
- +£0.750m Independent Sector Residential Care: Three children have been placed in high cost secure accommodation following court orders and this is having a major impact on the budget, resulting in a £0.750m forecast overspend.
- +£0.700m Independent Fostering Allowances (IFA): This pressure appears to be a result of the growing difficulties of placing difficult children with foster parents, Guardians advocating keeping looked after children in IFA placements rather than moving them, and looked after children resisting being moved.

2.1.2.2 Proposed Management Action:

The portfolio currently has forecast pressures of £2.771m in total. The following proposed management action, totalling £2.544m, is expected to offset these pressures leaving a small residual pressure of £0.227m.

- -£1.500m: The directorate underspent its Local Area Agreement (LAA) grant in 2006-07 and under the terms of the grant, was allowed to roll forward 5% of the underspend as a receipt in advance. This is one-off money which amounts to £1.743m. Some of this has already been committed, but it is proposed that the remainder of £1.500m is used to badge against qualifying expenditure within Children's Social Services budgets in order to fund some of the pressures in the current financial year. It should be noted that this is one-off funding and the underlying issues will need to be addressed in the MTFP.
- -£0.644m: The directorate has delayed the distribution of this year's superannuation uplift. It is now proposed that managers will be required to cover the increased superannuation costs within existing budgets and that these funds are used to contribute to the portfolio's pressures.
- -£0.400m: It is expected that savings will be found from the SEN transport budget up to a maximum of £0.4m. Following the recent round of re-tendering with transport providers, this budget looks likely to be able to reduce its projected pressure. The exercise has so far highlighted a potential saving of £0.7m for a full academic year, which amounts to £0.4m in the current financial year. However, a significant number of changes traditionally take place during September and October, as parents re-negotiate the travel arrangements that have been put in place, and further children are identified as needing transport to school. Until this period of high activity has passed we will not know how much of the £0.4m will actually materialise in the current year, but a clearer picture will be available in the November monitoring.

These management actions will cover all of the newly reported pressures along with the majority of the £1.5m pressure reported previously, which was mainly due to pressures within SEN Transport of £0.935m and legal fees within Children's Social Services of £0.461m, but will leave a small shortfall of £0.227m within this portfolio (over and above the Asylum pressure), which will be dealt with later in the financial year as further budget variances come to light. Should this position deteriorate then decisions on further management action will need to be taken.

2.2 Kent Adult Social Services:

The latest forecast indicates a pressure of £3.531m, which is a small reduction of £0.061m since last month, however within this there are some larger offsetting movements which are detailed below. The directorate SMT has drawn up management action plans over recent weeks which it hopes will bring the portfolio back to a balanced position by the end of the financial year. Summarised details of these management actions are provided in section 2.2.2 below.

2.2.1 Movements over £0.1m this month are:

- +£0.508m Learning Disability – an increase in the pressure from £2.942m to £3.450m. During the past couple of months 8 new placements have had to be made into residential care, and approximately 10 into supported living and other community type arrangements.
- -£0.155m Physical Disability – a reduction in the pressure from £0.887m to £0.732m, which is partly due to a reduction in domiciliary hours and also some price increases not being as high as previously anticipated on residential placements.
- -£0.144m Assessment & Related – an increase in the underspend from -£0.264m to -£0.408m, which is mainly due to planned slippage in recruitment as we move towards 'Active Lives for Adults' (ALFA), a move towards more self-directed care, and to assist with pressures elsewhere within the portfolio. A small element of the movement relates to an increase in income from another authority.
- -£0.278m Older Persons Direct Service Unit – a reduction in the pressure from £0.521m to £0.243m. Since last month further detailed work has been undertaken in respect of the estimated costs of the single status increase this year, and it is now anticipated that any impact can be covered from within existing forecasts.

2.2.2 Proposed Management Action:

The portfolio currently has forecast pressures of £3.531m. The following proposed management action is expected to offset these pressures in order to reach a balanced outturn position.

- Older People -£0.740m from:
 - Higher level of scrutiny through panel process on new placements of residential and nursing care
 - Continue to pursue continuing care for nursing care placements where appropriate
 - Maximise use of vacant beds in in-house units to reduce P&V costs
 - Review all non-permanent residential placements to ensure higher level of income achieved after 12 weeks
 - Review all domiciliary care packages to maximise throughput, reduce long term dependency & increase recovery/rehabilitation
 - All new community care placements to be reviewed and authorised by Team Leaders
 - Review all daycare and transport packages to ensure block contracts and in-house provision are optimised.
 - OT Pilot Scheme to reduce reliance on long term domiciliary care
 - Release of provision for P&V payments following review
- Learning Disability -£1.396m from:
 - Invest to Save scheme for LD Residential Change to reduce residential placements in favour of supported living arrangements
 - Continue to pursue large debt cases for specific clients - would then release back bad debt provision

- Rigorous application of the cost matrix/model on residential care to continue to drive down 'hotel type costs'.
- All new community care placements to be reviewed and authorised by Team Leaders
- Review all domiciliary care packages to maximise throughput, reduce long term dependency & increase recovery / rehabilitation
- Review all daycare and transport packages to ensure block contracts and in-house provision are optimised.
- Physical Disability -£0.372m from:
 - All new community care placements to be reviewed and authorised by Team Leaders
 - Review all domiciliary care packages to maximise throughput, reduce long term dependency & increase recovery / rehabilitation
 - Transfer of residential clients into independent living arrangements (existing & new clients)
 - Review all daycare and transport packages to ensure block contracts and in-house provision are optimised.
- Assessment & Related -£0.047m from:
 - Forecast already assumes a vacancy factor, and recruitment takes place only when absolutely necessary based on team traffic light system.
 - slip recruitment to posts
- Older Persons Direct Service Unit -£0.120m from:
 - Firm control on agency spend and additional hours
 - Freeze administrative posts
 - Freezing all non-essential expenditure
 - Active application of absence management procedures
 - Allowing only essential repairs and maintenance
- Adult Services Provider Unit -£0.106m from:
 - Delay recruitment to posts
 - Review packages of care in Home Support Network
 - Review catering arrangements in respite unit
- Mental Health -£0.422m from:
 - review all residential care packages with view to transfer to supported living arrangements
 - slippage on recruitment
 - slippage on Approved Social Workers reconfiguration
 - All new community care placements to be reviewed and authorised by Team Leaders
 - Review all domiciliary care packages to ensure numbers of hours required
 - Release back some of Section 117 Reserve, as no new cases have been presented
- Performance, Contracting & Planning Unit -£0.133m from:
 - Freeze non-essential expenditure and further slippage in recruitment
- Training, Duty & Support -£0.195m from:
 - Freeze non-essential expenditure and further slippage in recruitment

2.3 Environment & Regeneration Directorate:

2.3.1 **Environment, Highways & Waste portfolio:**

There is a further £0.8m underspend declared on Waste this month based on a realistic forecast of when the Allington waste to energy plant will be working at full capacity. The overall underspend on waste is now forecast at £2.5m, of which £0.715m is required to offset the directorate-wide budget imbalance, (at the time of setting the budget, this was planned to be offset by an in-year Management Action Plan). This gives a net waste underspend of £1.785m. It was previously reported that £1m of this would be offset by additional routine highway maintenance, particularly vegetation control, but due to the financial forecast for the overall authority for the year, KHS are now required to manage within existing routine maintenance budgets until a balanced outturn position for the authority as a whole is more certain and are now looking at what can be cut-back in order that the vegetation control work can continue. This £1.785m net waste underspend together with a small underspend due to a vacant post, gives an overall forecast underspend for the portfolio of £1.800m. This forecast assumes that £0.250m of emergency expenditure arising

from the flooding in June and the earthquake in Folkestone will be met from the Emergency Conditions Reserve, consistent with previous practice.

2.3.2 **Regeneration & Supporting Independence portfolio:**

An underspend of £0.620m is now forecast, which is a movement of -£0.650m since last month. The main changes are:

- -£0.500m as the construction work on the Fort Hill de-dualling project in Margate will not commence until April 2008 and therefore roll forward will be requested to fund the revenue contribution to this capital project in 2008-09.
- -£0.125m due to a further delay in the Local Development Framework for Waste & Minerals Studies bringing the underspend on this to -£0.185m, which will be requested to roll forward to 2008-09.

After allowing for the re-phasing of £0.685m for the two projects detailed above, which will be requested to roll forward, there is an underlying pressure of £0.065m relating to the ending of funding for one post within the portfolio. Proposals to cover this extra cost are being considered but it is expected that this will be managed within the overall Environment & Regeneration directorate by year end.

2.4 **Communities:**

- 2.4.1 The pressure on this portfolio has reduced by £0.065m this month to £0.991m mainly due to a reduction in the pressure of -£0.110m, from £0.180m to £0.070m, on the Youth Offending Service, as the service has identified further savings on the cost of mediation service in an attempt to bring the budget back into balance this year to offset the pressure on secure accommodation and remand. The scope for any further savings is limited to staff costs and the service has already changed its approach to vacancy management and further savings could only be delivered by holding vacancies longer than the average 10 weeks assumed in the budget. This is partially offset by a small increase in the pressure on Cultural Development.

Although there is no change this month to the pressures on Adult Education and Coroners, there are still potential pressures (reduced enrolments for AE and pay award/long inquests for coroners) that could add to the overspends, but cannot be quantified at this stage.

2.4.2 Proposed Management Action:

The portfolio currently has forecast pressures of £0.991m. The following proposed management action is expected to reduce these pressures to £0.5m.

- There is £1.284m in reserves for Regulatory Services and the Youth Service. The balance for Regulatory Services is earmarked for replacement of equipment for Kent Scientific Services (KSS). A comprehensive review of assets in KSS to determine estimated life and value is currently being undertaken. This, together with a review of their trading account, has identified that if KSS adjust their fees to include annual contributions towards the renewals fund in line with asset life and valuation, then we can release a one-off sum from the reserve to offset part of the pressure on the portfolio in the current year. The precise amount will not be known until this review is complete.
- £0.062m of revenue expenditure in the libraries book fund has been identified which can be funded from developer contributions to reflect the investment in new books in libraries arising from new housing developments.
- Deferring expenditure funded by a reserve for sports grants will give an underspend in Sports Development. Sports organisations will receive grants spread over 2007-08 and 2008-09 with the 2008-09 grants funded by longer term savings that can be made across the Cultural and Community Services division, but cannot be implemented this year due to a number of factors.

These actions are expected to deliver £0.491m of savings, leaving a £0.5m pressure relating to Adult Education. The directorate propose to roll forward this overspend to 2008-09, subject to agreement of an action plan. Although the budget was set assuming full repayment of the £0.5m loan made in 2006-07 from the Finance portfolio, the service has made significant savings to bring its expenditure back into line with income, but has been faced with a number of one-off issues which it can tackle through further action next year, but it has little scope for action this year.

3. **2007-08 CAPITAL MONITORING POSITION BY DIRECTORATE**

There is further significant re-phasing of projects this month as detailed below:

3.1 Children, Families & Education Directorate:

The forecast for the directorate has moved by -£2.170m this month from -£25.411m to -£27.581m, -£26.685m within the new Operations, Resources & Skills (CFE) portfolio and -£0.896m within the new Children, Families & Educational Achievement portfolio. Details of the main movements are provided below:

3.1.1 Operations, Resources & Skills (CFE) portfolio:

- -£1.050m – Mobile Moves (-£0.700m) and Tree Safety (-£0.350m). As detailed in section 2.1.1.1 above, this expenditure will now have to be processed through revenue following advice from the external auditors. (£0.080m of the tree safety work was budgeted to be funded from revenue, so the impact on the revenue budget is only £0.270m although the saving in capital is £0.350m).
- -£0.247m Phoenix Community Primary School (Modernisation 2006/07/08) – an underspend predominantly due to a contribution from the preventative strategy for children project at Phoenix School within the Children, Families & Educational Achievement portfolio which was not included in previous forecasts.
- -£0.237m Castle Hill Primary School freshstart project (formerly George Spurgeon) – an underspend largely due to school ICT purchases which took place in 2006-07 incorrectly being included in the previous 2007-08 forecast.
- -£0.185m Sussex Road Primary School (Modernisation 2006/07/08) – the start date for the project has been delayed by 3 months following receipt and review of tender prices. This re-phasing is only indicative and could increase when we receive revised forecasts from the external consultants.
- -£0.163m Dartford Campus (Development Opportunities) – this re-phasing is largely on the Dartford Technology College element of the contract where the implementation of a cost savings exercise has impacted on the profile of spend between 2007-08 and 2008-09.
- +£0.582m Maplesden Noakes School (Modernisation 2006/07/08) – this self managed school project has started earlier than originally expected. Our initial forecasts indicated that we were expecting to fund some of the project in 2008-09 but it is now likely that all of the KCC contribution to the project will be needed in 2007-08.

3.1.2 Children, Families & Educational Achievement portfolio:

- -£0.449m Whitstable Family Centre
 - -£0.447m Preventative Strategy for Children project at Kingsmead
- Plans to combine the funding for these two projects, thus allowing a more substantial project to be undertaken at Kingsmead are currently being explored. As these plans are only in their infancy and the project is only at the approval to plan stage, we would only expect minimal development costs to be incurred in the current year with the remaining funding re-phasing into 2008-09.

3.1.3 It should also be noted that in accordance with recommendation (c) of the report to Cabinet on 16 July regarding the Bridge Development, Dartford within the Operations, Resources & Skills (CFE) portfolio, the Director of Finance and Cabinet Member for Finance are satisfied with the financial arrangements for this project and have given approval to spend and authority to negotiate and enter such agreements as are necessary to give effect to the scheme, to the Director, Resources (CFE) and Head of Corporate Property.

3.2 Kent Adult Social Services portfolio:

The forecast for the portfolio has moved by -£0.476m from -£3.506m to -£3.982m this month due to:

- -£0.209m – The Edenbridge Community Centre part of the Horizons/Mountwood project has re-phased into 2008-09 due to planning delays.
- -£0.208m – The Osbourne Court/Faversham DOS project has fully re-phased, as its direction is being completely reviewed as part of the MTFP process.
- -£0.059m – further re-phasing on the Princess Christian Farm project.

3.3 Environment, Highways & Waste portfolio:

The forecast for the portfolio has moved by -£10.159m from -£11.998m to -£22.157m. The main movements are detailed below

- -£9.349m Rushenden Link Road – a delay in assembling land and gaining planning permission will lead to most of the construction now taking place in 2008-09. This project is funded by DCLG grant. Although SEEDA are the lead body for the project, KCC is the employer to the contractor so all payments will be made via KCC with the DCLG grant being received via SEEDA.
- -£1.999m Thamesway – due to the benefits of value engineering being achieved. This scheme is 100% grant funded.
- -£0.843m East Kent Access Phase 1C – it is pleasing to report a reduction in the forecast spend following a review of the land acquisition estimate.
- -£0.500m De-dualling of Fort Hill, Margate – the construction will not commence until April 2008.
- -£0.260m Everards Link Phase 2 – re-phasing into 2008-09 due to the need to resolve working interface issues with a developer.
- -£0.250m due to a reduced volume of Land Compensation Act Part 1 Claims.
- -£0.200m further re-phasing on the reshaping of Kent Highways accommodation – whilst good progress is being made at the Ashford Super-depot and the Hayesden satellite, we still await the decision of the judicial review at Wrotham. There are also procedural delays at Faversham and Sandwich depots. As a consequence the planned construction activity for this financial year will not be achievable.
- +£2.450m Cabinet agreed at it's meeting on 17 September to vire £2.45m from the underspend on the reshaping of Kent Highways accommodation project for additional highways work on bridge maintenance, resurfacing, crash barrier repairs and electricity reducing lighting replacement.
- +£0.870m Ashford Ring Road – Tender returns have necessitated a revision to the construction work profile and the need to bid for additional grant funding.

In addition there is also significant forecast re-phasing of almost £24m from 2008-09 into future years on the Sittingbourne Northern Relief Road following objections to Orders. The costs in the current year remain as previously forecast.

3.4 Regeneration & Supporting Independence portfolio:

There is £4.400m of re-phasing into 2008-09 forecast this month which is due to:

- -£3.700m East Kent Empty Properties Initiative – following Member agreement to a three-part approach to the usage of this Rolling Fund, a number of actions are now coming together, but to a lower level than expected within the current year budget assumption.
- -£0.700m Arts & Business Centre at Folkestone – the project is underway, though procedural issues at the beginning of the project have meant a re-phasing of construction into the early part of 2008-09.

3.5 Communities portfolio:

The forecast for the portfolio has moved by -£4.997m from -£10.687m to -£15.684m. The main movements are detailed below:

- -£1.465m Development of Community Facilities at Edenbridge - re-phasing into 2008-09 as planning approval is not expected until late autumn with a start on site possible in late spring.
- -£1.439m Information & Library Campus, Gravesend – re-phasing into 2008-09 and 2009-10. As a result of the failure of the Big Lottery bid, a smaller revised scheme is now being planned and the re-phasing is an initial assessment of the impact of the necessary changes.
- -£0.992m Ashford Library Plus – re-phasing into 2008-09 and 2009-10 to reflect the planning now underway. The target re-opening of a new building is January 2010.
- -£0.610m Big Lottery Fund – PE & Sport - it has recently been identified that £0.740m of costs should be charged to school and DDA budgets. There is also further additional spending of £0.189m on the programme which will be funded by additional grant and external contributions. The overall programme is now largely complete, however a small number of payments and projects have re-phased into 2008-09 (£0.059m).
- -£0.250m Tunbridge Wells Library, Museum & Gallery – the Heritage Lottery Fund reluctantly turned down the joint £3.3m bid with Tunbridge Wells Borough Council, but indicated that a Regional bid should be submitted for up to £2m. A re-assessment of the project is underway to prepare a reduced scheme and therefore are-phasing of the budget into 2009-10 was necessary.

- -£0.200m Dover Discovery Centre Car Park – these plans have become extremely complex and have been overtaken by the emerging regeneration programme for the Western Dock and town centre. This project will therefore no longer happen but may come forward later as part of a comprehensive programme of works.

3.6 Corporate Support portfolio:

The forecast for the portfolio has moved by -£0.100m from -£0.093m to -£0.193m this month due to a forecast underspend on the Kent TV Pilot Station.

4. RECOMMENDATIONS

4.1 Cabinet Members are asked to note the latest forecast revenue and capital budget monitoring position for 2007-08.

4.2 Cabinet is asked to note that the Director of Finance and Cabinet Member for Finance are satisfied with the financial arrangements for the Bridge Development, Dartford project, within the Operations, Resources & Skills (CFE) portfolio, and have given approval to spend and authority to negotiate and enter such agreements as are necessary to give effect to the scheme, to the Director, Resources (CFE) and Head of Corporate Property, as recommended in the 16 July report to Cabinet on this project.

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

To: Cabinet – 15 October 2007

Subject: *Towards 2010* – First Annual Report

Classification: Unrestricted

Summary:

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

FOR INFORMATION AND DECISION

1. Introduction

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

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

The first Annual Report against *Towards 2010* is attached for Cabinet to consider prior to its presentation to Council for approval on 18 October 2007.

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

2. Input by Policy Overview Committees

An earlier draft of the Annual Report was presented to all five Policy Overview Committees (POCs) for comment in late September. This was felt to be an extremely valuable process for both Members and officers and the comments have helped to shape the final draft of the Annual Report for County Council.

The updated draft of the Annual Report is attached, which is subject to final approval by the Leader.

It should be noted that the final version for County Council will be proof read and the layout standardised where needed.

3. Performance Indicators (PIs)

The Annual Report provides qualitative feedback on progress against each of the 63 targets. Outcome-based PIs, are used to illustrate progress, where relevant. As discussed at the POCs, a few additional PIs are due to come on-stream in later annual reports when officers have finalised the development, and this is noted in the report against that target.

Members should note that data quality procedures underpin the PIs used in the Annual Report.

4. Future Annual Reports

As with the former *Next Four Year's* annual reporting process the *Towards 2010* reports will include a status designation to show the degree of progress made against each target from year two onwards.

5. Recommendations

Cabinet is asked:

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

To RECOMMEND the final draft of the first *Towards 2010* Annual Report to County Council for approval on 18 October 2007.

Contact officer:-

*Sue Garton.
Performance Management Group, Chief Executives Dept
Ext 1980*

Towards 2010

September 2006 – September 2010

First Annual Report

October 2007

(Draft as at 3 Oct)

Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding

Lead Cabinet Member:
Roger Gough

Lead Managing Director:
Adam Wilkinson

Lead Officer:
Bryan Raine/Caroline Lwin

Progress To Date:

With the arrival of CTRL Domestic Services, growth areas in Ashford and North Kent, and significant initiatives in East Kent, the years leading up to the Olympics 2012 offer a unique opportunity to raise Kent's economic performance. Our initiatives are designed to maximise this opportunity, creating new jobs, attracting new investment supporting the existing businesses to grow and encouraging new businesses to start.

Kent has been pro-active in influencing the Regional Economic Strategy for Kent and officers were invited to attend many of the sessions to argue Kent's case.

We are actively engaged with regeneration delivery boards in Kent Thameside, Swale and Ashford on inward investment promotion and marketing activity. Locate in Kent, (LiK), our inward investment agency-, has undertaken weekly PR editorial and press briefings including to Finance Direct Investment International (brings in direct foreign investment to Kent). This briefing included a familiarisation visit to key site locations in Kent.

We are actively working with district councils to secure government action to create opportunities in the wake of the planned loss of 400 manufacturing jobs in East Kent. We are also working with partners to bring London Array (off-shore windfarm) investment to Ramsgate. In terms of construction and maintenance this promises 600 short term and 200 long term jobs into the area. We are also working to promote tourism opportunities across Kent and East Kent in particular as part of our commitment and support to enhancing traditional as well as new key business sectors in Kent.

KCC has established a Property Acquisitions and Investment Fund (Enterprise Fund) to purchase sites of key strategic interest to attract businesses to locate in Kent and stimulate job creation, e.g. Manston Business Park. It is proposed to also use the fund to forward fund provision of a new spine road at EuroKent Business Park. The road is necessary to unlock a significant source of employment potential in Thanet. Additionally, the first phase of Eureka Business Park development in Ashford is completed providing 50,000 square foot of space to support 500 jobs.

The securing of Assisted Area Status (tier 2 grants) (see also target 2) for Thanet and three wards in Dover is recognition by the EU of the higher levels of deprivation in Thanet but also the potential development opportunities for larger companies to invest in the area. Assisted Area Status enables companies to apply for grants to help establish new businesses, expand or modernise existing businesses, set up research and development facilities or enable business to move from development to production. All businesses are eligible to apply for grants. In addition, designated areas in Dartford, Gravesham, Maidstone, Swale, Ashford, Shepway, Canterbury and Dover can offer tier 3 grants to businesses.

KCC is also concerned with quality of development as well as quantity. Examples include regeneration initiatives in town centres (see target 3) and in new developments (see target 40).

KCC was a founder partner of Locate in Kent and we are providing additional funding to Locate in Kent to help deliver this target. In the ten years since its inception in 1997, LiK has been associated with the creation of an average of 1,826 jobs per year (18,262 in total) and the safeguarding of an average of 923 jobs a year (a total of 8,305). LiK is recognised by many partners, including SEEDA, as a good example of strategic partnership.

We have also worked with partners promoting the Kent NOW service to enable long term unemployed secure training and job opportunities as part of the Supporting Independence Programme. We are also involved in supporting the Employ Kent Thameside project promoting jobs and skills opportunities to developers and the local

workforce. KCC is also the accountable body for the URBAN programme. The programme's focus is on deprived wards in Dartford and Gravesend to improve training opportunities, increase social inclusion and supporting independence. The programme is considered the best of its kind in the UK. We are also with Business Link Kent as lead partner, involved in the Trading Up programme. This is a community based enterprise programme aimed at increasing the number of businesses started by people from disadvantaged backgrounds. To date 64 people have benefited from the programme.

Locate in Kent monitor skills requirements of companies, either existing ones through their aftercare service, or those being assisted to set up/locate or expand in Kent. They also undertake a survey of companies assisted every two years and often pick up difficulties with recruitment. LiK help companies by putting them in touch with people that can help such as Learning and Skills Council or Universities or recruitment consultancies. Knowledge on recruitment/skills difficulties is also passed on to the relevant agencies directly.

Good progress has been made in developing overseas marketing strategies meeting with SEEDA's Head of Overseas Team to develop a joint North European Strategy. Contacts have been made with the Managing Director of UK Trade International to develop more effective working with them in overseas markets and briefings arranged with East Coast US SEEDA representatives on marketing Kent as a business location to US companies.

Work will soon start on the development of a Kent Regeneration Strategy that will incorporate economic, environmental and social strands of regeneration into a new overarching Strategy. Its purpose will be to clarify KCC's contribution to place-shaping through specifying, on a District by District, as well as County-wide basis, where it will seek to deliver, influence, facilitate or enable delivery. The new strategy will be published within the next six months.

Work with LiK continues to:

- Maintain an increase in quantity of projects whilst maintaining the quality of the jobs being created
- Maintain a strong emphasis on marketing the county's growth areas particularly In East Kent and promoting the opportunities around the CTRL at Ebbsfleet and Ashford (both international and domestic rail links) as well as boosting the profile of Kent to businesses as a premier business location.

In addition, LiK have three new priorities underway as a result of additional KCC funding, which are to:

- Develop an overseas marketing strategy in the US and NW Europe aimed at attracting the financial sector to Kent
- Strengthen Kent's sector proposition to help targeting marketing activity
- Deliver a financial and business services initiative

We will use the recent launch of Kent TV to provide further opportunities to maximise business investment opportunities for Kent residents.

Measurable Indicator(s)	2006/07* Base	2007/08 Forecast	2010 Target
Cumulative number of jobs created/safeguarded by Locate in Kent	Baseline jobs in Kent 570,700	15,668 (+2.7% on 2006 base)	26,354 (+4.3% on forecast 2010 base)
Number of new companies investing in Kent per annum	64	50	150 cumulative over 3 years
Number of projects captured (LiK)***	53 (19%)	72 (31%)	30% per annum

*Base is the total number of jobs in Kent at 2006 excluding Medway.

** Excludes Medway. This is a three-year cumulative target for 2007/08 to 2009/10 and comprises 4,914 new jobs created, 4,212 jobs safeguarded and 1,560 indirect jobs created.

*** A project is an enquiry with which Locate in Kent has substantial interaction, which is logged and followed-up by Locate in Kent and eventually may lead to a success

Target 2: Concentrate on the regeneration of Kent’s deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services

Lead Cabinet Member: Roger Gough	Lead Managing Director: Adam Wilkinson	Lead Officer: Theresa Bruton/ Mike Bodkin
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Progress To Date:

Regeneration is a major priority for KCC. Working with partners has secured Assisted Area Status for most of Thanet and elements of Dover. This will enable opening up of funding opportunities to attract inward investment from companies already operating in these areas and to attract new businesses to the area.

KCC continues to support Enterprise Gateways providing advice and networking support to small and micro businesses. Gateways operate in Romney Marsh, Folkestone, East Kent and more recently Swale. Subject to funding from SEEDA, construction of the new Folkestone Performing Arts Centre will also include a business centre for small start up businesses.

We are also supporting work with small and medium size businesses to ensure they can benefit from the 2012 Olympics via networking and training initiatives. Earlier this year KCC launched its Strategy for the Olympics and Paralympics.

In March 2007, the CLG Local Government Committee Second Report on Coastal Towns was published. KCC helped influence many of its recommendations including:

- The need for Government to give focused attention for Coastal Towns and the adoption of a national approach to support these towns
- Taking action to reduce the number of out of area placements of vulnerable adults and children in coastal towns
- Reducing the volume and improving the quality of Houses of Multiple Occupancy

KCC has committed to work with partners to help close the gap in funding for the new Quay that will be required at Port Ramsgate for the assembly and construction phase of the world’s biggest wind farm off the Kent coast. Securing the initial construction work as well as ongoing maintenance at the Port of Ramsgate will generate approximately 600 short term jobs for a period of three years plus 200 long term skilled maintenance jobs. Three other wind farms will also be operating off the East coast giving rise to the possibility of an “Aberdeen Effect” that will benefit not only East Kent but help place Kent as a leading exemplar of wind energy and sustainable industries development.

Kent is included in the eligible area for both INTERREG IVa (cross border) and IVb funding programmes. Working with partners in East Kent, KCC is helping to prepare a bid for INTERREG funding, via SEEDA to improve connectivity between Dover, Ashford and Canterbury rail stations. This will assist regeneration of East Kent by maximising the links to CTRL , which in turn, will facilitate continuing regeneration of Kent town centres. (For more details on town centre regeneration see target 3)

KCC is progressing a joint venture with Thanet DC focusing on Manston Business Park, purchased by KCC in 2006, involving the pooling of land holdings of both authorities to provide a driving force for regeneration in Thanet. Consultants have produced a masterplanning study for both Manston and Thanet DC’s landholdings at EuroKent Business Park. The study has concluded that the developments can deliver considerable benefits to Thanet and the wider East Kent economy. SEEDA are providing funding, under Objective 2, to provide for a new Innovation Centre at EuroKent which will provide quality office space to support new business growth. Part of the funding will be used to support KCC-led access improvements to the site. The East Kent Access Scheme Phase 1 will be completed in the autumn and will also be a boost to the area as will the development of Kent International Airoport.

The new Sheppey Bridge has opened increasing access to job opportunities for residents by giving greater access to and from the Island. It has also facilitated success of other needed transport infrastructure improvements in the area such as Sittingbourne Northern Relief Road and Queenborough and Rushenden Relief Road. KCC has secured planning consent for Sittingbourne Northern Relief Road and £12m of funding has been obtained for the Queenborough and Rushenden Relief Road. The first stage lottery bid for the Swale Flying Start Project, to establish a museum to celebrate one of the first flights ever made, was successful and Swale Forward is now working up a second stage submission.

In NW Kent, the award winning *Fastrack* rapid bus transit system is now operating and in its first year of operation is showing that 19% of passengers are now using the bus instead of car. Construction work to extend the current route has now started on Thamesway and Everards Link Phase 2. Both these schemes are 100% funded by government grant of £13m. Development at The Bridge (Kent Thameside development on Dartford) has started, including The Nucleus, a brand new innovation centre for scientific and knowledge-based businesses.

The development agreement for the Heritage Quarter development in Gravesend has been signed. DCLG have recognised KCC's investment in Gravesend Old Town Hall to bring it back into occupied use by awarding additional funding to help with the project. At Ebbsfleet, the first houses are under construction at Springhead and the masterplan for Station Quarter South has been submitted. Eastern Quarry has passed a significant milestone with the granting of landing consent by Dartford BC in July for 6,250 homes plus commercial and leisure development. KCC's innovative approach to S106 (Development Contribution) has secured £100 million over approximately the next 20 years in developer contributions to support local services' in Eastern Quarry. (More details in target 40).

Associated with this KCC and Kent Thameside (KTS) partners have secured new Government funding of £74m for strategic transport infrastructure in KTS.

KCC is involved in the SUSCON Project (to set up a sustainable construction centre at Springhead, Gravesham). The project has strong support from the private sector, including Land Securities. A bid for funding from DCLG has recently been agreed and once operational, the new centre will provide local job and training opportunities in a key growth area.

The South East Regional Transport Board has agreed investment in the Ashford Smartlink public transport scheme which like Fastrack will provide a rapid bus transit system within Ashford. The M20 J10 improvements are nearing completion and work is taking place to determine the feasibility of a new J10a. Ashford Borough Council have approved South Kent College's planning application for a new Learning Campus.

KCC has also secured contributions from new housing developments to fund necessary community facilities to meet both the needs of people moving to the area and those of existing residents. Through its work influencing Local Development Frameworks and negotiation of S106 KCC has, between 2002 and 2006/7 secured over £43m for new community facilities. We were also one of the first Councils to seek for the whole range of facilities and not just for educational provision. Large-scale developments such as Eastern Quarry (see above) will secure community investment and help establish new innovative service provision solution including mixed use spaces to service total community needs. (See target 40 for more details).

According to local housing requirements, which are determined by District Councils, all S106 Agreements should include a proportion of affordable housing. This is in accordance with Government guidelines.

Progress on the Empty Homes initiative is recorded under Target 39.

Measurable Indicator(s)	2006/07 Base	2007/08 Forecast	2010 Target
Cumulative total funding received from SEEDA	£714,827	£1,267,827	*TBA

Measurable Indicator(s)	2006/07 Base	2007/08 Forecast	2010 Target
Cumulative total funding received from Europe for projects	£1,013,087	£1,912,280	** TBA
Total funding received from DCLG for growth programme schemes Figures are cumulative for programme	£19,509,001	£21,732,910	***TBA
Total funding received URBAN Programme (ends 2008/09) Figures are cumulative for programme	£5,366,407	£7,034,794	£8,170,813
Total funding received for Leader programme (ends 2008/09) Figures are cumulative for programme		£3,982,036	£4,362,526
Total value of S106 Agreements secured (Cumulative)	£42,500,000	£163,000,000	TBA

*Target needs to be set against pending outcomes of Comprehensive Spending Review (CSR) (due for publication in November 2007) and the responses to the Sub Regional Review that may lead to greater potential for funding from SEEDA than now.

** Target needs to be set against KCC's future Interreg funding group.

*** Target needs to be set against outcomes of CSR and the level of funding required for meeting costs of London Olympics at Stratford.

Target 3: Support a programme of town centre regeneration**Lead Cabinet Member:**

Roger Gough

Lead Managing Director:

Adam Wilkinson

Lead Officer:

Keith MacKenney/Katherine Putnam

Progress To Date:

Regeneration of town centres is important to improve economic and social viability. This target is focusing particularly on three coastal town centres in Kent – Dover, Margate and Folkestone.

KCC commissioned in 2005a Public Realm Strategy for Dover Town Centre which has set in place a framework for 9 key projects which will reknit the fabric of Dover's town centre. The first priority project to be implemented, Dover Priory Station Approach, is valued at £2.8 million and is scheduled to start on site in February 2008. KCC is leading on this project in partnership with Dover District Council, Network Rail, South Eastern Railway, and Jacobs Uk Ltd who have been commissioned to draw up the concept and detailed designs. This project follows on from the Dover Pride project led by KCC to refurbish Dover Priory railway station, which was completed in August 2007.

KCC is also a leading partner in the development of the Dover Sea Sports Centre, contributing £250,000 from its Regeneration Fund, towards the £2.5m project, which started construction in July 2007. Along with Dover District Council, the developer, SEEDA and English Partnership, KCC has provided considerable input to improving the quality of proposed shopping development in the town centre. This helped SEEDA and English Partnership secure funding of up to £10m in enhancing the physical quality of the development. KCC is working with the South Kent College and Learning and Skills Council to assess the comprehensive redevelopment of the Further Education College, a £25-£30m project, in the town centre to potentially include residential and commercial development. It hopes to have more detailed plans in place by end of December 2007 to take the proposals forward.

Progress has been made in Margate on the Turner Contemporary project as part of the wider cultural regeneration of the town. 16 companies have expressed an interest in becoming KCC's development partner on a market-led scheme for the adjacent rendezvous site. Three companies have been shortlisted. They are Crest Nichol森 (with Land Regeneration UK), Gleasons (with CTM Architects) and Urban Splash. More detailed proposals from the companies are required by October 31 and a development partner will be selected in December 2007 with the whole site scheduled to be built by 2010. See target 27 for more details. The Margate Rendezvous site development is part of a concerted approach to improving and developing the town's eastern seafront from the Lido to the Harbour Arm. This also involves significant improvements in pedestrian connections between the Old Town and the seafront, a project that will attract more people and activities to the Harbour Arm is well advanced, and the future of the Theatre Royal is secure (see Target 25). KCC is leading on the development of both a public realm strategy and a related parking, access and movement plan that will take full account of the developments planned for the town. As part of the work, KCC has made a full business case showing financial benefits of the de-dualling of Fort Hill which has gained support of partners.

KCC has committed £3.5m to establishing the Folkestone Performing Arts and Business Centre. It is working with Shepway District Council and Creative Foundation on Tontine Street and Ford Street signal improvements.

We recognise the need to control out of town development and therefore the Kent and Medway Structure Plan (policy EP15) encourages large retail development within strategic town centres identified within the plan (policy EP4). We have also completed a major survey (in conjunction with District Councils) to understand retail patterns and consumer behaviour. This will better inform and support planning and scheme delivery in meeting this target. Although this Towards 2010 target is focused on three particular towns, action is also underway in NW Kent and Ashford. For example, work has been done to develop and infrastructure to provide quality development and growth in Gravesend Heritage Quarter, and to enable submission of a planning application in the Autumn 2006 for new retail and housing development. KCC is also working with Dartford BC to help develop a revised proposal for the town centre Lowfield Street development, the previous application having been

rejected. In Ashford, extensive work is underway on the Ring Road and the New Town Bridge that will enable environmental enhancement of the town centre and support major retail and commercial investment

The town centre improvements have helped to raise land values in the towns, in turn, encouraging private developers to invest in properties, including development of housing provision above existing shop units. Within the KCC-led Empty Homes Project, we are also pro-actively involving shop owners with vacant upper floors to develop them into new accommodation above the shops. (See target 39 for details on Empty Homes).

We are developing a suite of performance indicators for this target including footfall, retail vacancy rates and total investment requirements.

Target 4: Support rural businesses and communities to build a strong entrepreneurial culture		
Lead Cabinet Member: Roger Gough	Lead Managing Director: Adam Wilkinson	Lead Officer: Stuart Gibbons

Progress To Date:

More than a third of Kent’s businesses are based in rural areas, employing over 110,000 people. Their success is crucial to Kent’s economy.

This target is embedded as one of the priority actions within the draft Kent Rural Delivery Framework which provides a strategic framework for action for all rural partners in Kent over the next five years to ensure Kent’s rural economic communities and environment continues to thrive.

The Kent Rural Delivery Framework and accompanying Rural Evidence Base will place Kent on a stronger footing for bidding into rural funding streams that are due to come on line later this year (LEADER, Rural Access to Services Programme). KCC is actively working with a range of partners to facilitate these external bids to maximise Kent’s bidding process.

The embedding of this Towards 2010 target within the Kent Rural Delivery Framework is also creating a stronger base to encourage partnership activity to deliver this target. Service Level Agreements with both Action with Communities in Rural Kent (the rural community council) and the Kent Association of Rural Retailers have been in place since 1 April 2007 to ensure that they support the activities to help achieve this target. .

Current rural regeneration activities contributing towards the delivery of this target include:

- Training courses undertaken by Produced in Kent on marketing and website development and accessing public sector contracts
- Meet the buyer and networking opportunities for local producers
- Assisting land-based businesses to access planning and business advice through the Kent Downs Rural Advice Service
- Working with partners to deliver external funding programmes (LEADER+, Kent Rural Towns Programme and Rural Revival) that enable community-led regeneration projects to go ahead.

The Kent Downs Rural Advice Service was a pilot project initiated by KCC and Kent Downs Area of Outstanding Beauty. The project provided free integrated business, planning and environmental advice and training opportunities to farming businesses to support business diversification. The lessons learnt from the pilot will help inform best practice and develop a model that can be applied County-wide.

Planned additional activities to support this target include:

- Working with partners to develop two new workstreams to quickly respond to Post Office Network Change proposals in Kent. The first will help rural communities to develop entrepreneurial community-led solutions, for example, help to establish community-owned shops. The second will provide business advice for rural retailers where post office closures could jeopardise future of their businesses.
- Working with the Kent Rural Board to examine new ways of encouraging more land-based businesses to develop more added-value products.
- Working to establish a global centre for non-food crops in Kent, benefiting Kent’s land-based sector (see target 44).

Measurable Indicator(s)	2006/07 Baseline	2007/08 Forecast	2010 Target
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Number of rural enterprises/individuals receiving advice (cumulative)	298	300*	308
Number of partnership innovative projects/ initiatives instigated (cumulative)	15	17*	20

* Indicators were set at the inception of project funded programmes and considered at the time to be challenging to attract funding. The 2007/08 target is the minimum needed to meet project outcomes for drawing down of funding however we expect to exceed both targets comfortably. It also includes continuing support to business and individuals from 2006/07 base.

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

Progress to date:

Procurement is a major strategic issue for KCC which spent £854m on goods and services in 2005/06 through hundreds of thousands of transactions and payments with around 13,000 suppliers.

KCC has a highly devolved approach to procurement and we work with directorate-based procurement staff on a wide range of cross-cutting procurement issues. Since the corporate procurement function moved into Corporate Finance in 2006 we have been looking to establish a policy and planning framework which will enable us to make progress on developmental issues such as this Towards 2010 target.

The main actions to support this have been:

- Developing new in-house rules for procurement called ‘Spending the Council’s Money’ agreed by KCC’s Governance and Audit Committee in June which is intended to raise awareness of good procurement practice across the council and encourage open competition. This will be vital for achieving the target as it addresses the behaviours of managers across the council engaging in procurements
- Implementing the South East Business Portal in May which gives a new way of advertising electronically all KCC’s contracts valued at over £50k. Suppliers only have to register on-line to be able to access the tender information
- Putting in place new governance arrangements with a Procurement Board chaired by the Chief Executive and a Procurement Forum for procurement practitioners. KCC has also established a cross-sectoral Kent and Medway Procurement Board consisting of all 12 district councils, Medway Council, Police, Fire and the Primary Care Trusts (PCTs)
- To drive forward on the cross-cutting issues we established a new Strategic Procurement Unit in July within the Chief Executive’s Department
- Signed the Department of Trade and Industry small business concordat committing us to work in new ways with small and medium-sized enterprises (SMEs).

With this new framework in place we will build upon developmental work being undertaken particularly within Property and Highways spend categories to look at how we can work in new ways with SMEs within the overall context of our framework agreements. Developing a more strategic approach to how we work with SMEs to achieve this target will now be our main focus moving forward.

Target 6: Increase opportunities for graduates (suggested change of “graduates” to: “people with advanced qualifications”) to work and live (suggested change to remove “and live” or to change to “or live” which was in original draft for this target) in Kent

Lead Cabinet Member: Roger Gough	Lead Managing Director: Adam Wilkinson	Lead Officer: Peter Welsh / Sue Dunn
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Progress to date:

Kent’s resident workforce has a smaller than average number of people with degrees. Five strands of interrelated work have started in relation to this target and there are close links with target 1 in terms of attracting inward investment to Kent, specifically those companies from the creative industries and science based sector within the wider Kent economy.

The five strands are:

- KCC has purchased data on graduate leavers from the Higher Education Statistics Agency. Analysis of these data will enable us to monitor the extent to which graduates are attracted to Kent at the end of their studies. The analysis will cover three specific areas:
 - University locations where Kent residents studied and where they located at the end of their studies
 - Where non-Kent residents, studying at Kent universities located to at the end of their studies
 - Original locations of current graduates working in Kent
 Data will include comparisons to other local authorities. We will use the data analysis to determine specific actions to meet delivery of the Towards 2010 target.
- Following the data analysis stage, discussions with all Kent universities collectively (led by the University of Kent at Canterbury) will focus on actions they can take to promote employment and business opportunities in Kent to current undergraduates. A high level meeting between the Cabinet Portfolio holder for Regeneration and Supporting Independence, KCC Chief Executive, senior KCC officers and representatives of all the Kent universities is planned for November 2007. Opportunities for actions to help deliver the target will be an agenda item at this meeting, following which a task group will be established to agree a delivery plan for implementation from Autumn 2008, linking activities to the work of the 14-24 Innovations Unit (see also Targets 15, 16 and 18).
- The Knowledge Economy represents a grouping of industries likely to employ a high proportion of graduates. Monitoring the number of jobs in this sector will reflect the number of opportunities for graduates within the Kent economy. This target is monitored in Kent Prospects, Kent’s Economic Development Strategy.
- We are already in the process of developing new and innovative level 4 and 5 qualification progression routes in partnership with Greenwich and Kent Universities and the private sector. This will include the expansion of Foundation Degree programmes and Apprenticeship places by autumn 2008.
- We are also working to establish a National Skills Academy in Construction in partnership with Construction skills, HE and FE which will deliver level 4 and 5 qualifications in all areas of the construction industry - excellent news for the Building Schools for the Future Programme in particular. This initiative should also assist in addressing projected skills shortages around preparations for the 2012 Olympics and new large scale development projects in Kent’s growth areas over the next couple of decades.

Measurable Indicator(s)	2006 Baseline	2008 Forecast	2010 Target
Percentage of people of working age living in Kent qualified to NVQ4+ (Source: Annual Population Survey)	24.0%	Matches national rate*	Matches national rate*
Graduate leavers now employed in Kent (Source: Higher Education Statistics Agency (HESA) – data refreshed each August)	3646	Forecast not available	4000
Percentage of jobs in the Knowledge Economy (Source: Annual Business Inquiry)	14.5%	Matches national rate*	Matches national rate*
Number of Advanced Apprenticeship Programme graduates **	TBA	TBA	TBA
Number of Foundation Degrees offered by Kent Universities **	TBA	TBA	TBA

* Target consistent with Kent Prospects Strategy

** Data to be confirmed by LSC and Kent Universities for these targets

Target 7: Fulfil Kent's potential as a premier tourist destination		
Lead Cabinet Member: Roger Gough	Lead Managing Director: Adam Wilkinson	Lead Officer: Fran Warrington

Progress To Date:

Tourism already contributes £1.8 billion pounds to Kent's economy and supports 49,555 thousand jobs¹. Nonetheless, Kent needs to ensure it fully develops as a visitor destination, not just as a place to pass through. At present many of its Tourist assets, such as its coastline are under-appreciated by potential visitors. As a result, KCC has increased its support for Tourism in the expectation of vigorous promotion of the county. Delivery of this target and others including Kent TV (Target 24), the "What's On in Kent" website (Target 21) and the new Kent Film Office (Target 8) will really help put Kent on the Map.

Kent has a proven track record in hosting of world wide events including the recent Tour de France, in July 2007. The event provided a great opportunity to market Kent to potential visitors from across the UK and overseas. UK media coverage benefits for Kent has been calculated at £3.3 million in advertising cost equivalents. This excludes the extra advertising benefits for global audiences of over 2 billion viewers.

On race day, over 2 million spectators lined the route between Dartford and the finish in Canterbury. To achieve an enduring legacy of the race, The GoCycle Kent Campaign encouraged the general public to take up cycling for health and wellbeing benefits. Additionally, £6,000 grant funding was given to communities and schools clubs for cycling related events across the County.

KCC contributed £450,000 to the event which generated approximately £37 million in direct spend into the Kent economy. The full economic impact assessment is due in October 2007. Feedback from the sponsors has been positive and considered one of most successful stages in the Tour's history.

In March, the Destination Management System (DMS) within the Kent Tourism Alliance (KTA) website, went live enabling 24 hour, seven days a week (24/7) online booking. In May, this was launched by KTA as a hi-tech website that provides a one stop shop for visitors and residents planning a break in Kent – www.visitkent.co.uk. It also provides 24/7 online booking for accommodation and showcases attractions in Kent. It's a virtual shop window for the county which allows local businesses to prosper and attract more people to Kent. Website hits in 2006 totalled almost 1 million (975,650) the highest year to date.

The recent launch of Kent TV will provide another valuable resource to promote Kent as a top tourist destination. KTA will work closely with Kent TV to maximise marketing opportunities created too further boost Kent's tourism industry.

The CEO of KTA has led a campaign to negotiate with key strategic alliance partners to match fund KCC's contribution to this target of £200k. To date this has resulted in a commitment of £1.25 m cash and a £1m in kind over 5 years from Southastern trains to deliver a London-based short breaks and day visits campaign. Funds from other partners have also been secured, including EU Interreg cross-border funding for London media campaign. Kent is also being marketed in London as part of the lead up to the 2012 Olympics with KCC support and backing.

KTA are also leading an innovative and unique marketing campaign promoting East of England to USA markets focusing on the region New England to North Carolina. This a three year campaign and only recently launched though there are early indications of success with more visits from USA despite the strong pound. Data is currently being analysed and more details will be available for the next monitoring report on this target.

KCC's continuing investment in the visitor economy has gained support form the private sector. At the board meetings of the KTA in March, it agreed a £1.3 m budget for the 07/08 financial year, demonstrating the private sector's confidence in the KCC backed model. Helped by an investment of £75k to the Kent Tourism team, KCC is engaged in a programme of measurement and return on investment/impact modelling to allow all

¹ Figures based on 2003 data reported in 2005. Further report based on 2006 data will be available in January 2007

involved in developing Kent's visitor economy to ensure that resources deliver benefits and jobs. Roger Gough (lead Cabinet Member ofr this target) is an active participant in the agenda as Vice Chair of the KTA and is engaging in the development of the research and measurement agenda.

Kent Tourism has completed a two-year research project, in partnership with Cross-Channel operators, into the preferences of the county's visitors from mainland Europe. This is now available to tourism, leisure and hospitality businesses across Kent to help them identify new markets and drive their businesses forward. Meanwhile, the Cruise Connection research into the economic impact of the cruise industry in East Kent has identified more ways local businesses can benefit.

KCC has continued expanding Pride in Kent – its customer service awareness campaign now running Shepway and Thanet with staff familiarisation visits and customer service training events highlighting the range of the local opportunities available to visitors.

On 31 March more than 10,000 people across Kent visited local attractions on Kent's Big Day Out – the first of five such days scheduled in the run up to the 2012 Olympics. More than 90 of the county's leading tourist attractions and destinations pledged their support and made free tickets available and plans are already in train for 2008. In Spring 2007, in partnership with Thanet District Council, KCC launched Europe's first Greeters programme in the style of the New York Big Apple Greeters. Teams of well-informed volunteers will be available to give visitors a warm welcome to the area and talk about local areas of interest. The aim is to roll this programme out countywide ahead of the Olympic Games in 2012

Measurable Indicator(s)	2006/07 Baseline	2007/08 Forecast	2010 Target
Value of on-line bookings made on Destination Management System website	N/A	£25k	£1 million
Increase number of jobs in the visitor economy	49,555 fte	49,870 fte	50,500 fte
Raise overall value of tourism in Kent	£1.8 billion	£1.86billion	£2 billion
Increase marketing budget	£1 million	£1.6 million	£2 million
Value of media coverage achieved per annum	£1 million	£1.6 million	£2 million
Small and medium sized businesses directly engaged with KTA	400	533	800
Visits to website	975,650	1,150,000	1,500,000

Achievement of PIs dependent on receiving full three-year commitment of additional funding to KTA (currently £210k per annum).

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

Lead Cabinet Member: Roger Gough	Lead Managing Director: Peter Gilroy	Lead Officer: Tanya Oliver
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Progress to date:

Using Kent as a location for filming brings real advantages both economically and in raising its profile as a tourist destination.

Kent Film Office secured the filming of a major Channel 4 production, ‘Cape Wrath’, in the Maidstone and Malling area, which led to £2.5m direct spend into the local economy and the employment of 35 local people. The deal was secured against strong financial competition from Wales and Dublin. KCC funded two Runners as part of ‘Cape Wrath’, who have since gone on to permanent employment within the filming industry.

Other Kent based filming opportunities have been secured. A small, independent, local East Kent filming company, Medb Films, produced ‘Ruby Blue’, starring Bob Hoskins, which was filmed in Thanet and Deal and is due for release during 2007. The success of this film will enable this company to expand and they are already looking for larger production premises in Thanet. Medb Films secured a three-picture deal and all will be shot in Kent. The latest, ‘The Calling’ started filming in August 2007, starring top actress Brenda Blethyn, and is due for release next year. KCC invested £75k into this production, which has enabled a total spend in the East Kent area by Medb Films of £500k, greatly assisting with regeneration and local employment. As part of this deal, KCC, in partnership with Screen South, funded 2 trainees from Kent.

There have been other successes. A ‘Bollywood’ Film was shot almost exclusively on the Kent and East Sussex Railway bringing £16k investment into the Tenterden-based attraction. Tesco located their recent apple advert in a Kent apple orchard which helped secure the future of the community-owned orchard as the fee went directly to the parish. ‘The Other Boleyn Girl’, which will go on international release in 2008, has recently been filmed in Kent and in partnership with the Kent Tourism Alliance, the Kent Film Office is establishing a ‘Boleyn Trail’ to attract additional tourism into Kent following the release of the film.

The Film and Television Board was established in 2006 and secured significant positive publicity for the Kent Film Office. It is championing Kent within the industry as a place to come and film and additional support is being sought from high profile actors with a connection to Kent. We are also working in partnership with Maidstone Studios, who are committed to championing Kent.

The Kent Film Office brought over £3m of direct spend into the county last year and dealt with over 250 enquiries from all over the world since it started in March 2006, making strong links with companies looking to film in Kent in the future. It has also received positive coverage in various media outlets, including the Radio Times, Variety magazine, Broadcast and local media coverage such as Radio Kent, Kent Messenger and Kent on Sunday.

Measurable Indicator(s)	2006/07	2007/08 Target
Direct spend into Kent via the Kent Film Office	£3m	£3m

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

Over 100,000 in Kent claim one of three major welfare benefits² with some wards having over 40% of working age people on benefits and caught in the benefits trap. KCC's Supporting Independence Programme (SIP) is working to address this situation both through preventative measures, working with young people to prevent them from slipping into a life of dependency, and remedial activities to try to reduce the burden of welfare benefit expenditure and lift significant numbers of working-age people out of worklessness and into meaningful, sustainable employment.

Through the new 14-24 Innovation Unit, a number of exciting initiatives are being developed to support young people from a range of backgrounds into a more positive, aspirational future. The Kent Success Apprenticeship Programme has, since October 2006, opened up new work avenues for 83 people aged 16 to 19. Of these, 20 have moved on from the programme already, 16 of them into employment. Work to achieve the target of 1,000 apprentices is well underway. Through the Kent Community Programme, young people not in education, employment or training are being supported by learning skills for work, and taking positive next steps towards training, employment or apprenticeships. This will extend to specific groups, including teenage parents, adding support to this particularly vulnerable group.

Joined-up work is being enacted through the SIP team in terms of working with employers. The provision of a menu of options for employer engagement is underway with Kent Works, and this will incorporate not just options for young people gaining access to work experience placements, but also progressive job opportunities for adults already on the peripheries of the labour market – the disabled, the long-term sick and unemployed, lone parents, and the 50-plus. This will allow a more cohesive approach to engaging with employers, and will afford a greater impact that local employers can undoubtedly have on reducing the welfare burden.

Innovative, connected approaches with a range of partners within KCC and in the private, public and voluntary and community sectors are in the pipeline in terms of reforms to the welfare-to-work sector in Kent. Further to progressive partnerships with employers as discussed above, a variety of proposals are planned, including increased local control over provision and budgets, and a multi-agency approach to making a real impact on the effects of worklessness within the community, not just on the individual. Sustainability of jobs and communities is the strategic aim. In addition, a plan to bring together various strands of action within KCC looking at the employability of disabled people, from Adult Social Services, Adult Education, SIP, the Equalities and Diversity Team and the Children with Disabilities Team in Children, Families and Education Directorate (CFE) will lead to more joined-up approaches and add value to the output.

The SIP team, through the Kent NOW Programme, is working to support long-term Incapacity Benefit claimants back to full-time employment in Kent's most disadvantaged communities. Community-based, client-driven support is accessible across the county, and Kent NOW offers a range of services, including return-to-work training and support, work experience placements, job search skills and condition management. Over 150 people are engaged on the programme at present, 35 are already back in sustained full-time work following lengthy periods of unemployment, thanks to effective support from a wide range of partners across all sectors. This work will be incorporated into Kent Supported Employment's provision under the Pathways to Work programme from April 2008 to continue and further develop this effective return-to-work programme into the future.

² Incapacity Benefit, Income Support and Jobseeker's Allowance

Significant work is taking place on supporting lone parents back to work through the Evolve ESF ‘Getting On’ programme, a 12 week course that supports lone parents in making informed choices about their future, delivered by Kent Adult Education in partnership with Children Centres and Jobcentre Plus. As of August 2007, 171 beneficiaries have received support and training via this programme, 17 have gained employment, 49 have progressed onto further education or training and 23 are undertaking voluntary work. Lone parents are being linked through voluntary placements to the retail sector to build on existing skills which are transferable into the world of work.

SIP, working with Maidstone Borough Council and Kent Top Temps, is launching an innovative approach to helping benefit claimants back to work through the use of Internet technology. ‘Slivers of Time’ matches individuals who need to work odd hours around other commitments in their life to organisations that need a pool of top-up workers at irregular times. The scheme benefits lone parents on Income Support, incapacity-based benefit claimants and others who find it hard to enter traditional employment markets.

Measurable Indicator(s)	Aug 2006	Aug 2007
Total average weekly benefit spend in Kent for IB, IS and JSA*	£6.21m*	Awaited
Number of claimants of the three main working age benefits	97,140	Awaited

*IB (Incapacity Benefit), IS (Income Support) and JSA (Jobseeker’s Allowance)

Target 10: Improve the quality of early years education by strengthening the links between pre-schools/nurseries and primary schools, thereby improving children's ability to learn when they enter primary school

Lead Cabinet Members:
Mark Dance/Chris Wells

Lead Managing Director:
Graham Badman

Lead Officer:
Carol Parsons

Progress to date:

Kent recognises that good quality early years provision is a critical factor in developing a child's receptiveness to learn from an early age building essential social skills and encouraging good behaviour. In the last four years, Kent has doubled the number of maintained nurseries linked to primary schools to 70, created over 12,000 new childcare places and established 20 children's centres with a further 52 planned, in areas of deprivation, aimed at reaching over 42,000 children under 5.

The Kent Local Area Agreement target focussed on increasing the percentage of children accessing early years education was reached a year early with 89.6% of 3 year olds and 95% of 4 year olds.

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

Twenty- three early years advisory teachers and 25 special educational needs co-ordinators (SENCOs) who work in pre-school settings have been appointed to work within the clusters and provide links between pre schools/nurseries and schools. These teams are supported by a team of 75 Leading Early Years Practitioners which includes teachers and practitioners from a range of preschools and nurseries, these colleagues are employed by schools and pre schools/nurseries. They are quality assured by the Early Years (EY) team, receive training and provide limited additional capacity at 'cluster' level. Some deliver specific and targeted support to pre schools/nurseries where there is a clear need to improve quality. There has been a gradual improvement in OfSTED judgements for these settings, reducing the number judged 'inadequate'. OfSTED data for the period June 2006 to June 2007 shows that 'inadequate' provision in education has reduced from 12% to 6%.

The percentage of settings with working links to schools is track to reach 15% (109) this year. Closer links between schools and settings have been established as a result of working with schools to identify how they can best link to the settings in their community. Key work that strengthens the links between schools and settings is the Kent Record of Transfer document, which is shared and discussed when children move from setting to school. This record is effective for all children including those with specific needs and involves parent's contributions. A further project focussing on including observations of children younger than three will build on the current Kent Record of Transfer and has involved pre schools/nurseries and schools in the Shepway 2, Tonbridge and Malling clusters.

There are a range of cluster based projects where schools and pre schools/nurseries have worked and are currently working in partnership on a common focus. These include work in Swale Urban on developing early communication skills through role- play, developing storytelling in young children and using puppets and extending children's questioning. This joint working is strengthening links and leading to joint training sessions.

Another project in the Ashford cluster was a joint day for schools and clusters at a "Rare Breed Centre" which provided the children with a range of shared activities linked to their learning. This was jointly planned and organised by pre schools/nurseries and schools working together.

The settings and schools in the clusters of Thanet, Dover, Tunbridge Wells, Malling, Shepway 2, Tonbridge, Deal and Sandwich are all contributing to a project entitled “Seeing is Believing” which focuses on having a shared understanding of observing children and linking this to assessment and children’s individual progress.

Work is underway to develop new ways of working to share good practice and expertise in partnerships with private, voluntary and independent pre-school providers to improve the quality of early years provision. Work is also in hand to produce and implement a strategy for the development of the early years workforce to ensure that there are sufficient and appropriately trained staff. KCC will expand the LEYT programme to provide practical advice on teaching very young children.

KCC introduced a new system of assessing the quality of education and care in nurseries from September 2006 (ECERS). The Quality Mark that builds and incorporates the ECERS audit work will be trialled in pre schools/nurseries from September 2008.

Next steps include:

- To evaluate and disseminate work from the cluster projects
- Further improve take up of free early education by vulnerable and minority groups by raising awareness of settings and schools.
- Increase multi agency engagement between settings and schools to help secure rapid and sustained improvement and narrow the variation between clusters.
- Begin to set cluster specific targets for improving quality in pre schools and nurseries
- Develop a single comprehensive data set for every pre school nursery which includes OfSTED outcomes / a local authority alert system / records of visits which will be expanded to include ECERS data.
- Reduce the number of inadequate OfSTED settings
- Continue to expand the Leuven project and support practitioners in pre schools/nurseries and schools to implement the Early Years Foundation Stage for implementation in 2008.

Measurable Indicator(s)	2006	2007 Target
Percentage of early years settings with working links to schools*	5% (37 settings)	15% (109 settings)

NB There are 744 settings in total

Target 11: Help and inspire all our children to do well, with a particular focus on ensuring that the results our seven and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate

Lead Cabinet Member: Chris Wells	Lead Managing Director: Graham Badman	Lead Officer: Carol Parsons
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Progress to date:

Results in Kent in 2007 for our seven year old children improved in five out of nine indicators. This compares favourably to a more static national position. Kent performance exceeded national results for higher achieving seven year old children in reading and mathematics. The focus on narrowing the gender gap has been particularly successful. For example the three year trend for higher achieving boys shows a 3% gain in Kent compared to a 1% decline nationally. Year on year rates of progress in writing place Kent children in the top quartile. The implementation of the Communication, Language and Literacy Development pilot in ten schools has resulted in gains of 5% in reading. During the year, the capacity of clusters to improve reading has been enhanced by training 24 reading recovery teachers as part of the 'Every Child a Reader' programme. This development is already improving reading progress for those struggling to develop basic skills.

Eight of the ten performance indicators for our 11 year old children showed improvement in 2007. Performance in writing for the higher achieving 11 year olds exceeded national figures and a 0.9% improvement in English maintained year on year improvement. In 2007 Kent paralleled national performance.

Schools engaged in intensive support programmes have made significant gains in attainment. For example the 20 schools which implemented the Intensifying Support Programme improved by 10% in English at level 4+ and 11% in mathematics.

Thirty schools received challenge visits from Principal Advisers who met with headteachers and representatives of governing bodies to provide additional challenge to accelerate the rate of pupil progress. Most of the schools visited made improvements in 2007. Schools receiving intensive and substantial support from Advisory Service Kent participated in regular meetings to check progress and several completed monthly joint evaluation reports with their school improvement partner.

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

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

Sixty five schools identified for 'Booster Support' implemented intervention programmes for named children to accelerate their progress. Most schools report success although some pupils only made a partial improvement and did not achieve a complete one level gain. Schools are planning to start the programme earlier in 2007/8.

Next steps include:

- Analysis of 2007 performance data has already informed the targeting of support to schools for the 2007/8 academic year and school improvement partners have commissioned bespoke packages of support for schools to further raise children's achievement. All schools receiving intensive and substantial packages of support have been allocated school improvement partners who can provide appropriate challenge and can enable schools to monitor progress
- Challenge schools to ensure more pupils make two levels of progress in each key stage
- Enable schools to set targets which equate to progress made by the highest achieving schools nationally and challenge them if they do not

- Implementation of a programme of targeted support through Primary National Strategy Initiatives – this will include an intensive support programme for 19 schools that in 2006 had been below 65% in English and mathematics at Key Stage 2 for four years, a programme to develop the role of school based lead teachers who can intervene when pupils are not making expected progress and the involvement of 10 Gravesham cluster schools in *Every Child Counts*
- Extend *Communication, Language and Literacy* programme to 15 schools in Maidstone and train a further 24 *Reading Recovery* programme teachers. Through training, provide universal access to these strategies for all schools
- Continue the Ensuring Success programme with 59 schools
- Where appropriate, engage the involvement of Children’s Social Care and Health personnel in the school improvement process to enable pupils to be more ready for learning
- Engage good and outstanding schools in school improvement strategies and work with clusters more closely to raise standards..
- Support schools to develop new curriculum models to provide personalised learning for all children.
- Ensure all schools track pupil progress consistently and provide pupils with information about the next steps they need to take
- Further develop multi agency engagement to secure the best progress possible for Gypsy/Roma by considering the oral culture and bilingual needs of Roma.
- Disseminate the Primary National Strategy approaches for advanced learners of English as an additional language strand.

Measurable Indicator(s)	2006	2007 Prov'l	2007 Target
Percentage of pupils achieving Level 4 and above in Key stage 2:			
English test	77%	77%*	80%
Maths test	72%	72%*	81%
Percentage of achieving Level 2 and above at Kent Stage 1:			
Reading	83%	82%**	85%
Writing	78%	79%**	83%
Maths	90%	90%**	92%

* Provisional figures from DCSF. National results improved by 1%

** Provisional figures from DCSF National results were static for reading, down 1% for writing and static for maths

Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools

Lead Cabinet Member: Chris Wells	Lead Managing Director: Graham Badman	Lead Officer: Joanna Wainwright
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Progress to date:

Children need to feel safe and secure and emotionally healthy in an environment where they can learn. The poor behaviour of the few can have a major impact on the education and achievements of others and this sort of behaviour is a concern to both parents and children. Kent recognises that C&YP are individuals and some young people do not respond to traditional teaching approaches. Disaffection and disengagement at school can lead to disruptive/anti social behaviour. Kent, through its 14-24 unit will provide additional support and alternative approaches needed to assist Headteachers in achieving a reduction in the number of incidents of inappropriate behaviour.

Partnership working with Kent Police is particularly aimed at providing support to schools to implement restorative approaches. Restorative justice workshops have been held across Kent and the materials published on ‘Clusterweb’ to support implementation. A conference on ‘Effectively Managing School-Based Incidents’, through techniques such as restorative justice, took place in October 2007 coinciding with issuing a joint protocol regarding effective joint working between Kent Police and Kent schools.

The anti-bullying policy and on-line survey were launched for consultation at a conference resulting in over 6,000 responses. New guidance has been issued on cyber bullying (text/e-mail/phone) and a monitoring system is now in place. An anti-bullying co-ordinator is in post to support school staff, parents and children to develop strategies to tackle bullying. The Kent anti-bullying guidance will be released shortly.

A ‘Safe Cluster’ accreditation scheme has been launched and pilot ‘clusters’ identified. There are now 160 schools using SEAL (Social and Emotional Aspects of Learning) and initial evaluations suggest that this programme helps to improve self-esteem and reduce disruptive behaviour. Schools were given control of the resources for meeting the needs of disruptive pupils from September 2007. They continue to develop more varied and stimulating curricula with vocational opportunities expanding in both range and volume.

Kent safe schools has worked with over 6500 children and young people and evaluations by Greenwich University have found that 88.7% of school respondents felt that the service had improved self esteem and confidence and 79.2% felt that the relationships of children and young people in schools had improved. There was a reduction of 19% in permanent exclusions in 2006/07 compared with a similar period in 2005/06 and Ofsted found 82,7 % of Kent schools ‘good’ or ‘outstanding’ in ensuring its pupils are protected from bullying, racism or other forms of harassment.

Next steps include:

- Expand the work of safe schools
- Use the NFER survey to inform decision making and continue to seek the views of C&YP
- Look at the use of alternative curricula to improve the engagement of C&YP
- Engage with local communities, police and interested groups, individuals to look at reducing vandalism
- Improve methods to gather and record information re bullying and disruptive behaviour

Measurable Indicator(s)	2007*
Percentage of pupils aged 11 to 16 who find other pupils being disruptive a barrier to learning	54%
Percentage of pupils aged 11 to 16 who have been bullied in the last year	31%
Percentage of pupils aged 7 to 11 who have been picked on or bullied at school	38%

Taken from a sample survey of 31,000 Kent primary and 10,000 Kent secondary school children

Target 13: Continue to offer and develop further multi-agency support to parents by helping them with the problems they and their children face in everyday life

Lead Cabinet Member:

Chris Wells

Lead Managing Director:

Graham Badman

Lead Officers:

Ian Craig/Marisa White/Des Crilley

Progress to date:

Parents play the most important part in their children's development and education. When families face difficulties they may need to access support services to provide help and advice. Kent recognised that if its ambitious 2010 challenge to improve the lives of all C&YP is to succeed it needs to engage and support parents to, in turn, support their children.

Kent Children's Trust commissioned the development of a Parent Support Strategy and a parent's charter, which is in its final stages of development. Multi-agency partners have contributed to the draft and parents widely consulted.

Excellent progress has been made on the development of parent forums linked to 'cluster' boundaries. Dover, Ashford, Maidstone and Malling have all held events, with plans in place for Shepway and Tunbridge Wells to meet shortly, and all districts will have a forum in place by the end of the year.

The number of FLOs directly supporting children and families through schools has increased to over 200 and Kent, as part of the national pilot has appointed 41 Parent Support Advisers (PSA) who are working across schools and clusters, linking closely with FLOs. This project includes working with 95 schools to tackle issues of attendance and behaviour.

Significant progress has been made in implementing the Children's centre programme, 20 established with a further 52 planned, offering a wide range of services including family support and links with JobCentre.

The Extended Schools Team is actively supporting schools to deliver the full range of services under the DCFS 'Core Offer'. All schools have to provide access to Parent Support and some schools have also tested the use of a National Family and Parenting Institute tool, Parent Information Point (PIP). This work will be extended throughout 2007/08 to test out and develop capacity to deliver the new Transition Information Sessions that have been developed by FPI and the DCFS. This programme builds on the good multi-agency practice developed under PIP, but provides the opportunity to support parents with topic based information that will enable them to confidently support their child/children.

Joint Commissioning Officers have been involved in the Swale Kids early intervention project, which is jointly funded through the urban Swale cluster and the multi-agency consortium. It also offers family support, including parenting programmes, and works with children who are showing early signs of emotional difficulty and who may in the longer term be vulnerable to exclusion, targeting KS1 and KS2 children. Work of this nature is underway across Kent and focuses on multi-agency interventions to support children, families and individual parents.

Joint Commissioning Officers are also playing an integral part in the development of locality-based Children's Trust Arrangements, many of whom are using parent support as a key theme to drive forward multi-agency working. The Extended Services Unit is working to ensure local development activity is reflected in the overall strategic framework for the Trust.

KCC libraries provide a range of resources and support programmes for parents including supporting the launch of the BBC Radio Kent storytelling season, part of KCC's support for the BBC's RAW (Reading and Writing) campaign. The season continued with visits by the Arts Bus for storytelling events in parts of the county. Stories from the web-facilitated sessions took place in Margate library to enable parents recruited from SureStart to explore the RAW website and to develop their story sharing and reading skills.

Next steps include:

- Launch of the parenting strategy in the Autumn 2007

- Continue to develop the role of FLOs
- Establish parents fora in all clusters by the end of 2007
- Expand family group conferencing
- Continue to engage with parents, carers, partners and other agencies to develop services and extend the role of schools as the centres of their communities
- Continue to work with the voluntary and Community sector to assist in the provision of services
- Appoint a number of school nurses

Measurable Indicator(s)	2006/07
Number of parents supported through children's centres and family liaison officers	New PI – Base being established

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

Progress to date:

Our aim is to ensure all C&YP feel engaged and inspired to learn and that they have the opportunity to share their views and to know that they can make a difference.

A strategic framework for the 'Participation of Children and Young People' was approved by the Kent Children's Trust in May 2007 to guide participation work at a county and local level. Fieldwork on the Kent Pupil Survey (NFER) was undertaken in early 2007 and the results are available.

Kent is increasingly shaping services based on opinions, ideas and experience of C&YP examples of actions and initiatives to enable C&YP to contribute to planning and decision making are as follows:

- A survey of over 40,000 children and young people in Kent which has provided a wealth of information on their views about the five outcomes of 'Every Child Matters' and on living in Kent
- Following consultation with children and young people, the Children and Young People's Plan has been made available in easy to read formats for children, young people and the public
- The Kent Youth County Council (KYCC) has 48 elected members to represent the views and opinions of Kent's young people. Over 28,800 young people took part in the last elections. Members of the KYCC meet with senior managers in Children Families and Education (CFE) directorate to raise issues of interest or concern to young people
- The recently completed Learner Survey obtained the views of 200 young people
- At the 2007 Kent Show a key theme was 'Student Voice' and this Towards 2010 target and 600 children and young people gave their views on their school and the neighbourhood where they live
- 'Student Voice' and school councils continue to provide an opportunity for pupils to influence their learning and school life in general
- Young people have been involved in the development of policy and strategies e.g. the young carers strategy and the anti-bullying policy
- Some looked after children spent a weekend with senior managers giving their views on the experience of being in care
- Some specialist services such as Partnership with Parents, The Early Years Services, and the School Psychology Service have completed research to obtain feedback from service users
- The Youth Service provides a range of opportunities for young people to engage with the service and give their views and opinions e.g. in the recruitment and selection of staff; regular user forums; and participation in national and international events
- Youth Participation Forums provide the opportunity for young people to have a view at district level
- The Substance Misuse Team and Trading Standards have been involving young people to get their views. Kent Scientific Services engaged with children and young people in schools to promote healthy eating.

Next steps include:

- Communicating the Participation Strategic Strategy and continuing to foster a culture of participation within CFE and the Children's Trust(s).
- Undertake further work to ensure "hard to reach" groups have an opportunity to participate (e.g. children in need, disabled children and younger children)
- Continue to keep a record of participation activity and outcomes for children and young people.
- Identify gaps where participation needs to be developed linked into the KYCC to ensure issues of interest or concern are properly heard
- Encourage the development of student voice and school councils.

Measurable Indicator(s)	2007
Number of primary schools taking part in the NFER survey	382
Number of secondary schools and other educational establishments for ages 11 to 19 taking part in NFER survey	98

Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by experts from the world of work – NEED PORTFOLIO AND LEADERS AGREEMENT TO CHANGE TARGET

Lead Cabinet Member:
Mark Dance

Lead Managing Director:
Graham Badman

Lead Officers:
Sue Dunn/Pauline Smith

Progress to date:

Although Kent exceeds the national average for GCSE and A level results, there are still too many young people dropping out from post-16 learning or who are not in education, employment or training.

Specific action is being taken now the new 14-24 innovation unit is fully established to ensure a raft of support mechanisms exist from innovative approaches to vocational training, business links and careers guidance. The vocational programme in schools has dedicated personal advisers who have been trained to inform and advise learners on choices at 16. The success of these advisers has meant that nearly all young people at 16+ leaving the vocational programme have moved into full employment, training or apprenticeship programmes. Young people are also being supported in their choices through a range of ICT and web based programmes which will become an individual portfolio. This will include an interactive programme to assess learners employability skills and support decision making skills

Kent Works has previously undertaken events aimed at the health service and construction industry and has now prepared a series of master classes across the county that are being delivered from October 2007. These are whole days aimed at learners in years 9 and 10. A key element of the day is to look at the employability skills required for an industry and the different progression routes available to young people to enter various sectors. These events are based at inspirational locations including Charlton Football Club, Bedgebury Pinetum, Howletts, Droight House, Eurotunnel, Shorne Country Park, Bewl Water and Brands Hatch.

Whilst a broad range of employer sectors are involved, there is a focus upon the industries that have been identified as skills priorities for Kent. This means an emphasis is placed on areas such as sustainable construction, advanced technical careers, finance, science, manufacturing-bioscience renewables, aviation, logistics and marine industries.

The events are based on a normal working day of 9am-5pm and there are two distinct halves. The first centres on learners attending workshops in the morning based around employability skills, whilst the second part in the afternoon is spent touring a local business. Employers who have engaged in the Industry Champions programme, facilitated by Kent Works for the LSC, organise many of these business visits. The morning workshops are delivered by motivational speakers and kept fairly short and give the chance for students to visit the local businesses and learn about career opportunities in their area. Students are tasked to find out what the progression routes are for careers in that industry with preparation time during the morning's workshops. Learners have a chance to feedback and discuss their visits at the end of the day. A unique element of this programme is the use of a business mentor.

Next steps include:

- Continue to build on partnerships including Connexions to improve careers education service and information, advice and guidance
- Continue to engage with young people to improve services and delivery
- Investigate and share good practice relating to information, advice and guidance
- Promote the use of National Standards Framework for IAG in schools

Measurable Indicator(s)	2007
Percentage of children who think their school gives them good careers advice	43%

Target 16: Expand our pioneering vocational 14–16 programme to more than 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world

Lead Cabinet Member:
Mark Dance

Lead Managing Director:
Graham Badman

Lead Officers:
Sue Dunn/Pauline Smith

Progress to date:

Preparing young people for employment is such an important priority for Kent that 5 of the 2010 targets have been developed to ensure that school leavers have the right skills to access jobs and opportunities. The creation of the 14-24 unit with responsibility for professional skills and training, Educational Business Partnerships, careers guidance and vocational programmes will ensure that our young people become the workforce of tomorrow bringing economic success to Kent

Vocational courses, including engineering, construction, electrical, motor vehicle maintenance, media studies, hair and beauty, land based industries, retail, hospitality and catering, are helping young people in their future career and supporting industries in Kent. 4000 14-16 year olds attend vocational courses, Kent intends to expand these programmes to more than 6000 students. The development of new facilities will enable secondary schools to access specialist facilities for the delivery of diplomas. The new diplomas will be available to all learners and Kent will be piloting new courses in construction, engineering, creative and media, health and social care and IT from September 2008

Employer engagement has been very successful with professions from industry directly involved in curriculum delivery of the 14-16 programme. This includes Ringway plc and Bluestone plc, with negotiations taking place with B&Q and Travis Perkins. Bluestone plc has agreed to develop a trainee CSCS card (construction safety card scheme), which will be recognised by industry. The pilot project will be funded for all the construction learners currently at the Thanet Skills Studio, to enable students to access work experience placements on construction sites. Ringway plc wish to develop an Advanced Apprenticeship scheme for approximately 8 to 10 placements per year £1.4 million is available from government to develop sustainable construction training in NW Kent in mobile training facilities actually based on construction sites, with sponsorship for equipment being negotiated. Three new vocational centres are under construction at Sittingbourne, Folkestone and Romney Marsh partly funded by KCC.

BAE Systems has agreed to work with schools delivering engineering by providing the opportunity for selected learners to work at the BAE Systems facility for a one week placement. KCC is supporting BAE Systems to identify young people with appropriate level of engineering skills to join the company's Advanced Apprenticeship scheme. The University of Kent will be reviewing the engineering curriculum, providing master classes and curriculum developments that relate to innovative practice in engineering. Foundation degree programmes are currently being discussed.

Canterbury Christchurch University (CCU) is delivering a retail foundation degree. In partnership with CCU all the training managers for the top retail outlets, including Debenhams and Marks & Spencer, met to help develop a 14-19 retail programme.

Specialist network meetings for tutors delivering the vocational programme and employers are established for construction, engineering, including motor vehicle maintenance, hospitality and catering, land based industries. Creative media and retail networks are in the process of being established.

A mapping exercise, which shows all the curriculum areas and levels for the 14-16 programme and the Increased Flexibility Programme now makes it possible to identify the progression routes required for vocational learners from September 2008 onwards. This will include the need for additional apprenticeship placements. This information is being shared with the LSC, schools and colleges, during the summer term, so that learners will have the information on potential progression routes from September 2007 onwards.

Over £14 million has been invested in new high quality facilities creating 19 new vocational centres across the County. These centres are equipped to replicate industrial and real work situations. The programme of providing new workshops will continue to be rolled out across the County.

A selection and recruitment protocol has been developed for learners considering the 14-16 vocational courses which has been sent to all schools involved in the pilot programme.

Next steps include:

- Continue to engage employers in the expansion of the 14-16 vocational curriculum
- Produce high quality information and guidance materials to support young peoples choices
- Work with FE colleges and work based trainers to assist in the development of progression routes for 16+ leavers
- Engage with grammar schools and HE to deliver level 2/3 courses and foundation degrees
- Ensure curriculum developments in specific vocational areas are linked to current industrial standards and practices
- Bid for National Skills Academies in Construction
- Increase the number of apprenticeship opportunities in line with target 18
- Disseminate the vocational paths pilot which provides information and advice for vocational learners (links to target 15)

Measurable Indicator(s)	2006/07	2007/08 Target
Number of students on vocational 14 – 16 programmes	2,200	4,000
Percentage of children and young people on vocational programmes that enjoy or find helpful the vocational training they are getting	90%	95%

Target 17: Double the number of participants on Skills Force-type programmes		
Lead Cabinet Member: Mark Dance	Lead Managing Director: Graham Badman	Lead Officers: Joanna Wainwright

Progress to date:

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

An evaluation of the pilot phase was conducted by the Institute of Education at the University of London and concluded that Skill Force ‘...provides a unique service to schools (is).....successful in meeting the needs of many disaffected students, improving their motivation...and social skills...It has reduced exclusions, improved behaviour, attendance ...and provided students with a range of ...vocational; qualifications’.

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

Four additional schools, Hartsdown Technology College, Swanley School, Archers Court and Walmer, have been recruited to add to the original four schools, Whitstable Community College, Minster College, Sittingbourne Community College and New Line Learning, Senacre.

Next steps include:

- Consider the expansion of further Skillforce type programmes
- Review criteria for the selection of participating children and their schools and funding contributions to be made by schools
- Continue to monitor and evaluate impact of courses on young people

Measurable Indicator(s)	2006/07	2007/08 Target
Number of participants enrolled on Skill Force-type programmes (as at September)	200	400

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

Kent Success, the KCC Apprenticeship Programme, began in October 2006 following on from a pilot project that had been running within KCC. The programme is aimed at 16 to 19 year olds who would like to start their career within KCC - the target is to provide at least 250 Apprenticeship opportunities within KCC itself and 750 in other public and private sector organisations. As part of this target, the Young Apprenticeship Programme will also be developed through the 14-24 Innovation Unit.

Within KCC, placements are being offered across all directorates in units including Legal and Democratic Services, Waste Management, the Youth Service, Adult Services as well as placements within KCC schools and nurseries. The young people are undertaking Apprenticeships in childcare, health and social care, customer service and business and administration. KEY Training Services is currently delivering the Kent Success Programme within KCC.

There are currently 63 Apprentices on the Kent Success Programme and they are from a variety of backgrounds, some have just finished school and come straight onto the Programme, others have worked in a different job for a while but decided that this is a more positive route for them. So far, there have been 20 young people who have completed their Apprenticeship, and 16 of those have moved in to longer term employment either within KCC or other organisations. A further 8 young people have left the programme for either personal reasons or because an Apprenticeship was not the right route for them.

The Apprentices are provided with structured training in confidence building, assertiveness, CV writing, KCC application forms and interview techniques. The Peer Group Meetings take place once a quarter and providing personal development opportunities. Placement Managers are also provided with support and receive a Manager's Guidance booklet when they take on an Apprentice that outlines the roles and responsibilities within the Programme.

To move the Apprenticeship Programme forward a cohesive strategy is being developed within KCC linking in with Personnel and all aspects of the 14-24 Innovation Unit to ensure buy in to the programme from all business managers across KCC and that the apprentices who come in to the organisation are meeting business needs. The young people who come on to the programme are from a diverse range of educational and social backgrounds and this balance will be maintained to ensure that all those who come into KCC are able to add value to the departments they are placed in and also reach their personal potential.

In order to develop Apprenticeship Programme across Kent, a model of best practice will be developed to showcase the programme and what has worked within KCC so that it is straightforward for employers to implement the programme within their organisation. Work will be done with both local and national training providers to develop their existing post 16 Apprenticeship provision to ensure that the young people of Kent have a diverse range of Apprenticeship opportunities to move in to. Through the 14-24 Innovation Unit employer engagement will take place to promote the programme and also to involve the employers in the development of the programme to ensure that it will meet the needs of the young people as well as address any skill shortages in Kent. Corporately sponsored apprenticeship programmes will be developed and piloted with employers such as Ringway and it is hoped that through Construction Skills that a National Skills Academy will be established in Kent providing work experience and apprenticeship opportunities across the county.

In June 2008 there will be a high profile event to launch the Kent Apprenticeship programme to employers across Kent ensuring that they fully understand the programme and the benefits that apprentices can bring to their organisation. Promotion will take place with schools, parents and young people in the lead up to the event

through the 14-24 Innovation Unit, the 14-19 Planning Forums and Connexions ensuring that all are receiving the most up to date information and that apprenticeships are seen as a positive route for young people. Particular links will be made with the Vocational Education Programme making sure that those undertaking Young Apprenticeships and vocational courses have access to appropriate post 16 apprenticeships.

Measurable Indicator(s)	2006/07	2007/08 Target
Kent Success Apprentices taken on within KCC (cumulative)	60	126
Kent Success Apprentices taken on by other public and private organizations (cumulative)	0	175

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

Progress to Date:

The Kent Community Programme (KCP) is aimed at young people aged 16-19 who are Not in Education, Employment or Training (NEET). It is a programme that not only equips young people with the practical skills that they need to continue along a positive path of engagement but also addresses their individual needs, providing support to enable them to make the next step in their lives whether that be employment, further education or an Apprenticeship. A lot of work is done with the young people to re-engage and re-motivate them before they start on the KCP to ensure that they get the skills and tool they need to succeed further. The KCP is being championed by Kent's Supporting Independence Programme because a focus of its work is ensuring that young people with low educational attainment and aspiration or NEET young people are given support and opportunities so that they are able to reach their potential.

By developing this programme locally, KCC has been able to match the needs of the community, the young people within that community and the needs of employers locally who may wish to take on the young people in the future. Groups of around 8 young people are being taken on full time for a 3 month period and for 3 days a week they will be working on community focused project learning practical, hands on skills whilst developing their numeracy and literacy skills. For the other 2 days a week the young people are completing an accredited qualification and learning life and employability skills that have been tailored to their individual needs.

Through the Kent Safe Schools project officers co-ordinating and delivering the KCP, KCC is providing a high level of support throughout each project and this support continues once the young people have completed the project and taken their next positive step in to further education, training or employment. As the programme is developed locally across Kent, relationships are being built with employers and training providers to ensure that the young people are continually supported and are able to move forward positively and achieve.

In the first four months of the Kent Community Programme in the projects in Maidstone and Thanet, 73% of the young people who have attended projects have moved in to a positive route or progression ranging from extended work placements, College courses and employment.

Partnerships have been established with Connexions and the Young Offenders Service, and strong links have been made to the 16+ Teams and the Teenage Pregnancy Partnership to further develop the KCP. Through the 14-24 Innovation Unit, links have also been made to the Kent Apprenticeship Programme and these will be developed further to ensure that the young people can access the most appropriate opportunities for them.

A further project is planned for Maidstone, where links will be made with the Kent Adult Social Services day centre at Boughton Mount making sure that the work done on the site benefits both the young people on the KCP and those attending the day centre. In Dover a project will start in the autumn working with the Dover Water Sports Centre. Projects in Swale and Shepway will be developed for the New Year.

Measurable Indicator(s)	2006/07	2007/08 Target
Number of young people completing the Kent Community Programme	0	40

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

Progress to date:

Employers need a skilled workforce and young people need an understanding of the skills needed in the workplace and the opportunities that are available to help fulfil their potential. The need to engage with employers to inform decision making and the development of Kent's future work force is recognised and is an integral part of the work of the new 14-24 innovation unit and a number of supporting 2010 targets. An introduction into the world of work can also help students choose their future paths, support careers decisions and influence what vocational or academic training they might want to do. An excellent start has been made on this target with 3,726 Key Stage 4 (GCSE) students in individual work placements and 448 teachers in work development placements, far exceeding expectations. In addition, 2,542 new school/employer links have been brokered.

A Specialised Diploma Construction Dinner was held for nearly 70 employers at the end of 2006 and many links subsequently been made with Kent Works. The Learning and Skills Council (LSC) has put funding towards a scheme that will engage 100 employers to act as champions for the county in promoting education business links.

Industry Champions are being actively recruited to this programme and Kent Works held a business breakfast that brought them together to discuss their roles. Each Champion has been tasked to commit some time to connecting with schools and recruiting other employers who can also champion a sector with schools. They will be used as a focus for issues within a sector to understand how education business links can be continuously improved. Further business breakfasts will be held across the county as they have proved popular with employers and provide a very focussed event that Kent Works can use to improve its ties with employers.

The Kent Construction Skills Strategy has made a tentative start in strengthening the use of KCC's client power. This will be developed further by the establishment of a National Skills Academy for Construction in Kent through the BSF programme, ensuring there are opportunities for work experience and apprenticeships on all the new school sites. The LSC, South Kent College and Kent Works have jointly developed a 'Work Ready Award' which has been piloted in schools, vocational centres and colleges within Kent. This is a rigorous, employer-approved award that demonstrates that a young person aged 14-18 has shown the positive attitudes towards work. It is being rolled out across the county and there have been enquiries about the award from other areas of the country. If successful, it is therefore hoped that the scheme could be rolled out nationally.

There are a number of businesses which are actively involved in innovative programmes for learners in Kent which provides aspirational opportunities. These include:

- Mansells providing workshops for young people interested in construction
- The Royal Ballet who have delivered two intensive workshops for young dancers
- Jamie Oliver '15' team working with hospitality and catering students putting on a series of formal dinners

Other partners include Ringway, Carrillion, Peugeot, Denham Group and Buckmore Park.

Next steps include:

- Continue to enhance young people's career prospects and aspirations by providing relevant information about opportunities available at points of transition
- Offer enterprise training linking with organisations such as the Princes Trust and Young Enterprise
- Continue to improve links with employers and schools
- Establish a pilot employer advisory board to influence curriculum delivery
- Engage with employers in the delivery of the 14-24 programme
- Provide bespoke education business partnerships for vulnerable groups

- Actively engage employers in the apprenticeship programme.

Measurable Indicator(s)	2005/2006	2006/07
Number of businesses participating in the programme	4,775	*
Percentage satisfaction rates of the participants	New indicator	*
Percentage satisfaction rates of the businesses involved	New indicator	*

* Figure awaited

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

Progress to date:

Quick and simple access to what is going on in and around Kent benefits everyone in Kent, helps to boost visitor numbers to Kent, helps support the Kent economy and raises the profile of the events and local groups themselves. This target will now form part of the Kent TV pilot (see target 24).

Through KentTV.com, people will be able to search by a variety of useful ways for events or activities in Kent, including location, type of activity, date, most popular sites, as well as find the best way to get there via public transport or car etc. In time, individuals or groups will be able to submit their own information and we hope to build up the archive of video footage captured by people at these events and uploaded directly to Kent TV. The information could include anything from the Kent Show to a local cricket fixture, youth band or school event.

Quality of the information will be key to ensuring this part of the Kent TV site is successful and there will be measures in place to quality control. We will also ensure Kent residents are fully engaged in how this part of Kent TV develops and gather feedback on the site to inform the future of “What’s On”.

Kent TV is already running a basic “What’s On” section since its launch on 21 September and this will be developed further as part of phase 2 of Kent TV, which is now underway.

Measurable Indicator(s)	2008/09
Number of website hits on ‘What’s on in Kent’ section of Kent TV	*

*Starts in Sept 2007. 2nd phase launch January 2008

Target 22: Establish a biennial Kent Youth Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics

Lead Cabinet Members:
Mike Hill/Mark Dance

Lead Managing Directors:
Amanda Honey/Graham Badman

Lead Officers:
Chris Hespe/Danny O'Donovan/Ian Craig

Progress to date:

Capitalising on the incredible opportunities available to Kent children, sportsmen and women is vital with the 2012 Olympics being held right on the doorstep. Plans to get the 'Kent School Games' up and running are well underway. The first Games will be in 2008 with heats starting in November 2007. A Kent Disability Schools Games will be a key component.

A steering group (comprising of representatives from KCC's Children, Families and Education directorate, KCC's Sports, Leisure and Olympics Service, School Sport Partnerships and Specialist Sports Colleges) has been established to focus on the development and delivery. The Kent Competitions Survey has helped identify current and future school competitions in the county in order to inform the planning of the Games.

School Sport Partnerships have agreed to organise local area heats, competitions and festivals that will lead up to the finals events in a wide range of sports. A co-ordinator, who is leading on delivering this target, is working with the schools, and national governing bodies. The logistics are shaping up. Fourteen sports have been identified and the finals events have been planned for the end of June 2008. All schools in the county have been invited to participate and an estimated 3,000 young people will be involved in up to 40 separate finals events, using 14 different facilities at seven venues.

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

Links with the three universities in Kent are providing a countywide Sports Science Support Service for performers, their coaches and parents, and physiotherapists are already being signed up to provide discounts for FANS members.

Several potential paralympians have received funding via the Denne Group and KCC has agreed with Kent Reliance Building Society to provide small grants for talented performers through the Sportsaver funding scheme. KCC's Sports, Leisure and Olympics Service is currently auditing governing bodies of sport for past, present and potential future Olympic and paralympic performers, coaches and officials.

Work to attract major events to inspire future Olympians and paralympians continues and the Unit has been fully engaged in the Tour de France, World Archery Championships, World Handcycling event and the potential GB Visually Impaired Judo Championships.

Pre-Games Training Camp submissions have been made on behalf of Kent by the Unit, involving 120 facilities across all districts. The Dartford Judo Centre has already attracted teams from Canada and USA to use its facilities for training for an international event, along with the GB Judo Squad already looking to use the Dartford Centre as a base.

Measurable Indicator(s)	2006/07	2007/08 Target
Number of schools participating in the Kent Schools Games	N/A	300
Number of athletes supported to compete at a national level in the run-up to the 2012 Olympics and Paralympics	360	400

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

Progress to date:

There is fun, enjoyment and valuable social skills to be had and learnt from taking part in productions, be it as actors or behind the scenes, and the experience can be highly rewarding. This target will be achieved in two ways. First, to encourage growth and development of youth theatre activities that are sustainable, accessible and support professional development, and second, to develop a Youth Theatre Festival that will celebrate youth theatre in Kent and lead to the county having a national reputation in this field.

A mapping exercise of youth theatre activities in Kent provided information on existing activity and how best to meet demand and create new and exciting opportunities for the future. The research highlighted a lack of investment and diversity in events and poor accessibility to minority and excluded groups, although rural activity was well supported. The north of the county showed fairly high levels of provision, as did the coastal towns and Canterbury, although the nature of the activities was similar and offered limited challenge. Ashford showed little sign of sustainable activity and only provided ‘one off events’, although these did have a unique flavour and were of a high quality artistically.

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

KCC Arts Development is encouraging Kent youth theatres to align themselves with the NAYT (The National Association of Youth Theatres) which promotes quality of provision with an emphasis on access for all. This will make an impact on Kent’s status as a regional centre for excellence. The Blackfish Academy in Dover is sharing expertise e.g. on planning, health and safety, child protection, equality and access, and this is currently being used alongside research gathered on the ‘vision’ for the Youth Theatre Festival and plans for a Kent Academy/Princes Trust scheme.

KCC is delivering a range of theatre roadshows, hosted by the Artsbus and other key resources such as Hextable Dance, to tackle issues such as bullying, drugs, smoking etc. As part of the new development of the Theatre Royal in Margate, a youth theatre is being set up and KCC will continue to work closely with them to encourage a nationally recognised model of excellence. Existing relationships with the Extended Schools Managers will be further developed to encourage the growth and progress of drama / theatre activities out of school hours.

A further co-sponsored event, which took place in autumn 2006, ‘Theatre in the Square’, was run this summer and offered a substantial sounding board for young people in relation to the development of the Youth Theatre Festival. The successful ‘Accidental Collective’ project in Canterbury held in April now plans to run additional innovative programmes of events to schools and youth clubs. This experience will also feed into plans for the 2008 Youth Theatre Festival.

The Festival will be staged in late summer 2008. Three models have been researched and are being developed. A final model will be selected in November for approval. Sponsorship from major local businesses and like-minded industries will be sought. Local media and Kent TV will play a significant role in taking the project to the widest Kent audience. Promotion and marketing will begin in earnest in January with activities leading up the big event.

Measurable Indicator(s)	2006/07	2007/08 Target
Number of new participants in youth theatre activities facilitated by KCC’s Arts Development Unit	New PI	1,400

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

Lead Cabinet Member:
Paul Carter

Lead Managing Director:
Peter Gilroy

Lead Officers:
Tanya Oliver/Gerry Moore

Progress to date:

The spread of digital technology is increasing rapidly and KCC has been keen to maximise this potential to transform how it communicates and consults with the public and to raise the profile of Kent locally, nationally and internationally. As a result, Kent TV has been developed.

Kent TV is free and delivered as a broadband channel, available 24 hours a day, 7 days a week, whenever a broadband internet connection is available. It went ‘live’ on 21 September as a two-year pilot and is aimed at all ages, with opportunities to save money across parts of KCC. The channel will cover tourism, education, inward investment, leisure, travel and will tackle some of the “gritty” issues around bullying and harder to reach communities. It is also the platform for ‘What’s on in Kent’ (see target 21). It will involve schools, training and a whole range of exciting initiatives, including users of the site uploading their own views, videos and opinions.

Kent TV was launched on 21 September 2007 at the Maidstone Studios by Bob Geldof and received a lot of local and national media coverage. Feedback from local businesses and Kent residents has been overwhelmingly positive, with comments including how useful the site is and how much they have found out about Kent already. The project is on time and on budget.

Prior to its formal launch, a successful promotional launch took place at the Kent Show in July 2007 with a range of individuals from different organisations, members of the public and officials who were interviewed. Footage was captured from the show itself and feedback and interest in the site was very positive at all levels.

Links have been made with partners across the media sector, business sector and public sector in Kent and income generation and sponsorship is already underway.

Kent TV has an independent Board of Governors with representatives from the public sector, business sector and community. The headline news on the homepage is provided by KoS Media for an initial short-term period until the Board of Governors makes a longer-term decision.

Kent TV has provided direct local employment, with all the long-term staff being recruited from Kent, including the Director of Programmes. It has also provided business to local media companies to provide some of the content for Kent TV.

Measurable Indicator(s)	2007/08
Numbers of viewers of Kent TV	*

*Starts in Sept 2007

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

Providing more activities for residents to enjoy and encouraging visitors to Kent is the focus of this target. The key to its implementation is a cultural strategy that will set out a shared vision and framework for delivery and identify areas for investment, together with objectives and actions. Meetings with key stakeholders have taken place and a cultural conference involving partner agencies, is planned for 2008.

KCC's Arts Development Unit (ADU) has been working cross-directorately to ensure residents and visitors will have access to a wide range of good quality facilities. Progress has been made in a number of ways. Along with the Arts Council and Thanet District Council, KCC has helped secure the future and new positioning of the Theatre Royal, Margate. The development of a quality theatre programme with community involvement will complement the activities of the Turner Contemporary to maximise the benefits and add further value to the gallery. Building work has begun on the Folkestone Arts Centre which opens in summer 2008. Architects have been selected for the Marlowe Theatre, Canterbury. This ambitious project will transform the venue into a larger, state of the art theatre complex and KCC has been working both to support and influence this development

'Strange Cargo', an established arts organisation providing gallery space as well as large-scale community outreach projects, has indicated a desire to further develop its warehouse space. Ongoing discussions with Hextable Dance have helped to shape a business plan to increase usage and awareness of the newly built centre in North Kent that specialises in performing arts

A complete picture of cultural provision across the county is being drawn up and a database created to enable KCC to signpost the public to their local provision and aid effective communication both with arts organisations and individual artists, thus building up networks. A specialist performing arts network aims to increase the amount of theatre and other live performances, offering professional development opportunities, masterclasses, mentoring and specialist business advice to ensure that young professional companies are able to develop and thrive. In Dover, KCC is supporting the development of an embryonic network of artists, being kick started by Dover Arts Development (DAD) in partnership with Dover Pride. New models for management and promotion of creative workspace in Dover and across the East Kent region are being explored.

£205,000 of funding will be invested in key projects across the county via the Arts Investment Programme. These funds are being used to encourage the development of both organisations and events that will contribute directly towards this target and other KCC core priorities. The Arts Development Unit is a key component of the Kent 2012 campaign, which is developing the county offer for the UK cultural festival, part of the Cultural Olympiad, spanning the four year period from 2008 to 2012. KCC is co-ordinating plans with district councils and arts agencies to stage a broad variety of arts events and festivals over that period, to celebrate the Olympic and Paralympic Games 2012.

A new post, jointly funded by Arts Council and KCC, is now working in east Kent to create a strategy, co-ordinate planning and develop projects within the context of cultural development and regeneration programmes and is working in partnership with other regional agencies and funding bodies, to maximise investment opportunities. The success of this post has meant that KCC is looking to set up a similar post in north and west Kent.

The Folkestone Triennial will be the most significant international art event in the south east in 2008 and KCC is using this as a springboard to pilot a new and unique cultural tourism project. The outcome will play a part in fulfilling Kent's potential as a premier tourist destination.

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officer:
Cath Anley

Progress to date:

Although lending books is at the heart of what libraries do, residents expect a 21st century library service to provide a wide range of services, accessible remotely as well as from attractive and modern buildings.

Coldharbour, Staplehurst and Birchington libraries were completely refurbished and Newington Library relocated to new premises in the Marlowe Academy in 2006. Coldharbour Library continues to develop, the latest improvement being the opening of the "Teen Room" designed by local young people. In the last year book issues at Coldharbour are up 33.3%, with children's book issues up 74.6%. Sevenoaks Kaleidoscope reopened in December 2006 after complete refurbishment part funded by the Heritage Lottery Fund. Book issues increased by 17% for the first six months of operation, with children's book issues up 47.8% for the same period. Sherwood Library re-opened in a new build, shared premises with the Community Centre in June 2007, and visits have already increased 41%. Overall, the success of the modernisation programme is reflected in the 3.54% increase in book issues between 2005/06 and 2006/07, and the increase in overall satisfaction with recorded in the Public Library User Survey (PLUS) and the KCC Resident's Survey, both run in autumn 2006.

The new Margate Library, incorporating a range of services, is being built and will open early 2008. The Ramsgate Library rebuild is also well underway. A successful joint HLF bid with Canterbury City Council secured £6.5 m in January 2007 for the redevelopment of the Beane Library, Museum and Gallery to become a centre for heritage, learning and enjoyment. KCC is currently exploring new procurement models, and sources of external funding to build the new Library and History Centre in Maidstone as a flagship centre of excellence for the county. These centres will be key in raising people's awareness of the rich history and culture of Kent, and through this increasing their sense of place and quality of life. In addition, plans are in place to deliver modernised town centre libraries in Gravesend and Ashford, and to relocate Tenterden Library alongside a possible rural Gateway.

Although modernisation of library buildings is key, KCC is continuing to find new and more efficient ways to improve access to services. Library opening hours increased by over 11% within existing resources from September 2006. In autumn 2006, the PLUS showed 89.5% of customers rated the library opening hours as 'good or very good' against 76.8% in 2003. The Information Point opened in September 2006, to improve access to information services for elected KCC members and officers. Customers can now opt for email alerts to be notified of reserved items ready for collection or overdue items, with an option for SMS text alerts to follow shortly. A new joint Adult Education/Libraries and Archives post will shortly bring together existing work programmes and lead our drive to ensure equality of access for all people to our services. Continual upgrading of the content and functionality of our online presence resulted in the Library home page being the second most visited page (after the jobs section) of the KCC website in June with 133,000 page impressions. Alongside the modernisation of some libraries, a review of all service points is progressing and has already resulted in the re-provision of library services to two small communities, formerly served by very small and poorly used branch libraries. Ongoing reviews will be bringing forward a variety of actions in the next three years to improve service to the public and increase efficiencies, e.g. through the implementation of a new Library Management System for April 2009 which will deliver improved functionality for staff and public at a reduced cost. KCC is also in the process of reviewing land assets and bringing forward proposals to release capital for further service improvements. A staff restructuring took effect from September 2007 resulting in an annual £1m reduction in employee costs with minimal impact on public services.

Measurable Indicator(s)	2006/07	2007/08 Target
Number of libraries modernised (cumulative)	5*	9

*Birchington, Coldharbour, Newington (Marlowe Academy), Sevenoaks, Staplehurst

Target 27: Open the Turner Contemporary gallery, Margate, in 2009

Lead Cabinet Member:

Mike Hill

Lead Managing Director:

Amanda Honey

Lead Officer:

Victoria Pomery

Progress to date:

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

Initial plans of the new £17.4m gallery were revealed to the public in June 2007. David Chipperfield Architects, appointed in summer 2006, have worked closely with members of the client team to design a gallery which fulfils operational requirements as well as being a catalyst for regeneration. There has been a considerable amount of public engagement throughout the process and the design team has taken on board comments from members of the public.

The gallery will be built near the entrance to the Margate seafront Rendezvous site and stand high off the ground to prevent flood damage. The design includes 700m² of gallery, education spaces, a café and shop. The building will stand 20 metres high and be visible from the railway station. A planning application will be submitted in the autumn. It will be built by 2009 and will open to the public in 2010 as an international venue for the visual arts and is committed to providing the local community with a range of activities and events.

A marketing strategy has been implemented and activities are being monitored to ensure positive coverage on Turner Contemporary locally, regionally, nationally and internationally. The website has been updated and improved, regular e-newsletters are being sent to subscribers, and a quarterly events and exhibitions leaflet is being distributed widely in Kent.

A five year business plan has been drafted which is continually reviewed and updated to ensure the project will be delivered. Capital funding bids to Arts Council England (ACE) and SEEDA are being made in addition to revenue funding via negotiations with ACE and internal partners.

The regeneration impact of Turner Contemporary will be extremely significant and will transform the Eastern Seafront of Margate. Turner Contemporary “effects” will include a major boost to tourism and the development of Margate’s cultural quarter with at least 130,000 visitors a year; the regeneration of the entire Rendezvous site; the de-dualling of Fort Hill Road and major improvements to landscaping and the public realm; and the creation of over 450 permanent or temporary jobs. There is now much evidence that the project is pivotal to wider investor confidence in Margate as a whole and will underpin other major developments planned.

An active programme of audience development work continues to be undertaken including talks, small-scale exhibitions and workshops. Just one example is the ‘Inspiring Spaces’ project run by Turner Contemporary, Stour Valley Arts and Canterbury’s Museums and Galleries Service, involving young people in the development of new buildings or refurbishment of existing spaces.

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

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officers:
Judy Edwards/Chris Hesper/Carol Kincaid

Progress to date:

Voluntary groups and clubs make a vital and significant contribution to Kent life in many ways and KCC wants to encourage these groups and individuals as much as possible. Delivery of these two targets is strongly interlinked and therefore reported jointly.

Since November 2006, 42 clubs and voluntary sports organisations have benefited from a small capital grants scheme for sport, small revenue grants (generated through funding from Pfizer and Kent Reliance Building Society), and performance reward grant (PRG) funding for clubs to run activities on school sites in out of school hours. The KCC's Sports, Leisure and Olympics Service has supported several county governing bodies of sport to secure funding from a variety of sources, including their parent National Governing Bodies of Sport and Sport England, and providing an administrative base for sport specific officers in the county and South East region.

In March 2007, an event was held at Brands Hatch bringing together National Governing Body staff, along with local authority sports development staff and school sport partnerships staff, to facilitate links between these three groups and ultimately support local clubs to link with schools and other sports development opportunities. Other local and voluntary organisations continue to be supported through direct grants from KCC, through support 'in kind' such as use of premises, and through help with securing external funding streams. Recently, for example, a 'Step into Sport' scheme led to 110 school children placed with voluntary sports clubs to gain leadership experience. At the same time, work continues in partnership at a strategic level, and the Kent Trust for Youth Sport, launched in September, is a testament to the commitment throughout the county to encouraging young people in sporting activity.

Following a successful pilot in 2006, the Club Connect Card has been introduced offering discounts to clubs on equipment and resources from Kent County Supplies and Maudesport, as well as discounts on training courses. To date, and prior to an official launch, 136 clubs have joined the scheme already. As an incentive, clubs that receive national Clubmark accreditation are eligible for a Club Connect Gold card, entitling them to further discounts. KCC's Sports, Leisure and Olympics Service is supporting clubs in achieving this accreditation, which recognises good practice in clubs in areas such as child protection, equality and governance arrangements. So far 93 have been successful. The unit also organises a range of training courses, through a scheme called 'Running Sports', to support clubs in obtaining accreditation.

The work of the Kent Volunteers Advisory Group continues, chaired by the Chairman of the County Council, and involving a range of public and voluntary sector partners. It provides valuable advice and guidance as well as acting as a helpful sounding board. Through the networks of this partnership, links across districts, local and national voluntary organisations as well as business community involvement have been made and together contribute to raising the profile of volunteering and encouraging involvement. For example this year, it will oversee the innovative research and media campaign that is planned for the autumn to promote volunteering in specific areas. Part of this programme will also include an offer of training in use of the media for the organisations represented. We also aim to promote opportunities for volunteering and highlight activities through Kent TV. KCC is also working with volunteer centres to plan the process for building a network of volunteers who would be prepared to be on call for major sport, leisure and cultural events such as the 2012 Olympics, air shows, concerts and international sports events.

The often under-stated but all important 'management' side of volunteering will also be a focus during the Towards 2010 period i.e. the recruitment, training, support for, and retention of, volunteers. The first priority this year is to

set a good example and services in KCC are being encouraged to apply for the Quality Standard for Investing in Volunteers. Adult Education and the Youth Offending Service have already embarked upon this and it will be a first in local government. KCC staff can also continue to use some training time on volunteering and the scheme that enables this is currently being evaluated. It is considered to be leading nationally on local authority employee volunteering, and has offered advice and guidance to other public sector bodies, including the Welsh Assembly.

KCC has a dedicated employee volunteering officer working part-time who to date has presented and given information to 4,320 new KCC staff, together with 800 staff planning retirement. KCC records 996 employee volunteers and it is aware these are minimum numbers, as individuals and teams will carry out employee volunteering that they record locally.

KCC offers specialist advice to staff and managers, linking volunteering with for example, iIP, Charter Mark, staff care package and development associated with 2010 targets and business planning.

It is currently marketing the 2007 ‘Kent Volunteers Awards for Volunteering Excellence’ in partnership with voluntary sector and business partners. This public facing scheme showcases good practice, celebrates volunteers and encourages involvement.

Measurable Indicator(s)	2006/07	2007/08 Target
Number of sports clubs and voluntary sports organisations supported by funding (cumulative)	72	132
Number of volunteers managed by KCC services	1,500 est	1,600 est.

Target 29: Continue to develop ‘gateway’ one stop shops that give easy access to services provided by county and district councils and other public service bodies

Lead Cabinet Member: Paul Carter	Lead Managing Director: Peter Gilroy	Lead Officer: Tanya Oliver
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Progress to date:

Not surprisingly, confusion often exists over the various services and agencies provided by the public sector. The Gateway project has transformed customer access to services and feedback from those using the Ashford Gateway has been positive including comments such as “there is help without being labelled”, “it is quick and convenient” and many more.

The Gateway is a customer focused cross-agency service in a modern and friendly retail setting within the town centre. Gateway offers convenient and friendly physical access to frontline customer advisors and officers from over 30 agencies and delivery partners covering central/local government, the voluntary sector and private sector. KCC is working positively with the district and borough councils, NHS, Police, Fire and the voluntary sector to deliver Gateways.

Ashford Gateway opened in October 2005 and attracts around 5,000 visitors a month. A mobile Gateway was launched at the Kent Show in July 2007 to bring services to rural areas. In the first phase of rolling out Gateways across Kent, 3 more are planned by summer 2008. Thanet Gateway will open in early 2008 and Maidstone and Tunbridge Wells Gateways will follow in June and August 2008. The full year footfall for these Gateways will exceed 1.2 million. There are further plans being discussed for Tenterden and Cranbrook for rural Gateways and discussion on the possible link with rural post offices.

The Gateway strategy has been developed outlining plans for the next five years, with full partner engagement. The Gateway Strategic Advisory Board (multi-agency) has been established and agreement in principle has been reached for other Gateways in a number of other parts of Kent, including several joint projects with libraries.

A pilot partnership with Lloyds pharmacy has proved very successful with free health checks being offered at the Ashford Gateway and Mobile Gateway on two occasions. Discussions are underway to make this a longer-term arrangement and extend the range of health screening available. This will be delivered in partnership with the Public Health team.

Gateways will be a key part of KCC’s office strategy, ensuring Kent residents have convenient physical access to services and helping create efficiencies and savings on the property estate. But more importantly, they ensure the customer experience of KCC and all agencies represented is significantly improved.

Gateways are one of the 16 front-office innovations being showcased nationally by Cabinet Office, LGA and IDeA this year and have been the subject of several speeches at various national and international conferences including the Shared Services Conference in London in June 2007 and October 2007 and a business conference in Sweden in February.

Measurable Indicator(s)	2006/07	2007/08 Target
Number of Gateways open	1	3
Number of visitors to Gateways	tbc	tbc

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Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots

Lead Cabinet Members:
Keith Ferrin/Mark Dance

Lead Managing Directors:
Adam Wilkinson/Graham Badman

Lead Officers:
David Hall/Ian Craig

Progress to date:

Peak hour congestion is an issue in Kent and, in addition, the cost of transport for young people and parents can affect the ability of young people to take part in events and activities across the county. KCC has decided to tackle this head on with the introduction of freedom passes. Recognising the need to shift resources to tackle congestion and improving young people's lives, £1.5M was allocated for each of the two years of the pilot.

Kent Freedom Card passes have been snapped up by 11 to 16 olds in the three pilot areas in Kent - Canterbury, Tonbridge and Tunbridge Wells. As at 3 October 2007 4615 passes have been issued. They cost £50, to cover administration charges and set up costs, and offer unlimited travel on buses. The pilots started in June 2007 and are expected to last two years. Take up rates across both clusters have been very pleasing which have exceeded expectations and the target.

This target arose from the findings of the first NFER survey of Kent pupil and student views which highlighted transport as a major concern. Improving young people's access to transport has also been an issue which the Kent Youth County Council has campaigned on for a number of years. As a direct response KCC introduced this innovative pilot to meet these concerns. A Local Government Chronicle article on 15 February 2007 said that "Kent's plans form the most coherent response so far to last year's Schools and Inspections Act which requires councils to do more to provide transport".

Significant co-operation has been given by bus operators and all signed up to participating in the pilots. Early indications are that the pilots are proving to be highly successful both in tackling the school run and in assisting students to access school based and other leisure opportunities outside school hours.

The launch of the pass in June resulted in excellent positive print media coverage. Schools are very positive about the scheme and its benefits for encouraging greater use of public transport. A number have been keen to help identify where there is likely to be a need for increased capacity on the existing network, which has been very helpful. Additional capacity has been introduced on the routes expected to carry Kent Freedom Card pass holders and arrangements made which are flexible enough so services can be altered as required to address pressures on the network. The additional KFP holders have been accommodated on existing and expanded services with few problems experienced.

Early positive feedback from parents and students has been received demonstrating the positive impact that the pilot is having on young people's lives. The benefits which were believed would arise have been reflected in this feedback which has highlighted; a reduction of unnecessary journeys by car by parents/carers, enabling young people to lead more independent lives, ability to participate in after school activities which were previously restricted and an extension of school choices for those who previously did not have the financial ability to pay for transport.

Publicity for the scheme is being arranged for the whole year to ensure that success stories are effectively communicated.

An evaluation of the impact of the pilots will take place by examining take-up, pass usage, impact on congestion and liaison with schools. A detailed report will be completed by December 2007 which will include the results of a focus groups of young people in the pilot areas to hear their personal experiences. This will enable early decisions to be made on a possible expansion to further pilot schemes in 2008 prior to a full county roll out for all 11 to 16 year olds in 2009.

Measurable Indicator(s)	2007/08 Forecast	2010 Target
Number of 11 - 16 year olds issued with a Freedom Card (in pilot areas)	4,500	20,000
Satisfaction of users with Freedom Scheme	90%	90%
Introduce 3 / 4 new pilots in 2008	3-4	Countywide

* As of 3 October 2007, there were 4,615 Freedom Card pass holders in Kent

Target 31: Pilot staggered school hours to relieve rush-hour congestion

Lead Cabinet Members: Mark Dance/Keith Ferrin	Lead Managing Directors: Graham Badman/Adam Wilkinson	Lead Officers: Ian Craig/Bjorn Simpole
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Progress to date:

Tackling congestion is a priority to the people of Kent. This target is linked to the other major initiatives designed to reduce congestion in the county including the Freedom Card pilot in Canterbury, Tunbridge Wells and Tonbridge districts (See target 30).

Since September 2007, there has been a staggered hours pilot in at Hugh Christie Technology College, Tonbridge. This involves the sixth form students and a minority of year 11 students who are taking post-16 options early having a school day which starts later (10am – 11am) and finishes later (4.30pm – 5.30pm).

There have been certain complexities to overcome. Hugh Christie have been inventive in creating its own solutions to transporting pupils affected by the changes and entitled pupils are largely covered by the existing bus network – with year 11’s able to benefit from the Kent Freedom Pass. Hugh Christie was a challenging school to pilot staggered hours given the wide geographical area it attracts pupils from and helpful lessons have been learnt from this experience when seeking to introduce staggered hours at other schools.

Discussions have taken place within each of the pilot areas to encourage schools to consider staggered hours. For secondary schools, post-16 and increasingly 14-19, collaboration is the major barrier which prevents schools from exploring the staggering of hours between schools. Feedback received indicates that the way forward should be based on the Hugh Christie model of staggering in an individual school between different year groups.

Work is ongoing to promote the concept of staggered hours to schools in the pilot areas for September 2008 implementation. The success of staggered hours at Hugh Christie will be the driver for greater interest in such arrangements within the pilot areas and longer term across the whole county. It will be interesting to see the educational benefits of the scheme and how it has impacted upon pupils involved both educationally and in their personal lives. When planning new schools, the county council will consider the impact that the new school will have on congestion in its locality.

Early indications were of a high degree of interest amongst primary schools of staggering their hours as a means of reducing the ‘school run’. In the Canterbury area, particularly, a number of head teachers were keen on the idea of starting and finishing early and later in some cases. However, it has proved difficult to obtain agreement of their governing bodies to the proposed changes. There were a number of reasons for this; concern about parents choosing to move their child to a school with more conventional times, opposition from staff, impact on existing extended school arrangements such as breakfast clubs and that a degree of staggering of hours is already in place. In the context of current falling primary rolls there is a view that radically changing hours is a risk that is not worth taking. Further discussions will take place with schools in the pilot areas on a whole cluster approach to secure commitment to piloting staggered hours for September 2008. With time available for later implementation there will be opportunities to encourage school governing bodies to participate in the pilot.

Schools need persuading of the benefits that their students and staff will gain from a more flexible approach to school duty timings. Hearts and minds of the benefits of the staggered hours need to be won. More schools will be engaged to ensure more come on board to deliver this target which alongside the successful Kent Freedom Pass will contribute to a reduction in congestion at peak hours in their localities.

Measurable Indicator(s)	Base 2007/08	2007/08 Target
Number of schools with staggered starting times	0	1

Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: David Hall

Progress to date:

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

KCC’s own car parks at County Hall HQ in Maidstone (Sessions House upper and lower car parks and Invicta House multi storey car park) have been opened to the public for pay and display.

Discussions with parking providers have been held to explore the feasibility of pulling together on-land off-street parking and finding new spaces, with district councils closely involved.

Parking provision is currently under review in partnership with District Councils through the Kent Parking Officers Group. This review, which includes all Kent towns, is scheduled for completion by the end of March 2008. Several solutions are being considered including additional bays, multi storey car parks, resident preference parking, potential for park and ride schemes and the identification of yellow lines that could be removed or have their waiting status changed at weekends. Examples include:

Ashford

Parking provision has been reviewed from Ashford town centre outward largely focused on the provision of resident preference schemes and the provision of additional bays. Parking provision in Tenterden is now under review and is the subject of extensive public consultation. As part of Ashford Futures a new park & ride service is proposed to be introduced in the town linked to *Smartlink*. 3 multi-storey car parks are also planned alongside new developments.

Canterbury

Parking provision has been under almost constant review in the city. The Whitefriars development saw parking supply on the site reduced from 590 to 530 spaces. The Canterbury Park Plan is being updated including studies to determine future levels of parking and parking restrictions which complement efforts to tackle congestion including a 4th park & ride site to the north west of the city.

Maidstone

Reviews of residents parking schemes have been completed following public consultation in the north and south zones of the town. Some 30 additional bays have been introduced where yellow lines have been removed. Parking on single yellow lines is now permitted on Saturdays in around 60 streets. 850 additional parking spaces have been introduced in the town with the development of Fremlins. The potential for park & ride to the north and south of Maidstone linked to new development as well as rail stations is under investigation as part of wider efforts to tackle congestion.

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

Measurable Indicator(s)	2006/07	2007/08 Forecast	2010 Target
Number of additional public car park spaces	New indicator	200	1000

Metre length of unnecessary yellow lines removed	New indicator	10,000	30,000
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Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption		
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Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: David Hall
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Progress to date:

KCC is pressing the government to introduce a permit scheme in 2008 for road and streetworks, which will enable significant penalties for non-compliance, including where their work causes disruption and over-runs. Preparatory work is underway to introduce a permit scheme as soon as the Traffic Management Act legislation is in place (expected April 2008). Authorities will have the power to levy fines of up to £2,500 a day as part of a hard-line approach.

In the meantime, all Kent Highway Services divisions are looking at over-runs and whether the site is still occupied resulting in a Section 74 claim against the utility as part of the inspection process. This applies to all works on the highway.

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

The Considerate Contractor scheme was formalised in April 2007 and requires all contractors to comply with a code of conduct. The scheme has already resulted in improved relationships and dialogue between KCC, utility companies, the police and the Health and Safety Executive.

Kent Highway Services is investigating the use of IT planning software which can be used to demonstrate the impact of road works on traffic flows using simulation through mobile phone technology. This will link into the ‘permit’ scheme and assist in approving works on the highway.

Measurable Indicator(s)	2006/07 Baseline	2007/08 Forecast	2010 Target
Value of penalties issued to contractors causing unnecessary delay due to roadworks	£119,413	£120,000*	£200,000

* Traffic Management Act legislation not in place

Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams

Lead Cabinet Member:
Keith Ferrin

Lead Managing Director:
Adam Wilkinson

Lead Officer:
David Hall

Progress to date:

Congestion damages the economy, is frustrating for those experiencing delays and harms the environment. KCC is committed to combating congestion and this target is one of the methods designed to deal with this issue along with initiatives such as the Kent Freedom Pass (see Target 30).

The Traffic Management Centre (TMC) is operational in Maidstone and linking with the police and Highways Agency. It gives advanced travel information, monitors traffic ‘blackspots’ and rephases traffic lights during the rush hour. The TMC demonstrates a beneficial impact on journey times in urban Maidstone through adjusting traffic light phasing to ease a build up of congestion. Consideration is being given to extending the role of the TMC beyond Maidstone to Canterbury and Tunbridge Wells. Measures to evaluate the levels of improvement are being established to enable its effectiveness to be quantified.

A programme of implementation is being finalised for variable message signs, a key method for disseminating information on congestion and incidents. Kent Highways Services (KHS) is funding a number of these variable message signs on the county road network. In parallel, Kent Police is introducing new ways of working with regard to incident handling, which will provide significant benefits in reducing delays. Work has also been undertaken in partnership with the Highways Agency, to develop key strategic diversion routes to be used following a motorway incident.

The Kent Traffic and Travel website has been developed for Maidstone to give live travel information on roadworks, congestion, bus arrival times and traffic webcams. It was launched internally for staff to use and give feedback and then publicly launched at the Kent Show in July. Information is now provided for Canterbury and webcams have recently been added for Tunbridge Wells, as part of the wider county roll-out.

KCC has been one of the first to subscribe to the ELGIN (Electronic Local Government Information Network) system which pinpoints roadworks on a map, names the contactor, states how long the works are scheduled and its traffic impact.

Positive discussions have taken place with Kent Police on devolving some powers to congestion busting teams who will have a strong and recognisable street presence through clearly branded vehicles. Kent’s Chief Constable has agreed a delegation of powers through the Police Reform Act and a pilot is proposed for autumn 2007 using New Roads and Streetworks Inspectors as ‘Congestion Busting Teams’. Inspectors will deal with traffic issues such as obstruction and have new police powers to move vehicles on where appropriate. They will also act as the “eyes and ears” of the public to report crime incidents to the police. This is an exciting new partnership with Kent Police and should considerably assist in reducing the fear of crime on Kent’s streets.

Measurable Indicator(s)	2006 Baseline	2007 Forecast	2010 Target
Percentage of residents experiencing daily peak time delays (Annual Tracker Survey)	43%*	43%	35%

* Sample size – 1,268 people

Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent

Lead Cabinet Members:
Keith Ferrin/Roger Gough

Lead Managing Director:
Adam Wilkinson

Lead Officers:
Mick Sutch/David Hall

Progress to date:

Good quality and reliable public transport is important and is a key component in successful regeneration. Our recent Local Transport Plan, Local Transport Plan Delivery Report and Accessibility Strategy for Kent (ASK) have all been praised by Government as being excellent and the ASK is seen as an exemplar of good practice.

We want trains to be reliable, punctual, clean, safe and frequent. Since taking over the franchise in April 2006, South Eastern Trains has continued to improve punctuality and the number of complaints about the services has continued to fall. The number of complaints has fallen by 3% over the year and the punctuality figures were recorded in the four weeks up to 23 June at 94.4% arriving within 5 minutes of timetable.

Progress towards the introduction of CTRL Domestic Services remains on track with a test train arriving in August 2007 from Japan and depots at Ashford and Ramsgate scheduled for completion by April 2008. Full CTRL Domestic Services will start in December 2009, but an interim service on the CTRL only (i.e. from Ebbsfleet and Ashford stations) could start in June 2009. A CTRL Domestic Services summit meeting with Southeastern is being held in October 2007 which will be attended by leading KCC Members. We are also commissioning a study on the implications of CTRL Domestic Services on business locations to maximise the opportunities for companies wishing to locate into Kent.

KCC has worked with partners including MPs, MEPs, district councils, SEEDA, neighbouring counties and passengers in an effort to retain a Eurostar service between Ashford and Brussels after the CTRL is opened in November. KCC will also work with Eurostar and others to maximise the future use of Ashford and Ebbsfleet Stations.

Quality Bus Partnerships across the county are improving reliability and quality with half the total bus fleet in Kent now being easy access, low floor entry. KCC has worked with bus companies on innovative schemes such as the Thanet Loop and the Kings Hill/West Malling station shuttle as well as *Fastrack* – KCC's own ground-breaking scheme in Dartford and Gravesend which received a national award for excellence in June 2007. Through partnership working the county council has introduced innovative bus priority measures in a number of Kent towns through traffic signal phasing, tracked by satellite technology. Real time information at bus stops is now providing a greater degree of certainty on arrival times for passengers waiting at bus stops. KCC has been nominated as Transport Authority of the Year for its innovative approach. Other categories in the UK Bus Awards for which KCC and its partners have been listed include Wining New Customers, Innovation, Infrastructure and Street Transit. The awards ceremony is being held in London on 7 November.

KCC has successfully bid for central government or other sources of funding to pilot innovative routes, for example, the new Dover Deal Diamond, introduced September 2006. Better connections and reliable information have demonstrated 20% patronage increases year on year. The authority already works to ensure that in partnership with operators, bus routes link to rail stations wherever possible. KCC also works with operators to encourage joint ticketing and being able to purchase bus tickets before boarding the bus through the 'plus bus' scheme. Over 10,000 plus bus tickets were issued between April and September 2007. The County Council will work with operators to introduce smart card technology in 2008/09.

Web-based and real-time information systems are being used to provide accurate, reliable information on public transport in Kent. Over the next six months we will be producing a Regeneration Strategy for Kent that will incorporate a comprehensive transport plan covering strategic infrastructure provision such as rail freight and a Lower Thames Crossing.

Measurable Indicator(s)	2006/07 Baseline	2007/08 Target	2010 Target
Residents who were users in the last 12 months satisfied with local bus services (Annual Tracker Survey) *	72%	72%	75%
Percentage of mainline South Eastern Trains arriving within 5 minutes of scheduled time **	89.3%	85%	Set by South Eastern
Percentage of South Eastern Trains' customers with opinion of overall journey of good or satisfied (Source: National Passenger Survey – autumn wave) **	78%	Forecast not available	Forecast not available

* indicator KCC is able to influence

** indicator largely outside KCC influence

Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing

Lead Cabinet Member:
Keith Ferrin

Lead Managing Director:
Adam Wilkinson

Lead Officer:
Mick Sutch

Progress to date:

The existing Dartford Crossings will soon be totally inadequate to meet the needs of the UK economy and significant congestion already occurs on a regular basis due to the limited capacity through the toll booths and the tunnel and bridge crossings.

The tolls on the Dartford Crossing generate over £50 million profit per year and coupled with charging lorries entering the country through the Channel Tunnel and Kent ports, could help pay for a new Thames Crossing further downstream from Dartford (a Lower Thames Crossing).

Pressure by KCC on Government has led it to look at options for addressing traffic issues at the Dartford Crossing in the short, medium and longer term, including the possibility of a new crossing in the area. A draft brief for a study is currently being considered by Ministers and it is hoped it will be commissioned soon. .

KCC has discussed the Department for Transport's draft brief together with Essex CC and Thurrock Council and has suggested that KCC is represented on the study's steering group.

KCC and Essex CC have agreed to work together looking at the possibility of building a third crossing, where it could be sited and the benefits it might bring to the area. A brief for this study which will be used to influence decisions by Government has been drafted and is currently being considered by Portfolio Holders. If approved, this will commit KCC to undertake the study within the next 4-7 months.

Target 37: Improve the way we repair roads and pavements		
Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officer: Kim Hills

Progress to date:

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

£5m has already been allocated for resurfacing footways and work commenced in May 2007. Clear targets are being set to ensure efficient planning of work.

The Highways Advisory Board has approved a dual carriageway policy to ensure all maintenance on high speed roads is carried out in an inclusive manner so that one advertisement will publicise all works on dual carriageways detailing the works involved, the restricted movements and associated timescales.

KCC's Cabinet has approved an additional £5m specifically for repairs to high profile footways across the county. Of this, £2m will be used this financial year. To date, 80% of this year's footway schemes have been designed and provided to the construction arm of Kent Highway Services (KHS). Programming of the work is taking place and KCC is confident that it will be able to deliver all the schemes this year.

KHS is engaged with specialist contractors to improve the speed and quantity of pothole and road edge repairs on rural roads. This will see a specialist machine, called Jetpatcher, laying up to 16 times more material per day than is currently achieved with traditional methods. In addition, extra pothole crews are being deployed in urban areas, along with a clearer ordering of work, to ensure that repairs to potholes are made with a permanent repair within three to five days of the report, giving a better service to the public.

The implementation of hand held computers for highway inspectors is being progressed to enable defects on roads and pavements to be reported, programmed and completed with greater efficiency and with less manual data handling.

Measurable Indicator(s)	2006/07 Baseline	2007/08 Forecast	2010 Target
Percentage of emergency repairs attended to within 2.5hrs	98.3%	99.5%	99.8%
Percentage of hazard repairs attended to within 5 days	98.3%	95%	99.8%
Net satisfaction of residents with condition of roads in Kent (Annual Tracker Survey)	+5%	+10%	+16%

Target 38: Maximise the use of previously developed land**Lead Cabinet Member:**

Roger Gough

Lead Managing Director:

Adam Wilkinson

Lead Officer:

Richard Feasey

Progress to date:

People in Kent are concerned about the government's housing growth agenda and the loss of 'greenfield' space. Adoption of the Kent and Medway Structure Plan in July 2006 embeds a 70% target for the use of previously developed land in the statutory development plan for Kent and provides the framework within which proposals are developed at a local level through Local Development Frameworks.

Though Kent continues to meet and exceed the Structure Plan target in the context of rising overall levels of housing development both in terms of actual and planned developments, the challenge to sustain this should not be underestimated especially given the higher national and draft regional targets for housing.

During 2006, KCC made strong representations to government on the development of a national planning policy for housing (PPS3). It focused specifically on the potential weakening of the priority attached to brownfield land through the operation of the 'sequential locational test' and downgrading of the role of windfall sites, that are overwhelmingly focussed on brownfield sites, in assessments of future land supply for housing.

Through its representations to the Examination in Public for the South East Plan held in late 2006, KCC sought to strengthen the regional policy framework towards the use of previously developed land including the introduction of sub-regional targets. KCC has also sought to secure a level and distribution of housing provision across Kent that reflects the pattern of opportunity provided by the re-use of previously used land through its representations on housing provision.

KCC has improved intelligence relating to Previously Developed Land by strengthening its work with districts and introducing new electronic systems.

Measurable Indicator(s)	2006/07 Baseline	2007/08 Forecast	T2010 Target
Percentage of housing completions on previously developed land	Available Nov 07	70%*	70%

* In line with the Structure Plan

Target 39: Bring back into use the large number of empty homes in Kent		
Lead Cabinet Member: Roger Gough	Lead Managing Director: Adam Wilkinson	Lead Officer: Susan Pledger

Progress To Date:

Empty properties are a wasted resource, devalue surrounding properties and attract anti-social behaviour. Bringing such properties back into use supports regeneration and provides much needed new homes.

The Empty Property Initiative has been developing two distinct, but mutual areas of work to achieve the target. The first involves partnership working with the four east Kent Districts – Dover, Shepway, Swale and Thanet to facilitate their work to bring empty properties back into use. The second involves encouraging existing owners to act regarding their empty property and help existing and prospective owners refurbish empty property.

During the early stages a significant lack of financial resources was identified as a key element that hindered the Districts in their empty property work. In response KCC has worked with current district partners to develop three strategies (listed below). Additionally KCC is making available capital funding to use on these strategies.

- Firstly, to develop an empty property loan scheme to facilitate the refurbishment of empty properties. The first loans have been approved with further applications being worked up for approval.
- Secondly, to support enforcement work in the districts. At the start of the project a skills gap was identified in the districts in their ability to deliver the full range of enforcement options available. KCC has provided training around these skills, which are now being actively used. KCC funding will also be used to provide financial assistance to the Districts in conjunction with these enforcement activities. To date this funding has not been called upon as owners invariably have taken positive action themselves in response to the instigation of formal proceedings by the Districts.
- Thirdly, direct acquisition by KCC. KCC will be purchasing a number of empty properties for refurbishment and resale and is in the process of identifying suitable properties, with a focus on the key regeneration areas within the four Districts.

KCC is also looking to encourage owners to act positively and bring their empty property back into use through the provision of advice and information. Key to this has been the development and launch of the No Use Empty website, which has been well received by both owners and local authority empty property professionals. Marketing and publicity has been done to highlight the issue of empty properties and encourage owners to contact the Initiative. However where owners prove uncooperative the above partnership schemes with districts can be used to ensure the property is brought back into use.

Work is also underway to roll out this successful programme to other interested districts. To date, all District Councils visited are very keen to join and have indicated they wish to partake in the loan scheme and enforcement action work.

Measurable Indicators	2005/06 Baseline	2006/07 Progress	2007/08 PSA Target	2010 Target
Number of empty properties brought back into occupied use	149	170	158*	650**

- The PSA target for Reward Grant is 372 over the three-year period from 2005/06 to 2007/08. In 2007/08 the residue target required is 58 but the target shown is the amount we actually expect to achieve

** This is an estimate based on all districts joining the initiative and future funding to resource project

Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes

Lead Cabinet Member:
Roger Gough

Lead Managing Director:
Adam Wilkinson

Lead Officers:
Richard Feasey/Nigel Smith

Progress to date:

Housing development in Kent needs to go hand in hand with the infrastructure necessary to create new and protect existing communities. . KCC seeks development contributions for residential development and acts as an interface between service providers' strategies and development on the ground.

Adoption of the Kent and Medway Structure Plan in 2006 secured a robust policy framework as statutory planning policy to ensure that requirements for local community services are identified within new residential developments. It also ensures that developments do not proceed until the basis of funding for these services has been identified and agreed.

KCC's Cabinet approved the 'Developer's Guide' in March 2007. The guide is a policy-supporting document for the 'Vision for Kent' and provides a policy base for developers' contributions for community infrastructure when determining planning applications. It covers transport, primary and secondary education, libraries, adult education, youth and community and, for the first time, adult social services which includes older people and people with learning and/or physical difficulties.

The guide will be implemented through the monitoring of Local Development Frameworks, which should have regard to it, and through responses to government policy development. Submissions have already been made to the Ashford, Tunbridge Wells and Maidstone core strategies and supplementary planning documents issued by Canterbury and Dover districts. Additionally, KCC had made representations at the Ashford Core Strategy examination in public held in June/July 2007 giving detailed evidence to support KCC's interests to ensure that their proposed Ashford Tariff took sufficient account of future provision of services provided by KCC for Kent residents.

The outline planning consent achieved recently for the future development of Eastern Quarry, Dartford, for example, will secure (through its Section 106 Agreement) over £100m for community and transport infrastructure needs over approximately the next 20 years. The development will include three two-form primary schools each with a maintained nursery and multi-agency space and a six form entry secondary school co-located with a lifelong learning centre to accommodate adult education, youth services, library services and non-clinical adult social care services. There is a commuted sum towards rent to Adult Social Services within a Health and Social Care building. Similar negotiations are occurring at the Bridge, Dartford where we are seeking for support for a learning campus that will include new primary school with embedded nursery facilities, health and adult education facilities and a multi-agency social care facility supporting the work of our Children, Families and Education Directorate. Additionally the building will incorporate a community meeting room, youth centre, a library and archives access space and some police facilities.

The Development Contribution Team is currently dealing with a number of live large site developments (over 500 units). These include Ashford Barracks and Westwood, Thanet. More details on these will be reported in new quarterly reports covering development contribution work.

KCC is working in partnership with district councils to ensure that Kent and Medway Structure Plan policy and Regional Planning Policy is reflected in local planning policy and decisions. The 'Kent Design Guide', reinforces the need for balanced communities and re-states the focus on 'lifetime homes'.

KCC has also submitted representations to government on the proposed Planning Gain Supplement (PGS) to ensure that site provision and access to PGS funds that are returned to local areas for social and community

facilities is maintained under current PGS arrangements and the revised scope of S106 agreements. This is of particular significance in two-tier local authority areas.

Measurable Indicator(s)	2006/07 Base	2007/08 Forecast	2010 Target
Total Value of S106 Agreements Secured (Cumulative)	£42,500,000	£163,000,000	TBA

Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials

Lead Cabinet Member: Paul Carter	Lead Managing Director: Adam Wilkinson	Lead Officers: Mike Austerberry/Carolyn McKenzie
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Progress to date:

KCC spends a significant amount of money on rebuilding and modernising its buildings and this provides an ideal opportunity to ensure that they meet recognised efficiency standards for all aspects of sustainability including waste, water and energy use.

BREEAM (Buildings Research Establishment’s Environmental Assessment Method) is the most widely adopted and comprehensive scoring system for specifying and delivering sustainable construction and KCC has for some time designed to BREEAM ‘very good’ rating. This has been a DCSF requirement that KCC is committed to implementing on all educational projects, including our Building Schools for the Future and Primary School Pathfinder Programmes. These are the biggest investment programmes dedicated to improving school building design for over 50 years. KCC is actively involved right from the project inception and ensures that the Kent Design Guide and a commitment to sustainability are included in every project brief. On other projects such as the Turner Contemporary Gallery a bespoke BREEAM and a SPeAR (Sustainable Project Assessment Routine) have been commissioned to ensure that best practice is adopted throughout the design.

Some good progress has been made and will now be built on as follows:

- KCC will further embed BREEAM standards in our corporate policy for all construction projects, to ensure designs deliver sustainable buildings which are energy and water efficient and incorporate built-to-last materials and minimise waste
- Although many buildings are designed to BREEAM standards, KCC does not yet monitor building construction standards and maintenance standards post completion, both of which can often vary from the design standard. This will be explored in order to benchmark and evaluate the benefits of BREEAM standards in operational buildings.
- Further use of KCC’s mass buying power will be explored to bring down the cost of energy-efficient and sustainable materials and technologies for use in its construction projects.

A cross-cutting Sustainable Estates Group, established in summer 2007, will help drive further KCC-wide progress on both Target 41 and Target 42.

Measurable Indicator(s)	2006/07 Baseline	2007/08 Target	2009/2010 Target
Percentage of new KCC buildings designed to at least BREEAM ‘very good’ standard	60%	80%	100%

NB: BREEAM standards are available for common building types including schools, homes, offices, retail, courts and prisons. Applying BREEAM standards to other building types (e.g. art galleries) requires a bespoke assessment. These indicators measure the BREEAM standards of common building types for which BREEAM standards are readily available or for which a bespoke assessment has already been made. KCC will encourage bespoke assessments for other building types and a further target will be developed to measure these.

Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies

Lead Cabinet Member: Keith Ferrin	Lead Managing Director: Adam Wilkinson	Lead Officers: Mike Austerberry/Carolyn McKenzie
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Progress to date:

This target is a measure of KCC's own corporate environmental performance and currently focuses on the largest parts of the authority's eco-footprint - carbon dioxide emissions, water use and waste. It links with Target 41 which monitors the environmental impacts of the construction of new buildings. KCC recently established a Sustainable Estates Group to oversee corporate environmental policy on carbon management, water, waste and construction.

KCC's target is to reduce carbon dioxide emissions by 10% by 2010, rising to 20% by 2015. A carbon management programme has been developed to deliver these reductions and now forms part of KCC's Climate Change Action Plan. The existing Energy Loan Fund was boosted this year with further funds to enable it to support the asset replacement programme and renewable energy projects. Completed projects include the installation of lighting controls in several schools and Invicta House at County Hall, Maidstone, as well as improvements to a number of school heating systems. These have so far saved over 300 tonnes of CO₂. Future improvement projects already planned will save a further 500 tonnes of CO₂. A further 20 schools are expected to benefit from wind turbine or solar photo-voltaic renewable energy projects in 2007/2008.

In addition, KCC's Building Schools for the Future programme will see the replacement or refurbishment of all Kent's Secondary schools. When schools are replaced or refurbished the new schools will be built to higher standards of energy efficiency and sustainability.

This target currently includes only emissions arising from energy consumption in KCC buildings. KCC is committed to including other sources of emissions from 2008/09 onwards, including from street lighting and traffic signals, business miles, commuter miles and waste. To this end, KCC are in the process of replacing the 19,000 traditional lamps in Kent's traffic lights with more efficient light Emitting Diodes (LED). The scheme will be completed at the end March 2008. The LEDs have 70% lower energy consumption, which will result in much lower CO₂ emissions, longer lifetime, reduced waste, greater visibility and a saving over the next five years of £1.8m.

The key priority for this year will be to improve our monitoring processes and baseline data arrangements. Overall carbon emissions in buildings have risen by 1% in the last year. However, through our co-ordinated Climate Change Action Plan and the programme of work (including revising policies, practices, training and communicating to staff) to widen the achievement of the ISO 14001 environmental management standard to all of KCC, significant reductions in carbon emissions will be made.

A target is set to reduce water consumption by 7.5% by 2010, rising to 15% by 2015. Work is underway to improve monitoring of water use, and pilot projects have been implemented to improve water efficiency in KCC buildings (eg PIR sensor taps/urinals and low flush toilets). Part of the additional funding agreed for the Energy Loan Fund will enable us to deliver more of these water efficiency projects as part of a KCC-wide Water Action Programme.

KCC has greatly improved recycling facilities for its own sites and over the next 3 years there will be a significant reduction in KCC's own waste going to landfill.

KCC commercial vehicles currently run on a 5% biodiesel fuel. A higher blend will be used once it becomes commercially available. The practicality of collecting waste oil as a raw material for bio-diesel has been

examined and the study concluded this is not feasible. Options to manufacture and supply bio-diesel and other non-food-crop biofuels in Kent are being explored.

Measurable Indicator (s)	2005	2006	2010 Target
Percentage reduction in CO2 from energy use in KCC buildings and schools since 2004	1% reduction on 2004 levels	1% increase on 2004 levels ³	10%

³ 2006/07 2006/7 saw an increase in 2004 levels by 1%. This is because of rising energy consumption by IT systems and schools have counterbalanced the significant energy savings made elsewhere.

Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders

Lead Cabinet Member:
Keith Ferrin

Lead Managing Director:
Adam Wilkinson

Lead Officer:
Sue Barton

Progress to date:

Clean Kent is a multi-agency programme focusing specifically on delivering real improvements as set out by the Kent Agreement and Towards 2010 through raising awareness; supporting community action; providing schools education, and fly-tipping enforcement.

Key to the continuing success of Clean Kent has been its high profile media campaign using television, radio, billboards and newspapers aimed at turning around accepted roles and behaviours. In February 2007 the campaign 'Changing Views' reinforced the message that Kent is saying goodbye to graffiti, fly-tipping and litter.

Community involvement is crucial. The Community Payback Scheme gives the public an opportunity to identify areas that need cleaning up through an online nomination system, managed by KCC Clean Kent. Offenders carry out the clean up as compulsory unpaid work, which is part of their sentence. The Community Payback scheme is an excellent example of partnership in action involving the Kent Probation Area, HM Prison Service, KCC and the districts, to co-ordinate opportunities for offenders to contribute in a positive way to Kent communities.

An innovative secondary school education initiative has been designed through a multi-agency team (led by KCC and Kent Fire and Rescue Service with Kent Police, Maidstone BC, Crown Prosecution Service supporting) to underpin key messages including littering, criminal damage and fire setting. Engaging 12-14 year olds (a peak age range in youth offending statistics) has been a priority. This project, piloted in July and due for further roll-out from January 2008, is set within the context of restorative justice and through a scripted session explores attitudes and behaviours of the characters central to which is a young offender and his victim.

Delivering information to business involved in the carriage of waste has been achieved in partnership with the Environment Agency and KCC Trading Standards (to support the Buy with Confidence Scheme), through a combination of advertising and events at key trade centres. Professional advice to increase compliance to the duty of care and waste carriers licence registration legislation was provided to over 150 businesses. Combined with this has been widespread advertising and media coverage (in excess of £100,000 Advertising Value Equivalent achieved to date) encouraging householders to check the provenance of any tradesman they employ, protecting them from the new Duty of Care for Householders legislation introduced within the Clean Neighbourhoods and Environment Act 2005.

In addition, Clean Kent and Area of Outstanding Natural Beauty unit (Kent Downs) have joined forces to provide practical help and funding for private landowners who suffer fly-tipping, and enable successful prosecution of offenders. Activities include the provision of preventative security measures such as gates, bunds, and covert cameras to discourage illegal activity.

Joint funding by KCC, 12 district / borough councils and Kent Fire and Rescue Service (KFRS) has been achieved to provide 3 dedicated Neighbourhood Response Teams operating to a Service Level Agreement (SLA). Responding to fly-tipping, littering, graffiti issues and supporting a 'red routing' approach to monitor rubbish fire hotspots these teams are an additional tool for local authorities. They are directed to high visibility locations and 'no-mans land' areas as well as providing a support for larger incidences to ensure efficient remedy. The teams located geographically (east, mid and west Kent), are championed by 3 lead district councils (Canterbury, Maidstone and Sevenoaks) to co-ordinate operations and ensure quality of service is achieved locally.

Underpinning all Clean Kent Activity is a stronger action on enforcement. Through a fly-tipping SLA between all key partners, combined with a dedicated KCC environmental crime enforcement team to support district and borough council teams, progress is being made to proactively manage fly-tipping offenders in line with the National Intelligence Model. This approach has been strengthened further through KCC's Analysis and Intelligence Team who are currently developing a GIS-based fly-tipping system to identify the key hot spots in Kent, provide real intelligence for prosecutions and better performance measures.

Measurable Indicator(s)	Baseline	2005/06 Actual	2006/07 Actual	2007/08 Forecast	2008/09 Target	2009/10 Target
Percentage of residents who think Kent is a clean county	58% (set in 2004/05)	65%	59%	78%**	*	*
Number of loose rubbish fires	2871 (set in 2003/04)	2047	1,755	2,297**	*	*
Number of fly tipping incidents	33,636 (set in 2004/05)	30691	27,854	30,272**	*	*
Fly-tipping Enforcement (Prosecutions / formal cautions)		***	***	TBA	TBA	TBA

* Further targets to be considered by the Clean Kent Delivery Group, following the completion of the current Kent Agreement (March 2008)

**Long term targets set in 2004 for the initial Clean Kent programme within the Kent Agreement which concludes in March 08

*** Not subject to current Kent Agreement – targets for 2007-10 under review.

Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products

Lead Cabinet Member: Roger Gough	Lead Managing Director: Adam Wilkinson	Lead Officer: Stuart Gibbons
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Progress To Date:

KCC wants to play a part in transforming rural economies in the developing world through the development of non-food crops whilst ensuring Kent’s land-based sector equally benefits from opportunities this initiative will provide.

Three strategic documents are in now in place - a Strategic Plan, mainly targeting public organisations and academia, a promotional leaflet, targeting industrial end-users, and a three-year Business Plan, with attached budgets. A website has also been developed and ready to go live.

The Global Centre’s key stakeholders and Inception Team have met on several occasions with Imperial College, the Food and Agriculture Organisation and United Nations representatives, to identify and establish future collaboration. This includes securing a £0.5 million start-up budget, which will enable the Centre to get its first three years under way. The source of this funding is going to come from the private sector and/or rapid action grant making bodies. Securing funding is critical to the success of this target.

The stakeholders have been using their contacts to raise awareness, putting the case forward to a range of businesses and commercial leaders.

The Global Centre will be established as a trust deed, with a clear decision leadership structure and an increased number of high profile advocates on the management boards. The initial trustees will be Lord Sandy Bruce-Lockhart, Lady Phyllis Sondes of Lees Court Estate, Cliff Spencer of Springdale Sustainable Development Ltd and Amir Dossal of the United Nations Fund for International Partnerships.

The Centre’s official name will be the International Initiative for Non-Food Crops (IIN).

Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage

Lead Cabinet Member:
Keith Ferrin

Lead Managing Director:
Adam Wilkinson

Lead Officer:
Judith Feline

Progress to date:

Pressures from development, climate change and changes in land ownership make long-term land management more difficult. KCC, Kent Downs Area of Outstanding Natural Beauty (AONB) unit and the Forestry Commission identified the purchase, breaking up and resale of woodlands (wood lotting), particularly of ancient woodlands, as an important issue which may be threatening the landscape quality and biodiversity of the woodlands within the AONB and elsewhere in Kent. The AONB commissioned a study by consultants, Land Use Consultants (LUC), with financial contributions from KCC and other partners, to investigate the extent of wood lotting in Kent, the positive and negative impacts, and to identify best practice in terms of management and controls. The survey stated that of the 47,719 hectares of woodland in Kent, 3.7% (1,774 hectares) had been identified as lotted, being lotted, or potentially lotted. A draft report has been issued and some of the key findings include:

- The picture is quite mixed with some woodlands showing severe damage occurring, but elsewhere lotted woodland showing no signs of damage
- Most owners have generally benign objectives for their woodland but this still leads to development (sheds, fencing, and clearings) and a lack of management
- A key issue is the legacy of lotting, as seen at Cobham and Bredhurst where there is dereliction and lack of single ownership leading to illegal and inappropriate actions by others, for example, fly tipping, damage by 4x4 motorbikes etc
- The existing planning process can be effective but is laborious and expensive and variably applied.

A steering group, led by Kent Downs AONB unit, with representatives from KCC, the Forestry Commission and others, is now looking at the report to propose and agree recommendations for action which may include a more proactive approach to woodland management and action plans.

KCC commented on the proposed Local Development Frameworks for Ashford and Tunbridge Wells, to seek to protect the biodiversity, landscape and heritage of those areas. Work is continuing on revising the ancient woodland inventory for Tunbridge Wells and initiating a new inventory for Ashford.

The Countryside Access Improvement Plan, a key document in how KCC will manage Kent's Public Rights of Way (PROW) network, has now reached its final draft, following extensive consultation with users, partners and the public. It has highlighted what people think should be the priorities for the management of the network and will be the basis of KCC's policy on PROW for the next 10 years. The final consultation period ends on 1st October 2007 and the final Plan will be produced in November 2007 (in accord with the Countryside and Rights of Way Act 2000).

In 2006/7 we removed 445 stiles from Public Rights of Way in Kent and replaced them with kissing-gates and gates. This is helping to make the network more accessible to a wider range of users. We are currently exceeding our annual target of 200 removals per year and this will contribute to the improvement of our Best Value Performance indicator on the accessibility of the network (BVPI 178). A Ploughing and Cropping campaign is being run in Mid and West Kent this year to improve accessibility to the network, and follow-up in East Kent is planned following last year's campaign.

The 'Explore Kent' website was nominated for an e-government National Award 2006 in the 'Local e-government excellence: Team' category. All nominations were described as being 'the best of the best' at providing on-line services to customers. Developments are continuing on the website and will include podcast audio walks, 360° panoramic views of one of our country parks, articles on issues of interest and details of guided walks.

KCC launched a new guidebook to the Saxon Shore Way, providing an overview of this popular route as well as maps and guides to eight short circular walks at Rochester, Oare, Grove Ferry, Sandwich, St Margaret's Bay, Lympne, Hamstreet and Stone-in-Oxney. Further guidebooks are planned.

Measurable Indicator(s)	2006/07	2007/08 Target
Number of stiles removed from the public rights of way network	445	200
Percentage of public rights of way signed and easy to use (BVPI 178) (5% random sample)	67.4%	70%

Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies

Lead Cabinet Member:
Roger Gough

Lead Managing Director:
Adam Wilkinson

Lead Officer:
Alan Turner

Progress To Date:

Drinking water is not an unlimited resource. Households use 75% of it and so improved water efficiency in homes would relieve some of this pressure.

KCC's Water Policy was adopted in December 2006. Progress on the specific actions within the policy is detailed below:

Action 1: Spotlight on Kent's water companies

- Water companies are now starting their planning for the period 2010 – 2015 and KCC is currently setting up a series of meetings to influence these plans.
- In advance of these meetings, a workshop with the Environment Agency is being planned for November 2007.

Action 2: Lobby for investment in infrastructure

- Water infrastructure provision was covered in the South East Plan Sub-regional strategies to which KCC had significant input, including making representation at the Examination in Public.
- Meetings have been held with Mid Kent Water to try to progress new infrastructure and to stress the importance of demand management.
- The Bewl-to-Ashford pipeline is under construction and nearly 60% has been completed.
- KCC is influencing a Water Cycle Strategy for Kent Thameside
- Within the Ashford growth area KCC is lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. KCC has recently taken on chairing the working group for this.
- KCC has successfully lobbied government on the Code for Sustainable Homes, the tightening of Building Regulations in relation to water efficiency and on the future changes to the Water Fitting Regulations. Almost all the points in KCC's summary response have been addressed specifically and positively by Government.

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

- KCC organised a major seminar held in March 2007 to disseminate results of water-savings demonstration to major housing developers and local authorities.
- KCC is also working with Hillreed Homes and Mid Kent Water to trial a water-saving tariff on a new housing development in Ashford. This is the first of its kind in the UK and it is progressing well. The demonstration and trial have won several awards. KCC has set up and, since 2005, has led the Kent Water Demand Management. This partnership with key water industry organisations has established itself as a national exemplar and has won a commendation for "Inspiring Change" under the Environment Agency National Water Efficiency Water Awards for 2007.

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Action 4: Wider use of water-saving technology

- A conference presentation was given on water saving for businesses and commercial users in February 2007.
- KCC is leading the development of a 500 home pilot project in Ashford to retrofit water saving measures into existing homes.

Action 5: Water conservation campaigns

- An Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation.
- KCC is currently working with partners to determine the best approach to public campaigns in the future.

Action 6: Reduce KCC's water consumption

- It is intended that £200k of the £1m loan fund (see target 42) will be made available for water reduction measures for all KCC estate.

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

Lead Cabinet Members: Mike Hill/Mark Dance	Lead Managing Directors: Amanda Honey/Graham Badman	Lead Officers: Chris Hesse/Danny O'Donovan
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Progress to date:

Young people benefit from taking regular physical exercise and the opportunity needs to be available for more of them to take part in sport and events. KCC Children and Families and Education (CFE) directorate, Communities Directorate's Sports, Leisure & Olympics Service, partnership development managers from School Sport Partnerships and directors of sport from the Specialist Sports Colleges meet to promote this target to schools and develop actions to support this target.

CFE has established a senior strategic officer post for school sport and physical education along with an administrator to support the work of schools and clusters in this key area of development.

The Extended Schools team, as part of its drive to provide a varied menu of activities, is working with School Sports Coordinators, as well as the Sports, Leisure & Olympics Service, to enable improved access to school-based facilities.

A Kent sports college network has been formulated under the leadership of the strategic officer which consists of all sports colleges and school sports partnerships across the county. This network is providing a co-ordinated framework for school sport across all schools. A strategy for school sport and physical education is being developed in partnership with schools and the Advisory Service Kent under the heading 'Every Child Active in Kent'.

To support competitive school sport through the Kent School Games, local organising committees are being established in each school sport partnership under the leadership of a Sports College Headteacher.

Four competition managers, funded through the Youth Sports Trust, are being appointed and will be working with schools from October 2007. Their role will be to establish a competitive school sport framework for all key stages across the county which will have a direct impact in supporting their target area.

KCC's Sports, Leisure & Olympics Service has continued to administer the current round of PRG funding to support sports activities on school sites outside of school hours. 74 schemes have been supported with small grants since autumn 2006 and 13 playground developments at primary schools have been funded. Big Lottery Fund Projects, primarily on school sites, are progressing very well with 58 projects out of 64 completed by end of March 2007 and the remaining either commencing or being completed in the next year.

A survey of competitive school sport in Kent schools, carried out by KCC's Sports, Leisure and Olympics Service indicates that there is a significant level of competitive school sport happening already but much of it is either not promoted or is uncoordinated. One sport with new and significant activity is basketball, which is developing inter school competition and festivals between local primary schools. This survey is proving to be useful in the planning of the Kent School Games, 2008 and 2010. (See target 22). New school competitions have been organised through various agencies in basketball, curling, lacrosse and athletics for disabled young people.

Measurable Indicator(s)	2006/07	2007/08 Target
Percentage of pupils taking part in at least 2 hours PE and school sport per week	76%	80%
Number of new out of school hours sports programmes	New indicator	60

Number of new school sports competitions organised	New indicator	10
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Target 48: Increase opportunities for everyone to take regular physical exercise		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Progress to date:

Targets 48 and 49 are linked as obesity levels can be reduced when people take more exercise and improve their diet. Other targets also contribute especially Target 21 the development of a What's on in Kent website and Target 24, Kent TV, that will provide very useful ways for people to find out about activities across the county. A series of features on public health topics will be produced with Kent TV. The promotion of opportunities provided by the 2010 Olympics (Target 22) will also contribute to this target. Another key linkage for young people is to Target 50, the campaign to improve the lifestyles of young people. (See also targets 28, 47 and 51).

The need for local government and the NHS to work closely together on shared priorities is emphasised by the public health White Paper, Choosing Health, and the DH White Paper, Our Health, Our Care, Our Say. Joint priorities have been agreed through the public health strategy for Kent (Live Life to the Full). Partnership working with the PCTs will be facilitated by the full allocation of both PCTs Choosing Health money to public health priorities for the first time with new arrangements for joint decision making about how it should be spent.

Increasing the amount of exercise taken by everyone requires KCC directorates to work together and in partnership with the NHS, other local authorities and the private and voluntary sectors. The NHS Overview & Scrutiny Committee Select Committee on obesity made a number of recommendations that will be part of the joint Obesity Strategy for Kent that will be published in the autumn. The recent Public Health Strategy for Kent, *Live Life to the Full*, highlights obesity as a major priority for public health. Part-funded by Communities for Health, the Kent Lifestyle Survey baselines the amount of physical activity being undertaken by Kent residents.

Specific initiatives being developed across KCC to promote exercise include:

- Continue the great success of Healthy Schools in Kent by achieving healthy schools status for all schools by 2009
- Improved access to the countryside for walking and cycling including the Explore Kent "Have fun, keep healthy" programme, and Guided Walks . Green Gyms, that use naturally occurring features of the landscape and the materials it contains to provide exercise "equipment" are also being developed.
- Go Cycle Kent – tying in with the Tour de France
- Partnerships in east Kent with the NHS for Health Walks
- Activmobs to enable people to fit more exercise around their everyday lives
- Promoting Nordic Walking in County Parks (in partnership with Activmobs)
- Sport specific Development Officers (funded by Sport England) to develop particular sports such as archery and swimming and improve access for people with disabilities
- fit4health is aimed at KCC employees including the Walk the World challenge
- Resolutions/Lets Get Started in libraries
- Promoting the 2012 Olympics as a way to encourage participation in sport.

Two successful Big Lottery Fund bids will increase the opportunities for taking exercise. £10.5 million has been granted to modernise sports facilities.

A successful partnership bid for £991,000 from the Big Lottery Fund will enable a number of proposed schemes to promote exercise, improve diet and improve mental health to be implemented across the county. The successful projects submitted within the bid include:

- Exercise to help prevent falls for older people in west Kent
- Research into the best approaches to encourage young girls to take exercise in Independence Programme (SIP) areas Supporting

- Exercise programmes for children and their families in east Kent
- Green Gyms in West Kent
- Detached playworkers in West Kent.

Other specific developments that have been operational recently include:

- Adopting the national step-o-meter programme and 'Healthy Walks' and 'Walk Fit' in Tunbridge Wells
- Discounted leisure activities in Sevenoaks and other districts
- Extending out of hours uses of schools in east Kent
- Providing new play areas and playing pitches in Canterbury.

Healthy Living Centres in the most disadvantaged areas of the County will also make important contributions to this target.

Hits on the Kentsport.org website has increased to 3.5m per annum. 'Fit Together', is a new partnership with the leisure and fitness industry (including the Fitness Industry Association) across Kent to promote, encourage and increase access for people who currently do not use the many facilities available to enable them to be more active. KCC's partnership with Charlton Athletic is also designed to encourage sport and physical activity amongst young people who are may be less able to participate in the structured activities currently available. It is due to be extended to adults this year.

Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Progress to date:

Increasing physical activity is crucial to reducing obesity. This action sheet should be read in conjunction with target 48. In particular the Overview & Scrutiny Committee Select Committee report on Obesity and the Kent Obesity Strategy will guide future activity. The Public Health Strategy for Kent *Live Life to the Full* identifies obesity as a major concern of public health. Reducing obesity will require concentrated efforts from effective partnerships with the NHS, District Councils, the voluntary and private sectors. The public health campaign aimed at children and young people (Target 50) will also aim to improve their lifestyles across a range of activities and behaviour. The recommendations of the recent Select Committee report on Personal, Health and Social Education will also have an impact on children and young persons' lifestyle behaviour when implemented.

The need for local government and the NHS to work closely together on shared priorities is emphasised by the public health White Paper, Choosing Health, and the DH White Paper, Our Health, Our Care, Our Say. Joint priorities have been agreed through the public health strategy for Kent (Live Life to the Full). Partnership working with the PCTs will be facilitated by the full allocation of both PCTs Choosing Health money to public health priorities for the first time with new arrangements for joint decision making about how it should be spent.

Specific actions being taken to reduce levels of obesity include the following:

- Health and Wellbeing Partnerships with KCC, primary care trusts and district councils have been established in all districts across Kent
- The Big Lottery Fund award of £991,000 includes funding for school meal improvements and the Sheppey Healthy Living Centre that will include diet and nutrition programmes
- NICE (National Institute of Clinical Excellence) guidelines for obesity treatment will lead to the development of a care pathway for obese and morbidly obese people
- 'Building Schools for the Future' includes provisions for NHS and health and wellbeing to be included on school premises
- Rates of breastfeeding are being increased in SureStart areas and significant investment has been made in east Kent to improve rates of breastfeeding
- The highly successful Healthy Schools programme has contributed greatly to improving the health of school children and is key to reducing obesity rates in children. 100% of schools will be included by 2009
- A jointly funded post to promote healthy eating in schools has been appointed
- KCC is also working with the NHS to deliver the childhood obesity strategy including the weighing and measuring of school children
- The school nursing service is being enhanced
- Prescribing programmes have been developed to provide training for teachers parents and patients to give assistance and support to help overweight children combat obesity
- The 'Bien-etre project' has been a successful EU funded collaboration with Northern France to promote better nutrition and healthier lifestyles in schools and communities.

There is an enhanced GP referral scheme in Tunbridge Wells that offers dietary and other lifestyle advice aimed at helping people lose weight. Weight management clinics have been established in Maidstone through GP referral. Health Promotion Teams are active around Kent to educate and support people trying to reduce their weight and be more active.

Healthy Living Centres, often supported by KCC and the NHS, are delivering a whole range of programmes aimed at improving people's participation in exercise as well as education on good diet and nutrition and practical cookery skills. These centres operate in the most deprived areas of Kent and provide for specific types of people e.g. older persons, that find participating in other activities more difficult.

In addition to the new initiatives, much of the mainstream public health focus from the NHS is now devoted to helping people with diet and exercise as these are the best ways that people can prevent many long-term debilitating conditions from developing. The Kent Department of Public Health is the focus for ensuring that health and local authorities can deliver joined up approaches to promote health and wellbeing to the Kent population.

Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex

Lead Cabinet Members: Mark Dance/ Chris Wells/Graham Gibbens	Lead Managing Director: Graham Badman	Lead Officer: Marilyn Hodges
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Progress to date:

Too many young people have their lives blighted by the effects of drugs, alcohol, unplanned pregnancy and sexually transmitted infections.

Kent aims to target the health and well being of all its C&YP through a number of complementary 2010 targets which together will provide the support needed at all stages of their development to enable them to develop the emotional intelligence to make informed choices. The health campaign is one element of this wider agenda. KCC has been liaising with key partners and has carried out an audit of existing work in order to ensure that the hard hitting campaign builds on, rather than, duplicates existing activity in this field. There is now a comprehensive picture of existing campaign activity by all partners in Kent and nationally.

In addition, research has been conducted into young people's needs, values and behaviour and into which campaigns actually result in behaviour change. The key focus for this campaign will be behaviour change so as to ensure impact.

The campaign will reinforce messages included in the new Personal, Social and Health Education (PSHE) Strategy, which will be developed in conjunction with the new Member Advisory Group and launched in 2008.

It is planned that the campaign will complement other activity aimed at improving outcomes for young people and will end in 2010 with a high-profile event where young people involved report back on how it has impacted upon their lives.

What are the next steps

- Commission, through Corporate Communications, a PR Agency to design and deliver targeted messages to vulnerable young people, commencing in early 2008 through key media including Kent TV
- In conjunction with focus groups of young people, design and deliver pilot interventions, commencing in early 2008, with young people known to be vulnerable to risk-taking behaviour and then roll-out the campaign based on evaluations. The interventions will be evidence-based and aim to raise awareness, ensure young people can access appropriate services and emphasise responsibility and the skills needed to build positive relationships.
- Hold a high-profile conference for key professionals, focusing on participation of young people in improving health outcomes and the successful delivery of Personal, Social and Health Education
- Engage children and young people in the campaign and in the development of resources and activity
- Build on existing strategies, projects and activities to provide young people with the tools they need to make informed decisions
- Ensure a focus on young men as research has shown that they are missed by campaigns and health services
- Provide parents and carers with effective information

Target 51: Encourage healthy eating by providing nutritious lunches through the "Healthy Schools" programme and launch a range of community-based healthy eating pilots

Lead Cabinet Member: Mark Dance	Lead Managing Director: Graham Badman	Lead Officers: Marisa White/Carol Healy/Mark Sleep/Janet Stein
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Progress to date:

KCC wants to support Kent's children and young people to fulfil their potential. There is a great deal of evidence that links healthy eating to overall physical health and improved levels of concentration. This target will then support a number of other associated health 2010 targets to ensure a holistic approach to Kent's health agenda.

Although there is a great deal of positive work being rolled out across the county in relation to Healthy Eating, the National Foundation for Educational Research (NFER) survey carried out in May 07 on 43,000 pupils aged 7 to 19, from over 450 schools and colleges in Kent highlighted the need for continued work in this area. The initial findings suggest that although over 90% of primary aged children know that eating fruit and vegetables is healthy, 30% still don't eat 5 portions a day compared to over 60% of children who report eating sweets and eat crisps on most days. At secondary level just 50% of pupils report meeting the 5 a Day target with only 56% meeting the one a day physical activity recommendation.

A review has taken place to consider the range of community based healthy eating interventions and associated evidence of effectiveness. A mapping exercise of healthy eating projects already taking place in Kent has also been undertaken and discussions with key health, education and community partners have led to the identification of eight community-based health eating pilots that could potentially be developed under the following themes:

1. The National Children's Bureau - Health Challenge for Schools
2. Community cooking skills
3. Community access to fruit and vegetables
4. Promoting healthy eating in partnership with supermarkets
5. Increasing school meal uptake
6. Reaching parents through workforce development
7. Focus on weaning.

As a result of this ground work a comprehensive document - 'Towards 2010 community-based healthy eating pilots scoping paper' - has been drafted which outlines the development, costs, timing, evaluation and key partners for delivering each of the eight pilots. Key partners and agencies have helped shape the final paper which outlines the roll-out of the pilots in the first, second and third year. Following further work the eight pilots may be streamlined depending on viability and potential reach and impact. KCC's partners have been supportive of the work and it will enable additional funding and resourcing to be accessed and boost the reach of the work. An external research team will evaluate the impact of the pilots on the healthy eating knowledge, attitudes, awareness and behaviour of communities across Kent. The 'increasing school meal uptake' pilot was the first to be launched alongside the 'National Children's Bureau' pilot. *Kent Cooks!*, part of the 'community cooking skills' pilot is being launched in schools from September 2007.

All contractors providing school meals within the KCC school meals contracts are providing nutritionally analysed meals. The menus have been reviewed to ensure they meet all the standards and are acceptable to the children. In addition, KCC's Client Services are developing menus, which are available to schools who undertake their own catering arrangements. Along with 'Healthy schools', Client Services provides a range of training in nutrition awareness, catering skills and food hygiene to all sectors of the school community.

There are currently 366 Primary and 8 Secondary schools in the School Meals contracts which are operated by five main contractors. The NFER survey shows an uptake of 29% in the primary sector and 28% in secondary

schools, which is consistent with the meal uptake within the contracts. This is an increase of 2% from 2005 when the data for the new contracts was set. An average of 20,217 meals are served daily across the contracts. One contractor has shown an increase of 20% in uptake since last September. Free School Meal uptake varies between 9% and 40% of the uptake across the County.

97% of schools are now participating in the programme. A Healthy Eating post has been recruited based within KCC’s Healthy Schools Programme Team and a second PCT based seconded post is also in place. Following discussions with relevant partners a Kent-wide Healthy Eating Group has been established which meets in east and west Kent on a quarterly basis. An extensive programme of training to support schools implementing the Healthy Eating core theme within Healthy Schools has now been rolled out successfully across Kent.

Measurable Indicator(s)	2006/07	2007/08 Target
Percentage of schools which have achieved ‘Healthy schools’ status as at December *	38%	55%
Number of parents and children reached through School/Community Healthy Eating Pilots.	New indicator	Not set

- Total is 612 schools

What are the next steps

- Develop a community action plan for the delivery of family learning activities including cooking and nutritional information
- Monitor and evaluate programmes and develop further those with the greatest positive impact on children’s and families
- Develop an enhance healthy schools model
- Improve eating experiences at school
- Investigate opportunities within the curriculum to integrate healthy eating, nutrition and children’s knowledge of labelling and ingredients
- Link into other strategic priorities/targets that support healthy eating including initiatives to combat obesity and encourage people to take responsibility for their health and well being

Target 52: Increase the number of people supported to live independently in their own homes. This will include:		
<ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support through Direct Payments • taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes 		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Oliver Mills	Lead Officers: Anne Tidmarsh/Chris Belton/Michael Thomas-Sam

Progress to date:

A wealth of evidence clearly shows that disabled and older people have more fulfilled and healthy lives if they are helped to live independently in their homes. As shown by the Performance Indicators we are making progress on this target. Outlined below are some of the positive initiatives which have been implemented.

Kent has been picked as one of only three areas in the country to pilot a multi-million pound scheme to look after the elderly. This is a major achievement, as Kent had to compete with many Authorities across the Country to win the bid (known as the Whole Systems Demonstrator). The DoH has awarded Kent part of a £12m budget to enable health and social services to make new technologies available to many more people. The pilot will be based in Ashford, Shepway, Gravesend and Dartford.

The 'Invest to Save' 'Brighter Futures for Older People Programme' currently supports older people living in their own homes in the districts of Ashford, Maidstone, Sevenoaks, Tonbridge & Malling and Tunbridge Wells. It is delivered via a range of volunteer services designed to reduce avoidable admissions into hospital or long-term care, as well as keeping older people healthy, promoting social inclusion and independence and producing other benefits to the volunteers and their communities. Over 150 volunteers are working within seven projects and well over 500 older people have been supported to date. Brighter Futures Group (BFG) services which include postural stability classes, befriending, transport, assisted shopping and information/sign-posting are proving very popular and work is underway where BFG services are not currently operating in Kent to seek funding to start such services.

There are a number of projects under development to 'encourage the development of more housing for older people'. This involves large scale extra care housing projects (i.e. Better Homes/Active Lives PFI) and a number of smaller projects across a range of vulnerable people in Kent. New housing development takes some time to be completed and the major developments will be completed in 2009/10.

Progress has been made on the development of a joint strategy with the KCC Supporting People team, including work on a joint specification for community alarms and Telecare services. This includes constructive work with district councils and housing providers to establish links and shared objectives. A final Telecare Strategy has been developed which will lead to a procurement exercise for installation and monitoring services.

Participation in a successful bid by Kent Adult Social Services and key partners (including PCTs) for the Long Term Conditions Whole System Demonstrator is directly contributing to the development of the ongoing Telecare Strategy, including clarifying links with Telehealth, across the health and social care system. Being successful in this bid was a major achievement and opens up a range of possibilities in working towards this target. Improvements to Telehealth are ongoing, in consultation with partners, care managers and most importantly users of the service.

Direct Payments are being actively promoted leading to a significant increase in take-up. The Kent Direct Payment Scheme provides a quality service to individuals who choose to employ personal assistants and it has developed some excellent DVDs as a training resource, to give real examples of how direct payments have been used to improve the quality of an individual's life. These examples are also available on the Kent Direct Payment website. Currently 60% of Direct Payment recipients choose to employ staff and many people who initially used agencies are transferring to the employment option.

The Kent Card is a key innovation, which was launched in March 2007. It offers major opportunities to enable people taking up Direct Payments to use the card flexibly to pay for services. The Kent Card will be well placed to bring together other sources of funding into an individual budget using the card for purchases. Central Government and other Local Authorities have shown an interest in the Kent Card. Recently KCC and the Royal Bank of Scotland hosted an event to present the card to interested parties. The card is being developed in partnership with older and disabled people.

Kent has been successful in bidding for the £1.5 million Partnerships for Older People Project. This is a 2 year joint project with the Eastern Coastal Kent Primary Care Trust and the voluntary sector and has 3 strands to it: employing 18 Community Matron Support Workers to work with people with Long Term Conditions supporting them to remain in their own home, using Telehealth and Telecare technology.

The Care Navigator and Community Information and Liaison Assistant are the other two parts of the project. Employed by the voluntary sector in each District, the aim is to help people access care where they need it and provide communities with information. This is an excellent way of involving communities and older people themselves and of closer working between the voluntary and statutory sector.

This Target can not be achieved in isolation and its success is closely linked to the achievement of other targets in Towards 2010 including all the other targets in this section (Targets 52–56) and Targets 48 and 49 which focus on public health – evidence shows that improved health enables more people to live independently for longer. Also Target 62 which focuses on the expansion of the ‘Handyvan scheme’, enabling older and vulnerable people to be more secure in their own home.

Future Work

Outlined briefly is some of the planned work which will help to achieve this Target:

- Following the successful ‘Whole System Demonstrator’ bid there will be greater expansion of Telehealth and Telecare and the PI target has been increased to reflect this.
- The continued expansion of Direct Payments, the introduction of Individualised Budgets and the development of the Kent Card to underpin these.
- Continue to develop community based preventative services in partnership with Health, the voluntary sector and private sector. Across Kent a range of innovative local schemes are promoting independence.
- The further development of joint working arrangements with Health, ensuring effective use of our combined resources. The 2 new PCT’s drawn up along the boundaries of our ‘Areas’ and the District Councils now open up further possibilities of this.
- The success of this target is also dependent on working together with a whole range of organisations both in the private and voluntary sector, ensuring that we are working together to promote independence. Active Lives, our ten year vision, has helped to take this a step further. We are currently developing an ‘older people strategy’ with the vision of developing a co-ordinated range of services for all older people in Kent (not just those who receive services from KASS). To do this we are involving the public and a wide range of organisations in the development of the strategy.
- Planning for the future needs of the population is essential to the success of this target. Kent Adult Social Services already have a robust planning / demographic analysis process. The new Strategic Needs Assessment with Health will bring this into a multi-agency context for Kent.

Measurable Indicator(s)	2006/07 Actual	2007/08 Target
Older people helped to live at home per 1,000 population aged 65 and over (PAF C32)	75.1	76
Number of new household accommodation units provided for vulnerable adults	0	40
Number of people receiving Direct Payments	1,389	1,650
Number of people supported through TeleCare	643	1,000*
Number of people supported through TeleHealth	160	430*

* This will be the first year of the whole systems demonstrator bid. Some of this time will be focussed on preparing to fully implement the project and the target for 2007/ 08 reflects this.

Target 53: Strengthen the support provided to people caring for relatives and friends		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Oliver Mills	Lead Officer: Mary Silverton

Progress to date:

KCC recognises the critical importance of the role carers play in providing unpaid care for partners, relatives and friends who need help because they are ill, frail or disabled.

KCC continues to develop support services offering carers ‘short breaks’ to support them in their caring roles. In developing services for carers close work and investment in the voluntary sector has been, and will continue to be, crucial.

Young carers played an active part in developing the draft multi-agency young carers’ strategy “Invisible People” launched in July 2006. The strategy has been amended following a 3 month consultation period and an implementation plan has also been developed. A commissioning strategy is being written to ensure any support services for young carers are delivered both effectively and efficiently. The Children’s Trust Board will approve the final documents in October 2007.

Carers and carer support organisations regularly meet to discuss Adult Protection issues and are involved in a range of consultation events. Carer support organisations regularly ask for feedback from carers on the support they receive via carers’ forums and questionnaires. This information is shared with KCC.

A ‘Support for Carers’ Topic Review is currently taking place with the final report being considered by the County Council in December 2007. This review is recognised to be of significant importance in helping to achieve this target and is particularly welcomed by KASS.

The City and Guilds e-learning programme “Learning for Living, The Certificate in Personal Development And Learning for Unpaid Carers” has been piloted in Kent in a partnership between Kent Adult Social Services, Kent Adult Education Service, North West Kent Carers Support and Dartford, Gravesham and Swanley MIND. The carers’ achievements were marked at a presentation of certificates in June. Further developments for the programme in East Kent are currently being discussed.

A Steering Group involving carers and carer support organisations has been set up to oversee a carers survey. The Personal Social Services Research Unit (PSSRU) at the University of Kent will undertake the research. The survey will aim to find out more about the experiences of carers coming into contact with social services and other agencies, their access to support and whether improvements resulted from support. To help support the research we have just been successful in obtaining a grant of £15,000 from the DoH.

Future work

As already stated in detail in **Target 52**, success of this Target is interdependent on the delivery of a range of other targets. Therefore future work in these targets will help towards the delivery of this Target. Other more specific work will include:

- the implementation of the recommendations of the topic review.
- the development of services and support for young carers, as outlined in the Commissioning Strategy.
- better information for carers, exploring new avenues such as Kent TV.
- the development of the Expert Patient Programme and more specifically the ‘Looking after Me’ for carers, enabling patients and their carers to take more control over their condition.
- involving carers in the development of new services such as Telehealth.

Measurable Indicator(s)	Base 2005/06	2006/07 Actual	2007/08 Target
Number of carers receiving a carers service as a percentage of clients receiving a community based service (PAF C62)	26.5%	27%	27%

Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Oliver Mills	Lead Officer: Anne Tidmarsh/Chris Belton/Jan Harker

Progress to date:

KCC wants to improve the level of care in the community as well as the quality of services and to increase people's choice over how and where they receive support. An essential factor in achieving this is having closer working partnerships with Health. Progress has been made on this target through the following actions:

KCC and the Health Service in Kent already have a very good record of working closely together, for example together we have implemented:

- an integrated Mental Health Service, which has recently moved into one Trust to cover all of Kent.
- an integrated Learning Disability Service.
- a Joint Integrated Equipment Store to develop a seamless service of equipment provision for older and disabled people.

With the Health Service in Kent, we have developed a coherent strategy to tackle delayed discharges. This has enabled the 're-imburement grant' to be invested into community based preventative and intermediate services jointly overseen by KASS and the NHS with successful results.

The establishment of a Public Health Department between Kent and the PCT's, with a jointly appointed Director, will offer further opportunities to develop initiatives to fulfill this Target.

Kent has been successful in bidding for the £1.5 million Partnership for Older People Project. This is a 2 year joint project with Eastern Coastal Kent Primary Care Trust and the voluntary sector and has 3 strands to it: employing 18 Community Matron Support Workers to work with people with Long Term Conditions supporting them to remain in their own home, using Telehealth and Telecare technology.

East Kent is also one of the Department of Health Demonstrator Sites for Urgent Care. The aim of the programme is to treat people closer to home, to prevent hospital and long term care admissions and to provide better, integrated care in a person's own home. A rollout programme of Intermediate Care for East Kent is part of the project and this again is aimed at providing care and rehabilitation in the person's own home where possible.

Section 31 Agreement with Eastern Coastal Kent PCT for the provision of intermediate care in the 2 PFI Units Westview and Westbrook House. These offer a range of intermediate and specialist services to older people.

Future Work

As outlined in detail in **Target 52**, this Target success is intertwined with the successful completion of work on other targets – particularly those focussing on health issues. The following work and opportunities will help towards the success of this Target.

- The creation of 2 PCT's based on District Council and KASS Area boundaries will greatly increase the potential for joint working with Health.
- We are currently developing joint commissioning strategies with the PCT's.
- We will continue to develop preventative services, such as providing intensive community support care packages to reduce the number of people going into hospital.
- The Joint Strategic Needs Assessment which we will be undertaking with Health will identify further opportunities for joint service development.
- In 'Our Health, Our Care, Our Say' there is a commitment for PCT's to demonstrate in their Local Delivery Plans a 5% shift in resources from the acute sector to primary and community care. This will be based on the Joint Strategic Needs Assessment and will be an important measure of how services are being focussed on this Target.
- The current set of performance indicators available do not help in evaluating progress on this target. The Department of Health is working to develop a new framework of performance indicators for Health and Social Care. This will be available shortly and hopefully it will give PI's focussed on the issues important to this target, which can be compared nationally. Kent has lobbied the DOH extensively on this issue.

Measurable Indicator(s)		
Targets are under consideration (see above)		

Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence

Lead Cabinet Members:
Kevin Lynes/Chris Wells

Lead Managing Directors:
Oliver Mills/Graham Badman

Lead Officers:
Michael Thomas-Sam/Colin Feltham

Progress to date:

Growing up, leaving school and learning to become independent is a challenge for all young people. For young people with disabilities it can be harder still. KCC wants to make the transition experience better.

KCC has robust processes in place for transition planning, but feedback from service users indicates that it can be further improved for young people with disabilities (14–25 year olds) and their families. A Project Manager is in place to lead on delivering this target.

KCC has established an Executive Board which involves Health, Education, Social Care, Connexions and the Learning and Skills Council to improve service planning and the delivery of educational, social care and health services. The Executive Board has an action plan which it is working to achieve. The partner organisations have signed up to a common set of key principles and values which will inform how KCC would improve services for young people with disabilities.

The Select Committee report “Transition to a Positive Future” was completed in April 2007 and presented to the County Council Cabinet on 14 May 2007. The report made 12 recommendations and a Member Group will be established to monitor the implementation of the recommendations. Cabinet has asked the informal member group to oversee implementation of the Select Committee report recommendations. It is planned that an all party member group will meet on a regular basis – every 3 to 6 months to monitor the progress being made.

Good progress is being made in updating the transition policy. A survey of young people and their families has been commissioned. The purpose of the survey is to find out about the experience of people who went through transition into adulthood in 2006. This survey will help provide important benchmark information, which will assist us in making future improvements.

KCC has developed a single County Transition Information Pack for Young People and their families

A Transition support pathway has been developed that is focussed on empowering young people in considering a range of opportunities to enable them to access education, training, employment and supported living.

We have introduced the use of Family Group Conferencing in East Kent and are developing plans to roll it out county-wide.

Kent is also strengthening its transition planning for Looked after Children. To achieve this it has reviewed its arrangement with Rainer which provides Kent's 16+ Service and developed a robust contract including a specification that sets out standards and performance indicators.

Future Work

The successful completion of this Target is interdependent on the delivery of other targets in this section (**52-56**) and other targets in Towards 2010 such as **Targets 9, 14, 15 and 16**. Other future actions specific to this Target include:

- the implementation of the Select Committee recommendations.
- the development of Direct Payments and Individual Budgets to enable young adults to take particular advantage of these and remain independent. The Kent Card will help in achieving this.
- work with Housing providers, employers and training providers to develop greater opportunities for young people within this target.

In addition to the main performance indicator below, the transition group is working on an expanded range of indicators which will include knowing how we are doing in terms of the pathways that disabled children and young people are taking through transition to; Further/Higher Education' Entered training (non-employed status); Entered Employment with training including Entering Employment without training; Voluntary and part-time activities; Unemployed; Moved Away/Unavailable; Unknown; Living at Home; Shared Living; Supported Living; Own Home; Residential and Unknown.

Measurable Indicator(s)	Base 2006/07	2007/08 Target
Percentage of young people and carers satisfied with the experience of transition. A survey has just been commissioned to identify this.	New PI	

Target 56: Improve older people's economic well-being by encouraging the take-up of benefits		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: Oliver Mills	Lead Officer: Chris Grosskopf

Progress to date:

For older people to keep healthy and active, they need enough money to cover their basic needs. Older people who are living in poverty are much more likely to have ill health and to need support from health and social care services. That's why we must ensure that older people on low and middle incomes claim the benefits to which they are entitled and for which they have contributed throughout their lives.

Older people receiving social care services are already offered information, advice and, if necessary, assistance by their Care Manager to claim the relevant benefits. Since April 2007 all areas within Adult Social Services are covered by our new Specialist Finance Teams which include visiting Officers specially trained to provide benefit advice and assistance with claims. If cases become complex or there is a need to challenge a decision of the Department of Work and Pensions (DWP), service users are referred to one of our Area Benefit Officers who will assist with this including representing service users at appeal tribunals.

The KCC County Benefit Service also operates a Benefits Helpline and provides training in benefit issues to staff. Both of these services are available to voluntary organisations. They also have a Benefits site on KCC's public website www.kent.gov.uk/benefits-information. This provides information on all the major benefits with links to relevant Government and District Council sites.

Kent has been working with the DWP and District Councils and is working towards the creation of Joint Teams. This should lead to a better experience for service users who will not need to provide financial information to so many agencies and a higher take-up of the relevant benefits.

Kent has also, with the District Councils and DWP, set up the Kent Benefits Partnership to increase the take up of Council Tax Benefit amongst the older residents of Kent. They are now helping clients to claim other benefits to which they are entitled.

Future Work

The successful delivery of this Target is interlinked with successful completion of other targets in this section (52-56) as well as targets such as **Targets 9** and **62**. Other planned work on this Target includes:

- the launch of media campaigns to increase 'take up of specific benefits. Such new avenues as Kent TV will be helpful in this.
- building upon the work of Kent Benefits Partnership to increase the range of benefit advice.
- building upon the successful Finance and Benefit Teams. For example furthering the work developing joint teams with the Pension Service and District Councils.

Measurable Indicator(s)	Base August 2006	August 2007
Percentage of population aged 65 or over in receipt of Attendance Allowance	14.5%	Figures not available yet
Percentage of population aged 60 or over in receipt of Pension Credit	19.6%	Figures not available yet
Percentage of population aged 60 or over in receipt of Council Tax Benefit	35.55%	Figures not available yet

NB – these are percentages of all people over 60 or 65 not just those eligible

For further information, please contact Chris Grosskopf, County Benefits Manager in Adult Services (01622 694896)

NB – when the August figures become available we can set a target for next August

Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Progress to date:

The introduction of 101 KCC community wardens in 122 areas across Kent has had a real and positive impact and they have been recognised by Kent Police as a vital asset in the development of their neighbourhood policing programme.

The programme is still in its early stages but requires that each community will have a recognised and local uniformed presence able to work with and reassure the community. It has been accepted by Kent Police that safe local communities cannot be achieved by the police alone and the project is therefore being enhanced to become a neighbourhood management programme. The warden service is contributing to the six month pilot neighbourhood management scheme in Borough Green, Wrotham and Platt.

The wardens are already using a common set of problem identification and solving techniques, a shared tasking and co-ordination process, and are working closely with police community support officers (PCSOs) and neighbourhood police officers as part of a structured roll-out of the PaCT (Partners and Communities Together) approach. As part of the PACT panel, wardens are able to work in partnership with their police colleagues and make use of their local knowledge and promote use of KCC services.

Six weekly meetings take place with the neighbourhood police implementation boards, which have KCC community warden management representation, both at strategic and operational level. At a local level supervisors attend regular tasking and co-ordinating groups in the districts which involve Crime and Disorder Reduction Partnerships (CDRP) partners working together on local problems and resolving issues.

Community wardens are sharing their experiences with newly appointed PCSOs and discussions are taking place regarding the sharing of accommodation in rural areas.

The KCC Community Safety Training Unit, based at Boughton Mount, has been working in partnership with Kent Police to deliver a national intelligence model product for use by partner organisations. The Unit is also raising the profile of Section 17 of the Crime and Disorder Act across KCC with a major publicity campaign undertaken in the early summer. One of the Unit's key roles continues to be the delivery of induction, police accreditation and continuous development training for KCC community wardens.

Working with Trading Standards and Kent Police, KCC community wardens have carried out a joint project to ensure elderly, vulnerable people feel supported and receive information about how to handle bogus doorstep sellers (link to Target 61). In an eight month period 30 wardens provided bogus caller/distraction burglary training to 4,455 residents.

Measurable Indicator(s)	2006/07	2007/08 Target
Percentage of time that the KCC community wardens spend on duty providing a visible presence	67%	70%

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

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Progress to date:

In conjunction with Kent Police, a detailed profile of alcohol fuelled criminal activity in Kent's town centres is now routinely compiled. Violence, criminal damage and a range of other crime types that occurs between 10pm and 4am, Thursday to Sunday are now being recorded as a separate data set in order to identify points of conflict and tension and to assist in targeting interventions. Current figures indicated a 13.3% rise between April and June 2007 as compared to 2006, although there is a 13.2% fall if compared with 2003.

The KCC Community Safety Unit has also supported financially the Kent crime and victimisation survey (KCVS) operated by Kent Police. The KCVS employs a rigorous methodology agreed and assured by the Home Office. This quarterly survey asks about people's experience of crime regardless of whether crimes have been reported to the police. Fear of crime in Kent as measured by KCVS indicates a reduction from 51% in 2005/06 to 44% in 2006/07. Feelings of safety at night have increased very slightly with 74% of Kent residents in 2006/07 feeling safe at night as compared with 73% in 2005/06. Perceptions of anti social behaviour being a problem have reduced in Kent from 23% in 2005/06 to 20% in 2006/07.

Additional funding to KCC's Community Safety unit has recently provided an analytical post to assist with the consolidation and production of all the analytical data and identification of priority areas.

The Safer & Stronger Co-ordinating Group has agreed that, along with domestic abuse, alcohol fuelled crime and health issues are one of its five top priorities. A series of discussions and seminars between chief officers, frontline operational staff, the alcohol retail trade, licensing officers and appropriate elected members is being arranged for the autumn and winter by the KCC Community Safety Unit.

As part of the co-ordinated activity Kent Trading Standards and Kent Police are undertaking test purchase campaigns using underage volunteers which are aimed at reducing the sale of age-restricted goods, especially alcohol, to young people under the age of 18 years. Test purchases are attempted, and where purchases are made the vendor is prosecuted or issued with a formal caution. These test purchasing campaigns are, however, resource intensive from the point of view of trading standards officers and police officers and to maximise effectiveness, areas showing a high incidence of underage drinking or related disorders are targeted using intelligence from the community wardens, local licensing officers and the public. A recent campaign in Maidstone resulted in purchases at a number of on-sales establishments. One such campaign might require five or six officers for the evening but the follow up work requires significant resources.

Although at a trial stage, East Kent PCT has begun to collect data on alcohol related injuries presented to its Emergency & Accident units.

Measurable Indicator(s)	2006/07	2007/08 Target
Domestic burglary per 1,000 households	10.7	10.7
Car crime per 1,000 population	10.3	10.3

Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents

Lead Cabinet Member:
Keith Ferrin

Lead Managing Director:
Adam Wilkinson

Lead Officer:
Caroline Bruce

Progress to date:

Kent County Council takes its responsibility to cut the number of deaths and serious injuries (KSIs) on Kent's roads very seriously. Through a second Public Service Agreement (PSA2) with Government, it is working with key agencies such as the Police and other emergency services to bring forward the Government target of reducing the number of people killed and seriously injured on Kent's roads by 40% to 2007 from 2010. The County Council is confident that this will be achieved although this not a foregone conclusion.

The County Council's approach to reducing KSIs has been to integrate the known benefits of education, enforcement, engineering and evaluation. A programme of countywide publicity campaigns, pro-active press features and public engagement projects using Road Safety Officers have proved effective. Work with Kent Police and Kent Fire and Rescue to identify shared priorities and work on joint initiatives has led to innovative ways of interfacing with people who are most likely to be killed or seriously injured. For example, an education scheme for drivers caught speeding has demonstrated a 90% success rate in terms of re-offending. Education campaigns in Kent's schools have proved particularly effective in demonstrating to young people the dangers of inappropriate speed.

Beyond PSA2, the County Council must stay focussed on reducing KSIs to ensure that it once again meets the Government target in 2010. We will continue to strengthen links with key agencies and ensure that the method for identifying appropriate crash remedial measures is improved through more accurate and consistent crash data recording and better prioritisation of schemes through use of the innovative assessment tool PIPKIN (Prioritising Investment Programmes on the Kent Integrated Network).

The County Council is working closely with Parish Councils in reviewing speed limits on all A and B class roads in Kent. This will result in significant improvements to "village gateways" together with signing and a more consistent approach to speed limits across the County.

Additional work has been carried out to reduce the risk of corporate manslaughter prosecutions to KCC including a new system introduced to improve asset management that improves highway safety.

Measurable Indicator(s)	Base 2006	2007/08 Forecast	2010 Target
Number of road accident casualties – Killed or seriously injured (excluding Highways Agency roads i.e. motorways)	559	536	536

Note: 2008 target is to achieve the 2010 target two years early

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

Progress to date:

Young people who begin to commit even minor offences can create a risk to themselves and others, especially if this behaviour then becomes repetitive and goes unchecked. KCC's Youth Offending Service (YOS) has developed a targeted approach to address this and continues to perform well against this target, building on existing successful programmes. Current provision includes:

- Three senior youth inclusion programmes (YIP) funded by the Youth Justice Board until March 2008, are delivered by the voluntary sector partner 'Crime Concern' for 14 to 17 year olds in Gravesend, Thanet and Ashford. Parenting services are attached to each of these programmes
- Four junior YIPs for 8 to 13 year olds are funded the Kent Children's Fund until March 2008. These are located in Gravesend, Thanet, Sheerness and Folkestone
- Several youth crime prevention projects have been developed with the Crime and Disorder Reduction Partnerships (CDRPs) across the county to provide time limited diversionary activities as well as referral on to services that can reduce the risk of offending.

A county youth crime prevention manager oversees the development of individual projects and monitors performance. Part of the role is to assist voluntary and community sector partners in delivering these services. A multi-agency County Youth Crime Prevention Steering Group meets quarterly to assist YOS in implementing its Youth Crime Prevention Strategy, as detailed in the Youth Justice Plan.

A range of external and internal partnership work is being developed to deliver this target:

- The Fire & Rescue Service is working to reduce instances of arson, criminal damage and hoax calls associated with young people
- Kent Police, supported by YOS, is promoting the use of restorative approaches to conflict resolution in schools and reduce the need for a criminal justice intervention thereby reducing the number of first time entrants to the youth justice system
- Kent Police is also working alongside YOS to improve the quality of shared information. A risk to achieving the target is the improvement in results leading to higher numbers of notification to the YOS of young people given a reprimand
- The Kent Partnership agreement with Charlton Athletic FC community scheme is providing a range of diversionary opportunities for young people at risk of offending across the county
- YOS is working with KCC's Attendance & Behaviour Service to develop shared assessments and coordinated services through the adolescent resource centres and across the range of youth crime prevention initiatives
- Targeted work is underway to continue to reduce the number of looked after children who offend
- The YOS prevention initiatives all offer support to parents and this is linked in with the cross directorate parenting strategy and the formal parenting strategies to which YOS contributes funding
- YOS has linked with KCC's Youth Service to attract funding for an arts based programme to be delivered by 'Rhythmix'. The YOS element of the programme will be linked to raising victim awareness amongst young people
- YOS is working with community wardens, one example is the successful 'Smart Moves' initiative in the east of the county, helping young people to learn ways of keeping safe and avoiding trouble.

Exact funding post March 2008 is still to be confirmed. There is a risk that the current delivery mechanisms would be undermined if there were no clear link between the pooled budget resource and the target.

Measurable indicator(s)	2007/08 Target
Number of new entrants to the youth justice system	1,919

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officers:
Ian Treacher/Sue Edmunds

Progress to date:

Rogue traders can cause detriment and distress to unsuspecting consumers. There is a recognised link between doorsteppers and distraction burglary, with doorstep criminals often targeting the same vulnerable people time after time. Significantly disrupting the activity of rogue traders, including door steppers, is a primary objective for Kent Trading Standards.

Kent Trading Standards uses a number of tools to make sure this message reaches an ever-wider audience including the Kent Consumer Support Network (KCSN) and its Alert Message system. The KCSN is a partnership consisting of members from organisations such as Age Concern, Citizens Advice Bureaux, Citizens Rights for Older People (CROP), Kent Association for the Blind, Neighbourhood Watch, parish and town councils and many more. Messages can be sent to all members of the network, or to specific communities. Since September 2006, 81 messages have been sent alerting people to the presence of rogue tarmac layers, tree-fellers, builders, roofers, antique dealers, meter readers and many others who were working in their locality. The Kent Messenger also publishes alert messages in its newspapers.

The public awareness campaign is augmented by regular broadcasts on Radio Kent, KMFm Radio and press releases. In addition, Kent Trading Standards recently appeared in BBC 3's 'Scam Squad', a series of six 30-minute programmes showing how rogue trader activity impacts on people's lives. Interestingly, during the latter part of the series 'Scam Squad' was the most watched TV programme on BBC 3 that night.

KCC's presence at events in Kent, including the County Show, provides opportunities for officers to hand out leaflets and talk to customers about doorstep sellers. KCC's community wardens are rolling out a bogus caller awareness programme to individuals and groups. Kent Trading Standards officers have started a programme of visits to banks encouraging staff to look for signs of vulnerable victims and give advice on what action to take.

Rogue trader activity is monitored on a regular basis and a list of rogue traders is maintained. Trading Standards Intelligence Unit ensures current information is available to management teams to identify rogue traders against whom action should be taken. As a snapshot in time, around 18 potential rogue traders are currently under some degree of active investigation, a number of these being doorstep sellers. A further 14 are on our radar. The business plan includes a doorstep sellers campaign encompassing rapid response to incidents in progress, post incident attendance to gather evidence and pro-active targeting based on intelligence. Support and advice is provided to victims and the neighbourhood is leafleted by staff.

One example of a successful action related to an elderly disabled man who had paid a persistent cold caller £2,000 to repair a leaking roof. In the process he damaged the chimney pots, cementing paving slabs in their place. The victim was then pressurised for £15,000 to replace the roof. Trading Standards intervened, recovering £1,500 and obtaining a signed undertaking, paving the way for a court order in the event of further 'rogue' activity. On a national "Rogue Trader Day" operation carried out on 15th June with the police KCC's intervention stopped two driveway jobs that had been started against the owners' wishes and ensured that no payments were made.

To counter the rogues and provide a service to consumers, Kent Trading Standards has launched its 'Buy with Confidence' scheme earlier this year. Traders are only accepted onto the scheme once they have been audited by Trading Standards Officers, references been verified and CRB checks completed. The numbers are building gradually and in due course should provide consumers with a pool of known reputable traders.

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

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Progress to date:

Levels of burglary in Kent are relatively low but if it happens, it can be disturbing and frightening, especially for the elderly and those living alone. The successful HandyVan scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people.

The additional HandyVan vehicle and fitter commenced operation in August 2007 and following analysis of burglary profiles is focused initially in the North Kent area. Operational arrangements are being established with CDRPs, police and other partners across the county regarding the future targeting of the new service. Additionally, discussions have taken place with primary care trust representatives and Kent Adult Social Services to offer a wider menu of services that would assist the elderly when they leave hospital care and link proactively with the Supporting Independence Programme (SIP). A further group of vulnerable people to be included within the remit of the HandyVan service will be those suffering from domestic abuse where it may be possible to improve security to deter access by an abusive partner.

In conjunction with the launch of the new service a media strategy has been prepared primarily aimed at increasing referral rates from partner agencies and vulnerable groups across the county. The promotion material includes leaflets and posters in police stations, district council and other partner offices etc, and also other media sources such as press releases, articles in district council magazines and formal launches.

The new HandyVan will focus on areas of high burglary and fear of crime and KCC Members have asked for it to have a wider portfolio in making homes more secure in the widest sense and linking with hospitals to cover patients returning home. Given the available funding it is important that the service maintains its community safety priority but also accommodates where possible other safety issues. Liaising with key partners and the referral process will be vital ingredients to the success of the new service. The new HandyVan service will be focused towards the vulnerable older resident and it is also planned to engage the HomeSafe service in this targeted work, to ensure that the whole community is accommodated. HomeSafe is already commissioned by Kent Adult Social Services to deliver services for the Occupational Therapy Bureau and routinely carry out home security checks while installing adaptations and therefore joint working between the two providers will be a key success factor. In 2006/07, over 3,700 checks were made.

This new service will be carefully monitored and consideration given to focussing the delivery of all HandyVan and HomeSafe services in the future, so that service delivery is provided to areas of need rather than simply on a referral basis.

This work will be an extension to the current HandyVan partnership arrangements with Help the Aged and it is anticipated that a further 600 homes will receive the service during 2007/08. Work is being completed to routinely provide data to enable proper targeting of resources. It is anticipated that these data sources will be focussed in the medium term through the ‘Kent Crimeview’ System that is being developed.

Measurable Indicator(s)	2006/07	2007/08 Target
Number of safety checks completed by the ‘HandyVan’ service	2,401	3,000

By: Mr Alex King, Cabinet Member, Policy and Performance
 Mr Peter Gilroy, Chief Executive
 Mr Chris Wells, Cabinet Member for Children, Families and
 Educational Standards, CFE
 Dr Tony Robinson, Lead Member for CFE

To: Cabinet – 15 October 2007

Subject: Asylum in Kent

Classification: Unrestricted

Summary: This report updates Cabinet Members on the current situation regarding Kent County Council's responsibility to unaccompanied asylum seeking children.

For Information

Introduction

1. Over the last decade asylum issues have been a high profile concern for the County Council and this paper provides an update on the current situation.

Migration

2. The UK has traditionally attracted new migrants and over the years the nature and composition of this has, of course, changed. During the last several years Kent, as a Gateway County, has experienced two key aspects of this. First, the extraordinary rise in the number of asylum seekers during the mid nineties and early years of 2000 and, more latterly, the rise in the numbers of migrant workers. The issue of migration will come to Cabinet separately at a later date.

Asylum

3. (1) Cabinet on the 16 July received a detailed report on the costs to the County Council in meeting its duties for Unaccompanied Asylum Seeking Children. Central Government continues to fail to fully reimburse the costs incurred and for 2007/2008 the estimate is that the County Council will be facing an in- year budget shortfall of some £3.6m. Added to this is the £3.8m shortfall from previous years. A more detailed analysis is presented as Appendix 1.

(2) Lobbying and campaigning to reverse the current Government's standpoint continues. The latest initiative is the creation of a strategic alliance of local authorities, known as the Joint Council's Group. More acutely affected by this funding issue. This group is working collectively to present a common voice and meetings are being sought with Ministers and a Westminster briefing event is be organised to widen the campaign.

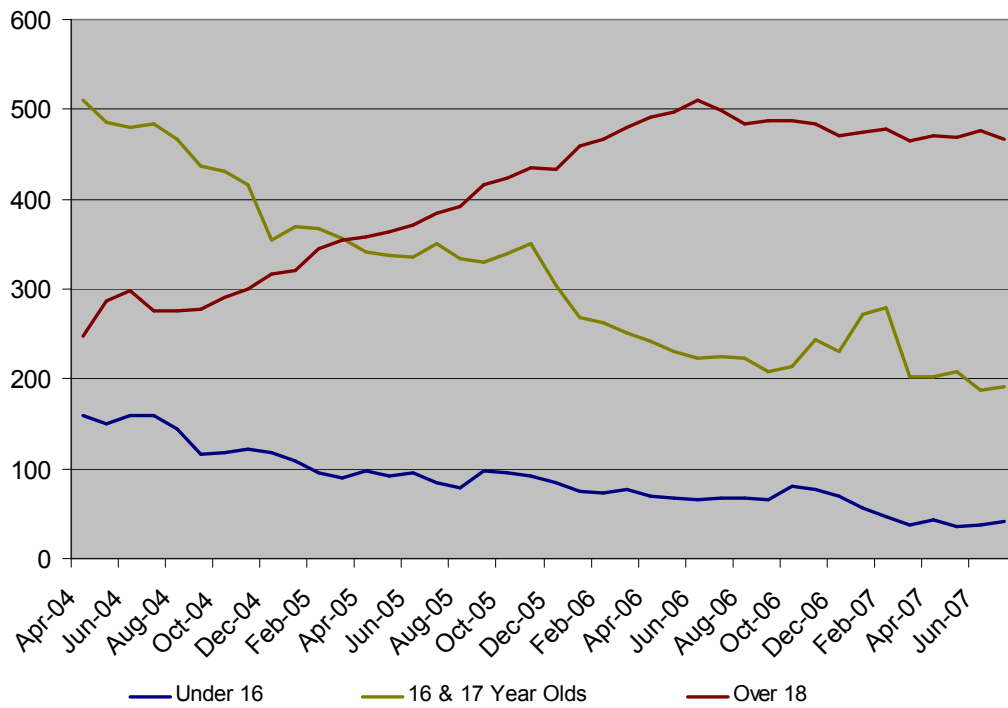
(3) There have been two significant changes in the asylum field during 2007. Firstly the creation of The Border and Immigration Agency BIA, previously a department of the Home Office, known as the Immigration and Nationality Directorate IND, which became an executive agency of the Home Office in April this year. Secondly the introduction of the New Asylum Model NAM, (also sometimes called the New Asylum Arrangements NAA). Under this model new departments and systems of organising BIA

staff into regional units have been established, with the welcome aim of closer working with local authorities and regional consortia. New processing arrangements and tight timescales for asylum claims have been introduced. NAM has also adopted the Case Owner model, with one immigration officer taking ownership and case responsibility for each applicant for the entire asylum process, with the target for a decision on the asylum claim within two months. The process has introduced a number of additional duties and responsibilities for the local authority social services teams, including transporting and supporting newly arrived young people through a series of meetings and interviews. There has also been an increase in the number of age assessments the reception services have undertaken due to changes in BIA policies. These changes and responsibilities have had a very significant impact on SUASC resources.

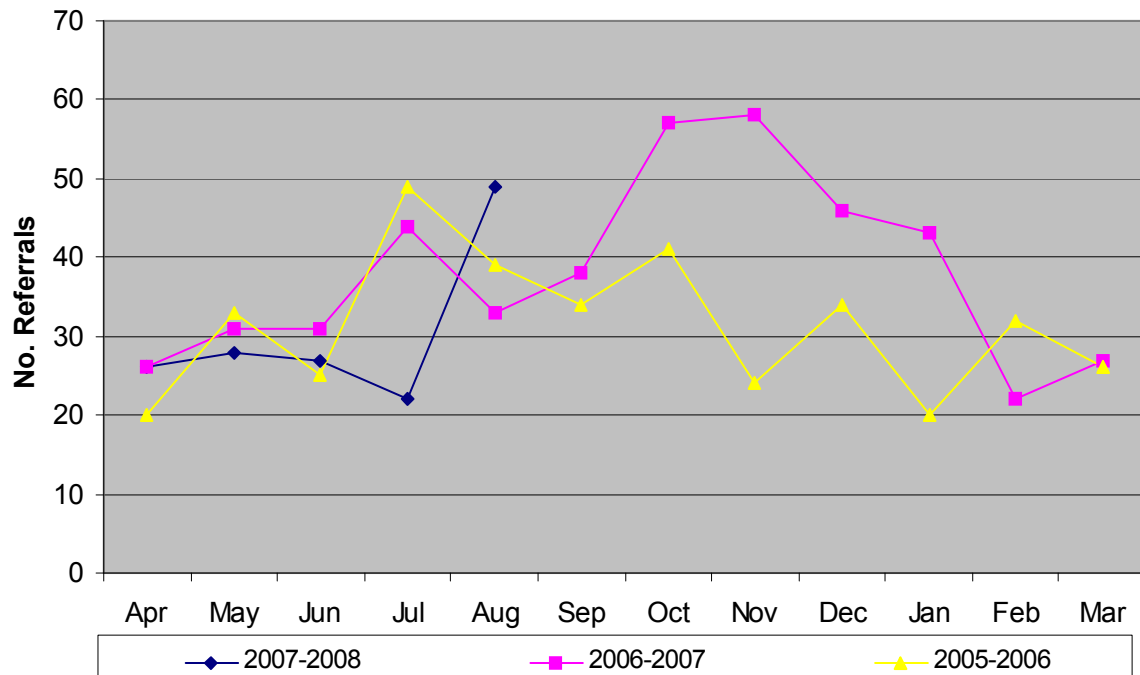
(4) The national picture for asylum applications is that they have reduced from approximately 90,000 to about 23,000 a year. The statistics for UASC however remain constant at about 3,000 per annum, with the number for KCC as detailed below.

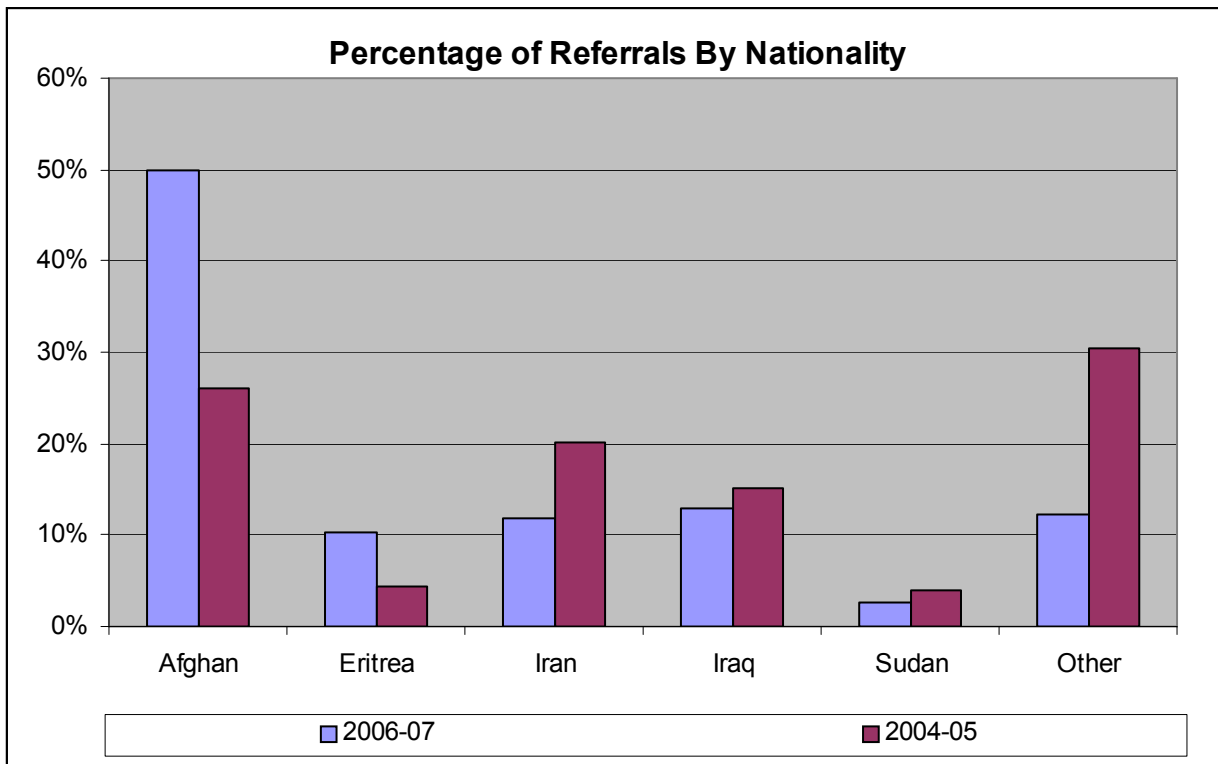
(5) So far in 2007-2008 the service has received 152 referrals, the majority being directly from BIA. This is slightly lower than the number at the same point last year when we had 165 referrals, and our forecast for the year is 160. It is apparent from the graph below that there does not appear to be any clear pattern to when clients are referred to Kent. This lack of any identifiable trend makes planning and resourcing our Duty and Reception teams exceptionally challenging. We are currently struggling with an unanticipated level of referrals in August with 49 in the month, more than double the number of the month before. In the two previous years, referrals in August have been markedly lower than July. We have no indication whether this is a "one-off" increase, or a trend that will be replicated in the following months.

Unaccompanied Minors Supported By KCC



Monthly Referrals to SUASC





(6) There do however appear to be some trends in the nationality of referrals. Of all referrals for whom we retained responsibility in 2006-07, 50% were from Afghanistan compared to 26% in 2004-05 and 40% in 2005-06. It is also noticeable that a significantly larger proportion of referrals are from Africa, in particular Eritrea (up from 4% in 2004-05 to 10% in 2006-07). Conversely the referrals from Iran have almost halved from 20% to 12%.

(7) Both health and education provision continue to be a challenge, with the majority of young people arriving after the age for statutory education, and in the main with little or no English. However despite this we are very proud that this year we will have 31 young people at University including the following, Southampton Queen Mary's, Kingston Bradford, Canterbury, City, Oxford Brook, Middlesex, Kings College and Salford; studying various subjects including: aeronautics, bio medics, law & French, business & marketing, architectural technology: fashion, computers, accounts, and music.

Home Office and DCSF

4. (1) The Home Office continues to be the lead Government department for UASC, with the immigration status of the children dominating, and the ongoing absence of the DCSF with respect to both funding and policy issues.

(2) The performance indicators by which we are measured apply equally to all KCC LAC and Care Leavers and SUASC is accountable for service provision throughout the full range of activity via a range of inspection regimes and audits. This continues to put the service under considerable pressure with the limited funding streams from both government departments.

(3) The Home Office launched a consultation on reforming the system for unaccompanied asylum seeking children with responses requested by the end of May 2007. The main area of reform was the creation of specialist; local authorities which

would care for unaccompanied asylum seeking children. However, the proposed reform did nothing to resolve the conflicts in childcare and immigration legislation which cause difficulties for local authorities. Kent County Council responded formally and Kent County Council members and officers were also involved in joint responses within a number of other groups. The Home Office have not yet published these responses. It would appear that no local authorities have volunteered to take on the specialist role because of the continuing financial risks involved with this area of work.

(4) At a recent meeting, the Joint Council's Group decided to make a direct political appeal to the Prime Minister and to look to do this in conjunction with the LGA Taskforce on asylum. This will be followed by a Westminster briefing by the group in the Autumn.

Recommendation

5. Cabinet is asked to:

- (a) Intensify their support in pressing Central Government for full reimbursement of all costs incurred in supporting unaccompanied minors, and
- (b) note and support the contents of the report.

Mary Blanche
Senior Policy Manager- Asylum & Migration
01622 694414

Karen Goodman
Head of Operations. CFE
01622 694886

Background Papers:

None

Appendix 1

Financial Position on Asylum – September 2007

1. The budget for the service for 2007-08 is £13.2m and we expect to support over 700 clients during the year. As in all previous years, we budget on the basis that all costs should be reimbursed by the Home Office (£9.0m) and DCSF (£4.2m) although to date we have always faced a shortfall in the funding made available. Although the DCSF grant rules for 2007-08 have not been published we have recently had confirmation from the Home Office/Border & Immigration Agency (BIA) of their funding rates for 2007-08. These have remained at the same level as 2006-07 with no allowance for pay or price increases and this has added £185k to our forecast shortfall. In addition, the introduction of the New Asylum Model (NAM) from April and the procedures BIA have introduced to meet NAM requirements of giving all applicants decisions within 7 weeks have resulted in increased costs for the service. The impact of all of this means that the latest forecast shortfall for 2007-08 has increased by £0.3m to £3.6m.

2. The period up to and including 2004-05 was settled after protracted lobbying and negotiation with central government over many years by Members and colleagues in Social Services – prior to the creation of CFE. We now find ourselves back in the same position of having to lobby and pressure central government to fully fund the costs that we incur. A considerable amount of work has been undertaken by the Leader, Chief Executive, Members and officers with the LGA, other authorities, Treasury, Home Office and DCSF to secure full funding for Kent and ensure we have a better system for funding in the future but at present headway with government, particularly DCSF, has been limited. The work being done was set out in more detail in a report to Cabinet on 16 July 2007.

3. The table below sets out the latest position in terms of the shortfall in funding over the past two years and our estimate of the position for the current year. By the end of this year we will be looking to recover £7.1m from DCSF and Home Office. This assumes that all other aspects of the grants are fully paid by Home Office and DCSF and that no part of those claims is rejected following the audits that both departments carry out on the grant claims.

4. It should be noted that whilst the total shortfall for the period 2005-06 and 2006-07 is £3.8m, in cash terms we are owed £12.2m (£7.5 from Home Office and £4.7m from DCSF) for that same period as grant payments will not be made until after the departments have completed their audits.

Shortfall	2005-06	2006-07	Current Total	Estimate 2007-08	Revised Total
	£m	£m	£m	£m	£m
Home Office	Settled in Jan 2007	1.5	1.5	1.7	3.2
DCSF	0.7	1.6	2.3	1.9	4.2
Total	0.7	3.1	3.8	3.6	7.4

5. Looking ahead, all that we can say at present is that if client numbers remain at around the same level and there are no changes to the grant rules then we could face a shortfall of around £3.5 each year.

6. If central government maintain their current stance then we face a very real budget issue as the authority only has £1.1m set aside in reserve to cover any gap in the shortfall set out in the table above. There is a further bad debt provision of £0.7m set aside but that is to meet the impact of any element of grant claims being rejected by Home Office or DSCF in light of their audits. Experience would indicate that there are always some issues highlighted by auditors that enable the government departments to reject parts of grant claims.

Keith Abbott
Director, Finance & Corporate Services, CFE
12 September 2007

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By: Graham Gibbens – Cabinet Member for Public Health
Meradin Peachey – Director of Public Health

To: Cabinet - 15 October 2007

Subject: ANNUAL PUBLIC HEALTH REPORT FOR KENT

Classification: Unrestricted

Summary: The production of the Annual Public Health Report is a statutory duty for the Director of Public Health. The Director of Public Health is giving cabinet members and Primary Care Trust Boards an opportunity to comment on the recommendations prior to publication.

An innovative approach is being taken to widen access to public health information. The following will be available:

- 30-40 page summary
- Health of young people summary written by young people
- 200 page report
- An even larger amount of information available on the web enabling detailed information at district council area level

For Information

1. INTRODUCTION

1.1 Public Health in Kent

In November 2006, following reorganisation of the Primary Care Trusts in Kent, I became the Director of Public Health for Kent. This is a new, unique post, jointly appointed by Kent County Council, Eastern and Coastal Kent and West Kent Primary Care Trusts (PCTs). Public Health has of course been working apace under the previous structures and has a substantial amount of existing work on which to report. It is my great pleasure to present the first annual report of the Director of Public Health for Kent for the year 2006.

The local authorities and primary care trusts in Kent are committed to improving the health of the people living in the county. The responsibility for improving the health of the population is enshrined in the organizational objectives of the two PCTs. Kent County Council (KCC) has demonstrated its commitment to Public Health, through the appointment to Cabinet of a lead for Public Health and in the adoption by Council of the Kent Strategy for Public Health. This has also been adopted by the boards of the two PCTs. Public Health is of course also of major concern to all our partner agencies, the Borough and District Councils, the NHS Trusts, the wider public sector, the voluntary and private sectors and the community itself. Mechanisms such as the Local Area Agreement (LAA), the Public Sector Agreements (PSA), community plans and a multitude of other partnership processes, demonstrate the enhanced partnership working, which is a major main

feature of developments in Kent over several years. Kent has been a pilot site for the implementation of Local Area Agreements in advance of other parts of the country.

The 2004 White Paper, "Choosing Health: Making Healthier Choices Easier" focused on key areas of Public Health with respect to both the responsibility of individuals, and of the communities they make up. It also identifies the importance of the partner statutory agencies (including central and regional government) for improving health. The 2006 white paper "Our Health, Our Care, Our Say: A New Direction for Community Services" places a responsibility on the Director of Adult Social Services and the Director of Public Health for the production of a regular joint strategic needs assessment to enable local services to plan ahead and to support the development of the wider health and social care market.

1.2 The Health of the Population

The report provides baseline measures and contemporary trends, in population health, which are likely to be improved over the next few years as a result of the new programmes being developed.

In Kent there are significant areas of deprivation, some of these are quite extensive and it is a particular feature of the coastal fringe of the county. Others are often discrete, among areas of greater affluence, and they risk being lost in aggregated statistics if we do not specifically seek them out. More deprived populations experience less health gain opportunities and worse health outcomes. For example, the difference in life expectancy between the 20% least deprived wards compared to the 20% most deprived wards is 6.5 years. Difference in mortality for specific diseases are even more marked. Childhood accidents, low birth weight, infant mortality and teenage pregnancy all show these sorts of variations. Over the next 25 years the population will grow and will become increasingly older. A major priority is the development of the plans needed to deliver the White Papers and strategy. They will address the capacity of the individual and their communities to reduce ill health.

Smoking is still the single largest preventable cause of death and ill health, (with smoking attributable illness in Kent accounting for approximately 12,000 excess hospital admissions at a cost of in the region of £26 million per annum, and we are working with local authorities and other agencies to provide extensive programmes across a range of sectors e.g. tobacco control strategy.

The health impact of obesity is also substantial, and the report outlines opportunities for working with GPs, community pharmacies, leisure and exercise centres, and the local authorities more widely to develop targeted programmes, a part of the care pathway approach o management.

Another issue of major interest and concern is young people's lifestyle, incorporating binge drinking and sexual activity. The individual long-term impact of poor sexual health is identified and multifaceted approaches developed through PCTs sexual health strategies and local authorities plan. Partnership working in the areas of alcohol, sexual health, substance misuse is substantial.

The mental health of the population impacts enormously on all of us. One in four of the population suffers significant mental health problems. Its improvement is also affected by actions in other key areas e.g alcohol, physical exercise and others.

Historically, diseases caused by infections and accidents accounted for the major burdens of ill health in society a hundred and more years ago. Vascular diseases,

cancers, mental illnesses (including dementia) and other long term conditions, have overtaken these as public health has improved and the population lives longer. While the impact of external causes of ill health has lessened, there are still emerging issues which need particular plans (such as pandemic flu, health care associated infections and the risk of bioterrorism). All need the constant surveillance and control measures, many of which are described in this report. In addition the cost benefit of immunization in children and older people, screening for cancers and genetic disorders and the ever constant development of new technologies and treatments means constant attention to the organization, uptake, effectiveness and value for money of these programmes. The partnerships and the services all need to be strengthened, supported and protected within the organizational changes to health service and local authorities, to ensure continuity in the protection, promotion and preservation of good health.

1.3 Why do we have a Public Health Report?

Before there was an National Health Service, public health had been a local authority responsibility and one of the duties of the local authority appointed, Medical Officer of Health was to produce an annual report. With the transfer of public health from local government to the NHS in 1974, the practice of preparing annual reports on the health of the population lapsed. Then, in 1988, the Chief Medical Officer, Sir Donald Acheson, in a report entitled *Public Health in England*, recommended that district health authorities should require their public health directors to prepare independent annual reports, on the health of the population. Subsequent white papers have reinforced this message. A study on the subject (Hill et al. 2000) concluded that reports should be independent, produced annually, contain sufficient information to inform commissioning, accessible to a wide range of audiences, used as an accountability mechanism for the Director of Public Health and should be routinely evaluated.

This is the first Kent-wide Public Health report of the modern era. It covers the major areas of relevance to the Kent Public Health Strategy, and it provides a 'road map' for developing health improvement. It is the first in a series of annual reports and as such does not, and cannot, cover every aspect of public health. Subsequent reports will develop some of the issues addressed here in further detail. Major needs assessment exercises in mental health, children's and adult health will be developed in the near future and more information will emerge on these subjects. There are many aspects of Public Health not covered in this edition, such as special needs, sensory and other disabilities, wider environmental health topics like food safety, health and safety at work, and important disadvantaged minority issues, offender health, homelessness and more, will need to be picked up in subsequent editions. Also there are main stream areas which, while they have been touched on here, will require wider and more detailed attention in the future, such as mental health, social care and others. Finally, it is our intention to further develop our expertise in public health reporting so that we can investigate in more detail the costs in terms of potential years of quality of life lost to ill health, the costs of current care attributable to specific causes of ill health, such as smoking, alcohol, obesity, substance abuse, accidents, poor housing, pollution, etc. and the effectiveness and comparative cost benefits (in both money and life years) relating to specific early interventions.

1.4 Where do we get the information?

Information is the essence of reports of this nature. It comes from a wide range of sources, cited in the text. Davies (1999) described the core purpose of such reports as the production of "publicly accessible information about the health of local communities, based on sound epidemiological evidence, objectively interpreted by

independent experts". In Kent information about the health of the population is necessary to help direct resources to where they are needed.

The determinants of both good and bad health are to be found across society and not necessarily within any particular domain or sector. Similarly, local information relating to public health is widespread and not just found in the domain of health services. To enhance the production of quality public health information is intended that a Kent Public Health Observatory be established. One of its aims will be to bring together information from many local sources and agencies. This will make sure that the people of Kent benefit from the best information available. The observatory will be able to integrate public health information across the NHS, local councils, and other organisations, where ever possible. We will expect to see this information enhancement reflected in the content of future public health reports and other papers.

1.5 What does this report address?

The report represents the independent view of the Director of Public Health for Kent regarding the health of the population.

1.6 What can you use this report for?

1.6.1 For reference:

The scientific literature provides a recent snap shot of accurate information, and evidence, on a wide range of issues, relating to the health of the population. It may be used to underpin evidence based policy development, or it may be sought as a reference document for baselines and trends in particular health issues

1.6.2 For informing:

In our society there are certain well known, preventable conditions and illnesses. The report represents a resource for those who wish to understand some of the evidence, the detail and the arguments used in addressing the major preventable diseases. The report addresses the risk factors, variations in health, inequalities and outcomes associated with such conditions.

1.6.3 For public health planning:

The Kent Public Health Strategy has been mentioned above. This first Kent Annual Public Health Report provides some of the detailed evidence and knowledge base with which to address the requirements of the strategy. The recommendations arising from the report also provide a check-list for public health development and planning. Supporting the strategy are high priority public health plans such as the delivery plan for Choosing Health, PCT Sexual health Strategies and Borough / District Councils' Community Health plans. Recommendations provide a template of actions for improving public health.

1.6.4 For commissioning:

It is expected that all commissioning addresses health inequalities and key issues in health improvement. The development of Practice Based Commissioning (PBC) is bringing this issue further into focus. PBC plans for different service re-provisions mean that commissioning is becoming increasingly tuned and responsive to the health of the population.

1.6.5 For providing care:

The report highlights the importance of the technical aspects of public health, such as assessment of health needs, reviewing and appraising evidence, service review, audit and evaluation. Health services are always the subject of improvement and undergo constant review. Population profiling, needs assessment, evidence reviewing and effectiveness based modeling are fundamental to business plans for new service options. The reports will provide enlarging base of information on which to built some of these functions.

1.7 Who might use this report?

- Health executives, planners and providers
- Local authority members and officers
- A wide range of people connected with public sector organisations
- The voluntary sector
- Academics and students
- Patients and public

2. EXECUTIVE SUMMARY

2.1 Key Areas Covered

2.1.1 Population and inequalities:

The basic demography of the population is explored in detail. The current ageing trend in western populations is reflected. In the next quarter of a century, the local population will increase by around one eighth its current size. Within that change the current child population will increase by less than 5%, but the over 65s will have increased by over 50%. It will be seen that cancer is one of the major causes of ill health and death. It is noticeable that cancer rates in the under 75s have been falling, however there remain significant differences in survival rates compared with other European countries. While there has been substantial improvement there is still a way to go.

Just as needs for health care vary, depending on which part of the population we are addressing, similar wider variations in need can be found where economic, environmental, ethnic and other backgrounds differ.

2.1.2 Highly preventable ill health:

The burdens of ill health related to smoking, obesity and lack of physical activity are in the news nearly every day. Less familiar but also important and avoidable, are some of the ill health burdens relating to alcohol, mental illness and sexual health issues. In the future it is expected that PCTs will identify issues in relation to their economic as well as health implications. To do this there will be development work conducted in the area of programme budgeting, the principle of which is to identify all the resources relating to a specific subject area, for example diabetes.

2.1.3 Population Groups:

In addition to inequalities the report addresses particular health issues pertaining to the young and the elderly and the workforce.

2.2 Key Recommendations

2.2.1 On Providing Effective Health Care

That Public Health develops comprehensive, coordinated needs assessment programmes, within partners' strategic plans, and develop tools for assessing the burdens of hospital morbidity and other health service activity attributable to specific agents such as smoking, alcohol, accidents etc.

That the PCTs, with partners, enhance peoples decisions relating to their own health, through improving access to information and / or which helps them modify their lifestyle, as appropriate.

That PCTs and providers work towards the development of more streamlined access to out of hours care through better coordination of primary care, secondary care, the ambulance service and NHS Direct.

That plans for future use of community hospitals consider the definitions and classifications of their activity to make it comparable with hospital activity elsewhere.

2.2.2 On Inequalities

To develop strategies to ensure that programmes are developed, through partnership working, to reduce inequalities at all levels.

That the programmes focus on people in poverty

That they narrow the health divide, promote health gain and reduce inequality throughout the whole population

That they level up not down and that actions are monitored.

2.2.3 In the case of Small Businesses

Small businesses account for a large proportion of the employment in Kent. Key factors addressing health improvement in this work force include incentives which enable the small business community to promote healthy workplaces and which provide occupational health support to their staff. There is a potential opportunity for primary care practices to consider developing better access to occupational health services

2.2.4 Regarding Children's Health

Partners should address the health needs of children in Kent to guide a multi-agency approach, to fulfil the outcome objectives set out in the Government White Paper: Every Child Matters, and in response should continue to increase investment in specialist services that prevent ill-health and facilitate optimal child health development and determine ways to 'mainstream' their funding to enable the development of Sure Start Children's Centres and similar prevention programmes.

PCTs should lead a campaign to optimise the uptake of MMR vaccination programmes in Kent.

Partners should evaluate studies into 'Looked After Children' and should use the evidence to focus the further development of services.

2.2.5 For Older People

Adult services, the PCTs and their partners should promote independence and engagement for older people by increasing the opportunities for them to stay involved in their communities and by ensuring that older people are not admitted to

hospital or residential care due to lack of appropriate housing or access to housing adaptations, assistive equipment or technology.

The strategy should be supported through:

Development of comprehensive falls prevention programmes

Promotion of material well-being and financial security for older people

Promotion of healthy active living programmes, active ageing programmes.

Development of common commissioning frameworks for older people to ensure joined-up health and social care services.

Development of common commissioning frameworks for older people with dementia, to address the special needs of that group, and their carers.

Development of plans for specific information provision and advice to older people, to encourage healthy lifestyles, greater social inclusion and participation in community life.

2.2.6 On Smoking

There is a need to:

To develop stop smoking services that meet the needs of younger people, as well as the adult population.

To develop a more coordinated approach to promoting stop smoking services in Kent.

To conduct specific plans which result in more partnership work with Her Majesty's Revenue and Customs.

To promote Age of Sales legislation through Kent Alliance on Smoking & Health and liaise with Healthy Schools to ensure adequate support for young people in Kent.

To intensify the work done with local authority partners to ensure the success of smokefree legislation in Kent.

2.2.7 On Obesity

It is recommended that:

A comprehensive evaluation programme to provide an estimate of expected morbidity attributable to obesity against which to monitor the outcome of obesity programmes on specific segments of the target population.

Partnership agreements with common aims and objectives that ensure benchmarking, shared information and target setting for improvement

2.2.8 Mental Health

It is recommended that:

Advocacy for Mental Health issues becomes a major priority for the PCTs and KCC

Partners develop comprehensive needs assessment for mental health

Estimates of levels of specific mental illness across Kent be determined in order to refine services directly toward improved outcomes in adults and young people.

2.2.9 Drugs and Alcohol

It is recommended that:

The county wide access to drugs treatment services should be maintained, ensuring drug users, particularly injecting drug users, are engaged and retained in treatment, with its attendant health gains and savings for the health sector.

Access to alcohol treatment should be improved to ensure equality of access across the County.

Access to screening and testing for Hepatitis C should be improved for injecting drug users, to increase numbers in treatment and encourage risk reduction by those without a positive diagnosis.

Access to vaccination for Hepatitis A and B for drug and alcohol misusers should be improved, to reduce transmission and infection.

2.2.10 On Sexual Health

There is a need for:

An increase in accessibility to sexual health services particularly Chlamydia screening.

Developing better Personal Relationships and Sex Education (PRSE) within Personal, Social and Health Education Programmes (PSHE)

Services to work towards a network approach offering signposting to other sexual health services, to standardize service provision and promote sharing of good practice.

Developing One-stop community genito-urinary medicine (GUM) clinics to meet 48hour targets

2.2.11 For Accidents

It is recommended that:

A body to coordinate and oversee injury prevention in Kent be established.

Action be taken to enhance data and surveillance and workforce capacity to directly reduce the burden of ill health from accidental injuries.

Action be taken to enhance data and surveillance and workforce capacity to directly reduce the burden of unintentional injuries to children.

Kent Public Health develop options for leadership and processes to address this and other areas of accidental prevention.

2.2.12 Environment

It is recommended that:

The development of Joint Strategic Needs Assessments will be used to influence both local and regional planning processes (including the Local Development Frameworks) in order to plan appropriately for future population needs.

In addition to this, that Health Impact Assessments are routinely undertaken as part of planning new housing developments and regeneration projects.

Continue to improve the links between health, housing and social care in order to reduce inequalities, improve people's ability to stay in their own homes, and improve services that are available to them.

To identify opportunities for preventing exacerbations of airways diseases (asthma, Chronic Obstructive Pulmonary Disease etc.) arising from early warnings generated through surveillance of Kent's air quality.

2.2.13 On Health Protection

It is recommended that:

The evaluation, promotion and enhancement of effective hand hygiene and of prudent antibiotic prescribing at all points of prescribing should be carried out across the health care system.

Appropriate isolation of patients and use of personal protective equipment wherever indicated.

All health care professionals should continue to promote the MMR vaccine and should actively discourage parents from having their children vaccinated with single vaccines. Parents should be provided with support and information in order to address their concerns.

2.2.14 Emergency Planning

To review and publish an updated Kent Community Risk Register (CRR), undertake collaborative risk assessments for newly identified risks, monitor risks and identify where gaps exist in plans and take the necessary remedial actions in 2007

To develop a multi-agency annual programme of training and exercises with a view to maximising training opportunities. This programme will also include Table Top and Command Post exercises, at strategic level, with the Kent Resilience Forum (KRF) partners in response to new guidance on Mass Casualty and Pandemic Flu planning requirements, in 2007.

3. Recommendation

Cabinet is asked to:

- (i) NOTE and SUPPORT the contents of the report.

Meradin Peachey
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REPORT TO: CABINET 15 October 2007
BY: PETER GILROY CHIEF EXECUTIVE

CABINET SCRUTINY AND POLICY OVERVIEW
Standing Report to October 2007

Summary

1. The report provides a summary (in Table 1) of outcomes and progress on matters arising from the most recent Cabinet Scrutiny Committee (CSC) meeting held on 26 September 2007.
2. The work programme for Select Committee Topic Reviews was reviewed and agreed by Policy Overview Co-ordinating Committee at its most recent meeting held on 7 June 2007. The agreed programme and current status of each topic review are shown in Table 2.

Recommendations

3. To note
 - (i) progress on actions and outcomes of the meeting of Cabinet Scrutiny Committee held on 26 September 2007 as set out in Table 1,
 - (ii) the present programme and status of Select Committee Topic Reviews.
-

Background Documents: None

Contact Officer: John Wale 01622 694006

ACTIONS FOR CABINET/DIRECTORATES FROM CABINET SCRUTINY COMMITTEE 26 September 2007

Item/Issue	Actions and Outcomes from Cabinet Scrutiny Committee										
A2 Declarations of Interest	None										
A3 Minutes of Cabinet Scrutiny Committee 25 July 2007.	The minutes were agreed.										
A4 Informal Member Group on Budgetary issues – 11 September 2007.	The minutes were noted.										
A5 Cabinet Scrutiny Committee: Standing Report to September 2007	Report was noted.										
A6 Proposed Dates of Meetings.	<p>Members noted</p> <p>(a) that Wednesday 5 December 2007 had been reserved for a possible additional meeting of the Scrutiny Committee should it be needed following the special Cabinet Meeting recently arranged for 26 November.</p> <p>(b) the proposed dates of Scrutiny Committee Meetings for 2008 were as follows (all at 10:00 am):</p> <table border="1" data-bbox="643 1301 1332 1473"> <tbody> <tr> <td>23 January</td> <td>25 June</td> </tr> <tr> <td>1 February (Budget)</td> <td>23 July</td> </tr> <tr> <td>15 February</td> <td>24 September</td> </tr> <tr> <td>26 March</td> <td>22 October</td> </tr> <tr> <td>21 May</td> <td>10 December</td> </tr> </tbody> </table>	23 January	25 June	1 February (Budget)	23 July	15 February	24 September	26 March	22 October	21 May	10 December
23 January	25 June										
1 February (Budget)	23 July										
15 February	24 September										
26 March	22 October										
21 May	10 December										
C1 Future of Post Office Network and Services in Kent.	<p>The meeting was attended by the following, who answered Members, questions and provided information:</p> <p>Post Office Ltd: Mr Gary Herbert(Network Development Manager); Ms Martine Munby (Senior External Relations Manager); Mr Craig Tuthill (Regional Development Manager).</p> <p>Postwatch: Mr Andy Burrows (National Policy Group); Ms Marie Casey (SE Network Adviser); and Mr Ray Holdstock (SE Vice-Chair)</p> <p>KCC: Mr R W Gough (Cabinet Member for Regeneration and Supporting Independence); Mr S Gibbons (Head of Rural Regeneration); Mrs E Haswell (Economic Development Officer, E and R Directorate).</p>										

ACTIONS FOR CABINET/DIRECTORATES FROM CABINET SCRUTINY COMMITTEE 26 September 2007

Item/Issue	Actions and Outcomes from Cabinet Scrutiny Committee
<p>C1 Future of Post Office Network and Services in Kent.</p>	<p>Following extensive questions and comment from Members of the Committee, and undertakings from POL to provide further information on many points raised, Members of the Committee resolved that:</p> <ul style="list-style-type: none"> (a) the representatives of Post Office Ltd and Postwatch, and Mr Gough, Mr Gibbons and Mrs Haswell, be thanked for attending the meeting to brief the Committee and to answer Members' questions; (b) the Cabinet Member for Regeneration and Supporting Independence be requested to share the Post Office consultation information with all Members of the Council as soon as possible after its arrival on 2 October; (c) the Cabinet Member for Regeneration and Supporting Independence be requested to make arrangements to pass the Post Office consultation information onto all Parish and Town Councils in Kent as soon as possible after its arrival on 2 October; (d) the Cabinet Member for Regeneration and Supporting Independence be recommended to supply to Post Office Ltd information held by KCC about the location of SMEs; home-based businesses; major infrastructure proposals and major development proposals, as requested by the representatives of Post Office Ltd at the meeting; (e) the Cabinet Member for Regeneration and Supporting Independence be recommended to accept Post Office Ltd's offer and arrange a meeting as soon as possible after 2 October for their representatives to brief all Members of the Council on their detailed proposals relating to Kent, including the scoring system used to inform the decisions about each individual branch; (f) the Cabinet Member for Regeneration and

ACTIONS FOR CABINET/DIRECTORATES FROM CABINET SCRUTINY COMMITTEE 26 September 2007

Item/Issue	Actions and Outcomes from Cabinet Scrutiny Committee
<p>C1 Future of Post Office Network and Services in Kent.</p>	<p>Supporting Independence and the Environment and Regeneration Policy Overview Committee be recommended to set up a mechanism involving Members from all parties for examining the Post Office's proposals and contributing to KCC's response to them;</p> <p>(g)in drafting KCC's response, the Cabinet Member for Regeneration and Supporting Independence and relevant officers be recommended to:-</p> <ul style="list-style-type: none"> (i) take account of the views of the Postwatch representatives at the meeting that petitions were unlikely to carry any weight, and that it was factual evidence that was required; and (ii) ensure that urban and rural areas were treated equally.
<p>D1 Fairer Charging Policy for Home Care and other Non-Residential Services (Domiciliary Charging Policy) (Decision 07/00967)</p>	<p>Mr K G Lynes, Cabinet Member for Kent Adult Social Services; Mr O Mills, Managing Director (KASS); and Mr M Thomas-Sam, Head of Policy and Development (KASS), attended and answered Members' questions on a variety of issues.</p> <p>At the invitation of the Chairman, Mrs Wendy Sage and Mrs Vicci Chittenden, who both represent disability groups in Kent, spoke about the impact which the new domiciliary care charges would have on disabled people. After hearing the responses and comment from all witnesses, Members of the Committee resolved that:</p> <ul style="list-style-type: none"> (a) Mr Lynes, Mr Mills and Mr Thomas-Sam be thanked for attending the meeting to answer Members' questions, and Mrs Sage and Mrs Chittenden be thanked for attending to give evidence on behalf of the organisations they represented; (b) postponement of implementation of the decision not be required, but the Cabinet Member for Adult Social Services be requested to consider again whether the increase from 65% to 85% (of available income

ACTIONS FOR CABINET/DIRECTORATES FROM CABINET SCRUTINY COMMITTEE 26 September 2007

Item/Issue	Actions and Outcomes from Cabinet Scrutiny Committee
<p>D1 Fairer Charging Policy for Home Care and other Non-Residential Services (Domiciliary Charging Policy) (Decision 07/00967)</p>	<p>taken into account to work out a person's charge) should be phased in over time or some sort of transitional relief offered to those most seriously affected;</p> <p>(c) the Managing Director, Kent Adult Social Services, be advised of the Committee's view that it was unfortunate that disabled persons' groups were not involved in the planning of this consultation exercise, as would normally be the case.</p> <p>(d) the Managing Director, Kent Adult Social Services, be recommended to report to the Adult Social Services Policy Overview Committee on:-</p> <p>(i) domiciliary care charges:-</p> <ul style="list-style-type: none"> • comparative statistics for all UK authorities on charging policies and eligibility criteria; • justification for capital and income disregards, and whether action should be taken to seek modification of these; • possibility of lobbying Government for increase in Social Services element of RSG and/or for allocation to Social Services authorities of unclaimed Pension Credits; <p>(iii) impact of direct payments policy.</p>

Cabinet 15 October 2007

Table 1

ACTIONS FOR CABINET/DIRECTORATES FROM CABINET SCRUTINY COMMITTEE 26 September 2007

Item/Issue	Actions and Outcomes from Cabinet Scrutiny Committee
C2 Autumn Budget Statement	<p>Item deferred (for reasons of time availability) to Meeting of the Budget Informal Member Group held on the afternoon of 26 September.</p> <p>At that IMG, discussion took place about some aspects of the Autumn Budget Statement. However, in the light of the extensive discussion at the same meeting on the Item relating to Government Consultation on Local Government Finance Formula Grant Distribution, it was not considered necessary to discuss the Autumn Statement in any further detail.</p>

**Select Committee Topic Reviews:
Programme agreed at Policy Overview Co-ordinating Committee 7 June 2007**

Policy Overview Committee/ Topic Review/Chair	Current Topic Review status and other topics agreed for the period July 2007 to July 2008 * Updated to 2 October 2007
<p>Children Families and Education :</p> <p>PSHE-Children's Health: Chair Ms CJ CRIBBON</p> <p>Developing the Creative Curriculum</p> <p>Young People's Spiritual, Moral, Social and Cultural Development#</p> <p>Vulnerable Children</p>	<p>The Select Committee report was accepted by Cabinet on 16 April 2007, and was debated at full County Council on 24 July 2007. (Research Officer: Gaetano Romagnuolo)</p> <p>POCC agreed that this should remain in the work programme for 2008.*</p> <p># POCC suggested this topic could also be combined with aspects of Consultation and Participation with Children and Young People (Student Voice), and with Provision of Activities for Young People. In the work programme for 2008.</p> <p>POCC recommended this Topic Review should commence in Autumn 2007.</p>
<p>Corporate: Accessing Democracy</p>	<p>POCC recommended that this review should commence in Autumn 2007* Preliminary discussions have been held to assess how this work will compliment the work of the "Going Local" Informal Member Group.</p>
<p>Communities</p> <p>Student Voice –Consultation and Participation with Young People#</p> <p>Provision of Activities for Young People#</p>	<p>#See above; dates to be agreed.</p> <p>See above; dates to be agreed.</p>

<p><i>Communities (continued)</i></p> <p>Alcohol Misuse Chairman: MR D HIRST</p>	<p>Inaugural meeting held on 16 May 2007; Terms of Reference Agreed, Hearings will be held mid June to the end of July. The Select Committee will report to Cabinet on 3 December 2007.</p>
<p><i>Adult Services</i></p> <p>Carers in Kent: MR L CHRISTIE</p>	<p>Inaugural meeting of the Select Committee was held on 5 June 2007. Hearing sessions are being held in July/August 2007, with a report to Cabinet in December 2007.</p>
<p><i>Environment and Regeneration</i></p> <p>Impact of Supermarkets, Out of Town Shopping Malls and Retail Parks on Businesses in Kent</p> <p>Flood Risk MRS S HOHLER</p>	<p>After debate, POCC considered that this topic should be removed from the current work programme.</p> <p>POCC having agreed that this topic review should proceed as soon as possible, hearings were held during July and August and the draft report was completed in September 2007.</p>

jhw/sc 2 October 2007:

** Subject to formal agreement by Chairman and Spokespersons of POCC of Minutes of Meeting held 7 June 2007.*

To: Cabinet – 15 October 2007

By: Paul Carter, Leader of the County Council

Subject: Clostridium difficile outbreaks at Maidstone & Tunbridge Wells NHS Hospitals Trust – report by the Healthcare Commission

Classification: Unrestricted

Summary: This brief report comments on the findings of the report published on 11 October and proposes some urgent actions by the County Council to help restore public confidence in local health care services

FOR DECISION

1. Members of the County Council will have been shocked and concerned by the findings of the report, published on 11 October by the Healthcare Commission, of their detailed investigation into two outbreaks of *C. difficile* at the three hospitals managed by the Maidstone & Tunbridge Wells NHS Hospitals Trust. The outbreaks, the first of which was not identified at the time, occurred between October 2005 and September 2006 and in total over 500 people were infected.
2. Out of 345 patients who died during the relevant periods who had been infected with *C. difficile*, the Healthcare Commission estimate that there were approximately 90 deaths where *C. difficile* was definitely or probably the main cause of death. It needs to be noted that many of the 90 may well have died of other causes had they not acquired the *C. difficile* infection and some would have died of the infection even if they had had the best of care. Nevertheless, the situation indicates a serious and systematic catalogue of continuous failings in the operation and management of all 3 hospitals – Maidstone, Pembury and Kent and Sussex.
3. The report cites a number of factors as having contributed to the outbreak – for instance, old buildings in a poor state of repair; shortages of nursing staff contributing to pressured staff taking hygiene short-cuts; consistently high bed-occupancy rates limiting opportunities for “deep cleaning”; reliance on agency staff causing discontinuity of care. In a broader context, reorganisation issues, ‘distraction’ by national performance targets and PFI developments at Pembury have been variously cited. However, these sorts of issues are by no means unique to Maidstone & Tunbridge Wells NHS Hospitals Trust and the overall message from the Commission’s report is one of an enduring failure of focus and leadership on hygiene and infection control, with some broader concerns around governance and risk management at Board level.

4. Public and media reaction has been extensive, swift and critical. There is evidence that public confidence in local hospital services has been badly shaken by the Healthcare Commission's findings. It must be a paramount concern to this authority to help NHS colleagues restore that confidence. In calling for reassurances that improvements will be real, sustained and verifiable, it is recognised that quick fixes will not be adequate. Accordingly, we are offering the skills and human resources of the County Council to the Chief Executives of both the Primary Care Trust and Hospital Trust to assist on a continuing basis what will clearly be a difficult challenge.
5. Senior NHS colleagues have been invited to attend this morning's meeting and they will be asked to share their latest assessment of the current situation and their plans for moving forward. Of course, the work need to bring this wholly unsatisfactory state of affairs to a safe on positive conclusion will continue for many weeks and months ahead.

Recommendation

Cabinet are asked to:-

- (i) AGREE the Leader negotiating with NHS colleagues a package of measures through which the County Council can help provide public reassurance on long-term improvements;
- (ii) APPROVE a feasibility study for setting up a local "Health Watch" which provides the public an independent route for registering concerns about their local health services.