



AGENDA

CABINET

Monday, 12th October, 2009, at 10.00 am Ask for: **Karen Mannering /
Geoff Mills**
Darent Room, Sessions House, County Hall, Maidstone Telephone **(01622) 694367/
694289**

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

UNRESTRICTED ITEMS

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

1. Declaration of Interests by Member in Items on the Agenda for this meeting
2. Minutes of the Meeting held on 14 September 2009 (Pages 1 - 4)
3. Revenue & Capital Budget Monitoring Exception Report (Pages 5 - 16)
4. Autumn Budget Statement (Pages 17 - 20)
5. Treasury Investments (Pages 21 - 26)
6. Corporate Assessment Performance Improvement Plan (Pages 27 - 82)
7. *Towards 2010* Annual Report (Pages 83 - 266)
8. Draft Annual Performance Report 2008/09 (Pages 267 - 322)
9. Government Consultation on 'Shaping the Future of Care Together' - The Green Paper on Care and Support (Pages 323 - 338)
10. Review of Specialist Unit and Designated Provision in Mainstream Schools - Lead School Implementation (Pages 339 - 350)
11. Regeneration Framework (Pages 351 - 436)
12. Decisions from Cabinet Scrutiny Committee - 23 September 2009 (Pages 437 - 440)
13. Other items which the Chairman decides are relevant or urgent

EXEMPT ITEMS

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

Peter Gilroy
Chief Executive
Friday, 2 October 2009

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

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KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Council Chamber, Dover District Council Offices, White Cliffs Business Park, Dover on Monday, 14 September 2009.

PRESENT: Mr P B Carter (Chairman), Mr N J D Chard, Mr G K Gibbens, Mr P M Hill, OBE, Mr A J King, MBE, Mr K G Lynes, Mrs S V Hohler, Mr R W Gough, Mr J D Simmonds and Mr R A Marsh

IN ATTENDANCE: Mr M Austerberry (Executive Director, Environment, Highways and Waste), Mr M Lemon (Head of Policy), Ms L McMullan (Director of Finance), Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Ms A Honey (Managing Director Communities), Ms R Turner (Managing Director Children, Families and Education) and Mr G Mills (Democratic Services Manager (Executive))

UNRESTRICTED ITEMS**1. Minutes of the Meeting held on 13 July 2009**

(Item 3)

The Minutes of the meeting held on 13 July 2009 were agreed and signed as a true record.

2. Welcome to Dover - oral presentation from Paul Watkins, Leader of Dover District Council

(Item 1)

(1) Mr Paul Watkins, Leader of Dover District Council gave a presentation highlighting the key elements driving forward the future growth of Dover. He highlighted the proposed expansion of Dover Harbour to include the construction of four new ferry berths and a rapid transit link. He also outlined the District Councils plans for job creation and economic growth which included plans to create some 6,000 jobs and the construction of some 10,000 to 14,000 new homes. He also said that Dover's strategic needs were linked to improving transport links between London and Dover, finding a permanent solution to Operation Stack and building the A256 'missing link'. In concluding his presentation, Mr Watkins thanked Cabinet for visiting Dover to see at first hand what is being done and what needs to be done to ensure it has in place the economic, transport and social infrastructure to both meet and take advantage of the challenges and opportunities that lay ahead.

(2) On behalf of Cabinet, Mr Carter thanked Mr Watkins for hosting this visit and said Kent County Council shared in his vision and wished to do all it could to support Dover in its ambitions plans for the future.

3. Revenue and Capital Budgets, Key Activity and Risk Monitoring

(Item 4 – report by Mr John Simmonds, Cabinet Member for Finance and Ms Lynda McMullan, Director of Finance)

(1) This was the first full monitoring report to Cabinet for the financial year 2009/10. The budgets reflected within the report had been realigned from what had been approved at the County Council meeting in February 2009 in order to reflect the new portfolio structure and to give a new starting point for the year.

(2) Mr Simmonds said that the revenue pressures detailed within the report were being addressed by Directorates but that Cabinet needed to be mindful that many of the savings which had been identified were “one-offs” and would not therefore continue into the medium term. He highlighted pressures within the Children, Families and Education budget and in particular increased activity levels for fostering with associated increased costs and also the fact that the Directorate was still seeking to recruit a number of trained staff to work within Children’s Social Services. Mr Simmonds gave an update on the latest position with regards to the County Council’s investments in Icelandic banks and Mr Carter said, and it was agreed, that there should be a specific report on this matter to the Cabinet meeting taking place on 12 October 2009. The position as far as the County Council recovering all its asylum costs remained unclear and the County Council continued to work with Hillingdon and Croydon Councils together with the Local Government Association in robustly challenging government on this issue. Following further detailed discussion Cabinet agreed:-

- i. to note the latest monitoring position on both the revenue and capital budgets.
- ii. to the realignment of budgets within the KASS portfolio as detailed in section 1.1.1 and 1.1.2 of annex 2 of the Cabinet report
- iii. to a virement of £0.1m from the treasury savings within the Finance portfolio to the Communities portfolio as a contribution towards the construction programme at Maidstone Museum.
- iv. to the proposal to overspend the Kent Highways Services revenue budget by £2.1m. Overall the EH&W portfolio would remain within budget due to underspending on Waste Management.
- v. to note the changes to the Capital Programme, as detailed in section 4.1. of the Cabinet report.
- vi. agreed that £43.281m of re-phasing on the Capital Programme be moved from 2009-10 capital cash limits to future years as detailed in section 4.11 of the Cabinet report, and,
- vii. note the latest Financial Health Indicators and Prudential Indicators.

4. Strategic Risk Register

(Item 5 – report by Mr John Simmonds, Cabinet Member for Finance and Ms Lynda McMullan, Director of Finance)

(1) The Strategic Risk Register records the key high level generic and specific risks that could adversely impact upon the County Council as a whole. The Register is presented to the Governance & Audit Committee annually and as part of that process Cabinet needed to be aware of the key risks and given an opportunity to identify any further risks and mitigating controls that should be included and to feel assured that all risks were being appropriately managed.

(2) Following discussion Cabinet noted the contents of the Strategic Risk Register and the intention to submit six monthly progress reports and to provide guidance on other risks to be included within the Register and mitigating controls.

5. Local Act for amendment of Road Traffic Regulation Act 1984 - The Kent County Council (Filming on Highways) Bill

(Item 6– report by Mr Kevin Lynes, Cabinet Member for Regeneration & Economic Development, Mr Nick Chard, Cabinet Member for Environment, Highways & Waste and Ms Tanya Oliver, Director of Strategic Development & Public Access)

(1) This report informed Cabinet of the proposal to introduce a Local Act to amend the Road Traffic Regulation Act 1984 in order to facilitate filming on Kent's highways and to seek endorsement of the Draft Bill.

(2) Mr Lynes outlined the purpose of the proposed Act which would give legal certainty to any road closures which the County Council may be asked to undertake to allow filming to take place on Kent highways. Since 2006 the Kent Film Office had been responsible for attracting over £13 million into the local economy through filming within the county and the County Council was therefore looking to do everything it could to ensure that the film industry continued to find Kent an attractive and convenient location for filming. Economically, the Bill would put Kent in a unique position as being the only UK region outside of London being able to undertake road closures for the purposes of filming through the use of dedicated legislation without having to resort to using other Acts whose legal certainty for this purpose was far from clear.

(3) During the course of discussion several Members of Cabinet spoke in support of the County Council promoting a County Council Filming on Highways Bill.

(4) Cabinet agreed to endorse and support a recommendation to the County Council that Kent County Council should pursue the introduction of a Bill that seeks an amendment to the relevant provisions of the Road Traffic Regulation Act 1984 giving the County Council powers to close roads for the purposes of filming.

6. Kent International Gateway Planning Inquiry

(Item 7 – report by Mr Nick Chard, Cabinet Member for Environment, Highways & Waste and Mr Mike Austerberry, Executive Director, Environment, Highways & Waste)

(1) On 30 March 2009 Cabinet considered a report on the planning application for a Strategic Rail Freight Interchange known as the Kent International Gateway, at

junction 8 of the M20 and its far reaching implications for transport and planning in Kent. At that meeting Cabinet resolved to object to the Kent International Gateway planning application and authorised the Council's appearance at the planning inquiry to oppose the proposal. Cabinet also authorised the Executive Director for Strategy, Economic Development & ICT to appoint consultants and counsel and approved the creation of a small reserve to manage expenditure fluctuations arising from the appeal process generally.

(2) Since that time the position had progressed in a number of respects and these were detailed in the Cabinet report. Maidstone Borough Council's Planning Committee had now considered the proposal and a date for the Planning Inquiry had been set with a commencement date of 13 October 2009. Also the County Council had appointed counsel to present its case at the Inquiry and had submitted a summary of its case to the Planning Inspectorate. The Kent and Medway Structure Plan had been replaced by the South East Plan and the appellant had submitted an amended scheme on which the County Council had now commented. The purpose of this report was therefore to confirm that Cabinet continued to support the County Council's objections to the Kent International Gateway proposal and its appearance at the Planning Inquiry in support of Maidstone Borough Council.

(3) Following consideration of the report Cabinet agreed:-

- (i) to note the amended Scheme, and endorse the County Council's views as agreed by the Cabinet Member for Environment, Highways and Waste;
- (ii) to note the replacement of the Kent and Medway Structure Plan by the South East Plan;
- (iii) to endorse the County Council's Rule 6 Statement and its case against the Kent International Gateway proposal;
- (iv) to the County Council's appearance at the Planning Inquiry in support of Maidstone Borough Council; and
- (v) to note that the budget reserve for planning Inquiries was likely to be exceeded this year.

7. Decisions from meetings of the Cabinet Scrutiny Committee held on 21 July and 5 August 2009

(Item 8 – report by Mr Alex King, Deputy Leader and Mr Peter Sass, Head of Democratic Services & Local Leadership)

(1) Cabinet agreed the responses to those matters detailed in the report and noted that these would be reported back to the Cabinet Scrutiny Committee.

To: CABINET – 12 October 2009

By: John Simmonds, Cabinet Member – Finance
Lynda McMullan, Director of Finance

REVENUE & CAPITAL BUDGET MONITORING EXCEPTION REPORT

1. Introduction

1.1 The first full monitoring report for 2009-10 was presented to Cabinet in September. This exception report, based on the monitoring returns for August, highlights the main movements since that report.

2. REVENUE

2.1 There are a number of significant pressures that will need to be managed during the year if we are to have a balanced revenue position by year end. The current underlying net revenue position by portfolio after the implementation of assumed management action, compared with the net position reported last month, is shown in **table 1** below.

Table 1: Net Revenue Position after Proposed Management Action

Portfolio	Gross Position £m	Proposed Management Action £m	Net Position after mgmt action £m		Movement £m
			This month	Last month	
Children, Families & Education	+1.571	-1.571	-	-	-
Kent Adult Social Services	+0.582	-0.582	-	-	-
Environment, Highways & Waste	-0.096	-	-0.096	-0.026	-0.070
Communities	+0.085	-	+0.085	+0.089	-0.004
Localism & Partnerships	+0.188	-0.188	-	-	-
Corporate Support & Performance Mgmt	+0.166	-0.166	-	-	-
Finance	-0.160	-	-0.160	-0.160	-
Public Health & Innovation	-	-	-	-	-
Regeneration & Economic Development	-	-	-	-	-
Total (excl Asylum & Schools)	+2.336	-2.507	-0.171	-0.097	-0.074
Asylum	+3.969	-	+3.969	+3.600	+0.369
Total (incl Asylum & excl Schools)	+6.305	-2.507	+3.798	+3.503	+0.295
Schools	-	-	-	-	-
TOTAL	+6.305	-2.507	+3.798	+3.503	+0.295

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

Table 2: Gross Revenue Position before Management Action

Portfolio	Variance		Movement £m
	This Month £m	Last Month £m	
Children, Families & Education	+1.571	+1.711	-0.140
Kent Adult Social Services	+0.582	+0.496	+0.086
Environment, Highways & Waste	-0.096	-0.026	-0.070
Communities	+0.085	+0.189	-0.104
Localism & Partnerships	+0.188	+0.188	-
Corporate Support & Performance Management	+0.166	+0.166	-
Finance	-0.160	-0.160	-
Public Health & Innovation	-	-	-
Regeneration & Economic Development	-	-	-

Portfolio	Variance		Movement £m
	This Month £m	Last Month £m	
Total (excl Asylum & Schools)	+2.336	+2.564	-0.228
Asylum	+3.969	+3.600	+0.369
Total (incl Asylum & excl Schools)	+6.305	+6.164	+0.141
Schools	-	-	-
TOTAL	+6.305	+6.164	+0.141

2.3 The gross underlying revenue pressure (excluding Asylum) is currently £2.336m as shown in table 2 above, but this is expected to reduce to an underspend of £0.171m (excluding Asylum) by year end, after assuming the implementation of management action, as shown in table 1.

2.4 Table 1 identifies that even after management action, a small residual pressure remains forecast within the Communities portfolio. However, the Communities directorate is undertaking a review of all of its services' gross commitments and income forecasts in order to mitigate this small residual pressure of £0.085m by year end.

2.5 With the inclusion of the Asylum pressure of £3.969m, the overall KCC revenue position after management action is currently a forecast pressure of +£3.798m as shown in table 1. KCC will continue to lobby the Government regarding the funding of this service.

2.6 Table 2 shows that there has been an increase of £0.141m in the overall gross pressure before management action this month. The main movements, by portfolio, are detailed below:

2.7 Children, Families & Education portfolio:

2.7.1 The pressure on this portfolio (excluding Asylum) has reduced by £0.140m this month to £1.571m. The main movements are:

- +£0.562m Fostering Service – an increase in the pressure on this service from £0.626m to £1.188m. This is mainly due to a reduction of £0.309m in the in-house fostering underspend resulting from a net increase of 21 placements, together with a further pressure on the Independent Fostering Allowances (IFA), which has increased by £0.185m to £1.867m due to 12 new placements in August, one extended placement and only five placements ending. The Kinship budget is no longer expected to underspend due to nine new placements and this accounts for the bulk of the remaining movement on the Fostering budget.
- -£0.188m Residential Care – not looked after children. This service is now forecasting an underspend of £0.157m due to a child's family moving to a neighbouring authority and all future costs will now be funded by them.
- -£0.196m Children's Social Services Business Support – an increase in the underspend from -£0.034m to -£0.230m. This is partly due to staff vacancies within the Business Planning & Management Unit and partly due to savings on the facilities budget resulting from relocation of various children's social services teams.
- -£0.318m Assessment & Related – an increase in the underspend to £1.800m as a result of further delays in the recruitment process with lower than expected recruitment of newly qualified social workers in July and August.

2.7.2 Asylum

The pressure on the Asylum Service budget has increased by £0.369m this month to £3.969m, all of this increase is attributable to the new 2009-10 grant instructions that were issued by the UK Borders Agency (UKBA) in August. £3.506m of this shortfall relates to 18+ Leaving Care clients; the balance represents spend on Unaccompanied Asylum Seeking Children (UASCs) under 18. This position assumes that we will receive a Special Circumstances payment of £2.169m.

The rules issued for 18+ Care Leavers were largely the same as anticipated with no material changes from previous years. As in previous years, the per capita amount of this grant remains unchanged at £100 per week per young person, this had been assumed in previous forecasts and therefore the forecast funding shortfall for this client group is unchanged.

The rules for UASCs under 18 were very different to those that had been anticipated. These rules apply from 1st April 2009, but change again from 1st October 2009. Certain aspects of the new grant rules were unclear, in particular the future funding of Residential Children's Homes. Following correspondence between officers and UKBA, many of the uncertainties were clarified and

the estimated increase in the shortfall in funding is £0.369m, as reflected in the current forecast. The new grant rules indicate, and UKBA have confirmed, that in 2009-10 local authorities will be limited to the unit costs incurred in 2008-09, with no allowance for inflation. The £0.369m increase in the funding shortfall this month is primarily the result of inflationary cost increases which will now not be funded.

A meeting took place on 16th September between the UKBA and Members and Officers of the Council in which the new rules were discussed and further clarified. There was also discussion about moving away from the current grant claim process to a contractual arrangement with the UKBA from 1st April 2010. The UKBA were due to come back with further information on these proposals by the end of September but this did not happen. We have chased them and we have now been promised something within the next few days. It is envisaged that this contract would last for 3 to 5 years and would cover all KCC's work with UASCs, both under and over 18. We are aware that UKBA have also approached the London Boroughs of Hillingdon and Croydon to initiate similar discussions.

It is unlikely that these contractual arrangements will have any impact on the level of the pressure on this budget for 2009-10, therefore still leaving us with an estimated £3.969m pressure to fund. However, we will continue to pursue this and the outstanding funding from 2008-09 directly with Ministers via the LGA in order to ensure the best outcome for the council taxpayers of Kent.

It is hoped that the new proposals will at least give us a greater degree of certainty over funding in future years, enabling longer term decisions to be made about service delivery.

2.8 Kent Adult Social Services portfolio:

The latest forecast indicates a pressure of £0.582m, which is a small increase of £0.086m since last month. The forecast assumes that all savings identified in the MTP will be achieved, and the KASS directorate remains confident that this will happen. The KASS directorate is wholly committed to delivering a balanced outturn position by the end of the financial year and a range of 'Guidelines for Good Management Practice' is in place across all teams in order to help manage demand on an equitable basis consistent with policy and legislation. Robust monitoring arrangements are in place on a monthly basis to ensure that forecasts and expenditure are closely monitored and, where necessary, challenged. Through these arrangements, the KASS directorate expects to balance the £0.582m residual pressure by the end of the financial year.

The movements over £0.1m this month are:

- 2.8.1 +£0.194m Physical Disability Residential Care – an increase in the pressure from £0.652m to £0.846m this month. The number of clients in permanent residential care has increased by 6 to 219, a number of whom are suffering from early on-set dementia. The increase in clients, together with revisions to start dates for clients who are expected to go into residential care and the forecast for non-permanent/respite weeks, has added 144 weeks of care to the position. Part of the net increase also relates to revised estimates of income.

2.9 Environment, Highways & Waste portfolio:

The underspend on this portfolio has increased slightly by £0.070m to £0.096m this month, however within this small movement there are compensating larger movements. Kent Highways Services (KHS) has a pressure of £0.250m for dilapidations to the Beer Cart lane premises. This is more than offset by a further saving on the Waste budget, as tonnage continues to remain low and we predict a further reduction of 5,000 tonnes over last month's forecast. Currently at around £64 per tonne, this gives an additional saving of £0.320m, bringing the total predicted waste underspend to £3.296m. As agreed by Cabinet in September, £2.1m of this underspend will be reinvested in the highways service to increase the resurfacing programme in order to reduce the backlog of capital maintenance. As reported last month, pressure on our signs and white lines budget within KHS of £0.850m is also offsetting the waste underspend.

The current residual underspend of £0.096m for this portfolio may be required as a further contribution to the Planning Inquiries reserve set up at the end of last year to meet the costs of current and future planning inquiries, including the ongoing costs of the KIG inquiry. We will have a better indication of whether this further contribution is necessary nearer the end of the financial year when we will be more aware of upcoming inquiries and their likely costs.

2.10 Communities portfolio:

The gross pressure on this portfolio has reduced by £0.104m this month from £0.189m to £0.085m. The main movements are:

- -£0.100m following the virement from the Finance portfolio, as agreed by Cabinet in September, to fund our contribution towards the construction programme at Maidstone Museum.
- -£0.085m Coroners – a reduction in the pressure from £0.277m to £0.192m which is partly due to management action to mitigate the previously reported pressure surrounding toxicology fees.
- +£0.041m Trading Standards – a reduction in the underspend from £0.076m to £0.035m following a revision to the forecast for fees chargeable to reflect the continued ability of customers to self verify liquid fuel measurements which has presented a pressure in excess of what has been reported previously.
- +£0.040m Turner Contemporary – the service has identified two small pressures this month in relation to their premises and staffing budgets. The service is reviewing various options to mitigate this pressure. A review is underway with regard to current commitments, revenue expenditure that could potentially be transferred to the capital programme and also the services ability to generate more income with a view to mitigating this position by the end of the financial year.

2.11 Finance portfolio:

There is a forecast pressure on the Insurance Fund but it is assumed that this will be met by a drawdown from the Insurance Reserve, hence there is no overall impact on the bottom line position for the Finance portfolio.

3. CAPITAL

3.1 There have been a number of cash limit adjustments this month as detailed in **table 3** below:

Table 3: Capital Cash Limit Adjustments

	£000s 2009-10	£000s 2010-11
1 Cash Limits as reported to Cabinet on 14th September	461,712	426,537
2 Re-phasing as agreed at Cabinet on 14th September		
Children, Families & Education (CFE)	-939	-2,413
Kent Adult Social Services	-4,962	2,652
Environment, Highways & Waste	-28,232	15,566
Community Services	-6,307	5,891
Regeneration & Economic Development	-1,350	1,100
Corporate Support Services & Performance Management	-1,491	1,597
3 Bearsted Dementia Services - additional external funding - KASS portfolio		25
4 Sittingbourne Northern Relief Road - reduction in grant - EH&W portfolio		-3,369
5 Rushenden Link Road - reduction in seeda funding - EH&W portfolio	-750	-525
6 Ashford Futures Drovers Roundabout - reduction in grant - EH&W portfolio		-66
7 Ashford Futures Victoria Way - additional grant - EH&W portfolio	216	153
8 Non-grant supported land, Part 1 Compensation Claims - additional developer contributions - EH&W portfolio	21	7
9 Children Centres phase 1 and 2 - additional external funding - CFE portfolio	66	
	417,984	447,155
10 PFI	54,983	27,101
	472,967	474,256

3.2 The current forecast capital position by portfolio, compared with the position reported last month is shown in **table 4** below.

Table 4: Capital Position

Portfolio	Variance This month £m	Variance Last month exc re-phasing £m	Movement This month £m
Children, Families & Education (CFE)	6.175	4.421	1.754
Kent Adult Social Services	-0.606	-0.025	-0.581
Environment, Highways & Waste	1.014	-0.274	1.288
Community Services	-2.418	-0.009	-2.409
Regeneration & Economic Development	0.103	0.103	0.000
Corporate Support Services & PM	-4.231	-0.150	-4.081
Localism & Partnerships	0.000	0.000	0.000
Total (excl Schools)	0.037	4.066	-4.029
Schools	0	0	0
Total	0.037	4.066	-4.029

Overall there is -£7.6m of re-phasing of projects and a real variance of +£3.6m this month, as identified in table 4, the main movements are detailed below:

3.3 Children, Families & Education portfolio:

The August Monitoring Report shows an indicative overspend in 2009/10 of £6.175m & across all years £7.452m. After taking into account additional resources of circa +£1.975m, most of which relates to additional developer contributions attributed to the John Wesley basic need scheme the overspend across all years reduces to +£5.477m. The funding shortfall both in 2009/10 (+£6.935m) & across all future years, most of which has previously been reported, will form part of the MTP workings for 2010/11.

The main pressures in 2009/10 are:

- Special Schools Review (+£5.192m). The forecast spend on the Special Schools Review Programme has increased by +£0.719m since July's reported overspend of +£4.473m. The major changes are :
 - Milestone School (+£0.634m) – the increase in costs has resulted from the addition to the programme of new further education mobiles
 - Ridgeview School (+£0.350m) – this new addition to the programme relates to the need to address health & safety issues at the School prior to the new build taking place.
 - Meadowfield School (-£0.349m) – previous estimates have been based on worse case scenario relating to contractual claim disputes. The revised forecast anticipates settling at a significantly lower level.
 - Ifield School 6th Form Unit (+£0.185m) – the additional expenditure relates to 2 items : the provision of furniture for the project (+£0.097m) & stamp duty payable on the long term lease at North West Kent College (+£0.075m).
 - Five Acre Wood School (-£0.126m) – initial works to facilitate the new build have been delayed part of which has now been re-phased from 2009/10 to 2010/11.
- Building Maintenance Programme (+£3.000m): The increase in costs for 2009-10 is due to continued pressure on the Emergency Budget.
- North Dartford, The Bridge (+£0.527m): The increase in costs is due to a major value engineering exercise which resulted in significant enhancements to the design. There has also been a contractual delay and an extension of time claim has been submitted. Its important to note that this development is a cross directorate & not a CFE scheme, it was included in the CFE programme for ease.
- Development Opportunity Projects (+£0.378m): The major increase in costs in this programme relate to Dartford Campus (+£0.202m) & Greenfields (+£0.125m). Dartford Campus – increases have resulted from: cost increases on post completion works to phase 2 of the build, the addition to the programme of an acoustic fence & previous forecasts of global fees have proved to be inaccurate.
- Corporate Property & Capital Strategy costs (net -£0.197m): Corporate Property (-£0.338m) - this saving has resulted from our inability to capitalise the indirect staffing costs of Corporate Property Unit resulting in the costs being recharged to Revenue. Capital Strategy (+£0.141m) – our forecast has been increased to take account of the current level of staffing costs & an anticipation that legal charges will be at a similar level as those in 2008/09. The revised levels of expenditure have been reflected in the 2010/11 MTP submission.
- Modernisation Programme Pre 2008/09 (+£0.129m): The main reason for the increase in costs relates to the Park Farm project where the forecast spend has been increased from £1.263m to £1.400m to reflect the agreed contribution to Folkestone Academy as part of the All Age Academy.
- Quarryfield Self Funded Project: (+£0.147m) The outdoor environmental centre project is expected to complete in 2009/10 & will be fully funded from revenue contributions.

Projects subject to re-phasing affecting 2009/10 are:

- Implementation of Primary Strategy (-£0.873m) : Most of the rephasing relates to the Beaver Green Primary School project (-£0.866m) where the planning of the school project had to be

aligned to the planning for the enabling development, which has had to be redrawn in order to comply with Sport England requirements.

- Service Redesign including Intensive Parenting Centres (-£0.601m): The original programme has re-phased whilst we explore possible alternative co location opportunities in order to, where possible, facilitate integrated working. Across all years this revised approach is forecasted to deliver a saving of £0.500m.
- Harnessing Technology (-£0.565m): The forecast spend figures have been re-phased to take into account updated phasing of the programme by ISG including taking account of estimated School contributions, loan repayments & corporately funded contributions. There will also be further rephasing from 2010/11 to 2011/12 of £1.891m.
- Non Delegated Devolved Capital - PRU's (-£0.400m): Although the intention is to spend the full cash limit in 2009/10 we believe difficulties in commissioning works & obtaining planning permission make it challenging to complete the work in 2009/10. We are therefore forecasting spend at, what we hope is a pessimistic position hoping that this will be achieved/exceeded by outturn.
- Primary Pathfinder Programme (-£0.333m): Most of this rephasing relates to The Manor project where the presence of bats and lizards, and issues with the gas supply has caused the project to slip by 7 weeks.
- Site Acquisitions (-£0.167m): The major re-phasing within this programme relates to the Sissinghurst Playing Field project (-£0.152m). The project has been further delayed by the continuation of ecological mitigation work.
- Transforming Short Breaks (-£0.150m): The forecast expected expenditure on adaptations to Foster Carers homes has re-phased due to difficulties in recruiting Occupation Therapists who are responsible for commissioning this work.

Overall this leaves a residual balance of +£0.088m on a number of more minor projects.

Other Re-phasing:

Other than projects mentioned above the following developer contribution funded projects have been rephased as the current financial climate would indicate that the contributions will not become available in the years as originally predicted.

- Ryarsh Primary School re-phased by a year. £0.169m from 2010/11 to 2011/12
- Cheesemans Green Primary School re-phased by a year £0.860m from 2010/11 to 2011/12 & £1.720m from 2011/12 to later years.
- Aylesham Primary School re-phased by a year £1.000m from 2011/12 to later years.

3.4 Kent Adult Social Services portfolio:

Excluding PFI, the current budget for KASS is £6.531m; this is following the budget adjustments of £4.962m, agreed as part of the last Cabinet Report. The forecast presented here, based on the budget excluding PFI, is a variance of -£0.581m from last month; the movements in variance since last month are detailed below:

	£'m
Beane Centre (rephase)	-0.300
Crispe House (rephase)	-0.199
Thanet DOS Roof (rephase)	-0.082
Revised Variance, reported this month	-0.581

Further detail behind the variances in excess of £0.100m:

- The Beane Centre
This scheme is a Communities directorate led project, which has not yet commenced. It is anticipated that the project will commence in February/March 2010, but, as a precaution, the Directorate have chosen to rephase 100% of the project.
- Crispe House
The original intention included a Joint Housing project, discussions have slightly deteriorated between all partners and this element will be re-phased pending further review.

3.5 Environment, Highways & Waste portfolio:

The forecast for the portfolio has moved by +£1.288m from -£0.274m to +£1.014m. The main movements are detailed below:

- Highway maintenance (+£3.582m) - The maintenance budget will have a planned overspend of £1.482m to cover some of the backlog in street light expenditure covered by an allowable underspend in Integrated Transport. There will be a further planned overspend of £2.1m to address some essential resurfacing work - this will be funded from the revenue underspend on waste.
- Integrated transport (-£1.482m) - A decision was taken to under spend on IT schemes in order to release monies to cover some of the backlog in street light expenditure as described above.
- Archaeological Research (+£0.700m) - KCC's contribution towards the creation of the Archaeological Resource Centre has now been increased to overcome the shortfall in the funding. All partners are being asked to contribute more. The overspend will be funded from the under spend on Kent Burial ground.
- Kent Natural Burial Ground (-£0.700m) - Looking at various business options to deliver the project more cost effective way.

Projects subject to re-phasing affecting 2009/10 are:

- Non TSG land (-£0.560m): Land compensation and part 1 claims have been re-phased into 2010/11, to address the delay caused by receiving environmental impact assessment reports. The full extent of the re-phasing is +£1.794m into 2010/11, -£0.792m from 2011/12 and -£0.442m from later years.
- Waste projects (-£0.534m): All waste programmes have been reviewed in order to manage within the agreed MTP budget allocation. The programme has re-phased from 2009/10 into 2012/13 and later years as follows, -£1.723m from 2010/11, -£1.271m from 2011/12 and +£3.528m from 2012/13 onwards.
- Ashford Drivers Roundabout (-£0.485m) - Due to design complexity for the scheme specification and tighter funding deadline the spend profile has now been reviewed.

Other re-phasing:

Detailed below are projects that are being re-phased from 2010/11 onwards:

- Rushenden Link Road: The scheme's spend profile has to be reviewed due to the delay in agreeing the funding issues with SEEDA. This has delayed the contract award hence the contract start was delayed. £2.389m is being re-phased from 2010/11 to 2011/12 onwards.
- Kent Thameside Strategic Transport: The overall scheme cost has now been reduced by £6.114m due to a change in the price base compared to 2007. The programme is now re-phased due to the slow down in development in the Kent and Thameside area. A prudent approach has been taken to slow down the scheme until all funding agreements are secured. £108.597m from 2011/12 to 2013/14 is being re-phased into 2014/15 onwards.

Although no impact on this years forecast position, East Kent Access scheme has increased. This is due to archaeology cost and risk associated with dealing with complex bridge structure under the railway line. At present there is a £4m overspend, which is planned to be funded by grant and prudential/revenue.

3.6 Communities portfolio:

The forecast for the portfolio has moved by -£2.409m since last month. The main movements are detailed below:

- Ashford Gateway Plus (-£0.501m): Re-phasing of £0.501m from 2009/10. Due to various enhancements to the design, additional costs to KCC of £1.623m have been identified although the majority of this funding has been secured from various partners involved.
- Grove Green (-£0.175m): Re-phasing into 2010/11. This project is subject to ongoing review and with minimal costs likely to be incurred this year.
- The Beaney (-£1.219m): Re-phasing into 2010/11 and 2011/12. The budget has been adjusted to reflected delay to the start on site from August 2009 to February/March 2010 due to archaeological problems
- Kent Library & History Centre: Additional costs in 2010-11 and 2011-12 totalling £1.332m have been identified by the developers. This combined with the lower land value for James Whatman Way has identified a pressure of £2.562m. A report on how this funding shortfall will be resolved is being prepared and Members will be kept informed of the options/proposals.

3.7 Corporate Support & Performance Management portfolio:

The forecast for the portfolio has moved by -£4.081m since last month. The main movements are detailed below:

- Sustaining Kent – Maintaining the Infrastructure – (-£4.1m) - The original budget profile was based on the assumption that the new data centre would be based at a site already identified and owned by KCC. This has not proved to be possible. As this centre is a key and critical component of much of the capital programme, the subsequent on-going delay in identifying a suitable site has had a major impact on the profiled spend. Two new sites are currently being investigated but neither site could be completed until quarter 1 of 2011-12 at the earliest.
- Gateway Multi-Channel Service Delivery – (+£0.300m) - This is a new in-year project which has been given external funding from the Regional Improvement & Efficiency Partnership. There is therefore no net financial impact on the Council.
- Modernisation of Assets – Works at Oakwood House – (+£0.645m) - Refurbishment and change of usage to rooms at Oakwood House necessitate the bringing forward of £645k into the current financial year from the approved budget in 2010-11.
- Gateway One Stop Shops – (-£0.376m) - The Gateway Programme of roll-outs is subject to many external factors and Partnership working. This has resulted in re-phasing from 2009-10 of -£376k in to 2010-11. Subsequent re-phasing has also been included for future years.
- Web Platform – (-£0.250m) - The installation of the technical environment of the website has taken longer than envisaged. This has caused delays to subsequent phases of the programme and resulted in this re-phasing.

3.8 Capital Project Re-phasing

Cash Limits are changed for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m will be reported and the full extent of the re-phasing will be shown. The table below summarises the proposed re-phasing this month of £7.4m.

Table 5 – re-phasing of projects >£0.100m

Portfolio	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	£k
CFE					
Amended total cash limits	218,380	187,475	59,642	136,873	602,370
Re-phasing	460	-3,945	765	2,720	0
Revised cash limits	218,840	183,530	60,407	139,593	602,370
KASS					
Amended total cash limits	6,531	19,832	16,080	12,651	55,094
Re-phasing	-499	499	0	0	0
Revised cash limits	6,032	20,331	16,080	12,651	55,094
E,H&W					
Amended total cash limits	102,127	165,933	121,995	354,648	744,703
Re-phasing	-895	-3,237	2,990	1,142	0
Revised cash limits	101,232	162,696	124,985	355,790	744,703
Community Services					
Amended total cash limits	24,208	19,964	3,698	5,670	53,540
Re-phasing	-2,408	1,786	622	0	0
Revised cash limits	21,800	21,750	4,320	5,670	53,540
Regen & ED					
Amended total cash limits	6,988	7,268	4,730	6,222	25,208
Re-phasing	0	0	0	0	0
Revised cash limits	6,988	7,268	4,730	6,222	25,208
Corporate Support & PM					
Amended total cash limits	22,445	19,493	16,599	14,507	73,044
Re-phasing	-4,081	1,245	2,400	436	0
Revised cash limits	18,364	20,738	18,999	14,943	73,044
Localism & Partnerships					
Amended total cash limits	584	500	500	1,000	2,584
Re-phasing	0	0	0	0	0
Revised cash limits	584	500	500	1,000	2,584
TOTAL RE-PHASING >£100k	-7,423	-3,652	6,777	4,298	0
Other re-phased Projects below £100k					
re-phasing	-183	+232	-49	0	0
TOTAL RE-PHASING	-7,606	-3,420	+6,728	+4,298	0

Table 6 details individual projects which have further re-phased since being reported to Cabinet on 14 September.

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
CFE					
Building Maintenance Programme					
Original budget	+11,331	+14,433	+14,361	+28,722	+68,847
Amended cash limits	+3,000	-3,000			0
additional re-phasing	+3,000	-3,000			0
Revised project phasing	+17,331	+8,433	+14,361	+28,722	+68,847
Primary Pathfinder Project - The Manor					
Original budget	+5,687	+95			+5,782
Amended cash limits	-771	+744	+27		0
additional re-phasing	-306	+306			0
Revised project phasing	+4,610	+1,145	+27	0	+5,782
Transforming Short Breaks for Families					
Original budget	+2,584	+2,407	+1,493		+6,484
Amended cash limits	-1,636	+1,636			0
additional re-phasing	-150	+150			0
Revised project phasing	+798	+4,193	+1,493	0	+6,484
E,H&W					
Integrated Transport					
Original budget	+13,234	+16,418	+17,200	+37,100	+83,952
Amended cash limits	-300	+300			0
additional re-phasing		-300	+300		0
Revised project phasing	+12,934	+16,418	+17,500	+37,100	+83,952
Wetland Creation					
Original budget	+488				+488
Amended cash limits	-478	+478			0
additional re-phasing		-478	+478		0
Revised project phasing	+10	0	+478	0	+488
Rushenden Link Road					
Original budget	+9,531	+3,102			+12,633
Amended cash limits	-781	+781			0
additional re-phasing		-2,389	+1,624	+765	0
Revised project phasing	+8,750	+1,494	+1,624	+765	+12,633
East Kent Access phase 2					
Original budget	+21,393	+27,745	+21,574	+11,936	+82,648
Amended cash limits	-10,696	+10,150	+546		0
additional re-phasing			+3,576	-3,576	0
Revised project phasing	+10,697	+37,895	+25,696	+8,360	+82,648
Kent Thameside Strategic Transport					
Original budget	+3,166	+7,011	+15,741	+125,194	+151,112
Amended cash limits	-2,449	-5,276	0	+7,725	0
additional re-phasing			-867	+867	0
Revised project phasing	+717	+1,735	+14,874	+133,786	+151,112

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
E,H&W					
Ashford - Drovers Roundabout					
Original budget	+4,946	+9,934			+14,880
Amended cash limits	-3,712	+3,712			0
additional re-phasing	+485	-485			0
Revised project phasing	+1,719	+13,161	0	0	+14,880
Community Services					
Ashford Gateway Plus					
Original budget	+4,661	+355			+5,016
Amended cash limits	-3,521	+3,521			0
additional re-phasing	-501	+501			0
Revised project phasing	+639	+4,377	0	0	+5,016
Turner Contemporary					
Original budget	+10,512	+3,774	+222		+14,508
Amended cash limits	-1,171	+1,393	-222		0
additional re-phasing	-513	+416	+97		0
Revised project phasing	+8,828	+5,583	+97	0	+14,508

4. RECOMMENDATIONS

Cabinet is asked to:

- 4.1 **Note** the latest forecast revenue and capital budget monitoring position for 2009-10.
- 4.2 **Note** the changes to the capital programme.
- 4.3 **Agree** that £7.423m of re-phasing on the capital programme is moved from 2009-10 capital cash limits to future years.

To: Cabinet – 12 October 2009

By: Paul Carter, Leader of the Council
 John Simmonds, Cabinet Member for Finance
 Peter Gilroy, Chief Executive
 Lynda McMullan, Director of Finance

AUTUMN BUDGET STATEMENT

Each year, Cabinet receives a report titled the 'Autumn Budget Statement', which sets out the early planning assumptions for the next three years' revenue budget for this Council. The report is scheduled so that it can include the latest key planning information, especially that from Central Government. However, this year due to the three crucial factors outlined below we are having to report without all the necessary information:

- The next three-year CSR (2011-12 to 2013-14) will now occur after the next general election, and will therefore not be available to inform next year's MTP;
- The Chancellor of the Exchequer has recently begun a review of current departmental spending plans, which could impact on next year's funding for local authorities;
- The Chancellor's Pre-Budget Report, due in November, may be brought forward to October according to some commentators. Any announcement on this timing will occur sometime after the House of Commons returns on 12 October.

Despite these factors it is essential that we begin our planning for next year's budget and the next three year's medium term plan (MTP) if we are to have a meaningful debate with Policy Overview Committees in November and publish final budget proposals in January

The key planning assumptions that we can make at this stage are set out below.

Funding:

- Government has assured us that they will honour the third and final year of the current three year local government finance settlement and that Formula Grant is likely to be in the region of the £276m for 2010/11 as outlined the current MTP (an increase of £9m on 2009/10). In his Budget Report in April 2009 the Chancellor of the Exchequer announced that the Operational Efficiency Programme would look to deliver an extra £5bn of savings in 2010/11, although for local government this would be in the form of delivering an additional 1% efficiency saving with the proceeds recycled back into front line services rather than reduced grant;
- Government should also honour the third and final year of the current Dedicated Schools Grant settlement and that this is likely to be in the region of £810m for 2010/11 (subject to changes in pupil numbers), this equates to an increase of £19m (4.3% per pupil). Approximately 90% of the grant is delegated directly to individual schools and early years providers, with the remainder used to fund a range of support services for schools;
- the Area Based Grant is also covered by the three year settlement and there is no reason for any significant change from the £96m identified in the current plans (an increase of £31m on 2009/10). The increase is almost entirely due to the transfer of £32m for

Supporting People from a specific grant and thus represents a small overall reduction in spending on services covered by this grant;

- the allocation of other specific grants is less certain and there could be some reductions. In the main we are working on the basis that exit strategies are in place and if grants are reduced we would be able to reduce expenditure but there may be some areas where we would wish to reserve the right to be able to protect services as details emerge through the budget setting period;
- we are assuming that the Government will retain powers to cap council tax increases although we have no information on the likely levels other than ministers have reiterated that their objective in having capping powers is to protect council tax payers from excessive increases. In the current economic climate keeping council tax increases to a reasonable level is more important than ever;
- funding allocations beyond 2010/11 are very uncertain. In light of the current state of UK economy and the big hole in public finances it is likely we will be entering into a period of spending restraint compared to recent years and we need to start to develop a strategy for identifying areas for potential cost savings by building on our approach to priority led budgeting;

Spending

- in light of the funding situation outlined above and the need to drive out all possible efficiencies we will be setting POCs a challenge to identify the scope for delivering up to a 10% reduction against their gross spend over the period of the next MTP;
- spending continues to face pressure from the changing demographics, in particular an increasingly elderly population and increased life expectation for children and adults with disabilities. As we make progress towards setting the budget for 2010/11 and the next MTP we will need to have close regard to the impact of the weak economy on demand for our services and the price we can expect to pay for goods and services;
- A number of our services continue to face pressures imposed by legislation and/or government policy/regulation. We will continue to challenge the extent to which additional expenditure is warranted (or can be justified) and we will continue to seek innovative solutions to modernising our services;

Recommendations

Cabinet are asked to note:

1. The key issues highlighted in this report
2. 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
3. The proposed Medium Term Planning key milestone dates set out in Appendix 1.

Background Documents: None

Contacts: Lynda McMullan, Director of Finance on 01622 694550
Andy Wood, Head of Financial Management on 01622 694622
Dave Shipton, Finance Strategy Manager on 01622 694597

Appendix 1

	Action	Date
October		
	Budget consultation workshop with focus group of Kent residents	10-Oct
	Autumn budget statement to Cabinet	12-Oct
	Budget consultation with Youth County Council	27-Oct
November		
	POCs to include budget consultation simulation, feedback on consultation and initial report on budget and MTP	11-Nov to 19-Nov
	Indicative Local Government Finance Settlement	Late Nov
	Cabinet report on consultation results	30-Nov
December		
	Budget proposals sent to print	18-Dec
January		
	Budget proposals published	04-Jan
	POCs consider budget proposals	12-Jan to 19-Jan
February		
	Cabinet to agree final budget proposals	01-Feb
	County Council	18-Feb
March		
	Final budget book produced	15-Mar

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By: John Simmonds, Cabinet Member for Finance
Lynda McMullan, Director of Finance

To: Cabinet - 12 October 2009

Subject: **TREASURY INVESTMENTS**

Summary: To seek agreement to recommending changes to the Council's treasury strategy

FOR DECISION

INTRODUCTION

1. This report focuses on the management of treasury investments as part of KCC's overall Treasury Strategy. It sets out proposals for asset allocation, selection of counterparties, counterparty limits and the duration of deposits.
2. This has been discussed and endorsed by the Treasury Advisory Group on 3 September 2009.

TREASURY STRATEGY

3. The Council's Treasury Strategy is agreed annually by County Council at its February budget meeting. The strategy previously permitted the following asset classes to be used:

- Cash deposits
- Callable deposits
- Callable range accruals
- Money Market Funds
- Fixed Income and Corporate Bonds
- Property
- Absolute Return Funds

The Council has only ever used the first 3 categories.

4. The strategy also allowed for deposits to be made for up to 5 years.

5. Since October 2008 all new and maturing deposits have been placed with the Government Debt Management Office. This is seen as the most secure counterparty available to use as it would require the UK Government to default for the principal sum to be at risk. Interest rates are very low but that has been acceptable given the unprecedented turmoil in financial markets. All DMO deposits have to be for a fixed duration with a maximum period of 6 months.
6. This approach was implemented in consultation with the Economic Management Group. The advisory role to the Cabinet Member for Finance and the Director of Finance has now been taken over by the Treasury Advisory Group (TAG).
7. It was always envisaged that the policy on deposits would be reviewed as financial markets stabilized, the Council contracted with new treasury advisers to supplement Butlers and Corporate Finance strengthened its internal resource.
8. At a TAG meeting on 29 July Arlingclose gave a presentation on treasury investment issues and officers presented a discussion document. This report reflects the approach determined by Members at that meeting and the report was agreed by TAG at a meeting on 3 September.

DEPOSIT OPTIONS

9. **Risk and Return**

The rationale for moving away from sole use of the DMO is:

- (1) There are other UK institutions which effectively offer the same level of security. As set out below we would only place deposits with UK financial institutions which are of such significance that the UK Government could not allow them to fail. These are organisations named by UK authorities in October 2008 with automatic access to the Credit Guarantee Scheme (CGS) which are “systemically critical” to the UK’s financial system. These deposits are not guaranteed.
- (2) Institutions covered by the CGS may offer slightly better returns than the DMO. The motivation is not achieving higher returns per se – but if institutions have the same security as the DMO but offer better rates it is a waste of public resources not to use them.
- (3) As DMO deposits are all for fixed periods it is harder to effectively manage KCC’s daily cashflow. The use of overnight call accounts will ease this problem.

A move away from sole use of the DMO will be on a staged basis - a very limited range of counterparties could be introduced now and due diligence will be undertaken on other options.

10. **Asset Classes**

- (1) It is proposed that the following asset types should be used:
 - Cash deposits – call accounts and fixed deposits.
 - Debt Management Office
- (2) No other asset classes are recommended at this time. Consideration was given to lending to other local authorities but this is a very limited market and such lending could be perceived adversely by the public.
- (3) Members asked Officers to undertake more research on major overseas banks in major economies, Money Market Funds and the use of External Managers.

11. **Counterparties**

- (1) The previous counterparty policy was heavily reliant upon credit ratings information. The three credit ratings agencies, Standard & Poor's, Moodys and Fitch, will still be used but only as part of a wider information base. Other sources of information which will be used formally are Reuters and Bloomberg, supplemented by information from meetings with financial institutions and by information in the media.
- (2) The proposed criteria for the selection of a counterparty are:
 - Access to CGS
 - Credit rating / other information
 - Reputational issues – in the event of default how could their use be justified.
 - Exposure to other parts of the same banking group.
 - Country exposure.
- (3) The financial institutions with access to the CGS recommended by Arlingclose are:
 - Abbey National
 - HSBC
 - HBOS / Lloyds TSB
 - Clydesdale
 - Royal Bank of Scotland

- Barclays
 - Nationwide
- (4) Based on these criteria we propose to exclude Clydesdale (credit rating) and Nationwide (UK housing exposure). Standard Chartered are not on the Arlingclose list due to their credit rating. Use of Abbey National could only commence after 2 October when all the Cater Allen fixed deposits have expired – Cater Allen are part of the same banking group.
- (5) The recommended list of counterparties in-addition to the DMO are:
- Abbey National
 - HSBC
 - HBOS / Lloyds TSB (as one bank)
 - Royal Bank of Scotland
 - Barclays
- (6) The previous maximum counterparty limit with the strongest financial institutions or groups was £40m. It is recommended that this level is adopted. It needs to be recognised that these institutions will not always be seeking short term funds and that a large proportion of the total deposits will remain in the DMO.
- (7) The £40m limit would apply to call accounts and fixed deposits.
- (8) Officers will keep the major institutions under constant review. The Director of Finance in consultation with the Cabinet Member for Finance will suspend the use of any institution if they have concerns immediately. TAG members will be informed. If the Director of Finance and Cabinet Member for Finance wish to add any institution this will be subject to consultation with TAG, and agreement by Cabinet.

12. Duration of Deposits

- (1) It is recommended that at this time the duration of deposits is kept short with a maximum of 6 months. This reflects:
- That clearly there is some way to go before financial markets can be said to be operating in a 'normal' way. There are still huge amounts of toxic loans within the banking system.
 - Interest rates are likely to move upwards at some point and it would not be timely to lock into longer term deals.
 - Given the wide disparity between short term deposit rates and long term PWLB borrowing rates we are delaying long term borrowing. We need to keep funds on short term deposit to maximise our flexibility to do this.
- (2) Any change to this policy would be subject to a recommendation to Cabinet by the Director of Finance and Cabinet Member for Finance after consultation with TAG.

CONTROL ENVIRONMENT

13. Any return to a wider counterparty strategy has to be based on an updated control environment which makes improvements based upon PwC's specialist treasury review. TAG has received a detailed update on implementation.
14. The key issues to highlight are:
 - (1) Additional resource – the Head of Financial Services is no longer acting as the Council's senior procurement officer – freeing up time for treasury activity. A new senior level post of Treasury & Investments Manager has been created which will primarily focus on treasury issues.
 - (2) Separation of duties – the treasury dealer role has been separated from the treasury back-office activities.
 - (3) Revised Treasury Management Practices.
 - (4) Revised Treasury Operations Manual.
15. The area will be subject to an annual internal audit.

GOVERNANCE

16. Formal constitutional responsibility for Treasury Management is with the Director of Finance and the Cabinet Member for Finance. Given the need for senior management focus on operational issues the Director of Finance has formally delegated some responsibilities to the Head of Financial Services. These are documented in the Treasury Management Practices.
17. TAG has an advisory role to the Director of Finance and the Cabinet Member for Finance.
18. Major changes to the existing strategy will be taken to Cabinet for decision.
19. As well as the formal Annual Review taken to Governance & Audit Committee a short quarterly report will also be taken to Governance & Audit Committee.

TREASURY ADVISORS

20. An EU compliant procurement process has been commenced for treasury advisory services. The requirement places a heavy emphasis on investment advice not just the provision of information.
21. The appointment will be made by TAG.
22. Arlingclose are currently contracted until 30 September. Their appointment has been extended to see us through the tendering period.

RECOMMENDATIONS

23. Members are asked to:

- (1) Agree to the use of cash deposits, call accounts and fixed deposits, with selected financial institutions and the DMO.
- (2) Agree the criteria set out in paragraph 10(2).
- (3) Agree the use of Abbey National, HSBC, HBOS/ Lloyds TSB, Royal Bank of Scotland and Barclays.
- (4) The 5 institutions set out above should have a maximum limit of £40m.
- (5) Deposits should not be made for a period of longer than 6 months.
- (6) Note the new Control environment.
- (7) Note the new Governance arrangements.
- (8) Note the extension of the Arlingclose contract.

Nick Vickers
Head of Financial Services
Extension 4603

By: Paul Carter, Leader of the Council
Roger Gough, Cabinet Member for Support Services and
Performance Management
and Robert Hardy, Director of Improvement and Engagement

To: Cabinet 12th October 2009

Subject: Corporate Assessment Performance Improvement Plan

Classification: Unrestricted

1. Summary

1.1 It is increasingly clear that the potential reputational damage to local government of what is emerging from CAA is huge.

1.2 KCC's experience of the CAA in practice has offered nothing to re-assure us that this is less-bureaucratic 'reduced burden' or will result in insights into our own performance of which we are not already aware and working to improve.

1.3 The role of external auditors in relation to the use of public finances and that of external regulators in relation to safeguarding the lives of vulnerable children and adults is recognised as valuable. This wider regime is not.

2. Concerns

2.1 The principle behind the CAA - of judging the impact on residents of public services on their quality of life - is hard to argue with. As Kent County Council we have been leading an approach similar to this through our Public Service Board and through the Vision for Kent.

2.2 Serious concerns remain about the level of subjectivity that is required for inspectors to make a judgement on Kent's performance.

2.3 There are too many uncertainties of methodology, too many questions over the training and experience of inspectors, too much confusion about how this will work in two-tier areas for local government to have confidence in the process as it currently stands.

2.4 As Kent County Council, we have identified a number of points of principle and actual practice that make us question whether the Audit Commission and its fellow inspectorates have the necessary skills to undertake meaningful assessments at either the organisational or area level.

2.5 KCC's formal response to CAA consultation in October 2008 included reservations about the flaws in the process and concerns about the capacity of the Audit Commission staff. See *Appendix 1*

2.6 The notion of this new process being a 'reduced burden' compared to CPA appears to be utterly false – with the requirements of Ofsted for example being almost identical to the previous regime, if not more onerous.

2.7 The so-called reduction in performance indicators is more imagined than real. For education, children's services and adult social care the data returns and information demands have if anything increased – even though less of this now directly feeds into performance indicators, Whitehall still requires it!

2.8 Within the CAA organisational assessment, I do not consider the National PIs to be necessarily fit for purpose in determining organisational performance on some key services (such as Highways) or our own organisational and political priorities set out in our key priorities document *Towards 2010*. Many of the NIS PIs do not relate directly to service delivery priorities, nor do they measure actual outcomes if drawn from perception-based surveys.

2.9 The value and usefulness of the Place Survey and the National PIs which rely on it as a way of measuring outcomes remains highly questionable. Perception data on its own is not particularly representative or useful in judging the performance of local authorities. Satisfaction data from actual service users is likely to be more accurate and therefore of more value to assessment of actual outcomes.

2.10 The methodology for combining of the Use of Resources assessment with the Managing Performance assessment into a single score for the Organisational Assessment offers too much scope for Audit Commission (AC) subjectivity in arriving at that overall score.

2.11 This is not to argue that more AC resources should be throw at inspection, but at the same time as taking on a significantly more challenging regime through CAA, they have reduced the quantity of staff working on it, so it's little wonder that they appear to be unable to cope.

2.12 What KCC's Chief Executive proposed to the Chairman of the Audit Commission in his letter of October 2008 (*Appendix 2*) was a set of principles to act as the test against which the usefulness of external inspection should be judged.

- Does the learning the organisation gains from external inspection merit the time, money and distraction that the inspection causes?
- Is this relentlessly focused on evidence of improved outcomes, not on the processes that lead to improvement?

- Is the input of service users and residents based on their actual experience of services not merely survey-based perceptions?
- Is the assessment of the authority and its partners based on delivery of the policy choices they have made, rather than the choices the Inspectors would like them to have made?
- Are the inspectors competent practitioners in the appropriate professional field?

2.13 CAA has reached a point where it seems clear that the inspectorates have failed these tests, not least the one that ought to demonstrate that the inspectorates represent good value for money to the taxpayers.

2.14 Whatever the final verdict on KCC is, this remains a flawed and expensive process which risks the credibility of the inspectorates and may be as serious as to jeopardise future working relations.

3. Working with the Audit Commission

3.1 The initial feedback from the AC demonstrates that they had failed to understand the transformational nature of excellent local government and were still locked-into a risk-averse and compliance-driven model of assessment

For example –

- i. There is a lack of clarity / integrity about what a level 4 score should be - so the have tended to err on side of caution - suspect we will see swath of 3s across country as they have “no idea what excellent looks like”
- ii. There is a sense that non AC auditors are much more relaxed about awarding level 4 for Use of Resources than AC staff – so this cannot be a level playing field
- iii. Successfully managing complex multi billion demand driven finances at county level is seen same as managing what might be termed low risk, small scale service that would not warrant much management. This inherently penalises counties.
- iv. KCC has successfully managed within budget for coming up to 10 years. Sustained excellence does not seem to be valued as highly as going into financial crisis and fighting your way out of it. Maintaining this record seems to be taken for granted.

3.2 KCC officers took the AC at their word that there was no need to produce a Self Assessment (SA) for the Use of Resources assessment. In all our discussions we have been told we only need to produce a summary 1-2 pages of what we have achieved in 08/09 as they would be able to source the public evidence to back it up.

3.3 Inspectors and auditors had the recent track record of recent inspection at Corporate Assessment, JAR, Youth Justice, Supporting People and the KASS Independence Wellbeing and Choice service inspection to draw on, plus their accumulated knowledge from years of Use of Resources assessments under CPA, plus the Annual Audit & Inspection letter, reported to Cabinet in April 2009.

3.4 What has been provided is a long list of published documents, POC and Cabinet Reports, monitoring reports and updates covering the KCC priorities, plus reports related to *Towards 2010* and on delivering outcomes set out in our Medium Term Plan. Particular attention was paid to providing additional information on the new element of UoR relating to Environment Resources.

3.5 One of the reasons given by the AC for KCC not needing to do a Self Assessment is that they would have access to all our public documents and could therefore make most of the necessary judgements themselves, only coming to us to fill any gaps. This hasn't been the case. Officers have been asked for documents/information that is actually already in the public domain, readily available on our website, such as our procurement strategy.

3.6 Officers were told several times that the AC did not want to see reams of supporting evidence and did not want to be sent lots of documents. At this stage, just setting out what we had done would be sufficient. However, whenever officers did this, they were then asked for evidence to support it. For example, officers were asked whether there had been a budget consultation for 09/10 budget. A short statement was provided saying when and where it had happened and the format it took. Officers were then asked where the evidence for this could be found!

3.7 The AC has appeared uncertain about and unable to deal with longer-term priorities and projects which span over a number of years. Whilst they have been clear that they understand projects do not necessarily start and end within one financial year and that is not what they are looking for, they have struggled to show how activity undertaken working towards a longer-term outcome will be counted (if at all) under the new UoR system.

3.8 There has been a lot of confusion in our discussions with the AC about exactly what they are looking for. The new 'outcomes focus' is unfamiliar territory for auditors used to dealing with the old UoR and they have struggled to define clearly what they want from us or even be consistent as to what they feel constitutes an 'outcome'.

3.9 They are also unclear about whether or not they count activity that occurred during the 08/09 period, which is working towards longer-term outcomes but where it is too soon to see or be able to measure and validate that outcome (i.e. a Gateway opening). At one point officers were told only outcomes that occurred in 08/09 were needed, but then they were told that

activity that represents a milestone on the way to an outcome would be taken into account, but how they identify these remained unclear.

3.10 All this suggests the inspectors are struggling to determine for themselves what is meant by an 'outcome' and how they apply this to corporate/functional UoR Key Lines Of Enquiry (KLOE).

3.11 One of the biggest issues has been getting the AC to be clear on where the gaps are, to make it possible to provide further information/evidence. This was asked for repeatedly in all conversations with the AC but we never received a direct answer. Again, it was just 'we are looking for outcomes' rather than we need more evidence of where you do 'x'.

3.12 They cannot articulate what 'Excellent' looks like and although they have never said so publicly, there has been a clear impression created that whatever level of achievement used in the past to secure a score of 4 will now automatically be treated as a 3, rather than judged on its own merits.

3.13 In any objective test of KCC's competence the only outcomes that matter for UoR are that we have managed demand, invested in our policy priorities and stayed on budget. All these are acknowledged by the Audit Commission, but they still appear intent on down-grading KCC!

3.14 A summary of KCC innovations and accolades is attached as Appendix 4. This was submitted to the Audit Commission in a last ditch attempt to get them to acknowledge the reality of KCC achievements, not merely the extent of our compliance with their formulae.

4. Next Steps

4.1 The timetable to the formal announcement in December is as follows (*extract from the Audit Commission letter of July 31st*) –

CAA Timetable – key dates

- “ • By 9.00 am on Monday 19 October 2009 we will e-mail to you the full narratives and scores that we will be reporting for your organisation. If you have any questions or observations please discuss these with your CAAL in the first instance.*
- If you wish to request a review of the organisational assessments, including a use of resources or managing performance score or any exercise of discretion in combining the use of resources and managing performance scores to reach an overall score for the organisational assessment, you must send written notification of your application no later than 5.00 pm on Friday 23 October 2009. We will tell you how to do this in our letter of 19 October. In the meantime details of the review procedure can be found on our website at <http://www.audit-commission.gov.uk/SiteCollectionDocuments/Downloads/reviewprocedurecaa.pdf>*
- Should you request a review we will keep you informed of the progress of your request. We will notify you of the outcome by 5:00 pm on Friday 27 November 2009.*
- By 5:00 pm on Friday 4 December 2009 you will receive a copy of the full narrative and scores for your organisations. This will be provided under embargo and we would ask you to respect this embargo.*

• *The results of all CAA 2009 assessments will be published on the **oneplace** website on Thursday 10 December 2009.*”

4.2 Looking to the future, it is hoped that the CAA as a process will be halted. Rather than another lengthy exercise to find a role for the inspectorates, KCC should propose the following set of principles to shape what local government does for itself to assess the effectiveness of all local public services.

4.3 Locally-elected politicians should be taking control of an assessment process which asks the following questions -

- Are the managers and leaders of the organisation focused on improving outcomes, not on the processes that they hope will lead to improvement?
- Is there input to policy and service design by service users and residents based on their actual experience of services not merely survey-based perceptions?
- The assessment of the authority and its partners must be based on delivery of the policy choices they have made, not simply their compliance with central Government agenda.
- That what’s happening is making a real difference to local people.

5. Recommendation

Unless KCC receives a positive response from the Audit Commission to the submission referred to in para 3.14 above, Cabinet is asked to consider whether to continue to support the CAA process.

In the event of deciding not to continue, Cabinet would have to seek the consent of the full council to a policy of non-co-operation with all aspects of the CAA from now onwards.

Background documents are attached in appendices 1 to 3

Appendices –

1. Formal response to CAA consultation Oct 08 Cabinet report - *attached*
2. Chief Executive’s letter to Michael O’Higgins – Oct 08 - *attached*
3. Internal CAA Note of 22 May 09 - *attached*
4. Summary of innovation and accolades Sept 2009 - *attached*

Question 1

Do you broadly agree with our proposals for the overall CAA framework?

1.1. We broadly agree with the underlying principles of CAA and support the overall framework, which has been developed in close co-operation with local government. We welcome the rationalisation of the framework into just two assessments and the removal of the word 'risk', which will help to avoid misunderstanding of the purpose of the assessment. We would hope to see the lessons learned from the ongoing trial sites fed into the final framework.

1.2. The objective of reducing the burden on local authorities must be retained and we do not believe that CAA in its current form represents this. Indeed it appears to be placing a greater burden on high-performing authorities and the lack of detail on some elements such as the area self assessment and the managing performance theme (see below) reinforce this view.

1.3. Whilst the removal of intensive corporate assessment inspection is welcome, it appears to have been replaced by an annual inspection which will be just as, if not more, rigorous. We support the County Councils' Performance Management Group and Lifting the Burden Taskforce views that CAA should be made more proportionate for authorities that are performing well, by either reducing the scope or frequency of inspection. Annual inspection for a high performing authority will be disproportionately burdensome.

1.4. The current CAA proposals lack any mention of rewards or dispensations for high performing authorities such as is found in the existing CPA framework. This is an important element that encourages local authorities to strive to achieve excellent performance and as noted above, without it CAA appears to be unfairly burdensome on top performing authorities. The CAA framework as it currently stands does not appear to offer any incentive to authorities or their partners to perform well.

1.5. Current proposals from Ofsted, although supposedly 'dovetailing' with CAA, propose continuing with a separate approach. This directly undermines the notion of the burden of assessment being reduced and simply reinforces the suspicion that CAA is being introduced in addition to existing regimes, not replacing any of them. For the burden on authorities to be kept to a manageable level, it is important that CAA Organisational Assessment is the single system of assessment for authorities and that independently-scored assessment systems for areas such as children's services or adult social care do not re-emerge.

1.6. We would also question the value and usefulness of the Place Survey and the NIS PIs which rely on it as a way of measuring outcomes. We do not believe that perception data on its own will be particularly representative or useful in judging the performance of local authorities. Satisfaction data from actual service users is likely to be more accurate and therefore of more value to assessment of actual outcomes. Surely the test of our effectiveness and that of our partners should be grounded in these improved outcomes and in the experience of users

of our services and of local residents, not merely in broad public perceptions of services?

1.7. We welcome the references to two tier areas within the consultation document, as the inherent complexities in two tier areas need to be recognised in terms of different partnerships and numerous Sustainable Community Strategies (SCS). We also feel that the difference in scale between upper and other tier authorities is something that needs to be taken account of by CAA.

1.8 We also feel that given its focus on outcomes, CAA has the real ability to double count in two tier areas due to an overlap in assessment frameworks. Within Kent there are 13 SCSs and 8 LSPs so it is likely that the same outcomes will be assessed many times as part of the differing framework. Each of these assessments will come at a cost, and such an approach therefore does not represent value for money and places unnecessary costs on the community. Serious consideration needs to be given as to how to properly apply the COUNT (collect once use numerous times) principle to information in two tier areas.

1.9. The timing of CAA is also important bearing in mind the proposed annual review of the LAA as well. In the spirit of COUNT we ask that the timetables for the LAA annual review and the area assessment are aligned. This avoids the potentially ridiculous situation of the Area Assessment being published in the month before the most up to date LAA information is due to be published with the AA relying on LAA data that is 11 months out of date.

Question 2

Are the area assessment and the organisational assessment, as the two key elements of the framework, clearly explained?

2.1. We would agree that the two frameworks are clearly (if incompletely) explained although there are still question marks over how they will operate in practice, particularly how the different inspectorates will work together to form their judgements and how audited bodies will be consulted on this.

2.2. The area assessment is the more difficult of the new framework to absorb and the potentially most confusing for the general public in the future. This is particularly so in two tier areas and CAA must be very clear as to what is being assessed in the area assessment – all public services, not just the County Council. There is also the understandable concern that if 1 of the 12 District Councils is underperforming, the possible ‘red flag’ for affordable housing affects the reputation of all 12.

2.3. We also have serious concerns about the level of subjectivity that will potentially be required for the inspectors to make a judgement on an area’s prospects for future improvement. We would therefore regard the Area Self Assessment as a critical means for Kent partners to ensure that inspectorates’ room for subjectivity is restricted.

2.4. There is a particular lack of clarity as to how the ‘managing performance’ theme will be assessed. The scope of the theme seems very wide, with little guidance as to how judgements will be reached, particularly leadership and

capacity. Whilst we are not keen to see another KLOE, more detail is required as to the proposed framework for the assessment of this theme. For instance, we would have concerns if this were to be based solely on the National Indicator Set PIs (see response to Q11 below).

Question 3

Is the link between the two assessments clear?

3.1. The different focus of the assessments is clear in principle. However, there is a need to ensure that the link between the two is practically and effectively developed, especially in two-tier, where much of the detail of the current proposals is still unsatisfactory or simply absent. Where accountability for an outcome judged by the Area Assessment sits clearly with a single partner (e.g. hospital waiting times) then that is, in reality an organisational judgement of the County Council, inappropriately located in the Area Assessment.

3.2. Effective use of the two assessments to correctly identify responsibility and promote better outcomes will depend on the capacity and expertise of the inspectors involved.

3.3. There is also a possible practical issue in that organisations will tend to focus more on the organisational assessment than the area assessment as the former is scored and will be attributed directly to them. This may hamper or limit their willingness to engage in the Area Assessment process.

Question 4

Do you agree that the three questions and supporting issues proposed for the area assessment are the right ones?

4.1. Yes, but more consideration needs to be given to the local priorities contained within the SCS and the LAA rather than an imposed national template. In addition, where an area of concern is identified consideration should be given to how important it actually is at the local level rather than second-guessing elected Member and partner priorities.

4.2. A fundamental aspect of the new assessment system is the ongoing relationship throughout the year between the local authority and their partner organisations and their inspectors. It will be this relationship rather than the formal question framework that determines the success or otherwise of the framework. This too raises concerns about the quality and experience of inspectorate staff on which too much of this process depends.

Question 5

Do you agree that we should use the green and red flag approach for reporting the area assessment? If not, please suggest alternative approach.

5.1. We support the principle of not scoring the area assessment and agree that some system of highlighting issues is needed, but are not sure if purely a flag-based system is the correct approach. There is a danger that in the absence of

a formal scoring mechanism, the number of flags, particularly red flags, will be used by the public and local authorities alike as a form of scoring anyway.

5.2. Careful consideration therefore will need to be given to the issuing of a 'red' flag. Any such designation must be supported by strong and agreed evidence and there will need to be consistent application from area to area. A strong system of consistency checks, moderation and appeal process (see 5.5 below) will need to be in place to ensure CAA remains credible.

5.3. Consideration also needs to be given to the impact of a red flag and the possibility that it may dishearten those struggling to achieve a turnaround rather than stimulate improvement.

5.4. Equally, the application of green flags only to where there is 'exceptional' success or innovation is open to misinterpretation, particularly by the media and the general public. Areas that are performing well but without anything 'exceptional', could find themselves in the position of achieving no flags, which to those without a thorough understanding of the assessment process could be viewed as having performed poorly. Whilst we would not necessarily support the introduction of another layer such as 'amber' flags, if CAA is going to operate a flag-based system, consideration should be given to expanding the use of green flags to include a greater variety of achievements and successes than currently proposed.

5.5. As yet the appeal process against red flags has not yet been published. We would be keen for this to be made available for public comment as soon as possible. To maintain a fair balance, we do not agree that authorities should be unable to challenge the non-awarding of a green flag, as identifying 'innovation and exceptional success' can be highly subjective.

Question 6

Do you agree that we should have one overall organisational effectiveness judgement, drawn from integrating the managing performance theme and the use of resources themes?

6.1. Yes on the basis that one score is simpler and easier for the public to understand, but it will need to be based on a detailed logical scoring combination and not introduce any elements of subjectivity to the judgement.

Question 7

Do you agree with our proposals for the key questions and focus for the managing performance theme of the organisational assessment for councils?

If not, please suggest alternative questions and/or focuses.

7.1. We agree in principle to the idea of having a 'managing performance' element to the organisational assessment and to the four bullet points set out at para 80. However, as stated in response to Q2 above, it is difficult to fully make this judgement when so much of the detail remains unclear. Agreement to the headline principles should not be taken as agreement to the detailed framework on which we have no opportunity to comment.

Question 8

Which of the three options for scoring organisational assessment should we adopt? If you disagree with all the options, please propose an alternative approach to scoring.

8.1. On balance our preference would be for Option 1, where the weighting given to each theme is fixed and clear. Option 2 would allow too much subjectivity and inspector discretion by allowing them to determine which theme should carry more weight.

8.2. However, we would have some concern at this stage that the 'managing performance' theme would carry the most weight, given how few details of the framework for assessing this are currently available (see response to Q7 above).

Question 9

Do the proposals provide for an appropriate focus to be given to people in vulnerable circumstances?

9.1. Yes, providing this is kept in proportion in relation to achievements and outcomes as whole. This does not feel like to balance of the current regime for assessment of Children and Young Peoples' outcomes where the focus on the vulnerable appears to have replaced a more rounded view of the totality of services.

Question 10

Do you agree that CAA should evolve over time?

10.1. We agree that CAA should evolve if this means improving and refining the assessment process, building on the original framework. We recognise that it is inevitable there will be lessons to be learned from the first year or two that will support improvements to assessment in future years.

10.2. However, there is a stark difference between 'evolve' and 'change'. We would not welcome constant revisions to the framework that would mean either an increase in burden on local authorities or the 'goalposts' regularly moving.

10.3. One of the keys to ensuring that CAA does not need to change substantially in the future is to ensure that **all** the inspectorates are fully engaged in its development. We have concerns over the extent to which this is happening at the moment.

10.4. We think that there is a strong case for treating year 1 of CAA (2009/10) as an extended trial, not as the first year of full implementation. There are too many uncertainties of methodology, too many questions over the training and experience of 'peers' and inspectors, too much uncertainty about how this will work in two-tier areas for local government to have confidence in the process as it currently stands.

Question 11

Do you broadly agree with the way we are proposing to use the National Indicator Set within the CAA framework?

11.1. It should also be noted that separate Inspectorates and Government Departments continue to seek to introduce additional PIs into the system – often by re-shaping them as merely data returns. We would welcome the Audit Commission's support in re-stating the primacy of the NIS (which itself needs to be reviewed) and to resist the use in CAA of 'data returns' and PIs outside the NIS, unless these are locally-developed PIs, meeting local service management or outcome priorities.

11.2. We generally agree that the NIS is one source of evidence to be used within the CAA framework and that it will provide a common profile for considering the 'well being' of the area. We are convinced that a number of the NIS PIs need to be replaced or redefined. However the NIS will provide a starting point for the information needed to understand an area. District and locality information will be needed to effectively manage key priorities in the LAA and this will go beyond the information required to be reported for the NIS.

11.3. Within the organisational assessment, we do not consider the NIS PIs to be necessarily fit for purpose in determining organisational performance on some key services (such as Highways) or our own organisational and political priorities set out in our key priorities document *Towards 2010*. Many of the NIS PIs do not relate directly to service delivery priorities, nor do they measure actual outcomes.

Question 12

Do you support our proposals to report the assessments as set out in our prototype CAA reporting tool? If not, please suggest alternative proposals for reporting.

12.1. We support the idea of publishing assessments online but feel that this should not be the only method. The use of other media such as digital TV should be considered. It should state more explicitly that the report features only exceptions (good and bad) and that the 'norm' for public services in the area is that they are performing well.

12.2. The prototype as it stands is not very people-friendly, consisting of long narratives and chunks of text that are lengthy and dense and likely to be very off-putting to the casual reader. It is also quite complicated to use and understand and does not present information in a particularly easy-to-read manner. It would benefit from a Plain English assessment and a glossary of terms to enable the general public to fully understand the information being presented.

Question 13

Do you agree with our proposals for peer involvement? If you have other suggestions about this, please outline your ideas.

13.1. There is not enough detail in the current proposals as to how peer involvement would work to form a proper judgement, for example would the proposed panel be merely advisers to CAA Leads, or would they be asked to

offer judgements on issues presented to them? The role suggested in Organisational Assessment sounds similar to that of a 'consistency panel' and would therefore make no contribution to the initial assessment, which seems inappropriate.

1.3.2. However, we agree with the idea of peer involvement where it is used to bring current operational knowledge and insight to the assessment process. That insight has to be from current practitioners at a senior level from councils that are high-performing and which share the same operational context as the council or area under review. They need to be supported well by the inspectorates and their views given equal weight in any final judgements. They have a particularly critical role in ensuring that the assessment acknowledges local policy and priority choices as the basis on which the area and the organisations should be judged.

Question 14

Do you agree with our approach to self-evaluation?

14.1. Yes. We welcome the non-prescriptive approach to self assessment that will allow local authorities to determine this element of the framework and take local priorities as a starting point for review.

14.2. Such an approach will ensure that local authorities and their partners pull together relevant information and identify for themselves those areas that require action. It will also provide authorities with the information they need to engage in constructive dialogue with inspectorates.

Question 15

Do you agree with our approach to gather relevant information from sources such as Citizens Advice Bureaux and Regional Business Forums? Are there any other sources we should consider?

15.1. We agree that CAA should seek information from a range of sources not just those suggested. It would make most sense to approach those organisations that are aligned with local priorities not arbitrarily selected just because of their organisational type. It will need to be clear how such organisations are to be selected and how the information gathered would be used, especially if the organisation had been the unhappy recipient of a democratic decision around funding.

15.2. When seeking information from organisations, inspectorates would need to make it clear which area or organisation they are assessing as often the public and external organisations are less clear of boundaries of responsibility/delivery. It should also be clear that the view is that of the organisation and internally approved as such, not merely the views of the individual responding to the survey. Inspectorates should also bear in mind that views from individuals and organisations are by their very nature highly subjective and require robust consideration to separate out the genuine view from the deliberately disruptive.

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Date: 13 October 2008

Dear Michael

I wanted to write to you to outline a number of observations and some matters of fundamental principle I have in relation to the proposals for Comprehensive Area Assessment (CAA).

Even though my authority, one of the largest in the country, has just received a positive Corporate Assessment report which makes us only the second county to retain 4/4 under 'the harder test', I strongly believe that because of the serious flaws I have experienced at first-hand in the CPA process, CAA may not be fit for purpose in the context of 21st Century local government.

Organisational Assessment

I have grave concerns about the existing framework for judging 'Capacity' and how that mindset may infect key elements of CAA which relate to organisational performance. Retaining the Use of Resources framework is a welcome step, but the additional elements of the Organisational Assessment are still not fully developed and may risk repeating the flaws of the CPA Corporate Assessment.

I would summarise my criticisms of the current framework as follows -

- Misunderstanding of the nature of transformational leadership
- Valuing consensus above delivery (politically and in partnerships)
- The lack of balance between evidence and anecdote – especially in the role of focus groups
- The potentially prejudicial influence of key inspectors, lacking recent experience at a senior level in operational local government



Even in the complex and inter-dependent world in which we all now operate, the fundamental building-block of any horizontal network or partnership must be the organisational strength of the individual parts of that network, since in most cases partnerships are groups of independent sovereign bodies collaborating for a purpose, not organisations in their own right.

So what characterises 'Capacity' in a 21st Century organisation? Recent global research by IBM into the characteristics of an 'Enterprise of the Future' can easily be adapted to the local government sphere in terms of -

- Strategic vision
- Stability and continuity of leadership
- Identifiable value base, well-communicated
- Pro-active financial management
- Relentless focus on customer needs
- Innovative beyond customer expectations
- Resilient in the present and for the future
- Integrated delivery approaches
- Restless in pursuit of improvement

The existing CPA framework does not fully recognise the capacity and capability of the organisation under scrutiny for what it truly is, and cannot therefore be left unchallenged as this would risk the same value judgements affecting the Organisational Assessment element of CAA.

Compared to the absolute facts, grounded in evidence, which show how my own organisation uses its resources, deploys its physical and ICT assets, manages and develops its staff, uses smart procurement and applies all of the above in pursuit of its priorities, then the perceived lack of 'an inclusive style' – a point made by a handful of the hundreds spoken to - is insignificant in a judgement about Capacity.

We are rightly credited with strengths in the ambitions that we set with and on behalf of the people of Kent. We translate those into priorities set out and delivered in PSA and LAA processes and have a demonstrable record of innovation, achievement and "notable practice" reflected in our CA report.

There is an overwhelming weight of evidence that KCC and its partners have achieved radical change in partnership working and in improving outcomes for the people of Kent. Throughout our report the evidence of the strength of local partnership working (including with District Councils) supports the conclusion that we work well with our partners in respect of both delivery partnerships and strategic engagement in PSA1, LAA1 & LAA2.



The question I am left with is how could we be so strong in these areas and not have outstanding organisational capacity allied to the ability and willingness to work 'inclusively' with partners to deliver real change? It was only the strong desire to move away from the 'energy sink' that external inspection has become that I did not pursue a formal appeal against the score for Capacity for this authority. I want to focus instead on making sure the same misjudgement is not inflicted on authorities under CAA.

Perception and subjectivity

Criticisms of my authority's decision-making structures were not based on evidence of detrimental impact; they were based solely on the unchallenged view of the inspectors that having a different approach would be better. They clearly had a model in mind where slow, consensual decision-making would always be better than a swift and accountable process. Will similar presumptions be repeated in CAA, based on this mistaken decision-making model?

If the basis for any inspection is the 'so what' test of how do our actions impact on outcomes for service users then our track record speaks for itself.

To criticise this authority on the basis of anecdotal comments from opposition politicians and 'Post-It note' feedback from a single focus group makes a mockery of the so-called triangulation of evidence. It too cannot withstand the 'so what' test in that there is ample evidence that these issues of perceived style have not stood in the way of improving outcomes.

On this basis we are criticised not for lack of effective action, not for lack of impact but for insubstantial issues of style. I am the first to admit that 'perception is reality', but if hard evidence has to be triangulated by inspectors in order to be considered valid, so does perception.

I am particularly concerned by the reliance on single sources of perception in both the framework of National Indicators and in the proposed CAA methodology. Surely the test our effectiveness and that of our partners should be grounded in improved outcomes and in the actual experience of users of our services and of local residents, not merely in public and partners perceptions of our services?

Creative Tension

Transformational leadership inevitably challenges people's comfort zones and is never content to proceed at the pace of the slowest. This is true when applied within an organisation and even more so when change is needed across a multi-agency network. Does any part of the CAA framework acknowledge this?

If relationships between partners becomes tense, this is likely to be as a result of the need to drive transformation which will inevitably challenge the status quo and some may feel threatened by this – that is the nature of any change process. Partnerships should acknowledge and accommodate this, but not to the point of allowing progress to stall.



Surely this is a sign of healthy, creative tensions and our relationships with partners should best be judged by their impact on outcomes, not viewed negatively because some people are made to feel uncomfortable. If change and transformation don't make some people feel uncomfortable, they aren't working!

A significant factor in Kent and in all areas with separate independent tiers of government is that each of those tiers are inherently competitive with each other (even without a national unitary debate raging) and this is ignored by the CAA framework in favour of notions about consensus. In the increasing profile given to community leadership and place-shaping, areas like Kent have three levels of elected leadership for the same locality – Town or Parish, District and County. Add to that the potential overlap of responsibilities in areas such as economic development and public protection, it's a minor miracle that we achieve as much as we do.

For a County Council the partnerships with the NHS and Police are arguably more significant in delivering outcomes than partnerships with other tiers of local government. In relationships with District and Parish Councils the role of elected Members as 'Community Leaders' clearly overlap if not conflict. Again CAA offers no recognition of this complexity in its framework or in its understanding of conflicting political mandates within the same geographic area.

Inspectors

The extent of the achievements of this authority is acknowledged by inspectors and is grounded in empirical data and in the views of staff and partners right across the spectrum, yet our inspectors allowed unchallenged feedback from a single focus group to undermine the weight of these achievements in determining the overall score for Capacity.

I have tried hard to give due credit to inspectors for working hard within a flawed system, but I fear the problem is deeper than that. It is my reluctant conclusion that inspectors fall into one of two categories; those motivated by a personal agenda and those simply lacking the relevant experience and expertise to be able to assess complex organisations operating in a multi-agency world. If this continues to be the case in the future, then CAA will have no credibility. There must never again be a situation where an inspector sits down to interview a senior professional and begins the interview with "well I don't really know much about this subject..." - this happen to us in relation to the business-critical issue of ICT.

How many inspectors could I as Chief Executive put my hand on my heart and say I'd employ in a senior position? Why then do we in local government allow their judgement of us to carry so much weight? Why are we complicit in a process so much at the whim of a lead inspector who can bring their own preconceptions into the process and pre-determine the outcome of an assessment to the extent of writing the report to fit the pre-determined score? If we do not challenge this mindset and demand the right levels of competence, then CAA will be a disaster for local government and for local people.

Proposals

What I would like to propose is the following set of principles to act as the test against which the usefulness of external inspection has to be judged, now and for the future.



- Does the learning the organisation gains from external inspection merit the time, money and distraction that the inspection causes?
- Is this relentlessly focused on evidence of improved outcomes, not on the processes that lead to improvement?
- Is the input of service users and residents based on their actual experience of services not merely survey-based perceptions?
- Is the assessment of the authority and its partners based on delivery of the policy choices they have made, rather than the choices the Inspectors would like them to have made?
- Are the inspectors competent practitioners in the appropriate professional field?

In addition to this note, KCC's formal response to the CAA Consultation Document will follow under separate cover.

Yours sincerely

Chief Executive



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CAA Note

CAA has been operational since April 1st and the first element of it has been the collection of information to support the organisational assessment of Use of Resources. Our experience of the CAA in practice has done nothing to re-assure us that this is less-bureaucratic, an actual reduced burden or will result in insights into our own practice of which we are not already aware and working to improve.

Whilst the removal of intensive corporate assessment inspection is welcome, it appears to have been replaced by an annual inspection cycle which is just as, if not more, time-consuming.

Current proposals from Ofsted, although supposedly 'dovetailing' with CAA, propose continuing with a separate approach, which is if anything an expansion of the previous burden. This directly undermines the notion of the burden of assessment being reduced and simply reinforces the suspicion that CAA is being introduced in addition to existing regimes, not replacing any of them.

I continue to question the value and usefulness of the Place Survey and the NIS PIs which rely on it as a way of measuring outcomes. I do not believe that perception data on its own will be particularly representative or useful in judging the performance of local authorities. Satisfaction data from actual service users is likely to be more accurate and therefore of more value to assessment of actual outcomes.

There is clear evidence that separate Inspectorates and Government Departments continue to seek to introduce additional PIs into the system – often by re-shaping them as merely data returns. I would welcome the Audit Commission's support in re-stating the primacy of the NIS (which itself needs to be urgently reviewed and radically reduced) and to resist the use in CAA of 'data returns' and PIs outside the NIS, unless these are locally-developed PIs, meeting local service management or outcome priorities.

Within the organisational assessment, I do not consider the NIS PIs to be necessarily fit for purpose in determining organisational performance on some key services (such as Highways) or our own organisational and political priorities set out in our key priorities document *Towards 2010*. Many of the NIS PIs do not relate directly to service delivery priorities, nor do they measure actual outcomes, when conducting perception-based surveys.

CAA has the real ability to double count in two tier areas due to an overlap in assessment frameworks. Within Kent there are 13 community strategies and 8 LSPs so it is likely that the same outcomes will be assessed many times as part of the differing framework. Each of these assessments will come at a cost, and such an approach therefore does not represent value for money and places unnecessary costs on the public purse.

The timing of CAA is also important bearing in mind the proposed annual review of the LAA as well. The current timetable creates the potentially ridiculous situation of the Area Assessment being published in the month before the most up to date LAA information is due to be published therefore relying on LAA data that is 11 months out of date.

There are still question marks over how the different inspectorates will work together to form their judgements and how audited bodies will be consulted on this. The newly-formed CQC and the expanded OfSted show no appetite for reducing the level of regulation to make a reality of the reduced burden.

The area assessment is the more difficult of the new framework to absorb and the potentially most confusing for the general public in the future. This is particularly so in two tier areas and CAA must be very clear as to what is being assessed in the area assessment – all public services, not just the County Council. There is also the understandable concern that if 1 of the 12 District Councils is underperforming, the possible 'red flag' for affordable housing affects the reputation of all 12. Also any assessment headed Kent will automatically be associated by the public with Kent County Council, even though it is a much wider judgement.

I also have serious concerns about the level of subjectivity that will potentially be required for the inspectors to make a judgement on an area's prospects for future improvement.

The different focus of the organisational and area assessments is clear in principle. However, there is a need to ensure that the link between the two is practically and effectively developed, especially in two-tier areas, where much of the detail of how this will work is still unsatisfactory or simply absent. Where accountability for an outcome judged by the Area Assessment sits clearly with a single partner (e.g. hospital waiting times) then that is, in reality an organisational judgement of that hospital trust, inappropriately located in the Area Assessment.

There is a particular lack of clarity as to how the 'managing performance' theme of the organisational assessment will be assessed. The scope of the theme seems very wide, with little guidance as to how judgements will be reached, particularly leadership and capacity.

The methodology for combining of the Use of Resources assessment with the Managing Performance assessment into a single score for the Organisational Assessment offers too much scope for Audit Commission (AC) subjectivity in arriving at that overall score.

Effective use of the two assessments to correctly identify responsibility and promote better outcomes will depend on the capacity and expertise of the inspectors involved.

There is evidence that the Audit Commission is giving consideration needs to be given to the local priorities contained within Vision 4 Kent and Kent Agreement 2 rather than an imposed national template. In addition, where an area of concern is identified consideration should be given to how important it actually is at the local level rather than second-guessing elected Member and partner priorities.

There are too many uncertainties of methodology, too many questions over the training and experience of 'peers' and inspectors, too much uncertainty about how this will work in two-tier areas for local government to have confidence in the process as it currently stands.

When seeking information from partner organisations, it should also be clear that the view is that of the organisation and internally approved as such, not merely the views of the individual responding to the survey. Inspectorates should also bear in mind that views from individuals and organisations are by their very nature highly subjective and require robust consideration to separate out the genuine view from the deliberately disruptive.

It would make most sense to approach those organisations that are aligned with local priorities not arbitrarily selected just because of their organisational type. It will need to be clear how such organisations are to be selected and how the information gathered would be used, especially if the organisation had been the unhappy recipient of a democratic decision around funding.

Summary of KCC experience of the Use of Resources assessment

Self assessment

We took the AC at their word that we did not need to produce a SA for this UoR assessment. Even in our discussions since March, we were told we only need to produce a summary 1-2 pages of what we have achieved in 08/09 as they would be able to source the public evidence to back it up.

This has not appeared to be the case (see below) and the AC has required a lot of spoon-feeding about where the public evidence is and what it means.

The only are of UoR that the AC has found relatively easy is KLOE 3.1 on the Environment, as we produced a 20-page Corporate Report on it, which acted v much as a Self Assessment.

Public documentation

Related to the above, the AC has not been able to digest the vast amount of information already in the public domain or relate it properly to the KLOE outcomes.

One of the reasons given by the AC for us not needing to do a Self Assessment, is that they would have access to all our public documents and could therefore make most of the necessary judgements themselves, only coming to us to fill any gaps. This hasn't really been the case. We have been asked for documents/information that is actually already in the public domain,

including on our website, such as our procurement strategy and VCS Compact.

Evidence

We were told several times that the AC did not want to see reams of supporting evidence and did not want to be sent lots of documents. At this stage, just setting out what we had done would be sufficient. However, whenever we did this, we were then asked for evidence to support it. We were asked whether there had been a budget consultation for 09/10 budget. We provide a short statement saying when and where it had happened and the format it took. We were then asked where the evidence for this could be found.

The 08/09 timeframe

The AC has appeared uncertain about and unable to deal with longer-term priorities and projects which span over a number of years. Whilst they have been clear that they understand projects do not necessarily start and end within one financial year and that is not what they are looking for, they have struggled to show how activity undertaken working towards a longer-term outcome will be counted (if at all) under the new UoR system.

Auditors not inspectors – not sure what they are looking for

There has been a lot of confusion in our discussions with the AC about exactly what they are looking for. The new 'outcomes focus' is a bit of a departure for the audit side used to dealing with the old UoR and they have struggled to define clearly what they want from us or what they feel constitutes an 'outcome'.

When questioned they have just said 'outcomes' without being able to give any clear examples of what this might be. Where examples have been given, they have either not had any valid outcome as yet as they are new (such as 'Backing Kent Business'), or the links between the Key Lines of Enquiry (KLOE) and the suggested outcomes are extremely tenuous or convoluted. It is not possible in many instances of the areas of focus of the KLOE to be able to show a direct link to beneficial impacts on the public, such as the internal Office Transformation Programme. Unless you rather meaninglessly spell out that the programme is saving money which is re-invested in local projects and point to one that took place in 08/09. This has no real relevance to the KLOE focus which is on about managing assets.

All this suggests they are struggling to determine for themselves what is meant by an 'outcome' and how they apply to still corporate/functional UoR KLOEs.

They are also unclear about whether they count activity that occurred during the 08/09 period, which is working towards longer-term outcomes but where it is too soon to see or be able to measure and validate that outcome (i.e. a Gateway opening). At one point we were told only outcomes that occurred in 08/09 were needed, but then we were told that activity that represents a

milestone on the way to an outcome would be taken into account, but how they identify these remained unclear.

One of the biggest issues we have encountered has been getting the AC to tell us where the gaps are, in terms of us needing to provide further information/evidence. This was asked for repeatedly in all conversations with the AC but we never received a direct answer. Again, it was just 'we are looking for outcomes' rather than we need more evidence of where you do 'x'.

There was some confusion about how we evidenced outcomes against the KLOE. We asked several times and were told that we did not need to provide evidence of outcomes against every KLOE (which would have amounted to a SA) but outcomes that covered multiple KLOEs. But without being told which KLOEs we were not meeting a 3 for, this was very difficult. We ended up having to find outcomes for every KLOE as we weren't sure where the gaps were and there were few outcomes/projects that sufficiently hit multiple KLOEs.

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World-class KCC

Chief Executive's department

Legal

Key facts:

- KCC Legal Services has undertaken work for over **200** other public sector bodies across the country
- External income generated of **£1,421,000** for 08/09 - an increase of **24%** on the previous year's record-breaking figures
- External income accounts for over 25% of Legal Services' total income (up from 15% in 04/05)
- Between 04/05-08/09, the amount of external income generated by Legal Services rose by **273%** (from £512k in 04/05 to £1,421k this year)
- Legal Services net 'profit' (generated through a combination of internal subsidy and external income generation), which is returned to invest in frontline KCC services, increased this year to a record-breaking **£1,201,000** - an increase of 19% on the previous year
- Between 04/05-08/09, Legal Services business turnover increased by **177%**, whilst its net return to KCC increased by **500%** (from £241k in 04/05 to £1,201k this year)
- In 2008/09, KCC Legal Services undertook 73,531 hours of work for KCC Directorates at a subsidised hourly rate of £59. This rate effectively enables the directorates to access Legal Services at less than cost price and is subsidised by £7.08 per hour, as a direct result of the external income generated by the Unit. This represents **total savings of £570,823 to the Directorates**, apportioned as follows:

CFE	£370,281
E&R	£96,808
CED	£30,153
ASS	£37,567
COMM	£27,610

Awards, accolades and recognition

- *The Lawyer* Public Sector Legal Team of the Year 2005 and 2009 (Winners), 2000, 2001, 2006 (Runners Up) and 2007 (Shortlisted Finalist)
- *Local Government Chronicle* Legal Team of the Year 2009 (Winner), 1999 and 2005 (Highly Commended)
- *Municipal Journal* Public Sector Legal Team of the Year 2005 (Shortlisted Finalist), 2007 (Highly Commended) and 2009 (Runners Up)

- *Financial Times* Innovative Lawyers Rankings 2007 (Runner Up)
- *International Law Office* Global Counsel Awards 2007
- *The Law Society Awards 2009* - Solicitor of the Year - In House (Geoff Wild, Shortlisted Finalist)
- *The Law Society Awards 2008* - *Excellence in Marketing and Business Development* (Shortlisted Finalist)
- The only UK legal practice (in either the public or the private sector) to secure all of the following accreditations:
 - o BS EN ISO 9001:2000
 - o LEXCEL (Law Society Practice Management Standard)
 - o Investors in People
 - o Charter Mark

Commercial Services

This is the largest public sector procurement in the UK outside central Government

Innovations

Laser is certainly setting the national standard for energy procurement and management - reducing consumption in addition to best buying.

Creating a new model for procurement of energy, stated as the first to meet full Treasury specification/buying energy for 112 local authorities, 1000's of other public bodies/ schools, currently saving local authorities at least £50 million p.a.

Grasping Freedom to Trade power, creating 3 active private companies now delivering net profits of £600k p.a. and saving KCC £1.6.m p.a. through their influence on other providers.

Being appointed as Centre of Excellence for Procurement by Improvement and Efficiency, South East, who are promoting 10 of our arrangements as 'Best Deals'.

Aggregating volume on Fleet procurement means we factor some £20m vehicle procurement on behalf of authorities from Cornwall to Norfolk, using only 3 staff.

Enabling e-procurement solutions to all schools across the south of England through an electronic catalogue offering own-brand and 'green' products with a guaranteed next day delivery service.

Quotes from partners -

Essex Police:

Oh what joy... In October 2007 our new gas contracts commenced and for the first time went through LASER. In November 2007, the new electricity contracts also started under the direction of LASER. One of the initiatives

offered to Essex Police was that LASER could provide us with consolidated billing. This offered us a chance to reap huge benefits ~ and it did.we have estimated this has saved us £14,240 per year on our electricity invoices and £22,300 per year on our gas invoices (back-office alone)....

Wisborough Green Primary, West Sussex:

“We faxed you two orders yesterday. Your deliveries have been so prompt that we thought we should let you know that we are closed next week. My Head teacher and I would also like to comment on the three deliveries we have recently had. All your drivers were extremely helpful and considerate. In a climate where people are always moaning we like to compliment whenever possible”.

Strategic Development

Kent Film Office

The Kent Film Office has brought in £13m direct spend since its inception in April 2006 to March 2009 (this figure is audited). In addition, there is indirect spend that is much more difficult to quantify but is likely to at least double the figure.

Kent Film Foundation - Pilot

This three months pilot for a full-time film school for disadvantaged children is unique in the country. It is specifically designed to include young offenders, children with mental or physical disabilities or those from other disadvantaged backgrounds unable to enter the sector through the more usual routes. It is run by small private business, Maeve Films, and comprises a partnership between KCC The Kent Film Office, KCC YOS, private enterprise (Maeve Films), Connexions, Unitas, Thanet College and Screen South. Thus it provides the very best local support to the students, both in terms of social care, education, industry links and local authority support.

The project grew out of a very successful Mediabox project 'Autism In The Frame' and the YOS Summer School, all run by Meave with various partners around KCC YOS and KCC Kent Film Office, including, UK Film Council, Screen South, Thanet District Council, National Autistic Society, Connexion, Unitas and The Courtyard Studios. The tremendous success of both these projects has led to the Kent Film Foundation Pilot, which in turn, it is hoped, will lead to a permanent film school.

Some of the key points are:

- using film and TV to teach literacy
- using the therapeutic effect of artistic expression
- supporting the government's push to making all levels of society media literate
- skills for disadvantaged young people

Barbara Follet - Parliamentary Under Secretary for DCMS said 'I was very interested to read about the work you have been doing with disadvantaged children in Kent. The one year film school for young offenders sounds like a particularly worthwhile project.'

Film Friendly Agreement

The Kent Filming Partnership drive by The Kent Film Office in its inclusiveness is unique outside the Greater London Area. It is a framework of partnership working between many private and public sector partners, including KCC Kent Film Office, Kent Highway Services, District, City and Borough Councils, unitary authorities, Kent Police, Kent Fire Services, film and broadcast businesses, Visit Kent, tourist attractions, museums and many more. It recognises that the film and TV sector within the creative industries is crucial in delivering top level growth to the emerging UK Knowledge Economy and thus to the county.

It was designed as a response to the growing requests from partners for a common framework. It is a commitment to provide a top level service to the industry to further build economic growth as well as support the partners' duty of care to the general public and protect businesses from malpractice through the filming guidelines which regulate filming activity.

Some of the key points are:

- signal that Kent is a film friendly county
- guidelines for a film friendly service to the industry
- pledge to join forces to encourage further economic growth
- support the local sector infrastructure
- protect public and businesses from malpractice

Private Members Bill for Road Closures for Filming

Kent County Council will bring a private member's bill to enable it to close the public highway for filming. This initiative grew out of the dichotomy that exists between requests to close sections of the public highway by film companies as well as local communities and individuals to work safely away from existing traffic and a gap in the current legal provisions. It is unique outside Greater London and important if Kent wishes to fully take advantage of the economic benefits filming brings to the county.

This work began in 2008/9 but will not be before Parliament until November 2009.

Some key points:

- address gap in current legislation
- enable legislative framework for closures
- signal Kent as Film Friendly and committed to support the sector
- ability for KHS to respond positively to local requests for closures for filming

Ivor Benjamin - Chair and Trustee of The Directors Guild of Great Britain said ' The Directors Guild of Great Britain whole-heartedly endorses any measure to improve and facilitate the production of film in the United Kingdom. I wish you every success with the Bill.'

Kent Movie Map

This project in it's scope will be unique to the UK . It will be an interactive, online map of the county showing filming as well as related heritage locations to encourage film tourism and celebrate Kent's filmic heritage. It was conceived in response to a very successful movie-map pilot based around the locations for the film 'The Other Boleyn girl' in partnership with Visit Kent and working with Universal Pictures, National Trust, English Heritage, Penshurst Place, Hever Castle and Screen South. It recognises the considerable economic benefit set-jetting can bring to the region, over one million for one film in one season alone, and pride of place within local communities that filming can engender.

“The Other Boleyn Girl” movie map brought in £1m to the Kent economy in 2008/9 as assessed under the Oxford Economic Model

Some key points:

- exploit the set-jetting markets
- map Kent's film heritage
- support the local tourism infrastructure
- celebrate Kent as a film and TV location
- provide case studies of expertise in handling filming projects to the creative industries
- acknowledge Kent's wish to support the creative sector
- help to preserve heritage

Sandra Matthews-Marsh, Chief Executive of Visit Kent said:

“For a relatively low investment the campaign has produced a fantastic return and we hope that it will prove to be a successful model for future film tourism campaigns in Kent. An excellent collaboration between the Kent Film Office and Visit Kent produced great results and we look forward to working with them again soon.”

Viscount De L'Isle Kent Ambassador and owner of Penshurst Place said:

"The film industry has a significant impact on tourism in Kent, as was clearly demonstrated by the Other Boleyn Girl campaign, where we worked together with the Kent Film Office, Visit Kent, National Trust and English Heritage and the other Kent film locations to maximise the marketing opportunities the film brought.

“This resulted in increased profile for Penshurst, which is not only fantastic for the Kent economy as a whole but also because tourism spend plays a significant part in preserving our heritage.”

Executive Producer – investing £75k into “The Calling” in order to secure the local production company, Medb Films, remained in Ramsgate, £500k was spent in the local economy, local talent was supported etc. Short-listed for the Michael Powell award at the Edinburgh Festival. Secured positive coverage in all the local media.

Kent Film & Television Board and Kent Film Network has been set-up to engage with local media reps to encourage film and television into the county. KFN was set-up in 2008/9.

Gateway

Accenture - Leadership in Customer Service

Creating Shared responsibility for Better Outcomes. Global report with supporting case studies from Central Provident Fund Board - (Singapore); Communities for Children (Australia); Department for Work and Pensions (United Kingdom); Kent County Council - Gateway (United Kingdom); New York City Government (United States); Service Ontario (Canada) Full report available.

Capgemini - Malta partnership

Cross-border links to a customer service development in Malta bridging IT and customer centric driven approaches, with shared learning.

LDGC Customer Insight Research

The Gateway team secured €4.45m from Interreg to develop customer insight for the Gateway partnership and will underpin the service model and future development of the programme and wider public service facilities. This investment will give public sector partners in Kent a wealth of knowledge about their customers that will enable us to target services and communications more effectively, thereby saving money.

DWP Tell Us Once Pilot

Kent Gateway ideally placed to support the implementation of the TUO pilot, which began in November 2008. Approach incorporates improved processes into everyday activity at very low cost, and is sustainable. Services can easily be expanded across the County. This has been an excellent partnership between central government and local government.

Indicated half year process-savings for KCC £250k based on the 5 geographic districts this service currently operates. Greater savings impact for all districts in terms of reduced turn-around time for housing; early cessation of individual benefits as necessary; reduced costs of debt recovery for over-payments; better detection of fraudulent claims etc. Taken to its logical conclusion, the full year effect would be £500k and when the remaining 7 geographic areas are included, savings will increase to £1.2m per annum.

Buckinghamshire franchise

Discussions with Buckinghamshire to develop a franchise framework to support progress and improvements under pathfinder. This will enable Bucks

to deliver a similar customer experience and maximise the subsequent savings.

EHO - Enhanced Housing Option with Ashford Borough Council

Joint presentation by Head of Housing, ABC Tracey Kerly and Project Development Officer, Gateway Peter Brook, resulted in a funding award of £320k over three years to develop an enhanced housing options service in the Borough. Much of the excellent progress with this project builds on the style and partner platform developed in the original Ashford Gateway and has developed even wider links with community and statutory groups. The EHO approach provides a 'best practice' model for the Gateway network going forward as a means of addressing homelessness, worklessness, training deficit and related child poverty issues.

Social Return on Investment

Analysis of the Skills Plus service in Ashford demonstrates a £15 return for every £1 invested in this service and the added value brought by being within the Gateway environment. The savings include a reduction in benefits (i.e. job seekers allowance and housing benefit) owing to the training enabling customers to secure employment and where the additional skills have led to customers securing employment with higher salaries than previously, this returns additional tax to the local and national economy. There are also softer benefits outlined in the report.

Property related savings - following Gateway delivery

Thanet DC - relinquished over-spill office space saving approx £250k pa.

Maidstone - BC relinquished a number of leased and freehold properties to adopt modern lease-hold premises and shared investment in Gateway. KCC are in the process of delivering cashable savings within the district as a result of Gateway. Some savings are dependent on the expiry of leases but other savings are in the process of being realised i.e. closure of receptions in remaining buildings.

Dover - revenue cost sharing through Gateway sustaining town centre services and potential for sustainable outreach with Health, Library and mobile across the District.

KCC - The new Thistley Hill joint office, will result in the closure of three separate buildings in Dover, reducing revenue costs significantly as part of the 'Better Work Places'.

Tenterden - partnership delivery of Tenterden Gateway, sustained local Post Office, a modernised Library, returning Tourist Information to an all year round service; and retaining ABC service desk in the town; revenue split four ways; disposal of 1 rental and 2 lease-hold properties.

Tunbridge Wells - joint investment in Gateway has released TWBC to actively consider back-office out-of-town relocation options, to include joint-use. KCC is in the process through BWP of reducing office estate in this borough, e.g. Montague House

Ashford Gateway Plus - the new build on the site of the existing library will accommodate Registrars (relinquished 1 building) Adult Social care (relinquishing 1 building) Adult Education (relinquishing 1 building) and

Gateway (relinquishing Park Mall site) to combine on one modern accessible site. Design and build will reduce revenue overhead with budgets pooled to drive down costs.

Thanet Gateway was short-listed for the LGC Innovation Award in 2008/9. The approach has been recognised by the Ministry of Defence looking for ways to ensure that service and ex-service personnel have a clear pathway to the range of services needed to meet their particular needs

Satisfaction levels as independently evaluated are regularly over 95%.

Kent TV

Kent TV has received recognition from both the **Prime Minister, Gordon Brown** who wrote 'I recognise the value local television and community channels can have in bringing communities together...It seems to me that they have enormous potential for helping to develop local talent' and **Jeremy Hunt the Shadow Secretary for Culture, Media and Sport** who said 'I was extremely impressed to read about the investment Kent County Council has put into a broadband television service'

1. First community broadband channel in the UK, with over 2 million visits in the first two years.
2. Holly Would – Kent TV drama that is interactive (audience can choose what direction the story takes through an online voting system) and it is an innovative way of getting across public health and personal safety messages to young people. This has never been done before.
3. Sound Clash 2009 – engaging with young people in Kent. 84 entries and 12,000 registrations to vote.
4. Debates with politicians and local people e.g. Housing Debate in Canterbury with politicians, students and local residents. Also, banking debate with representatives from the banking sector as well as local politicians, businesses and residents.
5. "How To" channel.
6. Short-listed for the European E-Gov Award 2009 (winner to be announced in November 2009 in Malmo, Sweden).
7. Creative & Media Diploma – working with Maidstone Studios to offer young people studying for a creative and media diploma an insight in to the creative industries. Preferred provider.
8. Kent Schools Network – local presenters working with local schools to help young people research, write and host a news bulletin. These videos will then be uploaded onto Kent TV and pupils will be able to take part in debates on school issues, give their views on polls and join relevant groups. It will be moderated and password protected.
9. Kent Youth Channel – working with Youth Services to create a channel dedicated to young people, which will include a social networking function that will be moderated and ability for young people to upload their own content.
10. Animate and Create – competition in association with Clean Kent, Kent Extended Services, Canterbury Christ Church University to encourage primary school children to create their own animation. 25 films were

uploaded by primary school children and the winner was chosen at an event at the University.

11. Working with over 170 businesses and voluntary organisations and spending 40% of total content budget on local businesses in Kent.
12. Quotes from people using Kent TV attached.
13. Prime Minister Gordon Brown and Shadow Culture Minister, Jeremy Hunt have both written to KCC to praise this initiative.
14. Kent TV contributed to £200k savings in publications in 2008/9 and within the current year the saving allocated is £1m. An example of where this money has been saved is a reduction in the KCC magazine Around Kent of £160k by reducing the publication from 4 times a year to twice a year.
15. £230k has been spent by Ten Alps on local productions companies to commission content.
16. Added value into the Kent economy by promoting Kent for Tourism, i.e. content plays on the cross-channel ferries promoting Kent. The value of this on the market would have been c£15k to produce and the spin-off benefits to tourism within the county are immeasurable but likely to be over £1m

Contact Kent

The 24/7 contact telephone and email service for the county council. This service also runs out of hours services for Tunbridge Wells BC and Maidstone DC. It also runs the out of hours service for social care and I believe is one of the first 'civilianised' out of hours social care services

Kent Graduate Programme

In 2008/9 began a process of placing KCC graduates in other public sector and voluntary sector organisations in Kent in order to expand the experience and knowledge of the graduates and support other organisations. Sunlight Trust and Thanet DC are examples.

Finance

Innovations

1. Property Enterprise Fund 2 - financing vehicle that is supporting capital programme in days of property market low values (outcome is survived capital programme)
2. Procurement - BSF contract a good example, where apprenticeships included in the specification (outcome are the apprentices employed)
3. PWC contract to turn around Internal Audit - new model delivery which is neither private nor public, in house or external but a blended combination (outcome are cost savings, increase in productivity, improvement in quality)

Examples of Excellence

Speed of closedown of accounts

KCC's Medium Term Plan approach is the subject of formal requests from a wide range of authorities to see what we do, often leading to the informal copying of our MTP!

Strategy, Economic Development and ICT

Regeneration and Economy

- Eastern Quarry – negotiated unprecedented S106 contribution to the tune of £110m, which should see the provision of a wide range of community facilities, including schools, transport infrastructure, libraries, etc.
- At the Bridge Development, Dartford, the Division has led for KCC on negotiating and providing the Learning Hub, which incorporates KCC's first primary school of the future with a wide variety of other community services also provided on site.
- No Use Empty Initiative – a partnership between KCC and four Kent Districts, now expanded to county wide coverage, which provides capacity building for the districts in their discharging their enforcement powers and a rolling fund, provided by KCC, to provide interest free loans to owners of derelict properties to bring them into residential use. The Audit Commission's recent publication, Building Better Lives, cites this as good practice. Since the initiative was launched in 2006, 728 empty properties have been brought back into use.
- Kent Thameside Homes and Roads – the division has led on the creation of this £200m programme of 11 major transport schemes incorporating a complex cocktail of funding sources including a proposed tariff on residential and commercial development and a total of £100m public sector funding agreed in principle.
- Last year, achieved a Environment Agency award for innovation on a water saving devices in new build housing at Singleton Hill, Ashford – initiated by the R&E Division
- Visit Kent won the 'Tourism South East ExSEllence Award' for its web-site. This will now go forward to the national finals. Kent winners or runners up in most of the other categories – many of them working with Visit Kent.

International Affairs Group

- KCC and Kent organisations secured some £100 million from EU Structural Funds in 2000-2006. To date (programmes run from 2007-13) KCC and Kent has secured some £17m (€20m) in grant funding. The target we have set to secure is €100m over this period.
- Kent (KCC and Kent organisations) has secured the most Interreg 4a funding of any county (indeed of any Local Authority area) in the UK from the start of the programme in 2007 until today (€7.6m). By way of comparison, Norfolk (€3.7m), Essex (€1.6m). Next highest behind Kent is Brighton (€4.4m)

Eurostar announced that it would cut services at Calais and Ashford, two intermediate stations on the EU's first truly international high-speed rail network: the Paris Brussels Köln Amsterdam London (PBKAL) network. Despite widespread criticism by passengers and local stakeholders, Eurostar maintained its position. After a two year lobbying campaign with colleagues at the Nord Pas de Calais Regional Council, which included getting the European Commission's Regional Policy Director-General to take the lead in organising an international stakeholder dialogue in July 2007 on the issue, Eurostar subsequently decided to reverse its position and reintroduce the Brussels service in 2009. The Eurostar case study was published by NLGN in their publication Local Experiences, Global Perspectives earlier this year.

ICT

- Early in 2009, ICT Operations were awarded the Customer Service Excellence accreditation – this is awarded by the Government for public services that are efficient, effective, excellent, equitable and empowering – with the citizen always and everywhere at the heart of public service provision.
- Connecting Kent Community Broadband Support programme set up under Next Four Years Target 51 (Initiate an enhanced and higher capacity broadband network for improved IT access for businesses, schools and the wider community) in 2002.
- KPSN (Kent Public Service Network) will deliver high quality network services to Kent's communities, local authorities and public service providers as they meet the challenges facing government, education and health in the 21st century. This wide area network will be connecting over 1,100 sites, including Local Authority officers, schools and libraries. All, apart from 40 minor sites, were 'live' by March 2009. Further saving on 'Government Connects' connections (mandatory for all LA's by end of March) saved public service c£500k in connection/rental costs.

Accolades relating to KPSN

1. Gartner has reviewed Kent Public Service Network as part of the Government Connect Secure eXtranet Evaluation and Positioning Study. They concluded:

"Kent County Council's WAN is provided at a cost level 29% below the peer average."

And

"Kent's adoption of MPLS, delivered through a strong relationship with a technical partner vendor, at a cost efficient level is exemplary"

2. Kent Public Service Network a finalist in the LGC Awards 2009 (rewarding excellence in public sector IT) in the shared services category.

3. Lee Grafton, Head of Commercial and Communications at Government Connect, praised the progress made by Kent and Medway noting that it is the

first aggregate community to connect all their sites. *'The success of KPSN in achieving this significant milestone conclusively demonstrates the ability of local and central government to work in partnership and to deliver real benefits to ordinary people.'*

- Kent has a long standing reputation for leading on innovation in the area of assistive technologies, E.g. Tele-health and Tele-care. The application of these technologies in support of the health and well being of our own staff groups is the latest initiative in this area. Combining the mobility and wireless capability of Blackberry devices, monitoring of critical health indicators for staff at risk is being piloted by the authority.
- The 14 local authorities in Kent have implemented a common network which links over 1200 public sector sites, Police and Fire services as well as sharing resources with the Higher and Further Education Joint Academic Network (Janet) and providing a secure shared channel to central government and local NHS trusts. The 3 years of partnership development, planning, procurement and physical implementation of this network was completed in March 2009. In April 2009 Kent became one of only 4 aggregated networks in the UK delivering connection to the Government Secure Network. It remains the only aggregator with 100% membership and compliance of all local authorities in the region.
- The same common network has also been used to develop direct benefits for Kent businesses. By aggregating demand across public services the network architecture has as anticipated increased competition within telecommunications provision in Kent resulting in a 55% increase in the number of Kent telephone exchanges offering business broadband services. This strategy predates the Digital Britain report by over 3 years.
- Winners of the national 'Innovate 08' award for free thinking, innovative councils.

Personnel & Development

Innovations

1. Leadership in KCC

All of the leadership programmes run by L&D bring together partners in other public sector and voluntary organisations.

A recent programme which ran last year The Power to Lead was designed and delivered in partnership with Kent Police.

Our current Coaching & Mentoring Network has grown through our partnership working with Kent fire & Rescue. The financial benefit of coaching and

mentoring is difficult to calculate, however the network is reciprocal so no direct cost.

Kent Leadership Programme: a highly unusual innovation. The concept was designed by KCC in conjunction with Imperial College and the University of Kent. The programme is delivered over 18 months and is open to the most senior figures in all sectors including politicians at local government cabinet level and is now on its third intake. The partners include KCC, The Kent Business school (University of Kent), Veredus, Tanaka Business School (Imperial College), Edexcel, Cap Gemini, Accenture, Kent Police and Kent Fire & Rescue Service

(extract from independent evaluation)

“The Kent Leadership Programme

- The Kent Leadership Programme is an innovative initiative. One of the groundbreaking features of this programme is its focus on collaboration across the public and private sectors, and the involvement of commercial partners in the delivery.
- The context for the KLP is the move towards collaborative and partnership working across the public and private sectors.
- It aimed to create a large group of cross sector and multi-agency leaders. In addition, there would be tangible benefits for Kent, primarily from the project.
- It had four objectives:-
 1. Learning ‘about leadership’, modern academic thinking about leadership
 2. Learning how to ‘do leadership’, primarily strategic thinking and leadership skills
 3. Learning to ‘be a leader’, including better self-awareness, confidence, authenticity and presence
 4. Learning about the new working context, including understanding the widening perspective, building a network, and partnership working
- This report was compiled from thirty-one hours of telephone interviews with 72% of the participants, their reports, the stakeholders who sent them on the Kent Leadership Programme (KLP), and key members of the Board. These were conducted between November 2007 and August 2008.
- The report combines data from both Cohort 1 and Cohort 2, allowing four sampling points to be examined over the overlapping lives of the two programmes.

The participants

- The participants were intelligent and motivated senior people, ready to move to a new phase in their career. They were drawn from both public agencies and the private sector.

The outcomes of the programme

- The theoretical content of the course has been of real value for participants. It has given them some new ideas, frameworks for thought and perspectives on modern leadership theory.
- By the end of the programme, participants were able to understand exactly what strategic thinking involved and changed the way they operate. Their reports and stakeholders seemed very pleased with this change.
- The programme was successful in helping individuals broaden their leadership abilities, and become much more people-centred yet assertive when needed.
- Improved self-awareness can be regarded as one of the crucial outcomes of the programme. It is the catalyst for change that enabled participants to make the personal shifts that were needed.
- A growth in personal confidence and assertiveness was another key outcome of the programme, as it underpins senior leadership effectiveness.
- Presence is a crucial leadership quality, and the programme seems to have been very successful in developing it in the participants.
- One of the key objectives of the programme was to help lay the foundations for a Kent-wide cross-sector group of leaders who understand the context in which they operate, and understand each other. It has made a good start in this endeavour.

In summary, the programme achieved every one of its objectives, and can be regarded as an extremely successful pilot.

The impact of the programme

- The programme appears to have had a profound effect both on participants and their organisations' performance and profile.
- Cohort 1 participants made a very marked shift towards Transformational Leadership. They had left behind the need to exercise control over the details, and a tendency to micromanage

- Their people were feeling the benefits. They were less stressed, more engaged, more empowered, more motivated and the workplace atmosphere had improved.
- Others had become more assertive when needed, and had used this to considerable effect.
- A positive and in some cases extraordinarily high Return on Investment in financial terms seems to have been achieved by many of the organisations whose members attended the first programme. More details of this are to be found on page 12 of this report.
- There are other ways to estimate a Return on Investment, such as the greater understanding and connection with the public sector enjoyed by the commercial partners, and financial benefits for participants' organisations may lie in the future.

Overall, the first programme has achieved almost everything it set out to do, and has had a considerable impact on people and organisations. “

2. Use of technology

Personnel & Development - Technological Innovations and Developments within KCC

Development	Description	Business Benefits
Employee Self Service	Employee Self Service is an online facility that puts staff in control of their own personal details from submitting claims to updating their personal details. This is currently rolled out to approximately 3,100 staff with a target of 9,000 by March 2010. KCC is the first local authority to develop direct input to a payroll element (overtime) via Self Service functionality.	Reduced resources within Employee Services Team. Improved processing time. Considerably reduced paper flow within the organisation. Reduced input errors. Savings of £130,000 within Employee Services in conjunction with expenses functionality (see item 3. below).
Manager Self Service	Currently under development. The aim is to provide managers with key information about their staff and to input staff absence details.	Managers able to review information about their staff and monitor sickness levels.

<p>Online Expenses</p>	<p>KCC has developed online expenses using the self service functionality. Currently rolled out to over 1,000 staff with the aim to roll out to 9,000 staff who have access to Self Service by March 2010.</p>	<p>Reduced resources within Employee Services Team. Improved processing time. Considerably reduced paper flow within the organisation. Reduced input errors. Employees have an electronic record of previous claims.</p>
<p>Online Total Contribution Pay Assessment</p>	<p>KCC has developed a module for managers to input performance assessments of their staff which, following a moderation process, directly updates Oracle HR with pay progression and/or lump sum awards as appropriate. This uses the self service functionality.</p>	<p>Reduced resources within Employee Services Team. Improved processing time. Considerably reduced paper flow within the organisation. Reduced input errors. Significant time saving over previous spreadsheet based system. Dynamically tracks changes to the database and alerts managers.</p>
<p>Online Home Care System Link</p>	<p>This system uses the self service functionality to enable managers to input changes to the work patterns of around 250 home care staff which calculates their pay entitlement as necessary.</p>	<p>There is no keying in of home care staff time sheets by Employee Services. Working weeks are more accurately recorded. Improved processing times.</p>
<p>Online Recruitment System</p>	<p>It provides KCC with an online application form, the ability to publish jobs on the website and enables managers to short list online. It allows us to communicate with applicants by email thus reducing letters and postage costs.</p>	<p>Over 90% are recruited via the online system. Managers can shortlist from any location. Reduced time to hire. Reduced cost of stationary. Candidates prefer the online experience and like the flexibility to book their interviews online.</p>
<p>Schools Workforce Census</p>	<p>The authority has developed systems to support the competition of the Schools Workforce Census drawing data from schools SIMS systems and from the Oracle HR system for centrally employed teachers.</p>	<p>The development of these systems has enabled KCC to provide data required for the new Schools Workforce Census within the time required. KCC is one of the few large authorities to achieve this.</p>

Development	Description	Business Benefits
<p>Document Imaging and Electronic Workflow System</p>	<p>The Council uses a document imaging system for maintaining personal information records about each member of staff. The records can be accessed directly via the Oracle HR employee record. All paper instructions received are scanned and allocated electronically, giving a deadline for completion.</p>	<p>Elimination of paper based records (scanning of 32,000 'live' personnel files for schools and 14,000 for KCC plus all new files are created electronically). This saves costly storage space, reduces paper and printing usage, is more easily accessible for authorised users but also more secure than filing cabinets. Electronic workflow ensures all documentation is effectively prioritised and processed by deadline dates. The reduction in paperwork provides for a better working environment and documentation is secure. Reports from the system also enable better workforce planning and performance monitoring.</p>
<p>CRB System</p>	<p>Development in partnership with supplier of their electronic CRB Disclosure application system for use in schools. This verifies information submitted, tracks and records application progress and is submitted electronically to the counter-signatory in KCC.</p>	<p>One counter-signatory can process 4 times as many applications as with the paper based system, thereby saving on staffing costs. Postage, stationary and printing costs are reduced as numbers of spoilt forms were high with the paper based method. The system saves time for Schools and they have a clear picture of how checks are progressing and a record of completed checks.</p>
<p>HR Business Intelligence</p>	<p>HR Business Intelligence is an internal website that aims to be a central resource for Workforce Information. Statistics are provided within interactive dashboards that enable users to gain comparative information both in a graphical and tabulated format.</p>	<p>Enables consistent reporting of statistics across the Council. Managers are better informed which allows for improved strategic planning. Reduced report requests for business support and analysis teams. Style and format allows users to quickly understand and access information, usually within 3 mouse clicks.</p>

<p>Intranet Access to Geographic Information about Staff</p>	<p>KCC has taken the innovative step of linking its Oracle HR System to its GIS (geographic information system). The purpose is to enable the organisation to view interactively the characteristics of staff at its 1,200+ locations via a geographic mapping system similar to Google Earth.</p>	<p>The system provides the functionality to support the business in areas such as Emergency Planning, Office Transformation, Employee Engagement, Green Travel Plans, Workforce Planning, Sickness Monitoring etc. Short listed for a CIPD People Management Award 2009 in the 'Excellence Through Technology' category.</p>
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3. Reward

Aim of total reward is to seek to engage employees with the organisation through its wider employment package and consequently drive increased service delivery and reduced turnover.

In pursuit of flexibility, relevance and choice to all our employees we have developed a suite of benefits including flexible working arrangements, health or voluntary benefits, salary sacrifice and a reward discount scheme which gives access to over 1200 organisations supplying real discounts and cash-back.

Our policies and benefits have set us apart in the area of Reward and we have been successfully recognised in National awards (PPMA, Employee Benefits and DWF) for the design and delivery of the benefits package. We are currently implementing an innovative on-line and interactive Total Reward Statement which we expect to receive the same level of accolade and will continue to set Kent County Council apart.

As a consequence of this development Kent are regularly highlighted as an example of best practice in the field, as well as setting new innovative standards. This was the message conveyed 3 weeks ago at the **Skills for the Public Sector 09 conference** by Paula McDonald, Deputy Director, Public Sector Workforce Reform, Cabinet Office.

Awards, accolades and recognition

H&S – Sensible Risk Management

The benefit and on-going value of the KCC sign up event and its impact across Kent.

- “Sensible risk management is emphatically about saving lives, not stopping them” – Bill Callaghan, HSC Chair.
- Building on its existing partnership with the HSE, KCC organised and staged the first County-wide sign-up in the UK at an event in February 2008, bringing together Peter Gilroy, Phil Scott (Regional Director of HSE), Robin

Dahlberg (HSC Commissioner) and senior representatives from all of the Kent Local Authorities.

- The event attracted positive press coverage both locally and nationally, including items on local radio and BBC South-East News; and still features prominently on HSE's website.
- Phil Scott said of the event; "I invite all local authorities in the south-east to follow the excellent lead of Kent Councils and join with us in embracing and practicing the principles of sensible risk management". Since then, the county-wide sign-up has inspired many Local Authorities across the UK to follow suit.
- KCC and Kent Local Authorities are working together to embed the principles routinely in the actions they take. Sensible messages coupled with the seal of approval of HSE as a well-recognised body have helped to sell the right approach to risk assessment, and to give managers greater confidence in a level of action that is proportionate to the risk, when required to satisfy legal obligations.

Workforce Planning - Integrated Workforce Planning - Research commissioned by KCC identified areas for joint working across the public sector in Kent that has resulted in greater partnership working and efficiencies, particularly in relation to (1) apprenticeships and (2) training. This exercise has now become a shared action plan with the intention of reducing the need for duplication of activity as well as strengthening the capacity within partner agencies.

Wellbeing –

KCC leading work around workplace wellbeing has received national interest and recognition

Media Articles

Occupational Health Review, Employee Benefits

VirtualGym TV

<http://www.peoplemanagement.co.uk/pm/articles/2009/01/council-gets-fit-with-virtual-gym.htm>

<http://www.personneltoday.com/articles/2009/02/20/49569/online-gym-launched-for-kent-council-staff.html>

Presenting KCC approach to wellbeing

- Speaking at national conferences on KCC's Wellbeing activity Sept 07, Oct 08 and Nov 09.
- Dame Carol Black's regional events - Presenting KCC case study London regional event April 09
- Presenting to NHS, 3rd and private sector partners through the Kent & Medway Physical Activity & Health Eating Alliance and to Kent Public Health Board

Invitations to participate in 'round table'/small group discussion/consultation due to leading edge work in this area – Dame Carol Black (Mental Health), MCCloud Review of Employee engagement, Work Foundation, Manpower Services

Advice/info requests on our approach and achievements from

- **Local Authorities** - Birmingham City, Stockport, Barnsley, Lancashire, Kensington & Chelsea, Leicester
- **Other Public Sector** – Transport for London, Calderdale & Huddersfield NHS, Wirral NHS, Barnsley PCT, City of London Police, Bolton Hospitals NHS, NHS Institute for innovation & Improvement
- **Private sector** - Centrica, Pearson PLC, The Co-operative Financial Services

Outcomes

- Team Weight-loss Challenge - 270 stones lost with 471 staff taking part
- Reduction in sickness absence of over 40,000 days in 08/09 from 07/08, linked to managing attendance work

Additional benefits

The Work & Wellbeing activity has created additional and unexpected benefits for example:

- Supporting environmental objective (green travel plan) with staff walking & using their bikes more
- Staff engaging their families with activities they are involved with including children in weekend and dog walking, using the fitness DVD's thinking about nutrition and healthy eating, great that the good practice influence is spreading way beyond KCC's workforce into the wider community
- Social events planned by staff teams and groups that involve physical activity that is brilliant for team building and morale boosting
- Staff feeling valued and uplifted through involvement in the programmes
- Staff being encouraged to take part in fund raising involving activity that benefits the individual and the charity
- Improved awareness and appreciation of KCC services and Kent community, accessing Adult Education classes, our county parks and Nordic walking provision
- Health Peer review 2008 – confirming staff awareness of and valuing Work & Wellbeing initiatives

Apprenticeships - Kent Success Apprenticeships - Has resulted in young people being attracted & recruited to KCC ensuring we have a pipeline of talent, in so doing it has helped address ageing workforce issues and ensured over 260 people (to date) have not joined the group of young people who are NEETs (not in employment, education or training). There has also been considerable success in the resultant employment of apprentices. Our work on this and wider talent management is the only public sector nomination for national recognition via Personnel Today Awards in October.

Talent Drain - Kent County Council has recognised the need to help schools retain staff as well as recruit new people. We have engaged retention experts Talent Drain over the last 2 years to provide exit interview questionnaires to staff who are leaving, and then to provide professional analysis of those returned. This has achieved a return of over 30% of questionnaires, therefore

large enough a sample for us to use for reports to school management groups, and to help design the content of our leadership and management training.

Children Families and Education

Top '3' innovations

LAC Pledge

Kent was one of the first authorities to introduce a pledge for looked after children. It has been praised by ministers and set a standard for other authorities.

14-24 Innovation Unit

The Unit provides strategic direction and an innovative approach to developing extensive universal services in education and training for 14-24 year olds across the county and leading on the development of pioneering curriculum and training programmes whilst ensuring that barriers experienced by young people within the Supporting Independence (SIP) archetypes are overcome. 25 vocational skills centre have been established across the county to provide state of the art specialist facilities to expand the curriculum offer. Over 5,500 14 to 16 learners are involved in the vocational and applied learning programme– exceeding Kent's 2010 target Over 1400 learners took up the new diplomas with qualifications in September 2009. Expansion of apprenticeship opportunities and the key stage engagement programme continues to broaden the programme offer across the county to meet all learners' needs.

Kent has also developed a 14 to19 Area wide prospectus which is used nationally as an example of good practice. The area prospectus is a directory of all post 16 learning opportunities and learners can apply on line for a course, this is through a common application process..

Kent Children and Young Peoples Survey – This is the largest LA national survey of children and young people views with over 48,000 C&YP taking part. The results have been used inform planning and policy.

Awards, accolades and recognition

Kent has 17 examples of good practice/pilots/pathfinders in the GOSE SE region register 2008-9 covering CAHMS, SRE, improved social care, early years, pre school children with disabilities, extended services, study support, TYS/IYS, 14-19, NEETS, parenting support, foster care, every child a reader, activity agreements and allowances, skills qualifications, young apprenticeships,

Each Division of CFE as follows -

ASK

DCSF regional directors have provided very positive feedback on the Kent improvement strategy and the impact of support from improvement partners.

HMI have identified effective Local Authority monitoring, challenge, intervention and support in monitoring visits to schools.

NCSL has judged our leadership succession planning as very effective and NCSL view the partnership working between officers and headteachers very positively, as contributing to improved outcomes for Children and Young people

Kent has received national recognition and is the leading authority nationally with 34% (240) of its schools signed up to the National Get Set 2012.

Commissioning

Following the BECTA Communication Aids Project which focused on using technology to support those C & YP with severe communication difficulties, Kent has been the only LA to develop a comprehensive multi agency service which is nationally recognised as best practice.

Operations

Kent has also developed a 14 to19 Area wide prospectus which is used nationally as an example of good practice. The area prospectus is a directory of all post 16 learning opportunities and learners can apply on line for a course, this is through a common application process

Ifield's innovation scoops major prize - Ifield School in Gravesend has won a prestigious national award for its new buildings - the first to be built in Kent as part of the Building Schools for the Future programme. The £7million scheme won the best refurbished school in England prize at the British Council School Environment awards.

South Maidstone Academies Federation Wins National Award, Best BSF Academy

(Note: Alongside the Best BSF Academy category, Kent's BSF and Academies Programme was also shortlisted for its plans for The Community College, Whitstable, in the Best Design for a Remodelled School category.

CSS

An inspection of the Kent Adoption Service in September 2008 concluded that this is a strong service with a highly skilled and competent workforce which achieves excellent outcomes in respect of service delivery to adopters, birth parents, carers, children and their wider families.

An inspection of Kent Fostering Service in July 2007 concluded that this is a strong service with elements of outstanding practice with a highly skilled management team which ensures that all of its services are conducted for the best interest of the children.

The first inspection of Private Fostering Arrangements took place in July 2008. The Ofsted inspectors rated the overall quality of the service as good. They found a strong service with clear lines of accountability and effective responsibility, and concluded that the safeguarding of Privately Fostered children is ensured through robust assessments conducted by knowledgeable experienced staff who determine the suitability of all aspects of the placement.

Kent County Council, along with 5 other local authorities, has been selected to start piloting in 2009 Social Work Practices to test out whether independent, social-worker led organisations can deliver innovative new ways of working and better outcomes for children in care alongside increased social worker job satisfaction.

The Kent Family Group Conference (FGC) Service, part of KCC's Children's Social Services were among the first nationally and internationally to receive their Post Graduate Certificate in Family Group Conferencing from Chester University.

Finance

Extract from Ofsted Annual Performance Assessment regarding CFE Finance

“Financial management is secure and integrated with strategic and service planning and there is a clear and sustained focus on achieving value for money.

Major strength: The focus on value for money is embedded across all services”

SPP

Kent was one of the first authorities to introduce a pledge for looked after children. It has been praised by ministers and set a standard for other authorities.

Letter to the DCS from the DCSF and DoH to congratulate KCC CFE on the high level of engagement of its schools with the Healthy Schools Programme and in exceeding all targets set.

Lead on the development and piloting of the Quality in Extended Services “advanced” framework to be rolled out nationally. Kent is the first to have schools gaining recognition at this level

Participation on the national working group developing Kinship Care policy and guidance to inform the Care Matters and Children's and Young Persons Bill. Kent's work was held up as an example of best practice

Participation in the Home Secretary's eLearning and Safety sub groups chaired by Becta

Kent has been successful in bidding for Government funding to develop local approaches to tackling the causes and effects of child poverty. We have £1.6m over 2 years to pilot a menu of support for families who are affected by poverty. This project will be delivered through Local Children's Services Partnerships and project managed centrally in order to add capacity to local teams.

Kent's Credit Union is being established to reach a potential customer base of over one and a half million. This would make it the largest Credit Union nationally.

Kent has been chosen to pilot the national Aiming High for Disabled Children programme. Kent has been chosen as one of 21 local authority areas to lead the way in transforming short break services for disabled children, as part of the national Aiming High for Disabled Children programme. The programme has attracted £15million to Kent to work with this important group of children and young people.

Participation in the DCSF working group developing eligibility criteria for disabled children's services

Local Authority lead nationally on Family and Parenting Institute parliamentary seminars to ensure that LA views are taken into account.

Local Authority representative on the national working party for the revision of the Study Support code of Practice.

Successful implementation of the Parent Support Adviser pilot and lead Authority for the SE in advising and supporting other Authorities implementing the PSA role.

Nationally, the KSCB constitution, the KSCB serious case review guidance for professionals, kinship care policy and procedures and the pledge have been identified as examples of best practice.

Kent Children's Trust development has been promoted and researched by central government and widely acclaimed as a model of good practice – we received several visits from central government departments and other authorities to explore the Kent KCT model this year.

An enhanced Youth Inspection by Ofsted in 2008 praised the support provided for young people with learning difficulties and/or disabilities and vulnerable groups. It found that there was "well targeted and effective support for vulnerable groups including care leavers, young people with learning difficulties and/or disabilities and those from black and minority ethnic communities.

Ofsted's findings following its Enhanced Youth Inspection published in June 2008 described a high performing Youth Service in Kent, stating that, "Young people are served well by an excellent range of high quality activities to support their personal and social development". Numerical scores placed it among the top four services in the country.

Youth offending - The last external inspection by Her Majesty's Inspectorate of Probation found the range of services for those at risk of offending and re-offending were a major strength.

Kent joins national pilot for Newly Qualified Social Workers
Following the recruitment this year of over 50 Newly Qualified Social Workers (NQSWS), 16 have been chosen to take part in the National Programme launched by the Children's Workforce Development Council.

The 2008-2011 pilot aims to support and develop those who are newly qualified and employed within the social care workforce of Children and Families. The programme will build upon the NQSW's initial training in order to strengthen their existing practice and provide them with a firm foundation for future career development.

Achievement Awards Ceremony
Kent Deaf Children Society, a parent led voluntary organisation had an Achievement Awards Ceremony held in Sessions House. Deaf Children and Families Team were presented with a Special Recognition award for the work we do with deaf children and their families in Kent.

Kent Adult Social Services

Innovations –

Kent Card is the only significant purchase card in the UK; validated by the Treasury. Transactional Data Matching (TDM) which supports the use of the card has saved around £1m a year. Now has around 1000 users and is highly significant in public policy terms. A range of authorities have been in touch with us and with RBS, who developed the card, with a view to adopting a similar approach. The development has been commended by the Harvard Business School and Imperial College.

Telehealth & Telecare

Our Telehealth pilot was commissioned by the County Council and now has about 1000 users making it the largest community Telehealth project in Europe. In terms of Telecare, where we have a similar number of users, Kent is in the top range, along with Lothian, in terms of design

The Kent Card, Contact Kent and The Freedom Pass have been shortlisted for the Guardian Public Services Awards 2009 in the categories of Customer Service, Transformation, and Transport & Mobility respectively.

The KASS outcomes have been assessed by CQC/CSCI, most recently in the July 2009 Independence Wellbeing and Choice service inspection where KCC achieved Good for Safeguarding Vulnerable Adults, Excellent for How Older People Access Preventative Services and Excellent for Capacity to Improve.

Awards, accolades and recognition

Examples where service has reached national/international standards: The CQC IWC service inspection gives examples. In addition we have exceeded our target of 2,000 people on Telehealth/Telecare in the Whole Systems Demonstrator project. You will also be aware of awards in the last year for the Kent Card and the Better Homes Active Lives project.

Environment, Highways and Waste

Examples of Innovations

Freedom Pass – a major social innovation. We found out what our young people wanted, tested it to make sure it worked, and then implemented it across Kent. Major benefits in terms of greater access to facilities and services (25% of all journeys are outside of the school peak), reduced dependence on the car and reduced congestion. It is helping a new generation grow up with the idea that public transport is a viable alternative to car use.

LED traffic lights. Kent is the first authority to replace all of its traffic light lanterns with LEDS. This in turn brings with it increased reliability, reduced maintenance costs and decreased energy consumption (and hence cuts CO₂ production).

The Countryside Access Improvement Plan won the accolade of the Most Enterprising and Innovative Improvement Plan at Natural England's Rights of Way Improvement Plan awards in March 2009. Natural England clearly believe that it is not only very good but also innovative (March 2009)

Two interesting examples of innovation from KHS and its partners (Jacobs, Ringway, Telent) are the 'no pins' system for kerbing, which substantially reduces damage to underground services; and the development of rainwater harvesting and an associated locally designed cut-off valve enabling highway water tankers to be used more efficiently and cost-effectively. These and other improvements have no doubt contributed to the significant rise in satisfaction seen in the annual tracker survey.

Awards, accolades and recognition

Praise in his keynote speech at the national institute of public rights of way conference from the Chief Executive of the Ramblers' Association (RA), Tom Franklin for what he described as the groundbreaking partnership between KCC and the RA (September 2008).

Kent is also harnessing new technology to improve services by for example, adopting GPS for condition surveys. Kent is recognised as leading the way nationally in PROW standards (Country Walking magazine).

Shorne Woods Country Park Visitor Centre was awarded Best Structural Innovation at Local Authority Building Control National Built in Quality Awards 2007, and the award for Community Engagement and Education, Public Profile and Awareness Raising at the South East Renewable Energy Awards 2007.

KCC is the first authority to have its highway road works permit scheme approved by the Government. Sadiq Khan (Transport Minister) said “Councils and utility companies must have a joined-up approach and co-ordinate work so that disruption is kept to an absolute minimum. I am fed up with excuses about why we can’t do road works better. I am therefore particularly pleased to give the go-ahead for the country’s first permit scheme. I want Kent to blaze a trail for other councils to follow.” The scheme was worked up over 2½ years and approved in September 2009.

Kent was the winner of the Institution of Highways and Transportation Innovation and Infrastructure award 2007 for Fastrack and was Transport Authority of the Year 2007.

Kent is ahead of its LA2 target for road casualties.

The new Kent Traffic Management Centre has significantly reduced travel times around Maidstone through initiative such as the utilisation of intelligent traffic systems, variable message signs, access to the Highways Agency’s camera network and the Kent Traffic and Travel website.

CMY

Innovation

Establishing the Kent Event volunteer team. This imaginative concept was launched in 2008 and builds on feedback received that many people want to volunteer in their community but are not able to offer long term involvement because of their day jobs or family commitments. The project offers an opportunity to contribute to, and be part of, one-off events in the county.

The Kent School Games. The finals of the first event of its kind were held in 2008, involving over 500 schools and 30, 000 young people. It has achieved national recognition and interest, and the second event will be launched in the Autumn 2009.

Olympics legacy work. The Council’s Sports Development team has achieved national Beacon Status for its work to achieve a lasting legacy from the London 2012 Olympic and Paralympic Games – achieving the highest accolade of ‘outstanding’.

Introducing an 'early warning' email alert system about bogus trading and door-step cold callers'. Partners and message recipients now number over 246, including 161 parish and town councils. Alert messages are also being used in many local publications. Both strategies use the principle of mobilising local groups in order to take local action.

Apprenticeships. The County Council is recognised for its work in this area and for being in the vanguard of setting challenging targets locally. The KCC's own drive has resulted in 228 apprenticeships during 2008/09 of whom 70% were taken on permanently and 20% found other employment.

National Year of Reading and Book Start delivery. The Communities and CFE Directorates have been nationally applauded for their joint work during the National Year of Reading in 2008/09 in promoting reading in the county. The legacy continues. The Book Start programme has seen proactive 'joining-up' between the Libraries and Registration services which ensures a 100% reach to all new parents.

The 'House' project. This has been an innovative joint project launched by the Public Health team and actively involving a number of Communities services. Young people designed the way they wanted to access information about health and other issues through 'high street' locations.

Pathfinders. There are a number of examples where Communities services managers and their teams have been selected as national pathfinders due to their track record and competence in delivery. These include the 'Find our (cultural) Talent' work in Folkestone and the 'Tell us Once' pilot work which ensures that bereaved relatives only have to record a death once.

National platforms. There are also a number of examples where Communities' highly experienced service experts are invited to lead or contribute to national policy development and experimentation. Employee volunteering and volunteer management is one such and there many others.

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

To: Cabinet – 12 October 2009

Subject: *Towards 2010* Annual Report

Classification: Unrestricted

Summary:

In September 2006, KCC set itself 63 challenging and ambitious targets in the *Towards 2010* plans for Kent. This report attaches the current draft of the third *Towards 2010* Annual Report for comment and consideration by Cabinet prior to its submission to County Council for approval on 15 October.

FOR INFORMATION AND DECISION

1. Introduction

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

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

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

The third Annual Report against *Towards 2010* is attached for Cabinet to consider prior to its presentation to County Council for approval on 15 October 2009.

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

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

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

NB Progress against Target 44 (Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products) will no longer be separately reported as the world has changed since the original *Towards 2010* concept for a Global Centre for non-food crops was first proposed and this target will not now be achieved.

2. Format of the report

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

3. Approval process

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

The third Annual Report will be sent to County Council for approval at the meeting on 15 October. Once approved, it will be published on KCC’s website.

As in previous years, the draft report was discussed at each of the Policy Overview Committee (POC) meetings during September to allow Members to have a chance to comment and ask questions prior to County Council.

4. 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 15 October 2009.

Contact officer:-

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

**Towards 2010:
Annual Report 2009
(Draft as at 1 Oct)**

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

Locate in Kent, District Councils, Local Regeneration Partnerships, Area Partnerships, South East England Development Agency, Department for Communities and Local Government (DCLG), Department for Transport, Homes and Communities, Kent Foundation, Kent Economic Board, Business Support Kent.

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

Outcomes delivered so far:

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

Overseen development in the following areas and projects:

Kent Thameside

- Agreement has been reached with government and local partners on a package of 11 schemes totaling £173m (at 2008 prices) of public and private sector funding to support the growth of homes and jobs in Kent Thameside. A bid for £23m of funding from the Homes and Communities Agency to support this programme has been approved in principle and we are awaiting government's final decisions later in the year
- A new Fastrack route A (by The Bridge) has been opened
- The introduction of international services to Ebbsfleet took place in November 2007, with the grand opening of the new station in January 2008
- A funding bid was submitted to provide £7.1m improvements for Dartford Station incorporating a new station building, a new forecourt area and better platform facilities for rail users

TOWARDS 2010 - ANNUAL REPORT 2009

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

Sittingbourne

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

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

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

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

Isle of Sheppey

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

Thanet

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

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

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

Off-shore wind farms

To date the following has been achieved:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Ashford

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

What more are we going to do?

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

Across the county

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Kent Thameside

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

Swale

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

East Kent and Thanet

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

Ashford

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

* Excludes Medway

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

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: 29 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 3: Support a programme of town centre regeneration		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officers: Theresa Bruton/Mike Bodkin

Status: On course

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

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

Margate: Margate Renewal Partnership, Thanet District Council, GOSE, Turner Contemporary Trust, SEEDA, Arts Council England, English Heritage, Homes and Communities Agency, KCC Communities Directorate and Turner Contemporary Project Board.

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

Outcomes delivered so far:

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

Dover

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

- In collaboration with Network Rail, Dover DC and Jacobs, we have been developing the detailed designs for the £2.2m public realm improvements to Dover Priory Station Approach project (work on site is due to get underway in September 2009)
- The Dover Sea Sports Centre opened in Summer 2009
- The expansion of the Western Docks, Terminal 2, scheduled to take place between 2011 and 2016, will provide local job opportunities in the construction, maritime and cruise sectors
- KCC is pressing Government and the Regional Transport Board to improve the A2/M2 corridor between the M25 and Dover to encourage more traffic to use this route to access the Eastern Docks
- KCC is leading on work on the provision of enabling transport infrastructure to support the development at Whitfield, including securing £8m to provide transport improvements across the town
- A successful bid to the Commission for the Built Environment (CABE) Sea Change Programme for £7.75m will deliver substantial improvements to Dover's waterfront and the castle facilities and attractions to capitalise on the significant anticipated increases in visitor numbers to the castle and cruise terminal by 2016
- On a wider scale, consultation is continuing with Dover's business community regarding labour and skills needs
- KCC is working with South Kent College to review its current performance and delivery in order to raise the profile of the skills agenda in the area

TOWARDS 2010 - ANNUAL REPORT 2009

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

Margate

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

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

Folkestone

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

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

Swale

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

TOWARDS 2010 - ANNUAL REPORT 2009

- At Rushenden we are working with partners to develop a new school and community/health centre linked to a proposed housing development of 2,000 units.

Gravesend

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

What more are we going to do?

Dover

- Deliver Dover Priory Station Approach public realm improvements
- Lead the work on a Marine Skills Centre and undertake a feasibility investigation (lead is KCC Children, Families and Education directorate)
- With partners work to improve the schools offer through the Building Schools for the Future Programme and through the introduction of vocational diplomas
- Provide input to the master planning of various sites including redevelopment of the Connaught army barracks to provide 500 eco-homes, public realm projects in York Street and the town centre, and environmental improvements to the Port area at Whitfield through to Channel View Road
- The scoping work for the development of the integrated passenger transit system is underway. KCC and Dover DC are working to support a bid by English Heritage to fund the system. The aspiration is to make this happen by the 2012 Olympics to showcase both Dover and Kent.

Margate

- Working with partners, we will continue to progress work on an increasingly pedestrian friendly Eastern Seafront. The Turner build will be completed during 2010 (see Towards 2010 target 27) within an attractive public space and it is anticipated that plans will be well advanced for the creation of a 3* plus hotel to the east of the gallery. Parking provision will be improved and better signed for visitors
- Specifically, during 2009, the mixed-use development on the Rendezvous site will be taken forward, public realm work will be completed in front of the Droit House, a CABE Sea Change bid will be submitted for the Dreamland site and a solution found for the western gateway.

Folkestone

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

Ashford

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

Measurable indicators:

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

TOWARDS 2010 - ANNUAL REPORT 2009

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: 29 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 4: Support rural businesses and communities to build a strong entrepreneurial culture		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Elizabeth Harrison

Status: On course

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

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

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

Outcomes delivered so far:

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

Develop the Kent Rural Delivery Framework - We have worked with partners to develop the Kent Rural Delivery Framework, an evidence-based, multi-agency plan for Kent's rural areas. This Towards 2010 target has been embedded and established as one of the priority actions within the finalised framework and highlights the potential of rural enterprises to further grow Kent's economy.

Generate new rural funding:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Support the land-based sector - KCC has also worked with the Kent Downs Area of Outstanding Natural Beauty Unit to pilot a new integrated approach to assist farmers wishing to diversify in the Kent Downs. The scheme provides planning, environmental and business advice to ensure that new farm-based business proposals are successful and well thought through. An on-line toolkit has been published which is being cited as an example of regional best practice.

Support Produced in Kent - Recent initiatives include:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: Elizabeth Harrison

Date: 29 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

Undertaken a review of the effectiveness of our approach - KCC spends £890m per annum on goods and services with 90% of this spend in seven categories: adult social care, property, highways, waste, IT, buses and taxis. Each of these categories has been subject to an external review to look at the effectiveness of the overall approach taken to procurement and this has identified many examples of best practice and highly effective procurement. Given how much our service provision depends upon procurement this is a very positive affirmation of the quality of the procurement work in the council.

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

What more are we going to do?

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

Measurable indicators:

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

Monitoring completed by: Nick Vickers

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 6: Increase opportunities for graduates to work and live in Kent		
Lead Cabinet Member: Kevin Lynes/Sarah Hohler	Lead Managing Directors: Rosalind Turner/David Cockburn	Lead Officers: Sue Dunn/Jim McKenzie

Status: On course

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

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

Outcomes delivered so far:

Increasing opportunities for graduates in Kent underpins the development of the knowledge economy, which is vital to the future success of the local economy. The key is to increase the pool of graduate talent, both locally grown and attracted from elsewhere, ensuring that the development of graduate skills meets the needs of Kent business to enable innovation and growth.

Achieving success requires a broad ranging approach which provides learners with the appropriate attitudes and progression pathways for learning and skills development for the workplace. Developing enterprise skills in young people, creating exciting and dynamic environments for graduates to live and work, and increasing the opportunities for graduates to live and work in Kent are all part of this process. In effect, there is a 'journey of ambition' which consists of three core strands:

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

KCC and its partners are delivering these strands through a variety of interventions and the main outcomes are given below:

Schools agenda

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

provide alternative progression into higher education (HE). These are being developed by Kent and Greenwich Universities and include advanced apprenticeships

- Work is taking place with the Kent Foundation in targeting young people to promote enterprise skills and support business start-up activity. Targeted groups are school leavers and graduates.

Universities and higher learning

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

- Meetings have taken place with Kent universities to discuss graduate retention within the county. They are already responding to the issues e.g. University of Kent has an excellent careers advisory service which highlights opportunities in Kent. Liaison has subsequently continued with the universities to explore further opportunities for graduate retention. This work has been expanded because of the economic downturn and the impact this has had on graduate employment opportunities
- The Kent Film Office (see Towards 2010 target 8) continues to develop the concept of a 'Kent Creative Academy' in association with Kent HE/FE sector to develop a single 'front door' entry for potential students of creative arts to profile the offer of Kent in a co-ordinated way and importantly to link it with employers to increase opportunities for Kent graduates to access Kent jobs
- KCC's 14 to 24 Innovation Unit is working directly with the Kent Science Park to expand the foundation degree programme and work directly with schools to promote sciences as a positive career choice (see Towards 2010 targets 1 and 2)
- Negotiations have taken place with Portsmouth universities to provide foundation degrees in Local Government for September 2009/10 for a target group of 20 within KCC. This would provide a progression route for people working in KCC to achieve graduate level qualifications.

Creating dynamic environments for graduates

- KCC is supporting the development of the Creative Quarter, Folkestone, led by the Creative Foundation (see Towards 2010 target 3), a key regeneration programme upgrading the urban fabric and providing workspace for the creative sector
- KCC is leading on the development of the Turner Contemporary (see Towards 2010 target 27), which will transform the offer of Margate as a place to invest and develop, creating new job opportunities and developing the creative sector, one of the fastest growing sectors in the UK economy with high graduate employment levels
- KCC acquired Manston Business Park, with the vision for it "to act as a significant impetus to the regeneration of the Thanet and wider east Kent economy by the provision of high quality employment land, and in turn high quality jobs, in a phased and co-ordinated manner". This follows the previous successful intervention by KCC in developing King's Hill. Manston Business Park is now part of a joint venture with Thanet DC incorporating EuroKent business site to enhance the business and employment opportunities with high quality jobs which will include graduate level jobs.

Creating graduate job opportunities

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

- The Quarterhouse (formerly the Performing Arts and Business Centre (PABC)) at Folkestone is providing workspace units adjacent to the new University College. (See also Towards 2010 targets 1, 2, 3 and 25). The college and Quarterhouse are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and it is well placed therefore to provide them with business accommodation and start-up business support
- KCC is developing the Kent Film Strategy to increase opportunities for Kent's creative sector to be part of the film development process, and thereby to grow the sector (See Towards 2010 target 8)
- KCC is supporting MediaTree, for businesses in the creative sector to network with each other to share best practice and encourage business growth. The University for the Creative Arts (UCA) plays a leading role and is exploring opportunities for developing a student/graduate placement scheme.

In addition to these four specific areas:

- KCC continues to offer graduate opportunities through its Fast Track Graduate Scheme. The two-year scheme is designed to ensure graduates learn a range of skills and gain experiences to enable them to take on a managerial position within KCC. A wide range of procedures/processes have been reviewed, developed and changed to enhance the effectiveness and positive targeted outcomes of recruitment and selection and wider workforce development initiatives. One example is the recent work on the age profile of the workforce and the implications for succession planning
- We also continue to work with Locate in Kent (see Towards 2010 targets 1 and 2) to profile investment opportunities in Kent, focusing on key sectors such as media and financial services which have high graduate inputs
- A Dover Maritime Academy is currently being developed in conjunction with Warsash, Solent University Southampton, Kent University and other partners. This will open in September 2010 with the first courses which will offer level and degree programmes in all aspects of the maritime trades. Major blue chip companies involved in maritime trades are partners in this project
- The National Skills Academies in construction are part of the Building Schools for the Future programme and will deliver a range of degree equivalent courses within the work place including foundation degrees. This work started in January 2009 and a number of graduates have been offered placements on school construction sites
- In September 2007 Pfizer announced that they were to cease manufacturing operations at the Sandwich site with the loss of some 420 jobs. KCC and Locate in Kent are working with Pfizer to see what alternative employment uses could be established on the site vacated by the manufacturing operations. Potential exists, for example, for a science park which would open up opportunities for graduates. Pfizer remains committed to its research and development programme at Sandwich, which is one of Pfizer's four key global research and development sites employing substantial numbers of graduates. This is an important part of Kent's knowledge economy
- KCC has also been seeking to broaden the contribution of the wider knowledge economy e.g. by supporting the media sector and the new sustainable technologies sector. Potential also exists to boost the aviation sector at Manston in east Kent with increased opportunities also being explored at Lydd. The aviation sector requires many graduate level skills

TOWARDS 2010 - ANNUAL REPORT 2009

- A workshop for students who graduated this summer and have not yet found employment was held in July 2009. Over 25 graduates attended this session who will now receive ongoing support from Department of Business Innovation and Skills, KCC and the Innovation School.

What more are we going to do?

- To establish an online resource for graduates in Kent, drawing together the range of opportunities and support available into a single accessible location and promoting the county as a destination for those seeking to establish graduate careers
- This target ties in with delivery of Towards 2010 target 18 – see details on the planned business conference on 4 December 2009
- Expansion of the Foundation Degree Programme to include opportunities in sustainable construction to be delivered through the National Skills Academy which promote graduate opportunities via non-traditional routes while employed
- A major creative and media event is to be held in the autumn which will promote the graduate opportunities within this sector to 16 to 18 years olds
- KCC's 14 to 24 Innovation Unit will be promoting, through the new web site, 'My Right Turn', which goes live next April, the FE sector degree programmes to ensure that learners on the vocational programme are aware of the degree options being offered by colleges (see Towards 2010 target 15)
- A project with Locate in Kent and University of Kent is to explore the potential of the university's global alumni network to promote inward investment i.e. developing the employment capacity of Kent knowledge economy
- Investigate alternative progression routes into higher education by developing an advanced apprenticeship programme e.g. an Open University for Apprentices
- KCC is to develop a brokerage service to recruit the top graduates from across the county to high quality work placements in Kent combined with a programme of cultural activities to promote working and living in Kent.

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

* Available autumn 2009

Monitoring completed by: Sue Dunn/Jim McKenzie

Date: 20 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: More progress needed

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

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

Outcomes delivered so far:

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

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

Specific developments against this target are as follows:

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

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

Delivered specific campaigns – These include:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

Delivered other innovative and opportunist campaigns – These include:

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

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

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

Kent Greeters Programme - The initiative is designed to improve the skills and knowledge of Kent's service sector business owners and employees and residents. People planning to visit the area are invited to book a meeting with a local volunteer Greeter who will tell them about local services and facilities. The programme was a first for Kent, Britain and Europe and came second in the British Travel Writers Guild annual awards in 2008. A Kent Greeters microsite has been developed to support the programme.

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

* Based on 2003 data

Monitoring completed by: Frances Warrington

Date: 29 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Member:
Kevin Lynes

Lead Managing Director:
Peter Gilroy

Lead Officer:
Tanya Oliver

Status: On course

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

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

Outcomes delivered so far:

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

* Data revised following an audit to narrow the data down to confirmed known *direct* expenditure. It is estimated that total economic benefits, including knock-on benefits to the wider economy, may be double the above quoted direct spend figures, although wider benefits are not precisely quantifiable. This PI does not include spend by crew on per diems (daily allowance).

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: More progress needed

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

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

Outcomes delivered so far:

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

Influenced policy and strategy at national and local levels:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Shared best practice and enhanced Kent's reputation:

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

Monitoring completed by: Pauline Smith

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Members:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officer:
Peggy Harris

Status: On course

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

KCC's Educational Psychology service, Libraries service and Adult and Family Learning service, 71 schools and 177 settings in the Surestart areas of Swale, Gravesham and Dover. 15 schools and 35 settings in the areas of Dover and Maidstone. 24 schools and 32 settings in Gravesham, Professor Ferre Laevers, Leuven University.

Outcomes delivered so far:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

What more are we going to do?

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

* Target revised upwards from 30%

Monitoring completed by: Jennie Landsberg

Date: 28 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 11: Help and inspire all our children to do well, with a particular focus on ensuring that the results our seven and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Peggy Harris

Status: More progress needed

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

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

Outcomes delivered so far:

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

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

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

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

** Awaiting four inspection reports

What more are we going to do?

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Monitoring completed by: Keith Ransom

Date: 25 August 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Joanna Wainwright

Status: On course

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

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

Outcomes delivered so far:

Bullying

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Disruptive behaviour and vandalism

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

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

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

Other initiatives promoted through the Advisory Service Kent include:

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

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

	2008	2009
Primary	104	50
Secondary	58	27

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

TOWARDS 2010 - ANNUAL REPORT 2009

What more are we going to do?

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

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

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

* Next survey due in autumn 2009

Monitoring completed by: Peter Heckel

Date: 14 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 13: Continue to offer and develop further multi-agency support to parents by helping them with the problems they and their children face in everyday life		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officers: Marisa White/Des Crilley

Status: On course

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

Adult Education, Libraries, Youth Offending Service, Kent Safe Schools, Kent Drug and Alcohol Team (KDAAT), Children's Centres, Extended Schools, Attendance and Behaviour Service, Parenting Order team, Youth Service, Early Years and Childcare, Advisory Service, Youth Service, district councils, Health, KCC social care colleagues (both for children's and adult services), Teenage Pregnancy unit, Healthy Schools, Social Innovation Lab Kent, various voluntary and community based organisations.

Outcomes delivered so far:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

What more are we going to do?

We will undertake the following:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

Monitoring completed by: Marisa White

Date: 16 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Anthony Mort

Status: On course

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

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

Outcomes delivered so far:

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

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

There have been a number of developments:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

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

* Survey due autumn term 2009

Monitoring completed by: Anthony Mort

Date: 28 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by business people, entrepreneurs and professionals

Lead Cabinet Member
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officers:
Sue Dunn/Pauline Smith

Status: On course

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

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

Outcomes delivered so far:

Masterclasses

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

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

Careers guidance activities

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

- Quality work-related learning activities are being developed by the local 14 -19 planning forums. Continued expansion of the masterclass and taster programme will underpin this activity
- KCC's 14 to 24 Innovation Unit has funded the development of nine lead careers co-ordinators to focus on careers, education and guidance developments. These teachers will be used to develop a robust and impartial Information, Advice and Guidance (IAG) system, and have already developed a Kent Careers Education Curriculum Framework
- 84% secondary schools have completed the IAG health check. This self-evaluation audit highlights the strengths and weaknesses of guidance within schools and other 14-19 providers
- KCC's 14 to 24 Innovation Unit produced 15 information leaflets relating to the 14-16 vocational courses which were distributed to all the Connexions information points for Year 9 and Year 11 learners. These leaflets will continued be modified to become an interactive impartial resource for 14 plus learners hosted on KCC's 14 to 24 Innovation Unit IAG/careers guidance website on the Kent Virtual Learning Zone and Kent TV
- The new inspirational information web site called 'My Right Turn' goes live in April 2010. (See also Towards 2010 target 6). This provides a media rich environment for students to explore their possible careers pathway to help them make choices. Pilot projects are in place to start this work with 600 learners in September
- The September Guarantee was successfully implemented and the numbers of young people without an offer of a place at 16 in education or training continues to reduce as the system becomes more robust
- A major evaluation of IAG by Warwick University has been completed. The outcome of this research is being used to plan further developments to meet this Towards 2010 target, especially the development of labour market intelligence to inform the provision of vocational courses and post-16 programmes
- 1,000 young people have attended employer-led masterclasses, conferences and taster days giving learners an insight into the world of work and employment
- The 'Brand You' experience is a five-day 'out of school' programme designed to raise aspirations, provide direction, raise confidence, increase motivation, and introduce the skills of success. Events were held at Dover in June 2008, and Maidstone in February 2009.

What more are we going to do?

- Research continues to identify the most effective ICT guidance tools which would link to a web-based system. The Welsh system, Careers Wales, is a universal careers service is a model that could be adopted in Kent. An IAG/Careers Guidance focus group continues to research best practice and look at ICT platforms from other UK authorities as well as Canada and Australia. A quality award for Careers Education and Guidance is being rolled out alongside a quality standard for careers libraries in schools
- The main challenge is to ensure that IAG is genuinely impartial, meets all young people's needs and is supported by a comprehensive and effective careers education programme beginning in Year 7 in all schools. The Area Prospectus will be a key driver in further developments

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

* Survey due autumn 2009

Monitoring completed by: Sue Dunn

Date: 20 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: Done and ongoing

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

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

Outcomes delivered so far:

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

* Currently being confirmed

** Target revised upwards - was 5,500

Monitoring completed by: Sue Dunn

Date: 20 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: Done and ongoing

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

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

Outcomes delivered so far

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Monitoring completed by: Sue Dunn

Date: 20 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

Established a strong partnership, focused on shared goals:

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Monitoring completed by: Pauline Smith

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: Done and ongoing

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

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

Outcomes delivered so far:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

Completed a range of valued community projects across the county:

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

2007/08:

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

2008/09:

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

TOWARDS 2010 - ANNUAL REPORT 2009

What more are we going to do?

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

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

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

Monitoring completed by: Pauline Smith

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Influenced strategy and policy:

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Monitoring completed by: Pauline Smith

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: Done and ongoing

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

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

Outcomes delivered so far:

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

What more are we going to do?

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

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

* Launched in November 2008

Monitoring completed by: Tanya Oliver

Date: 30 July 2009 (updated September 2009)

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: Done and ongoing

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

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

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

Outcomes delivered so far:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

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

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

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

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

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

Monitoring completed by: Chris Hesse / Danny O'Donovan

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

We have worked to achieve this target in two ways:

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

What more are we going to do?

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Monitoring completed by: Sally Staples

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: Done and ongoing

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

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

Outcomes delivered so far:

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

Kent TV

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

Specific achievements include the following:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Pic 'n' Mix

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

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

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

The Kent and Medway Citizens' Panel

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

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

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

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

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

Web jam

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Localism

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

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

We will deliver the following actions:

Kent TV

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

Pic 'n' Mix

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

The Kent and Medway Citizen's Panel

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

Web jam

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

Localism

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

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

* Kent TV started on 20 Sept 2007

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

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

Date: 30 July 2009 (updated 3 September 2009)

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: Sally Staples

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officer:
Cath Anley

Status: On course

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

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

Outcomes delivered so far:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Notes:

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

Monitoring completed by: Cath Anley

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Delivered high quality arts programmes:

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

Involved and engaged the local community:

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: Victoria Pomery

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Lead Cabinet Member:

Mike Hill

Lead Managing Director:

Amanda Honey

Lead Officers:

Chris Hesper/Judy Edwards

Status: On course

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

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

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

Outcomes delivered so far:

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

What more are we going to do?

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

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

* Based on estimates

** Due October 2009

Monitoring completed by: Chris Hesse / Carole Kincaid

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

District and borough councils, NHS, Police, Fire, voluntary sector, central government, community groups, private sector, and KCC internal business units, Further Education and training organisations, Business Link.

Outcomes delivered so far:

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

The Gateways opened to date are as follows:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Other specific Gateway related outcomes are listed below:

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

TOWARDS 2010 - ANNUAL REPORT 2009

What more are we going to do?

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

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

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

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

* Ashford, Mobile I and Thanet

** Tunbridge Wells, Tenterden, Maidstone

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

Monitoring completed by: Tanya Oliver

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots		
Lead Cabinet Members: Nick Chard/Sarah Hohler	Lead Managing Directors: Mike Austerberry/Rosalind Turner	Lead Officers: David Hall/Ian Craig

Status: Done and ongoing

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

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

Outcomes delivered so far:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

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

Monitoring completed by: David Joyner

Date: June 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

- Hugh Christie Technology College is piloting staggered hours for post 16 and some year 11 students. This involves a variable school day for students between 8.30am and 5.00pm. This has been very successful and it has been confirmed that this school day model will continue. At least three academies in Kent are also operating radically differently from their neighbouring schools. For example, Marlowe Academy is operating an extended school day for all pupils which runs from 8.30am to 5pm which builds in all out of school activities into the core school day. A total of four schools/academies are therefore operating a staggered *core* day in the current academic year
- Other academies that are planned to open September 2009 and 2010 are considering staggered hours as a routine part of their school offer
- Extension of the school day already exists between schools of all phases. In a study of primary schools in pilot areas for this Towards 2010 target, start and finish times vary by up to 30 minutes at the beginning and end of the school day
- Extended schools activities have also staggered the times of arrival and departure of many pupils across all Kent schools. Increasing numbers are accessing before and after school activities, with one example of 25% of students on the Canterbury High School campus benefiting daily from an extended school day
- The offer to all children and young people for access to extended school activities by 2010 will make a huge difference to this target as increased numbers of children benefit from an extended school day which will stagger their arrival and departure times from school.

What more are we going to do?

- Continue to promote the benefits of staggered and extended school hours with all schools in the county by learning from pilot schools and publicising their experiences
- Ongoing work to ensure that all children and young people in Kent can access extended school services by 2010 which will increase the staggering of the arrival and departure of all pupils/students
- Use the full county roll out of Kent Freedom Pass as a mechanism to make it easier for schools to stagger hours and travel to and from school at non-standard school hours
- Encourage primary school governing bodies to have more radically staggered hours

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

Monitoring completed by: Bjorn Simpole

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

Car parking and yellow lines

Two specific developments are as follows:

- Discussions have been held with parking providers to explore the feasibility of pulling together on-land off-street parking and finding new spaces, with district councils closely involved. KCC owned car parks at County Hall HQ in Maidstone have been opened to the public for pay and display e.g. Invicta House car park in December 2006 (250 spaces).
- As a result of the appointment of a new Kent Parking Manager within Kent Highways Services (KHS), and the changes to parking as a result of the recent Traffic Management Act, the parking agency agreements between KCC and all 12 districts in Kent have been revised to reflect the changes in legislation.

Examples of action taken to date and planned schemes across the county include:

Ashford area - Parking provision has been reviewed from Ashford town centre outward largely focused on the provision of resident preference schemes, where there had been problems from commuters parking, and the provision of around 200 additional bays across Ashford district. A new off-street car park has been provided in Station Road, Ashford introducing approximately 200 new car parking spaces.

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

Canterbury - Parking provision has been under almost constant review in the city. The Whitefriars development saw parking supply on the site reduced from 590 to 530 spaces. The Canterbury Park Plan is being updated together with studies to determine future levels of parking and parking restrictions which complement efforts to tackle congestion, including a fourth park and ride site to the north west of the city planned for 2012/13.

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

been introduced where yellow lines have been removed. Parking on single yellow lines is now permitted on Saturdays in around 60 streets. 850 additional parking spaces have been introduced in the town with the development of Fremlin Walk.

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

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

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

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

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

Bus lanes

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

What more are we going to do?

- Complete the parking review under the new focus of the recently appointed Kent Parking Manager
- Monitor progress as parking schemes are reviewed/introduced
- Review Bus Stop Clearways (BSC) across Kent. These currently operate 24 hours a day and a trial is commencing in Ashford to change them to times when bus services operate thus providing parking spaces during times when the bus service is not in operation (some services typically do not run between 6pm and 7am.)
- KCC, in partnership with the 12 district councils, is reviewing all Traffic Regulation Orders (TROs) across Kent. The aim is to identify unnecessary double yellow lines/single yellow lines and those double yellow lines that could become single yellow lines, thus providing further spaces over 24 hours and some spaces that can be used during specified times
- Encourage the use of footways for shared cycle and pedestrian facilities and, where possible, move cycle ways onto the footway in order to provide further parking spaces
- Ensure loading bans are only in place for necessary periods, therefore providing further parking for disabled drivers
- Review existing bus lanes to ensure they operate during times of bus services, releasing further on-road parking outside these hours
- Ensure reviews of roads are carried out when new bypasses are built or roads reclassified i.e. a new bypass may allow further parking to be introduced on the old route

TOWARDS 2010 - ANNUAL REPORT 2009

- Undertake further parking reviews within the 12 districts. For example:
 - All 12 district councils have recently reviewed their existing Traffic Regulation Orders (TROs) to ensure that they are fit for purpose and provide the necessary on-street provision that is required to manage congestion and ensure the efficient and expeditious movement of traffic. Now this has been done we will be in a better position to establish the volume of unnecessary yellow lines which could be removed. Currently the review suggests that there will be a limited length
 - Ashford - As part of Ashford Futures a new Park and Ride service is proposed to be introduced in the town linked to Smartlink (a new dedicated bus service in Ashford linked to the growth of the area and planned for operation in 2012). Three multi-storey car parks are also planned alongside new developments
 - Maidstone - The potential for Park and Ride to the north and south of Maidstone linked to new development as well as rail stations is under investigation as part of wider efforts to tackle congestion.
- A review of wider parking provision with the aim of a constant improvement in congestion management, parking provision and efficiency of service. Currently several solutions are being considered including additional bays, multi-storey car parks, resident preference parking, potential for Park and Ride schemes and the identification of yellow lines that could be removed or have their waiting status changed at weekends.

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

* Target has been increased from 600 which was originally set

** Subject to taking forward the TRO review

Monitoring completed by: Lorna Day

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

Utility Companies – individually and through HAUC (Highway Authority Utility Committee), Traffic Managers – regionally and nationally, Department for Transport, neighbouring authorities.

Outcomes delivered so far:

- A permit scheme designed to keep roadworks to a minimum has been launched in Kent. KCC was one of two authorities to apply to the Secretary of State to introduce a permit scheme for road and street works as a result of the Traffic Management Act (TMA) and following a further, short, round of consultation, KCC's application was submitted in January 2009. The application has been given a green light and the introduction of the permit scheme will take place in January 2010, once the relevant notice has been given to all works promoters throughout Kent
- The scheme will increase penalties for non-compliance, including where work by utility companies (statutory undertakings) cause disruption and/or takes longer than expected. Kent's own work on the highway will be subject to the same rules except that the potential penalties will be recorded in performance indicators in order to comply with parity as set out in the TMA - this is explicit in the Kent Permit Scheme application
- The Kent Permit scheme is structured to encourage best practice and minimise unnecessary delays. Kent Highway Services implemented its own work permitting on the 6 July 2009. In essence the Permit scheme means the Authority can be directive rather than consultative when determining whether road space will be granted
- Where those operating on the highway choose not to improve and deal with issues that arise KCC has the power to levy fines through fixed penalty notices and to refer the case to the Magistrates Court if necessary
- Greater powers to direct and co-ordinate road works (including our own) are possible through the TMA. The permit scheme allows KCC to recover the costs of doing so (for utility works) through a range of charges which are dependant on the scale of the impact of the works. The permit scheme will also allow us to clearly define hours of operation, particularly on traffic sensitive streets, and ultimately reject permits if the controlling conditions are not in place
- The big challenge is to ensure that for KCC's own works, we meet the exacting standards expected of others on Kent's roads. The Department for Transport and all stakeholders will be keenly interested in this. Work is well underway in Kent Highway Services (KHS) to further improve the programming permitting and control of our own works which in itself is forcing operational efficiencies. An extensive awareness seminar programme has been carried out followed by an extensive training program of Permitting software familiarisation
- A note of caution, however. The permit scheme will be new to everyone with many local authorities awaiting results of our scheme before they commit themselves. The software providers have completed initial development work on a permit system for Kent

TOWARDS 2010 - ANNUAL REPORT 2009

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

- The new Roadworks structure was populated in August 2008 under the management of the Roadworks Manager. The four co-ordination teams are now located in the Ashford and Aylesford offices with two in each co-located to encourage joint working practices. A regular programme of seminars and reviews of working practice are in place to deliver and improve consistency of working practice and increase the knowledge base. Whilst income at the start of the year, as the Roadworks Teams were being formed, was lower than expected this has recovered and action has been taken to ensure this improves. Those undertaking work on the highway are now regularly challenged and many new initiatives, such as extended working hours and the appointment of project liaison officers by the work promoters, and innovative ways of working are becoming more common place
- The Considerate Contractor Scheme was formalised in April 2007 and requires all contractors that sign up to it to comply with a code of conduct. The scheme has already resulted in improved relationships and dialogue between KCC, utility companies, the police and Health and Safety Executive. The first Kent Considerate Contractors Awards was held at Oakwood House in June. This event celebrated the success of contractors who had excelled during the year and we had positive feedback. This scheme continues to be effective in improving and maintaining safety standards of work on the highway
- KHS is investigating the use of IT planning software which can be used to demonstrate the impact of road works on traffic flows using simulation through mobile technology. This will link into the permit scheme and help us to better understand our road network. This technology is expensive and a full business case is being developed
- The performance indicators currently record non-compliance, however, given that there are approximately 70,000 separate occupations of the highway each year across Kent's road network the greater majority complies with the requirements. To reflect this it is intended to add a new indicator showing number of projects completed to time which is a better indicator of how effectively roadworks are carried out in Kent. Currently 93.7% of all works on the Highway are completed on time, the remainder may include granted extensions where there have been reasonable grounds to extend.

What more are we going to do?

- Implement the KHS Permitting Scheme
- Demonstrate commitment to stakeholders in getting our own works right, followed by all works on major and traffic sensitive streets before rolling the scheme out in full
- Hold regular co-ordination meetings through SEHAUC (South East Highway Authority Utility Committee), workshops and seminars
- Deliver high profile press coverage and a communication programme
- Improve advance visibility of road works through the internet, press, and on-site notifications
- Ensure there is a forward programme of co-ordinated road works available for Members, districts, parish councils, community groups and other stake holders and further development of the Traffic Management Centre
- Ensure there is a renewed focus on identifying violations and penalising work promoters where necessary. This has resulted in 16 penalties being issued in the first quarter of 2009.

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

Monitoring completed by: Ian Lancefield / David Beaver

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver
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Status: On course

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

Police, Alliance Partners, Highways Agency, bus operators, utility companies, car park operators, district councils, other Highway Authorities.

Outcomes delivered so far:

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

- We have helped to significantly reduce journey times on Kent's roads. (See PI table) As at June 2009 journey times have reduced by 32% since March 2007 on key radial routes in Maidstone. The Kent Freedom Pass will have had a positive impact on this reduction. However, nationally it is considered that the recession and fuel prices have affected the reduction in traffic volumes by 12%, and as the economy recovers the average journey times may start to rise
- The establishment of the Traffic Management Centre (TMC) has enabled improvements in the management of traffic to reduce congestion in Maidstone. Operating the TMC for major events such as the Tour de France in 2007 and Radio One's Big Weekend in 2008 helped vehicles to pass without undue traffic problems
- Joint working with the Highways Agency's Regional Control Centre (RCC) is eliminating the artificial boundaries between the trunk and county road networks. Establishing information exchange and co-operating in the management of traffic has reduced the impact on Maidstone town centre of problems on the M20 including extended periods when Operation Stack has been in place. Equally, informing motorway drivers about road conditions in Maidstone has enabled them to avoid adding to congestion in the town centre
- Kent Cordon project is a development between Kent Highway Services and the Highways Agency and has led to hardware such as CCTV, variable message signs and Automatic Number Plate Recognition (ANPR) cameras being placed on key strategic routes in Kent to enable joint, live traffic management. Installation of equipment on the M2, M20, A229 and A249 allows real time traffic flow information between the TMC and the Highway's Agency's Regional Control Centre as these roads are diversion routes used following motorway incidents. The work was completed this summer
- Variable message signs now placed on key routes into Maidstone give advance notice of events and warn drivers of congestion enabling them to take alternative routes
- A programme of 'health checks' at key locations in the network has resulted in a programme of over 50 'quick win' improvements ranging from adjusting traffic signal timings to renewing white lines, each of which have helped to improve traffic flows

TOWARDS 2010 - ANNUAL REPORT 2009

- Traffic flow monitoring sites on main roads in Maidstone and Canterbury provide continuous traffic speed and volume data to the TMC enabling early identification of congestion and monitoring of the impact of traffic diversions. The traffic flow monitoring sites in Canterbury have been operational for almost a year. Warnings are being generated when traffic speeds fall below the expected values to give TMC operators an indication that there may be a problem in the vicinity of a particular site
- The system operating car park variable message signs in Canterbury is being updated in two phases in conjunction with the City Council. The existing signs are to be replaced in phase one, for which an order has been placed, with installation before Christmas. Phase two will see coverage extended to the remaining significant car parks in the city. Installation of these signs is planned for the spring of next year. All will be operated through the TMC with control of the information displayed available locally in Canterbury.
- ANPR data from the partnership with Kent Police is now online providing the opportunity to give TMC operators early warning of problems on all the radial routes into Maidstone and Canterbury by monitoring journey times and recording progress against targets.
- The TMC now has access to the control and view images from the Highway Agency's CCTV cameras on trunk roads throughout the county facilitating provision of information to stakeholders and road users as well as assisting in the management of incidents on the road network
- The TMC has contributed to a significant improvement in travel times in and around the town. The data available to date compares the morning peak base values established in March 2007 with the first four months of the financial year 2008/09 and the first three months of 2009/10. These results are reflected in the feedback we have received from the public and the business community who have reported reduced journey times on some of the key routes and improved reliability of their journey times
- The times of operation of the TMC have increased to 0630 to 1900 Monday to Friday and 0800 to 1700 on Saturdays.
- The Kent Traffic and Travel website, providing information obtained from the TMC, proved very successful. Data supplied includes details of planned road works, incidents and accidents and images from CCTV cameras across the county
- Kent Police has agreed to devolve some powers to 'congestion busting' teams, now known as Kent Traffic Officers (KTOs). They will have a strong and recognisable street presence through clearly branded vehicles resembling the brand image of Highway Agency Traffic Officers but clearly marked as KTOs. They will be able to use bus lanes to enable faster access to incidents on the highway. The KTO scheme was launched in June 2009 using road works inspectors. Extensive training has taken place and all those participating have passed the required examination in order to receive the delegated powers. The delay in introducing KTOs is due to the need to submit a whole new scheme to Kent Police for consideration and approval. This has been submitted and is considered a model application. A high degree of co-operation has been achieved with the Police who are keen to make this trial a success. KTOs will deal with traffic issues such as obstruction and will have powers to move vehicles on where appropriate. They will also act as the 'eyes and ears' of the public to report crime incidents to the police. This is an exciting new partnership with Kent Police; they will be deployed via the TMC.

TOWARDS 2010 - ANNUAL REPORT 2009

What more are we going to do?

- Run a trial of the KTO scheme focussed on Maidstone and record and review effectiveness of the scheme. Consider extending the scheme subject to review and budgetary constraints
- Extend remote monitoring of traffic signals to incorporate the measurement of traffic flows for input to the TMC
- Deploy web-based access to the TMC systems for stakeholders enabling them to access data and to provide details of incidents for access by other users
- Complete deployment of Intelligent Transport Systems (ITS) equipment in Maidstone and Canterbury. Continuing evaluation of the results obtained to inform the programmed roll out across Kent, starting with Dartford and Gravesend in early 2009, Tunbridge Wells and Thanet thereafter
- Extend TMC coverage to Canterbury, Dartford and Gravesend during 2009/10 followed by Kent Thameside and Tunbridge Wells in 2010/11
- Develop techniques where the TMC may extend active traffic management to new areas in parallel with ITS deployment. There will be the need to address different issues from those encountered in Maidstone. For example, Canterbury has a significantly lower traffic signal population and will depend more on monitoring and guiding traffic rather than absolute control. It will therefore be more challenging to achieve similar results
- Following discussion at government level, agreement has been reached to add an additional on and off slip at Wincheap, aimed at reducing congestion in this part of Canterbury. The scheme is progressing and is in the design stage
- Increase interaction with adjacent Highway Authorities to exchange information and manage traffic movements 'across borders'
- Improve guidance to available car parking spaces in Maidstone and Canterbury, helping to reduce non-essential traffic movement
- Exchange of CCTV images between the TMC and control rooms in Maidstone, Gravesend and Canterbury to improve liaison with local stakeholders and avoid unnecessary duplication of facilities
- Continue work in partnership with the Highways Agency on the development of key strategic diversion routes to be used following motorway incidents. Installation of equipment on M2, M20, A229 and A249 for the Kent Cordon Project in the summer of 2009 will enable joint management of traffic on the key diversions by the RCC and the TMC
- Kent's work with the HA has led to its selection as demonstrator for the FREEFLOW project established with government backing to develop new techniques for the management of traffic using multiple data sources. The automatic interpretation of data and the associated strategy selection tools should enable existing levels of staff resources to monitor and manage traffic across the county
- Enhance and expand the Kent Traffic and Travel website as the programme for ITS deployment rolls out beyond Maidstone to realise similar improvements in the other key towns and on the inter-urban network.

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

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

Monitoring completed by: Sue Westwood

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Members:
Nick Chard/Kevin Lynes

Lead Managing Director:
Mike Austerberry

Lead Officers:
Mick Sutch/David Joyner

Status: On course

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

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

Outcomes delivered so far:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Measurable indicators:

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

Monitoring completed by: Mick Sutch/David Joyner

Date: June 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

Essex County Council (CC)

Outcomes delivered so far:

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

What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: Mick Sutch

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

Ringway, Jacobs, TSUK, KCC Contact Centre

Outcomes delivered so far:

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

Specific outcomes so far include the following:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

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

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

Monitoring completed by: Kim Hills

Date: July 2009 (updated September 2009)

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

Specific outcomes in relation to this target are as follows:

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

TOWARDS 2010 - ANNUAL REPORT 2009

What more are we going to do?

- KCC will continue to build and use evidence on the contribution of previously developed land for housing. This has assumed greater importance in the wake of current national planning policy guidance (PPS3) which downgrades the role of, and allowance for, sites that are granted planning permission (but which have not been previously identified in plans) in assessments of future housing land supply. Such sites overwhelmingly involve brownfield sites. This sits alongside pressures to increase overall housing supply in response to national objectives to secure three million additional homes by 2020. This approach calls for close examination and identification of prospective brownfield sites for housing to ensure that the current levels of achievement are not diluted. The target for the proportionate contribution of previously developed land to housing development sits within a context of a rising planned rate of housing completions in Kent. The average annual rate of housing provision for Kent has risen from 5,485 per annum (2001-2016) under the former Structure Plan to 6,160 per annum (2006-2026) under the South East Plan approved in 2009
- Through its representations on LDFs and strategically significant planning applications KCC will continue to review local planning proposals for the role expected of brownfield land. During 2009/10 a number of district LDF core strategies are due for consultation including Canterbury, Dartford, Gravesham, Thanet and Sevenoaks
- The needs of commercial development as well as housing will need to be balanced in this and account taken of the nature of significant future public sector land disposals. Preparation of any planning advice sought by the South East England Partnership Board testing the impacts of further increases of housing provision in the region and in Kent will pay close regard to these factors.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of housing completions on previously developed land	80.1%	78.0%	70%	*	70%

* Available autumn 2009

Monitoring completed by: Richard Feasey

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 39: Bring back into use the large number of empty homes in Kent		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Theresa Bruton

Status: Done and ongoing

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

All 12 Kent district councils

Outcomes delivered so far:

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

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

Specific successes include the following:

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

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

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

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

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

Monitoring completed by: Steve Grimshaw

Date: 27 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes		
Lead Cabinet Member: Nick Chard/Kevin Lynes	Lead Managing Director: Mike Austerberry/David Cockburn	Lead Officers: Richard Feasey/Nigel Smith

Status: On course

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

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

Outcomes delivered so far:

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

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

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

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

Other specific outcomes are as follows:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. This work was reported to KCC's Cabinet in early 2009 and subject to consultation this summer
- KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery. This has involved submissions to the public Examination of the Ashford Core Strategy on the proposed strategic tariff, representations on the Dover, Tunbridge Wells, Sevenoaks and Shepway core strategies, and Queenborough and Rushenden and Sittingbourne town centre Masterplans
- KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery. This has involved submissions to the public Examination of the Ashford Core Strategy on the proposed strategic tariff, representations on the Dover, Tunbridge Wells, Sevenoaks and Shepway core strategies, and Queenborough and Rushenden and Sittingbourne town centre Masterplans
- We have contributed to strategic housing market assessments (HMAs) in partnership with districts, Registered Social Landlords (RSLs) and the house building industry. These assessments, required under government guidance, (PPS3), provide comprehensive guidance at district and local market area level on the mix of social and market housing, including the role of shared equity provision, needs associated with the ageing demographic profile and special needs groups. They inform LDFs policy development and the consideration of planning applications. Under the Kent Housing Strategy, a Kentwide Strategic Housing Management Assessment has been commissioned to review evidence on housing need and mix in terms of type, size and tenure, by interrogating the data set out in the Districts own HMAs.
- With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs
- Over the period of this Towards 2010 target, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure
- Homes also need to be well designed. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent including promotion of standards such as Lifetime Homes and Code for Sustainable Homes. The Kent Design Guide has been adopted by all but three districts as Supplementary Guidance to their LDF core strategies
- The KDI is also producing, in collaboration with some of the district councils, new technical appendices and planning policy documents on specific key themes on matters of

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

What more are going to do?

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

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

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2009 (updated September 2009)

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Peter Gilroy/Mike Austerberry

Lead Officers:
Peter Binnie/Carolyn
McKenzie

Status: On course

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

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

Outcomes delivered so far:

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

*Where BREEAM is applicable.

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

Monitoring completed by: Léonie Harrington

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: More progress needed

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

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

Outcomes delivered so far:

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

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

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

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

Specific savings and achievements include:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

- Strengthening the Energy and Water Investment Fund (EWIF) and ensuring it is integrated with both KCC's ongoing asset management programme and the results of the Display Energy Certificate Surveys and action plans for all KCC buildings of 1000m² or above. The fund focuses on water, energy efficiency and renewable energy through loans and grants. Over 50 EWIF projects have been completed or are underway including light zoning/sensors, passive infra red sensor urinals/taps, a tunnel lighting project, power factor voltage reduction projects and thermostatic radiator valves for heating systems. This also includes over 20 renewable energy projects being developed across the KCC estate including photovoltaic panels at Hever CEP and Shatterlocks Infant School, and three biomass boilers
- Cross-KCC training programmes including a 'Good Deeds Grow' training event in February involving schools, caretakers and internal green guardians which attracted over 100 participants
- Promoting the Kent Car Share scheme
- Promoting Kent Street Car where KCC has joined forces with Streetcar to provide 'pay as you go' hire cars replacing the previous pool car scheme. The cars available to KCC employees are new VW Polo blue motion low emission vehicles (99g CO₂/km). The scheme is being extended to three cars due to increased demand
- A new scheme has been launched to allow 'salary sacrifice' for bus travel which will encourage greater use of bus services by commuting staff. Salary sacrifice allows people to buy discounted tickets by paying for them directly from their salaries before tax deductions are made (as with childcare vouchers), making purchasing bus tickets cheaper and easier.

Biofuels - As stated in last year's report, since the Towards 2010 targets were published three years ago the situation on biofuels has changed. Until the picture is clearer with regard to the negative impacts of these fuels, KCC will continue to only use the 5% fuel mix. The majority of current fleet vehicles meet the EURO4 standard for vehicle emissions, and this is coupled with driver training and improved vehicle routing to increase vehicle efficiency and minimise emissions.

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

Monitoring completed by: Carolyn McKenzie

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officer:
Sue Barton

Status: On course

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

All Kent district and borough councils, Kent Police, Kent Fire and Rescue Service, Crown Prosecution Service (CPS), Environment Agency, Highways Agency, Kent Probation Service.

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

Outcomes delivered so far:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

What more are we going to do?

- Continue to secure increasing numbers and impact of prosecutions as a significant deterrent across the county with widespread publicity of cases
- Work to increase the level of fines and costs awarded through the courts, with a focus on restorative justice, seizure of vehicles etc.

TOWARDS 2010 - ANNUAL REPORT 2009

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

Measurable indicators:

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

Monitoring completed by: Sue Barton

Date: June 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Member:

Kevin Lynes

Lead Managing Director:

David Cockburn

Lead Officer:

Elizabeth Harrison

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

It has been decided that resources would be better spent:

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

Dartford BC, Gravesham BC, Medway Council, Swale BC, GOSE, SEEDA, Thames Gateway Kent Partnership, Kent and Medway Growth Area Delivery Vehicles (KTS, includes KTS Green Grid, Medway Renaissance, Swale Forward), Natural England, Environment Agency, Forestry Commission, Royal Society for the Protection of Birds (RSPB), Kent Wildlife Trust, National Farmers Union, Kent Downs Area of Outstanding Natural Beauty (AONB) unit, private sector developers (e.g. Land Securities), Sport England, Ashford BC, Ashford's Future, Stour Valley Arts, CPRE, Land Restoration Trust (LRT).

Outcomes delivered so far:

Protect and enhance Kent's ancient woodlands

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Improve access to countryside, coast and heritage

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Measurable indicators:

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

Monitoring completed by: Mike Overbeke

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Alan Turner

Status: On course

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

Environment Agency, South East Water, Folkestone & Dover Water Services, Southern Water Services, Hillreed Homes, Ashford's Future, Ashford Borough Council, Kent Thameside, Regeneration Partnership, Waterwise, Consumer Council for Water, SEEDA, Kent Wildlife Trust, Dover District Council, Swale Borough Council.

Outcomes delivered so far:

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

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

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

Action 1: Spotlight on Kent's water companies

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

Action 2: Lobby for investment in infrastructure

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

- KCC organised a major seminar held in March 2007 to disseminate the results of a water-savings demonstration to major housing developers and local authorities
- KCC is working with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. The demonstration and trial have won several awards and recent results show that per capita water use in this development is 20% below the water company's baseline. The housing developer now installs these water saving measures in all their new homes.

Action 4: Wider use of water-saving technology

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

Action 5: Water conservation campaigns

- An Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation. This was repeated by the water companies at Bewl Water Visitor Centre in 2007
- A focused water conservation campaign is being run as part of the Ashford pilot project described above. This aims to help people understand the link between their water use and the local aquatic environment.
- As part of the KCC Eco-Schools programme, water saving continues to be promoted to Kent's school children.

TOWARDS 2010 - ANNUAL REPORT 2009

What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: Alan Turner

Date: 29 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Members:
Mike Hill/Sarah Hohler

Lead Managing Directors:
Amanda Honey/Rosalind
Turner

Lead Officers:
Chris Hеспе/Danny
O'Donovan

Status: On course

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

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

Outcomes delivered so far:

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

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

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

- The strategic post of County Officer for School Sport and Physical Education has been embedded into the CFE staffing structure, within Advisory Service Kent

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

What more are we going to do?

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Monitoring completed by: Chris Hesse/Danny O'Donovan

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 48: Increase opportunities for everyone to take regular physical exercise		
Lead Cabinet Member: Alan Marsh	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Status: On course

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

Many partners have enthusiastically joined together to promote opportunities for exercise across the public services including the private and voluntary sector. The key partners are:

‘Activmobs’, Charlton Athletic FC, Kent Sport Development Unit (KSDU), Environment & Regeneration, Eastern Coastal Kent PCT, West Kent PCT, KCC Adult Education, Private Sector Leisure Industry, District Councils, Kent Adult Social Services (KASS) Older Persons Strategy, CFE (School Sports Partnership, Healthy Schools, Extended School Hours programmes).

Outcomes delivered so far:

Healthy travel through walking and cycling programmes, and more physical activity in everyday life are key messages for all organisations of the Kent Healthy Weight Strategy and we have been working in a number of ways to help deliver this. In addition, the Kent Countryside Access Improvement Plan emphasises the health benefits from use of our natural areas (see also Towards 2010 target 45).

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

- Cycling and walking to school is being actively encouraged with enthusiastic take up by pupils. ‘Walk on Wednesdays’ and ‘Walking Bug’ saved 26,635 car journeys across eight districts in three months
- ‘Naturally Active’ and ‘Walking for Health’ programmes delivering hundreds of country walks within Kent’s country parks attracting well over 400 people in Dartford and Gravesham
- Nordic walking through ‘Activmobs’, extending the fitness of people with a number of groups now operating. 30 mobs of varied activities including singing, dancing, gardening and dog training are operating across Kent
- Maidstone Borough Council has initiated well-attended ‘Outdoor’ programmes and new outdoor skills are being taught through ‘Branching Out’ programmes. ‘Branching Out’ was the result of an initiative by Maidstone Ramblers as their response to the Disability Discrimination Act 1955 Directive. The new all-ability group has been developed in conjunction with the research project ‘By All Means’, whose aim is to increase opportunities for disabled people to explore the countryside.

KCC Sport, Leisure & Olympics Service is also critical to delivering this target and they have numerous new approaches across Kent including:

- The highly successful Kent School Games (see Towards 2010 target 22) had 529 schools participating and we also organised the Kent Disability Youth Games which included 21 schools and 564 individual participants
- ‘Adult Education sports delivering increased participation to users of their centres
- Active support for adults with mental health problems through a part-time officer to help and assist people

TOWARDS 2010 - ANNUAL REPORT 2009

- The Kent Outdoor Pursuits Disability Project brings access for sporting opportunities to people with disabilities with over 7,000 participants so far
- Return to Sport' including sport specific and community sport with Active Kent promoting sport and active recreation across the county

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

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

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

Towards 2010 target 45 is also linked to delivery of this target. In addition, the Kent Thameside Green Grid, Greening of the Gateway Kent and Medway, Swale Green Grid, Ashford Blue and Green Grid, and Natural East Kent, are strategic programmes to help improve access to and enjoyment of the countryside and open space.

What more are we going to do?

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

All those actions described above will continue into 2010 and some beyond. In addition, other developments are planned:

TOWARDS 2010 - ANNUAL REPORT 2009

- The 'Fit2Gether' programme is popular with the private sector leisure industry and further work will develop more activity where we have shown the need such as encouraging more females aged 16-24 to participate in physical activity
- Charlton Athletic FC partnerships, particularly through 'Physical Activity for Adults' (for adults aged 50+), will run for 26 weeks in the areas which have the lowest levels of physical activity
- In north Kent, a cycling activity centre is planned
- In east Kent the 'Natural East Kent' programme will have area plans to improve exercise, in particular around the urban fringes of the coastal towns
- Work is continuing to support the development of activities around healthy living, cycling and outdoor recreation in Betteshanger. New activities instigated through ActivMobs have over 100 members.
- In conjunction with the Kent PCTs a single point of information for people wanting access to services and advice about physical activity and other healthy lifestyle issues will be developed for Kent
- Work is well underway with the KCC Environment and Regeneration directorate to make the provision of Health Walks more accessible to the more deprived communities in Kent.
- We are working with the universities and other academic institutions in Kent to find new ways of evaluating and benchmarking the activity we undertake.

Measurable indicators:

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

Monitoring completed by: Mark Lemon

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

This target requires action from a range of organisations. The main partners are:

Primary Care Trusts (PCTs), 12 District Councils, 'Activmobs', Private sector leisure industry, Voluntary organisations.

Outcomes delivered so far:

We are using new ways of communicating with the public to ensure health messages are received more effectively. Social marketing techniques now enable us to reach people in ways they understand better and are able to act upon more easily and the 'House' campaign and Activmobs also demonstrate this approach. We have also renamed the Kent Obesity Strategy as the Kent Healthy Weight Strategy which is considered less judgmental. The strategy has been based on the outcomes of the KCC Select Committee report and was produced by Eastern and Coastal PCT in partnership with KCC.

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

- All school children are now measured in their reception year and year 6 to determine obesity levels in children
- Teenage life-checks, funded by the Department of Health are being rolled out across the county
- PCT Health Promotion Teams educate and support people trying to reduce their weight and be more active (see also Towards 2010 target 48) with health trainers now in all parts of the county
- A Big Lottery partnership bid of nearly £1 million was secured by KCC and partners for projects across Kent including £50k on the 'Whole School Meals' project.

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

- Exercise and diet programmes in the workplace and childhood obesity programmes are being established by the Health and Wellbeing Partnerships across the county
- Health Action Gravesham (Gravesham Borough Council, KCC and WK PCT) is offering food production and community cooking sessions with dietary/nutritional advice, a

TOWARDS 2010 - ANNUAL REPORT 2009

physical activity instructor for those in sheltered accommodation and residential homes and a young people's programme (Don't Sit – Get Fit!) that works in schools, after school and out of school times running weekly swimming lessons

- KCC, Canterbury City Council, and Eastern and Coastal PCT are working together to increase participation by children and young people in youth and community activities that tackle obesity
- 'Active Canterbury', the Community Sports Partnership brings sports sectors together to increase participation in physical activity
- Sports and leisure partnership schemes in Swale are in place to tackle obesity such as Don't Sit – Get Fit!, MEND and Bus Club
- Big increases in physical activity programmes delivered in partnership (as identified in Target 48)
- East Kent Health Walks, exercise "on prescription", and Green Gyms are now being expanded across the whole county
- Weight Management Clinics are now established in Maidstone
- In Sevenoaks Get Sorted and the Why Weight Plan offer people lifestyle advice with an emphasis on managing their weight
- Tunbridge Wells offers Food 4You workshops, Grow it Cook it Eat it courses and Looking 4Ward with Food to increase people's familiarity with healthy eating
- Veg Bag schemes operate in East Kent which also has a Weight Management Scheme run by the PCT
- Healthy Living Centres (HLCs) have been established in deprived areas of the county and give advice and practical help including programmes on good diet and nutrition and cookery skills including Community Chefs
- Adult Education Centres often offer similar support to HLCs in other parts of the county
- Kent Healthy Schools Programme has had a 100% sign up in Thanet, which is our most deprived area, and is on target to reach 100% of all Kent schools by December 2009. Further work is helping children with healthy eating and nutritional lunches and community healthy eating pilots have been launched to increase the uptake of healthier school meals including free school meals
- The School Sports Partnership promotes sports with young people.

A range of other activity has also been developed:

- KCC has two food and health co-ordinators training cooks in its school kitchens and delivering Healthy Eating training to over 600 primary staff. Catering contractors are providing development and tasting sessions for pupils and parents. We are ensuring that all schools within the KCC school meals contract (61% of all schools) provide meals compliant with legislative requirements. Progress towards improving the action focusing on other food consumed in schools (not just lunches provided) is on course
- A new smoking policy for KCC aimed at promoting giving up smoking and assisting those that want to has been adopted
- KCC has launched a major initiative to combat misuse of alcohol following the publication of the Select Committee report. This includes a new cross-agency approach called 'Kent Action on Alcohol' and a new alcohol strategy currently being consulted upon

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

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

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

Measurable indicators:

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

Monitoring completed by: Mark Lemon

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex		
Lead Cabinet Members: Alan Marsh	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Status: Done and ongoing

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

Teenage Pregnancy Partnership, Kent Drug & Alcohol Action Team (KDAAT), East & Kent Coastal Kent PCT, West Kent PCT, Kent Police, 12 District Councils, Connexions, M&C Saatchi, Local Town Centre Management, KCC's Youth Service, Children, Families and Education Directorate, Youth Offending Service and Communication & Media Centre

Outcomes delivered so far:

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

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

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

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

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

The 'House' campaign runs for a short-term period (1 month) in town centre shops located in each of the 12 Kent districts throughout the year up to December 2009.

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

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

'House' campaign posters portraying hard-hitting imagery have been produced. Other local campaigns relevant to this 'Kent Campaign' are also being identified. Youthbytes (creative pop-up links accessed through College Personal Computers) has been commissioned as a pilot in West Kent College (Tonbridge) and South Kent College (Ashford, Shepway and Dover) to support alcohol messages to young people as part of the Kent Alcohol Strategy. The creative pop-up links will also be used to promote the Towards 2010 Campaign for Young People within these colleges. Youthbytes will now be rolled out to all interested secondary schools in east Kent.

What more are we going to do?

Funding has been secured from Eastern and Coastal PCT and KDAAT to extend the operation of 'House' through a mobile facility that will be able to reach into local communities themselves, rather than town centres. Both organisations want to take their activities into communities that could most benefit. Engagement with young people has produced a design brief for a mobile facility that will deliver 'House' directly into estates and other communities across Kent over the next two years. The design process for this is currently being undertaken with young people across Kent and the facility will be ready for launch in November 2009.

Further work is progressing to systematically monitor and evaluate the success of the campaign to ensure that it can continue to be delivered up to and beyond April 2010 in a variety of flexible and sustainable ways. These may be through the Kent Gateways, Internet cafes, drop-in centres, youth centres etc.

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

Measurable indicators:

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

Monitoring completed by: Debbie Smith

Date: July 2009 (updated September 2009)

TOWARDS 2010 - ANNUAL REPORT 2009

Target 51: Encourage healthy eating by providing nutritious lunches through the 'Healthy Schools' programme and launch a range of community-based healthy eating pilots		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officers: Marisa White/Sean Carter/Mark Sleep/Janet Stein

Status: Done and ongoing

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

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

Outcomes delivered so far:

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

Pilot 1 – Community Cooking Skills

Community Chefs - Key outcome:

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

Kent Cooks! competition - Key outcomes:

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

Pilot 4 – Increasing School Meal Uptake - Key outcome:

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

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

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

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

Key outcomes as a whole:

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

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

What more are we going to do?

Pilot 1 – Community Cooking Skills

The Community Chef

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Kent Cooks!

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

Pilot 2 – Access to Fruit and Vegetables

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

Pilot 3 – The Healthy Eating Training Programme

- Develop further training packages for PSA and Children’s Centre Staff. On the basis of feedback already received, training packages providing advice and guidance on packed lunch content are being developed
- Evaluate the impact of the healthy eating training on the healthy eating knowledge, attitudes and behaviour of the 400 parents/families undertaking the healthy eating workshops.

Pilot 4 – Increasing School Meal Uptake

- Findings to be used to develop a programme on increasing school meal uptake. Contractors to roll this out to Kent schools in the school meals contract. To this end, a best practice toolkit is to be developed in partnership with school meals contractors and head teachers
- Findings to be used to inform the specification for the next round of tendering for the school meals provision contracts.

Pilot 5 – National Children’s Bureau Health Challenge Programme

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

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

* Percentage is of a total of 593 schools

Monitoring completed by: Sean Carter

Date: 17 July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include:

- encouraging the development of more housing for older people, disabled people and those with special needs
- encouraging more people to take control of their care/support through Direct Payments
- taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes

Lead Cabinet Member:
Graham Gibbens

Lead Managing Director:
Oliver Mills

Lead Officers:
David Weiss, Cathi Sacco, Mike Dorman, Michael Thomas-Sam

Status: Done and ongoing

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

12 District Councils, Registered Social Landlords (RSLs), Health - PCTs and Mental Health Trust, Voluntary Agencies – who manage many of the support projects, Private Sector e.g. home care providers, Training Providers such as local FE Colleges - delivering specialist courses on independence for care workers and personal assistants, Other Statutory Agencies including Police and Ambulance Service

Outcomes delivered so far:

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

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

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

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

More access to TeleHealth and Telecare - These are preventative interventions which embrace new technology to enable people to remain in their own homes. As documented in detail in previous reports, Kent has been a Whole Systems Demonstrator (WSD) site, one of only three authorities were selected by Department of Health. Kent was a forerunner in the development of such interventions and the WSD project enabled Kent to offer the benefits of TeleHealth and Telecare to far more people. The outcome will be for an extra 1,000 people to be offered Telecare and an extra 1,000 people to be offered TeleHealth (as at June 2009 there were 1,348

TOWARDS 2010 - ANNUAL REPORT 2009

people on Telecare and 727 on TeleHealth). The majority of this work will be completed by the end of the year and the programme end date is July 2010.

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

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

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

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

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

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

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

What more are we going to do?

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

² See previous Annual Reports for more detail.

³ Independence Wellbeing and Choice Inspection

TOWARDS 2010 - ANNUAL REPORT 2009

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

Measurable Indicator (s)	2005/06 Actual	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target
Number of people supported by community based services provided by Kent Adult Social Services (including through voluntary sector funding) to live independently, as at 31 March each year	31,027	31,990	32,983	35,473	34,027*

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

Target 53: Strengthen the support provided to people caring for relatives and friends		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officers: Michael Thomas-Sam, Cathi Sacco, Mike Dorman

Status: On course

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

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

Outcomes delivered so far:

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

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

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

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

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

- Increase levels of community based respite.

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

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

A Mental Health carer's support group is funded in each locality in Kent. These provide:

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

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

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

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

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

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

KASS provide a range of "short breaks" which benefit carers and the people they support. These include:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

What more are we going to do?

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

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

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

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officers: Nick Sherlock/ Cathi Sacco/ Mike Dorman

Status: On course

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

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

Outcomes delivered so far:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues in this section.

KCC has a strong tradition of working closely with the Health Service, as evidenced by the established Section 75 partnerships. Outlined briefly are some initiatives delivered within the context of this target along with outcomes. More detailed evidence for each of these can be provided if required.

Joint Commissioning with PCTs. There are joint commissioning arrangements in both east Kent and west Kent and with Mental Health. Furthermore, a number of jointly appointed commissioning posts have been established. The outcome is that the PCTs, Kent and Medway Partnership Trust and Kent Adult Social Services (KASS) have shared priorities at strategic and local levels as well as resources to commission the services to meet these priorities. Evidence of this is the shared cross cutting targets in Kent Agreement 2 (LAA).

Joint Strategic Needs Assessment (JSNA). This has been developed as a tool which is being used in identifying joint commissioning priorities. Underneath the overarching JSNA, specialist assessments have been developed around areas such as dementia and mental health. The outcome of these activities has been to ensure that identified priorities and commissioning have been developed from an evidenced based needs assessment.

Public Health Department. This is now firmly established and led by a jointly appointed Public Health Director for Kent. Its agenda for action is set out in the Public Health Strategy (Live Life to the Full) and the Public Health Annual Report. The establishment of the Public Health Department has seen a wider focus on prevention and health inequalities and development of new ways of working with the Health Service and communities. Such projects as ActivMobs are evidence of this.

INVOKE⁴ (Independence through the Voluntary action of Kent Elders) is the project that has been developed out of the successful Partnerships for Older People bid. This project has introduced a range of initiatives which have supported older people in the community. There are a range of outcomes, which have been drawn out through research and this includes reduction in

⁴ More detail on this project have been provided in previous Annual Reports

TOWARDS 2010 - ANNUAL REPORT 2009

overnight stays in hospital to ensuring people within the project have received all the benefits to which they are entitled.

Prevention in the community projects are in partnership with Health and through joint investment in the Voluntary Sector. This includes Brighter Futures, which encourages more able older people to support more needy people through volunteering. Other initiatives range from community support to those with dementia to 'Falls' projects. The outcome has been to enable more people to remain independent. Evidence of this can be seen in the recent Care Quality Commission Inspection of Kent Adult Social Services⁵.

TeleHealth and Telecare. The partnership with Health in developing the Whole Systems Demonstrator, already described in detail in Target 52, is another initiative which is supporting the development of this target. The outcome of this is to improve the independence, health and wellbeing of people through the use of new technology. This was also evidenced in the recent inspection⁶.

Reducing delayed transfer of care continues to be an area of high priority across health and social care. There are a whole range of joint initiatives, including intermediate care, enablement, and rapid response. Many of these have been described in more detail in previous Towards 2010 reports. The outcome has been to reduce the level of delayed discharges from hospital (the number has reduced from 1,304 in September 2007 to 622 in June 2009 and for those for which KASS are responsible this has reduced from 219 to 128 over the same timescale). This was recognised by the Health Overview and Scrutiny Committee in October 2008 and through the evidence presented to the Care Quality Commission⁷.

Intermediate care. We have developed a wide range of intermediate care projects in partnership with Health which are preventing avoidable hospital admission, facilitating safe early discharge from hospitals and maximising people's ability to regain their independence. Intermediate care has played a significant part in tackling delayed discharges from hospital and enabling people to live independently.

Learning Disability – By March 2010, approximately 400 people will transfer from the Health Service to KASS under the Section 256/NHS Act 2007. This is a huge project which has been outlined in detail in previous Towards 2010 reports. The outcome of this project will be to give this group of people more opportunities of choice and independence. The transfer is rooted in the principles of Valuing People.

The vast majority of the above initiatives will be developed beyond 2010 continuing to deliver better outcomes for people.

What more are we going to do?

The major priorities for the next three years focus on working with the Health Service in delivering more personalised services which offer people choice and control i.e. self directed support. A key feature continues to be a focus on community-based preventative services in order to deliver the joint priorities outlined in such strategies as the Carers Strategy, The End of Life Strategy and the Dementia Strategy. A key feature will be the development of shared pathways of care planned jointly. Outlined below are some planned initiatives delivered within the context of this target along with outcomes:

⁵ Independence Wellbeing and Choice Inspection

⁶ Independence Wellbeing and Choice Inspection

⁷ KASS submission to CQC for the Annual Review Meeting 30 June 2009

TOWARDS 2010 - ANNUAL REPORT 2009

- Mental Health Trust – already well established, the trust is applying for Foundation Status which will give the trust more flexibility in setting local priorities and commissioning services
- Joint commissioning posts. In line with the major changes needed to implement Self-Directed Support, in partnership with the PCTs, further joint posts focused on strategic commissioning are being established which will ensure an integrated approach to commissioning focused on shared priorities
- Implementation of the Carers Strategy jointly with the PCTs to put in place more support for carers
- Whole Systems Demonstrator/Telecare/TeleHealth. The continued implementation of this project will deliver further opportunities for people to use technology to enhance their independence and wellbeing
- Autistic spectrum. A recent Select Committee on this issue has been completed and the recommendations are now published. We will be working jointly to improve the services for this group
- Common Assessment Framework. We are working with the Health Service to develop this through Functional Assessment in Care Environments (FACE). This will mean that we will have a joint co-ordinated assessment process where people will only have to answer questions once about their circumstances.

Measurable indicators:

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

Monitoring completed by: Nick Sherlock/ Cathi Sacco/ Mike Dorman **Date:** July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence		
Lead Cabinet Members: Graham Gibbens/Sarah Hohler	Lead Managing Directors: Oliver Mills/Rosalind Turner	Lead Officers: Michael Thomas-Sam/Colin Feltham

Status: On course

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

Kent Adult Social Services (KASS) and Children, Families and Education (CFE) are leading the partnership which includes the Kent Learning Disability Partnership Board, Parent Organisations, PCTs, Learning Skills Council (LSC), Connexions and schools. We are expanding the partners to include KCC's Communities directorate, local FE providers and district councils.

Outcomes delivered so far:

A major driver for the work to support this Towards 2010 target was the Select Committee from which a number of successful initiatives have sprung, overseen by the Transition Board. The multi-agency transition protocols are an example of this and set out the clear commitment to every disabled young person in Kent that they will get co-ordinated support to help them move from adolescence to adulthood. The protocols also ensure that this transition support will be personalised, co-ordinated around individual needs and reflect the young person's aspirations and that young people, their families and the professionals involved all have a clear understanding of who will be involved and what they will do.

Young people who may need additional support with their transition into adult life will be identified when they have their transition review in Year 9. With the young people and their carer's consent, this links together basic identifying information held by CFE, the Health Service and social care agencies and will ensure that no-one who needs and wants support through transition will be missed.

Training to support the implementation of the transition protocols, across all agencies, has been delivered in every locality. This builds on the best practice already within the county and is developing local virtual teams who will lead on transition for the local children. The effectiveness of these is being monitored by all the agencies involved and all these actions will ensure that the practice around transition is improved upon.

The young people, carer and easy-read guides to the transition process have been distributed through a network of professionals so that it will be available to every young person who needs it. This will ensure that each young person and their families will know what support they will receive and how to access it. It is also available on each agency's websites and at www.kent.gov.uk/transition.

The effectiveness of the support given through transition and the implementation of the transition protocols has been monitored by satisfaction surveys. In the last six months, 106 young people or their carers have been asked to rate their satisfaction with the support they have received in the key areas of:

- Involvement of appropriate agencies
- Provision of sufficient information, advice and guidance
- Young person's views and aspirations being central to the process

TOWARDS 2010 - ANNUAL REPORT 2009

- Satisfaction with the current support.

The percentage of people who said they were happy or very happy ranged from 77% who were satisfied with their current support to 68% who said they were satisfied that their views and aspirations were listened to. Overall 73% said that they were either happy or very happy with the support they have received (see PI table).

What more are we going to do?

The experiences of young people during and after transition will continue to be monitored. Further groups of young people and their carers will be asked to rate their satisfaction with their support to ensure that the protocols are making an improvement. This will provide a rolling measure as the impact is more widely felt.

The training to support the implementation of the transition protocols across all agencies will be extended to include mainstream schools so that the local virtual transition teams pick up all young people with disabilities who will benefit from supported transition.

The significant increase in uptake of direct payments from CFE will continue to be built on and work is ongoing to ensure that the transition from a CFE direct payment to a KASS personal budget is managed smoothly. This increases both flexibility and control for individuals, enabling them to live their lives more independently. With the development of self-directed support, personal budgets will become the norm for every adult needing support.

The Transition Partnership will be widened to include representatives from the district councils, housing associations and employment and training organisations. This will increase the opportunities for young people to move to full adult life with more integrated access to housing and employment opportunities.

We will ensure that the delivery of this Towards 2010 target is supported by other targets:

- Develop multi-agency support to parents and their children (Target 13)
- Listen to young people's views (Target 14)
- Increase the number of people who are supported to live independently (Target 52)
- Strengthen the support to people caring for relatives and friends (Target 53).

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Young people with disability or their carers who were wither happy or very happy with the support they received during the transition period	New indicator	Not set	73%	80%

Monitoring completed by: Michael Thomas-Sam/Colin Feltham

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 56: Improve older people's economic well-being by encouraging the take-up of benefits		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officer: Michael Thomas-Sam

Status: On course

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

Our partners include the Pension Service (part of the Department of Work and Pensions (DWP) that deals with people over 60), district councils, Kent Benefits Partnership and voluntary organisations e.g. Age Concern, Citizens Advice Bureau (CAB), Citizens Rights for Older People.

Outcomes delivered so far:

Offering information, advice and assistance - Older people receiving social care services from KCC are offered information, advice and, if necessary, assistance to claim all the benefits they are entitled to. We have increased the effectiveness of this work by creating specialist teams and by working with the Pension Service, district councils and local voluntary organisations. In addition we have provided extra funding to the 12 Kent CABs which will enable them to help more people claim the benefits to which they are entitled.

Increasing take up - Partnership working is contributing to the increase in benefit take up for older people in Kent and as a direct result of joint working with the Pension Service between April 2007 and 31 March 2009 £2.1 million in additional benefits was raised for Kent residents. Broken down this is £885,000 in Pension Credit, £898,000 in Attendance Allowance, £98,000 in Disability Living Allowance, £127,000 in Housing Benefit and £93,000 in Council Tax Benefit. In addition to monetary gain, joint working leads to a better experience for our service users who receive a quicker and less time consuming service.

Many of the community-based preventative projects run by the voluntary sector are working with older people to maximise their benefits, as are initiatives such as INVOKE and Brighter Futures.

What more are we going to do?

We will continue to work with the Pension Service and district councils to target those older people not receiving all their benefit entitlement. This includes working in the new Gateways and taking part in media campaigns targeted specifically at older people in Kent.

There is always a time lag before figures are available from the DWP and there have been particular problems with data on Council Tax Benefit. The DWP have informed us that this data will be available by the end of the year.

Measurable Indicator (s)	Aug 06 Actual	Aug 07 Actual	Aug 08 Actual	May 09 Actual	Aug 09 Target
Number of older people who are in receipt of /with underlying entitlement to Attendance Allowance	34,560	36,330	38,300	38,670	36,290
Number of older people who are in receipt of Pension Credit	70,270	70,960	71,240	71,300	73,780
Number of older people in receipt of council tax benefit	53,590	53,790	*	*	56,270

* Not yet available

TOWARDS 2010 - ANNUAL REPORT 2009

Monitoring completed by: Michael Thomas-Sam

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: On course

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

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

Outcomes delivered so far:

Helped communities to raise and tackle local issues:

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

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

Extended neighbourhood policing:

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

What more are we going to do?

- Adult Education – The KCC community wardens are working with Adult Education tutors in areas of high deprivation to encourage resident's engagement which could enhance their lives and create stronger communities
- Inter-generational work and work with vulnerable people – The Communities directorate including community wardens are looking at ways to bring generations together and through Dreams Come True the wardens will be working with a variety of organisations

TOWARDS 2010 - ANNUAL REPORT 2009

to promote the need for local communities and business to involve adults with learning disabilities

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

Measurable indicators:

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

Monitoring completed by: Stuart Beaumont

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: On course

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

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

Outcomes delivered so far:

By focusing on this target we have helped to:

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

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

Tackle alcohol misuse problems via campaigns linked to underage sales:

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

Encourage domestic abuse victims to report incidents to police:

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

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

Monitoring completed by: Stuart Beaumont

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: Done and ongoing

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

Kent Police, Kent Fire and Rescue, Medway Council, HM Courts Service, Highways Agency.

Outcomes delivered so far:

- Through our second Public Service Agreement (PSA2) with government, Kent Highways Services (KHS) worked with partner agencies, such as the police and other emergency services, to deliver the government target of reducing the number of people killed and seriously injured (KSI) on Kent's roads (including motorways and trunk roads) by 40% compared with the 1994-1998 average. The final reported figure for 2007 was 723 KSI on roads in Kent including trunk roads which was within 0.5% of the 40% reduction target. However, the 2007 figure for roads for which KCC was responsible was 586 and was a 41.8% reduction. This target needs to be maintained and to focus on this, KHS is aiming at a 45% local reduction target as opposed to the 40% reduction which is the national 2010 target. The 2008 KSI casualty figures represents a 13% reduction in KSI casualties compared with 2007 and a 47% reduction compared with the 1994-98 target, already achieving the local target set. It should be noted that the 2008 KSI road traffic casualty figures are exceptionally low, 627 compared with 723 in 2007 and represents a 5% greater reduction than the KHS target figure for 2008. This ongoing work in casualty reduction appears to be maintaining the downward trend in KSI casualties, however outside factors, such as fuel prices, may have influenced the excessive reduction in 2008
- KCC's approach to reducing KSIs has been to integrate the known benefits of education, enforcement, engineering and evaluation, and a programme of countywide publicity campaigns, proactive press features and public engagement projects using road safety officers has proved effective. Work with Kent Police and Kent Fire and Rescue to identify shared priorities and work on joint initiatives has led to innovative ways of engaging with those who are in categories of people most likely to be killed or seriously injured
- In addition to other casualty reduction activities, KHS Road Safety led a combined approach to tackling drinking and driving in the run up to last Christmas, contributing to the lowest recorded number of road crash fatalities in December for over a decade. This approach involved:
 - A high profile anti-drink drive publicity campaign that made use of innovative television advertising
 - Support for the Kent Police Winter KSI Suppression Initiative that led to a range of enforcement operations, including vehicle road-side checks and a general increase in high visibility police activity
- The KHS Road Safety team led a programme of high profile campaigns that utilised TV and radio advertising, road side posters and press/media editorial. This programme of work raised awareness and improved road user choices in key areas of concern. These included seat belt wearing messages to vehicle occupants, messages on the dangers of

TOWARDS 2010 - ANNUAL REPORT 2009

using mobile phones whilst driving, how easy it could be for young drivers to lose their licence and anti-driver impairment messages dealing with both alcohol and drug use

- Speed awareness courses, that allow motorists detected at up to 39mph in 30mph areas to opt for a training course as an alternative to prosecution, have been provided for over 3,000 drivers during the period. National Driver Improvement Scheme courses provide an alternative to prosecution for drivers reported driving ‘without due care and attention’, providing courses for around 400 drivers during the year. Both these courses are run through a formal partnership agreement that includes Kent Police, KHS and Medway Council
- KCC has been working closely with parish councils and others in pilot areas in reviewing speed limits on all A and B class roads in Kent. This will result in significant improvements to ‘village gateways’ together with signing and a more consistent approach to speed limits across the county. We aim to complete the review of speed limits on all Kent’s A and B class roads by 2011
- KCC and Kent Police have led the development of countrywide partnering activities. This approach has enabled the consolidation of the work of all the agencies involved in reducing road casualties, culminating in the formal establishment of the CaRe group. The CaRe group will provide added value by ensuring that the resources of all the agencies are effectively marshaled through a structured approach that will include strategic, tactical and operational levels.

What more are we going to do?

- KCC needs to stay focused on reducing KSIs over the coming years to ensure that we at least maintain performance in meeting the governments targets for 2010. We will continue to strengthen links with key agencies and ensure that the method for identifying appropriate crash remedial measures is improved through more accurate and consistent crash data recording, identifying priorities and implementing and evaluating appropriate strategies and action plans
- Deliver further publicity campaigns and community engagement projects addressing motor cyclist safety, speed, mobile phone, young/novice drivers
- Continue development and delivery of driver training programmes
- Deliver programmes of work aimed at improving the safety of the highway network
- Continue the speed limit review
- Review the scope for development and opportunities for further reducing casualties to 2020.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2010 Target
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	747	723	627	674*	650*
Number of road accidents casualties - Killed or seriously injured (excluding Highways Agency roads i.e. Motorways)	588	588	520	554*	538*

* The agreed KA2 targets

Monitoring completed by: Ian Procter

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Status: On course

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

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

Outcomes delivered so far:

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

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

Outcomes delivered to date are as follows:

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

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

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

- There is raised awareness and wider understanding of the Prevention agenda across all partnerships. There has been improved partnership working through the Local Children's Services Partnerships and the links with Kent Agreement 2 have ensured that

TOWARDS 2010 - ANNUAL REPORT 2009

district council partners have fully supported the Youth Inclusion Support Panels' (YISPs) aim to reduce first time entrants

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

Established a prevention-led approach to tackling youth offending:

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

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

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

* Figure available Nov 2009. However, early indications are very positive

Monitoring completed by: Glan Hopkin

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officers:
Ian Treacher/Sue Edmunds

Status: On course

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

Trading Standards Alerts are sent to around 250 organisations, including Age Concern, Neighbourhood Watch, Help the Aged, Citizens' Rights for Older People, Citizens Advice Bureaux, Kent Adult Social Services, Kent Libraries, Parish Councils, Town Councils. Other partners include Kent Police, KCC community wardens

Outcomes delivered so far:

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

- There is a recognised link between 'doorsteppers' and distraction burglary with doorstep criminals often targeting the same vulnerable people time after time and so in addition to enforcement action we alert consumers to these criminals to prevent them from being caught out. Over recent years we have been developing and improving ways of working with communities and partners to make them aware of rogue trader activity
- Alert messages are now being used in many local publications, such as parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams. For example, prompted by one of our messages, we were called by a meals delivery service because one of their drivers was concerned about some people he saw visiting a client. We became involved, together with other agencies, and were able to stop the client becoming a victim
- Kent Trading Standards operates an early warning email messaging system which alerts local communities to bogus trading practices. Our partners and message recipients now number around 250, including 161 parish and town councils. The Neighbourhood Watch Network plays an important role in reaching local communities as there are over 9,000 co-ordinators in Kent so potentially we can reach 300,000 people.

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

conclusion” – from a church in Gravesend which received £2,000 compensation after rogue traders had tarmaced their driveway

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

Increased prosecutions and other formal actions:

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

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

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

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

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

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

- Our good trader scheme is becoming more recognised as a result of an awareness campaign which has included attendance at the County Show, 2020 Vision and Builder’s Day at Folkestone Race Course. In addition, regular features in and on local media and a dedicated website provide consumers and traders with information about the scheme. We have 102 approved traders and the most popular hits on the website are for landscape and garden services, plumbing and heating, building maintenance, replacement windows and mobility equipment suppliers

TOWARDS 2010 - ANNUAL REPORT 2009

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

What more are we going to do?

- We will continue to develop ways of increasing public awareness to the dangers of rogue traders and doorstep criminals building on Trading Standards Alerts, education initiatives and working with partners
- In the next twelve months we will pay particular attention to loan sharks who not only take advantage of vulnerable borrowers, but also bring disrepute to legitimate lenders. We will be working with colleagues from the Birmingham-based team using their experience and expertise to identify and disrupt the activity of loan sharks operating in Kent. Trading Standards Officers will work in partnership with Kent Police. An initial media campaign has already started using Heart Radio and adverts on the back of buses
- This work will dovetail with the proposal for a Kent Credit Union and KCC's policy on financial inclusion (see also Towards 2010 targets 1, 2, and 9)

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

* Base number of organisations is 200

Monitoring completed by: Ian Treacher/Sue Edmunds

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Target 62: Expand the Kent 'HandyVan' scheme, making the homes of older and vulnerable people more secure.		
Lead Cabinet Member: Mike Hill	Lead Director: Amanda Honey	Lead Officer: Stuart Beaumont

Status: On course

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

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

Outcomes delivered so far:

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

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

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

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

TOWARDS 2010 - ANNUAL REPORT 2009

in Gravesham reduced by 40% between 2006/07 and 2007/08 and continued to decrease in 2008/09 by 3.5%

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

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

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

What more are we going to do?

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

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

* The changing focus of the service resulted in less checks than forecast as more time is now spent at each location to make people feel safe (borne out by the survey results, described above)

Monitoring completed by: Stuart Beaumont

Date: July 2009

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By: Roger Gough, Cabinet Member for Corporate Support Services
and Performance Management
Peter Gilroy, Chief Executive
Robert Hardy, Director of Improvement & Engagement

To: Cabinet – 12th October 2009

Subject: Draft Annual Performance Report 2008/09

Classification: Unrestricted

SUMMARY

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

FOR INFORMATION

1. Introduction

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

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

2. Summary

The APR is a relatively short document, built around the themes of *Towards 2010*. It is only intended to provide highlights of key activities and outcomes from 2008/09. Detailed performance information is already reported elsewhere, such as in the T2010 Annual Report, Outturn Monitoring and Directorate’s own performance review documents.

Each section of the report outlines KCC’s proposed achievements for each T2010 theme, the activity that has taken place during 2008/09 towards this and outcome-based case studies that demonstrate what we are achieving on the ground.

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

The APR is aimed at incoming KCC Members, partners, Parish Councils and to a lesser extent the public. This document will be published via the web and on CD only; there will be no hard copy version. It has also been subject to a Plain English check.

3. Approval process

The draft Report was taken to each September Policy Overview Committee and received a positive response from Members.

4. Recommendation

Cabinet are asked to agree the contents of the APR.

Accountable officer:

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

KCC ANNUAL PERFORMANCE REPORT

PERFORMANCE HIGHLIGHTS FROM 2008/09

This document is available in alternative formats and can be explained in a range of languages. Please call (*insert contact*) on (01622 XXXXXX) for details.

About this document

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

- KCC's long-term goals;
- the key activities of 2008/09;
- the difference these have made to people's lives in 2008/09.

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

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

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

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

DRAFT

Contents

1. Local and National Priorities
2. Customers Satisfaction
3. Connecting with Communities
4. Economic Success – Opportunities for All
5. Learning for Everyone
6. Preparing for Employment
7. Enjoying Life
8. Keeping Kent Moving
9. Environmental Excellence & High Quality Homes
10. Improved Health, Care & Well-Being: Staying Healthy
11. Improved Health, Care & Well-Being: Maintaining Independence
12. Stronger & Safer Communities
13. The Finances of Kent County Council

Section 1: Local and National Priorities

1.1 The strategic direction

Kent County Council (KCC) continues to work towards the county's objectives as set out in the *Vision for Kent*. This document, agreed between Kent's public, private and voluntary sectors, sets out how KCC and its partners will work together to improve the economic, social and environmental wellbeing of the county over the next 20 years.

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

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

- increased prosperity for Kent through business growth and job creation;
- transformation in education;
- reduced traffic congestion;
- improved health and quality of life;
- quality homes in a well-managed environment;
- a safer Kent;
- continued improvements in services while keeping council tax down.

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

The *Kent Supporting Independence Programme* continues to play an important role in achieving the *Vision for Kent* and the targets set out in *Towards 2010* and *Kent Agreement 2*. Of most importance is its focus on key groups such as young people not in education, employment or training (NEET) and its multi-agency approach to helping people move from dependency into employment and more fulfilling lives.

To make sure KCC's resources match its priorities, it has a *Medium Term Financial Plan* that looks ahead to the next three financial years. Its main purpose is to identify and estimate the resources that will be available over this period.

1.2 National priorities

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

- Comprehensive Area Assessment (CAA) - introduced in 2009 as a replacement for the old Comprehensive Performance Assessment (CPA) system. CAA takes an area-based approach to assessment, looking at how well councils are working together with other public bodies in their local area to meet the needs of local people.
- The Gershon Review, which required councils to improve efficiency and reduce bureaucracy.

- The Varney report on service transformation, which included recommendations for a cross-government identity management system. This would allow for more personalised services and reduced duplication across government. For example people would only need to contact one public body when their circumstances changed instead of notifying each public body separately.
- *Every Child Matters* - a radical reform of children's services prompted by the Children Act 2004. It aims to bring the work of the health sector and local government together and to improve the delivery of education, health and social care for children and young people.
- The *Children's Plan* - a 10 year strategy coming out of ECM to make England the best place in the world for children and young people to grow up. This places families at the heart of government policy. The Plan aims to improve educational outcomes for children, improve children's health, reduce offending rates among young people and wipe out child poverty by 2020 through the Children's Trust and local Children & Young People's Plans.
- The *Education and Skills Act 2008*, which raised the education leaving age to 18
- *21st Century Schools* – a White Paper that aims to achieve a world-class school system and world-class standards for every community.
- *Our Health, Our Care, Our Say* - a White Paper that sets out a radical agenda focussed on the following four overarching goals for health and social care:
 - providing better prevention services and earlier intervention;
 - giving people more choice and a louder voice;
 - tackling inequalities and improving access to community services;
 - providing support for people with long-term conditions.
- *Putting People First* - the national vision for adult social care. This supports the government's commitment to independent living for adults and aims to make sure that every local area has a single community based support system focussed on the health and wellbeing of the local population.
- *Sustainable Communities: People, Places and Prosperity* - a five-year strategy setting out the government's vision for sustainable communities, with a focus on vibrant local leadership, resident engagement and participation and improved service delivery and performance.
- Local Strategic Partnerships (LSPs) - non statutory, multi-agency partnerships that match local authority boundaries. LSPs bring together the different parts of the public, private, community and voluntary sectors at a local level. This allows different initiatives and services to support one another so they can work together more effectively.

1.3 The economy

This year has seen economic turmoil unmatched in recent years. In April 2008 most forecasters were still expecting growth in the year ahead and despite the impact of the credit crunch, economic fears focused on rising commodity prices and the prospect of increasing inflation. However by March 2009, UK GDP had shrunk by 4.3%, and interest rates had been cut to a record low in an effort to encourage demand.

Looking to the future, current forecasts¹ suggest another drop in the national economy of 4.3% in 2009, before a weak return to growth in 2010. KCC's support for businesses

¹ HM Treasury (August 2009) *Forecasts for the UK Economy*

and employment through the downturn is clear in its commitment to *Backing Kent Business* and the promotion of a closer relationship between KCC and the business community as shown in the *Regeneration Framework*. However, the challenges of a recession will also lead to increased pressure on public spending. For KCC, this is likely to mean increased demand on services and greater pressure on the budgets available to provide them.

1.4 The duty to involve

The Local Government and Public Involvement in Health Act 2007 sets out measures for councils (and other Best Value authorities) to engage with local people, lead their communities and find new and more effective ways to deliver high quality services with their partners.

Section 138 of the Act contains a new duty to involve local representatives. This came into force on 1st April 2009 for all councils. The duty aims to make sure that local people have more opportunities to have their say. The goal of the new duty is to create a culture of engagement and empowerment across all the work of a council.

The duty requires councils to take appropriate steps to involve representatives of local persons in carrying out any of their functions, where they consider that it is appropriate to do so. It states the three ways of involving that need to be covered:

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

KCC will build on existing engagement tools to make sure that it meets the requirements of the duty from 2009 onwards.

1.5 Personalising services

KCC is committed to personalising services to ensure they meet the needs of the people of Kent. This means continuing to innovate and improve by:

- Giving individuals and communities a stronger voice in the design and transformation of services
- Ensuring improved access through innovative projects such as *Gateway* and the self-assessment website so that services are accessible to all
- Continuing to find new and innovative ways of offering more choice and individual control in order to meet and surpass public expectations
- Making the most of technological innovations to personalise services
- Getting the simple things right first time and ensuring an excellent customer experience for all.

KCC's Personalisation and Engagement Board, chaired by the Managing Director of Kent Adult Social Services, supports the council in meeting these aims by championing improvements in community engagement, identifying and communicating good practice within KCC and maintaining a clear focus on improving the customer experience.

1.6 The older population

People in Britain are living longer than ever before and the population is ageing. This pattern can be found in developed economies worldwide and will have a very significant impact on the future of public services. It is essential that KCC plans for the impact this will have.

This year saw the publication of Kent's Policy Framework for Later Life, *Living Later Life to the Full*, which sets out how people in Kent want to live their later lives and what they want from public and community services and facilities.

Following extensive consultation, seven key priorities have been developed to reflect the issues and concerns that are important to the older people of Kent:

- To ensure communities are designed to be “age proof”, stronger, safer and sustainable
- To improve transport and accessibility
- To enable people to lead healthier lives and have better access to healthcare
- To support people's citizenship, learning and participation in community life
- To ensure those people who need support to live independently have choice, control and good quality care
- To encourage people to plan for a secure later life
- To promote a positive image of later life and dignity and respect for older people.

Targets have been drawn up under each of these priorities, and are set out in the Policy Framework. A mapping process has been carried out to identify and collate all the action public services in Kent are taking and planning for older people. This will publicise the existing projects that people may not be aware of, and will also highlight key areas that require strategic and collective actions in the future.

Section 2: Customer Satisfaction

Kent County Council's (KCC's) customers are everyone in Kent, not just the people who directly use its services. KCC always tries to listen to what people have to say and uses this feedback to improve its performance.

The council considers the views of Kent residents to be very important. In October and November 2008, Ipsos-MORI carried out a face-to-face survey on behalf of KCC with over 1100 Kent residents, to get their opinion on living in Kent.

The results from the survey were positive, with 89% saying they were satisfied with their local area and 74% saying they felt that they belonged to their local neighbourhood. Both of these are above the national average.

The survey showed that the score for overall satisfaction with KCC increased from 46% in 2006 to 51%. Direct comparisons should be treated with caution as different methodologies were used. KCC will work hard to improve on this in the coming year.

KCC wants to give everyone a first class service, but sometimes this does not happen first time round. That's why this year, following consultation, the council has revised its complaints process and leaflet.

This revision is one part of the developing strategy to transform customer service by listening to what customers want and expect. The aim is to reduce the bureaucracy involved. This strategy includes reducing the number of formal stages and changing the culture within KCC. To do this, staff will be asked to deal with complaints quickly and sympathetically. KCC will apologise when things go wrong and make sure action is taken to resolve the source of complaints by learning lessons from what causes them.

KCC has developed a whole range of forums and engagement tools which give people the opportunity to express their views (see Section 3). These are then fed into the appropriate service development processes. This provides people with different ways to let the council know what is wrong, rather than having to make a complaint.

Section 3: Connecting with Communities

3.1 Why it matters

People are at the heart of everything KCC aims to achieve. It has an excellent track record of engaging with its service users in the design and delivery of services. However, the council has been less successful in engaging with the wider public in Kent. Local people do not feel part of the council's decision-making process.

KCC wants to make sure that in the future it connects with local people both as individuals who use its services and as residents and members of local communities. KCC wants residents and service users to know that when they say something it not only listens but responds – operating the simple 'you said, we did' principle.

3.2 What KCC wants to achieve

- The wider Kent community regularly engaged with by KCC in a meaningful and constructive way, helping to inform all policy and service developments and decision-making
- The most vulnerable and least heard communities in Kent actively engaged in policy and service design
- Joined-up public services which are convenient and easy-to-access for all sections of the community
- Strong relationships between KCC Members and their local communities

3.3 What has happened in 2008/09

Seeking people's views

Throughout 2008/09 KCC has consulted with Kent residents on major policies and service issues. These range from using the views of disabled children and their parents to design a new respite centre to consulting the wider public on changes to the *Kent Public Health Strategy*.

In partnership with the Kent Messenger Group, KCC has set up a new *Kent and Medway Citizens' Panel*. This helps KCC find out the views of a large number of Kent residents aged 16 or over. It is the only citizens' panel in the country to be run jointly by a local newspaper and a local authority. So far two surveys have taken place. The results have been used to inform policy development, such as the *Backing Kent Business* and *Backing Kent People* campaigns.

Membership of the panel at the end of March stood at around 700, which is still below the intended target of 5000 by 2011. KCC will continue to recruit new members in 2009/10.

Consultation and participation with children and young people continues to develop.

Over 45,000 children and young people took part in the 2008 *Kent Children & Young People's Survey* (up from 42,000 in 2007). Findings have been used in the planning of children's services at a county, local and school level and also used to produce a needs assessment. In early 2009, Ipsos MORI organised 16 "mini focus groups" with young people in Kent to follow up on issues such as bullying and health that came out of the survey.

The *Children and Young People's Plan* was reviewed in 2008 and was subject to lengthy consultation with children and young people. This included a series of focus groups with children who are rarely heard from. The design and wording of the summary version was led by a group of young people.

The *Kent Youth County Council (KYCC)* remained highly active during 2008/09 and is well-supported by young people in Kent, with 30,921 young people voting in the November 2008 elections. KYCC has continued to play a strong role in giving a voice to young people and telling them about the work of KCC. They influenced the decision to extend the Freedom Pass and were asked to inform KCC's Policy Framework for Later Life: *Living Later Life to the Full*.

The Framework for Participation with Children and Young People in Kent has been produced, agreed and distributed by the Kent Children's Trust to organisations in Kent. An inter-agency workshop in February 2009 identified further actions to take forward the work on participation and to refresh the strategy.

Kent's Children, Families and Education Directorate has actively engaged service users in their recruitment processes.

KCC has made sure that pupils and parents have been fully involved in the *Building Schools for the Future (BSF)* programme and have been able to influence the changes made to their school. A workshop for over 150 year 6 - 13 students was held in June 2008, which aimed to capture students' ideas about how and where they would like to learn in the future and to work these into the development of new school facilities planned through the BSF programme.

Public access and technology

KCC recognises that public access in the 21st century is changing and that the way services are delivered across the whole public sector needs to change in line with this, particularly the way in which technology is used.

Vital to improving the customer experience and physical access to services is the *Gateway*. This offers increasingly convenient public service points in a retail format in high-street and town centre locations. Gateway does this by using new technologies and working with key public, voluntary and private sector organisations to shape services around people's needs.

During 2008/09, KCC began work on making access to public services in Kent easier via the *Gateway Multi-Channel* programme. This is being led by KCC in partnership with other local public sector organisations and the private and voluntary sector. The programme has seen Gateway grow from a face-to-face project to a multi-channel project that includes face-to-face, phone and web. This will deliver joined-up web and telephone access across the non-emergency public sector in Kent.

"This is a great idea - to have advice, housing advice and general help under one roof, close to the town-centre. Brilliant."
Customer at Tunbridge Wells Gateway

Linked to Gateway is KCC's *Better Work Places* programme, an office transformation programme that aims to make sure KCC has the right buildings in the right places for the 21st century - for contact with Kent residents and for staff, with partner agencies, and to deliver real efficiencies. This year talks have been held between KCC, district councils and health trusts across Kent about sharing office and building space. Local arrangements for flexible working have been encouraged where these can be done at low cost – for example in Shepway KCC adult social services are due to shortly begin operating out of premises owned by the Romney Marsh Day Centre, a local charitable organisation.

Gateway continued its rolled-out across Kent in 2008/09 with three town-centre locations opening in Maidstone, Tenterden and Tunbridge Wells. Services available within Gateway have increased during 2008/09, and there are more than 40 agencies working in partnership under the Gateway banner. These include Post Office services through the Tenterden Gateway, the successful piloting of health prevention programmes for diabetes and blood pressure at the Ashford Gateway, Citizens Advice Bureau, West Kent College, migrant helpline, and Royal British Legion Industries pathways to work.

Kent was selected as a Pathfinder for the Department for Work and Pensions-led *Tell Us Once (TUO)* initiative. This aims to greatly improve the process of telling statutory organisations that a loved one has died. The highly innovative and effective approach taken by the Gateway service team and KCC Registrars has resulted in a very effective service being redesigned, helping district staff to fully engage in TUO.

ICT has a vital role to play in improving the delivery of public services. The *Kent Connects* Partnership offers the knowledge and resources to help partner organisations deliver real change in the way public services are delivered. It aims to tackle the barriers to the joining up and sharing of public services by using leading edge technology.

In July 2008 KCC commissioned the *Kent Public Services Network (KPSN)*, a single Wide Area Network replacing KCC's existing corporate and schools network. This is now in the final stages of putting in place the connections to over 1,100 public service sites serving 14 councils, Police and Fire authorities as well as providing connection to the secure Government Gateway. KPSN is one of 3 aggregated solutions in the UK and the only one to achieve 100% participation of all councils in the region.

Access to technology is also important in helping communities to connect with each other and the wider world. KCC's *Connecting Kent* programme has been working to support community broadband groups since 2002. 2008/09 saw the start of the Broadband Grant scheme, which makes up to £50,000 available to a "not spot" area (a group of houses and businesses with no access to broadband services) through the local Parish Council. This one-off capital grant pays for the installation costs for a broadband service, and the subscribers then meet the on-going monthly charges. The "not spots" helped in 2008/9 were Barham, Sutton-by-Dover, Tilmanstone and Ulcombe with at least 2 more (Iwade and Selling) planned for late 2009.

Kent TV, the KCC funded broadband community channel, was refreshed in April 2008 to make it easier to use. The site is now more interactive with the ability to vote and it is

easier to upload comments and video content. The site is widely used by both Kent residents and businesses to showcase their own content and there are now over 2000 videos available on the site. The videos include a wide range of topics from business and education to history sport and tourism. By the end of March 2009, visitor numbers for Kent TV reached 1.5 million, far exceeding the 250,000 target.

Co-designing services

Through the work of the *Social Innovation Lab for Kent (SILK)* KCC aims to put the person at the heart of service design, both within KCC and in partnership with others.

In 2008, SILK worked with low-income families, to get an insight into the daily lives and what they do to survive. This has led to more projects in order to tackle the issues raised. An example is the current project to create a bulk-buying model in the Parkwood area of Maidstone. SILK also worked with Sheerness Children's Centre to find new ways of getting fathers involved in family life. This led to the creation of the local 'GO' community card for parents.

In March 2009, SILK worked with Gateway frontline staff to co-design 'Insight to Idea' – a structured process for groups to think about customer needs, map their journey of interaction with the Gateway, and generate creative solutions for better services. 'Insight-to-Idea' is now being used as part of a team building day for the roll out of new Gateways around Kent.

Member engagement

KCC and its partners continue to pilot a range of models for community engagement. Building on the first successful pilot of *Neighbourhood Forums* in Dover, discussions have continued across the county with partners to find out which model of community engagement which is right for each of them.

During 2008/09 productive discussions have taken place that have led to the creation of three Neighbourhood Forums in Gravesham based on the Dover model. In Swale the borough council and KCC have set-up Local Engagement Forums which have created a stronger link to the Swale Local Strategic Partnership. In Tonbridge and Malling and Canterbury, KCC is joining existing models of community engagement which were set-up by the district councils.

In 2008/09 the *Member Topic Review Programme* included three select committees on: Autism Spectrum Disorder, Provision of Activities for Young People and Passenger Rail Services in Kent. Each review resulted in a number of recommendations on how to solve the issues that were identified by the research. Topic reviews have been of real benefit. The process itself tends to create positive action along with the effects of the recommendations themselves. Since the topics chosen for review are often highly significant, cross-cutting and can sometimes involve radical change, the benefits are designed to be far reaching and medium to long range rather than a 'quick fix'.

KCC operates three *community grant schemes* (Member Community Grant, Local Schemes Grant and the Small Community Capital Projects Fund) which empower local County Councillors to give awards to deserving projects which will benefit their local community. These schemes provide more than £1.7 million each year directly to community projects. In 2008/09 a total of 1,152 awards were made across Kent.

Recipients included Town and Parish Councils and small local voluntary groups and projects supported ranged from a community centre to a project to engage young people through fishing.

3.4 How this made a difference

Engaging Fathers

Seashells, a children's centre in Sheerness, started a project with the Social Innovation Lab for Kent (SILK) and Engine to look at what kind of support fathers need and how they can provide it.

To answer this, a user-centred approach was applied to actively engage fathers both inside and outside the Seashells Centre. Placing a core group of 12 fathers at the centre of the work made them feel welcomed and encouraged them to take part. Talking to the fathers helped Seashells to understand how they wanted to spend time with their children and how they view their role within the family.

As a result of the project, a full-time dad's worker has been appointed at Seashells, to act as the voice for dads and make sure their views are heard.

Member Grants

Local Members in Gravesend and Dartford have given funds to support the work of Mediation in North Kent (MiNK). MiNK is a voluntary organisation that provides a mediation service for the general community. They provide a free, impartial and confidential service for people involved in a neighbour or community dispute.

Through funding from member community grants in 2008/09, MiNK has recently been trained both primary and secondary school children across Dartford and Gravesend in conflict resolution techniques to help resolve disputes in their own schools. Pupils who have become peer mediators have found it a rewarding experience. A Dartford pupil said: "It is good to know that you are trusted by children and adults. We never tell anyone what is told to us unless it is serious and then we have to tell a teacher. Being a mediator is a great experience."

Gateways

In early 2009 Brett and Chelsea were the first customers to use the new Housing Plus service at the Ashford Gateway and found it to be of great value. They returned to the UK after Brett's building work dried up in Spain and had no idea where to start in terms of starting a new life in Ashford. Brett's Dad suggested they visit the Ashford Gateway and through Housing Plus they were able to sort out most of their problems, from claiming benefits and using the internet to look for jobs, to finding a Sure Start children's centre just a few minutes' walk from their home.

The couple are now much happier and have settled in. Chelsea, who was amazed at how much help they received so quickly, said: "I don't know where we would have found all this information if it hadn't been for Housing Plus. It seems like they have made sure they are in contact with all the local organisations a person might need and have found out how they can help you. They look at the whole picture not just say, benefits, or job seeking and if Housing Plus can't help you directly it seems they always know someone who can. We can't thank them enough for all their help."

Section 4: Economic Success – Opportunities for All Supporting business, creating jobs

4.1 Why it matters

Successful local businesses matter to us all. Kent County Council must do all it can to help the county's business community; the wealth it creates helps pay for good public services and the jobs it provides are key to a happy and successful life.

Kent has a unique opportunity to take full advantage of the busiest 'gateway' to the UK between Europe, London and the rest of the country to bring more employment to the county. KCC will support school leavers and the workforce to develop the right skills to access the jobs and opportunities that a thriving business sector brings. KCC will also take advantage of Kent's proven strengths in construction, land-based industries, pharmaceuticals, technology, tourism and biodiversity.

4.2 What KCC wants to achieve

- Long-term sustainable economic growth in Kent
- Long-term regeneration of Kent's coastal towns
- A thriving rural Kent economy
- More jobs created and businesses moving to Kent
- Kent thought of as a premier UK tourist destination

4.3 What has happened in 2008/09

Regeneration

In January 2009, KCC published the draft of *Unlocking Kent's Potential*, KCC's Framework for Regeneration. This takes a long-term view of the main challenges and opportunities affecting Kent. It also promotes a closer relationship between KCC and the business community and provides a basis for putting economic development and regeneration at the centre of everything KCC does.

KCC has carried out targeted regeneration work in the coastal towns of Margate, Dover and Folkestone. Work this year has been disrupted by the economic downturn affecting partners and funding availability. However there have been some successes, including the securing of £7.75m from the Commission for Architecture and the Built Environment Sea Change Programme to deliver major improvements to Dover waterfront and castle facilities.

In Margate the start of work on the *Turner Contemporary* site (see Section 7) has created greater confidence in the future of the town. There have been a number of new shops, cafés and creative spaces opening in Margate's Old Town in anticipation of the gallery's opening, such as on the Harbour Arm, although the full benefits will be realised closer to or after the opening.

The University Centre and new Adult Education Centre opened in Folkestone in 2008, and the Performing Arts and Business Centre, which includes business incubator space, opened in March 2009.

KCC also supports regeneration through the *Property Enterprise Fund*, which realises capital from the disposal of non-operational property, and acquires property for future

use, regeneration and income generation opportunities. KCC has undertaken a forceful disposal strategy for non-operational assets. As of March 2009, 131 properties had been sold for a total of £12,288,050 with the money in turn being re-invested through acquisitions, such as Manston Business Park in Thanet.

The rural economy

In 2008/09 KCC has continued to provide support to rural businesses and communities across Kent. The *Kent Action for Rural Retailers* initiative provided specialist retail advice to 54 independent village retailers in 2008/09 to help them stay in business. The *Kent Rural Access to Services* programme has helped create a community shop at Barham, which has also saved the village post office. This shop is due to open officially in August 2009 and three more community shops are currently in development for next year.

“This is a great day for our community and just shows what can be done by individuals with a common purpose who will work together to effect change. We took up the challenge in Barham and now the shop is open it makes all the effort worthwhile” *Liz Minter, Chair of Nailbourne Community Store*

The *LEADER+*, *Kent Rural Towns* and *Rural Revival* programmes have now delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects, including *Funding Buddies*, which was recently awarded over £300,000 of

lottery funding to be rolled-out to rural communities across Kent.

Tourism

Tourist-related business supports approximately 50,000 jobs in the Kent economy, which is 7% of all Kent jobs. KCC has worked on a number of campaigns through *Visit Kent* to support tourism-related business in Kent and increase visitor spend.

A European campaign aimed at France, Netherlands, Belgium and Germany secured over €1 million worth of bookings to Kent via Dutch tour operator “House of Britain” during 2008/09. The *Other Boleyn Girl* campaign, based around the Hollywood film and delivered in partnership with the Kent Film Office brought in around £1million worth of visitor spend and publicity in 2008/09.

The value of on-line bookings for accommodation in Kent’s *Destination Management System* has increased slightly from £300K in 2007/09 to around £370K in 2008/09, although this is below the intended target of £500K. This is partly due to the economic climate and partly due to an increase in the number of large-scale commercial competitors within this market. In 2009 KCC will review its role in this market to see if it can realistically compete and where it adds value.

Economic growth

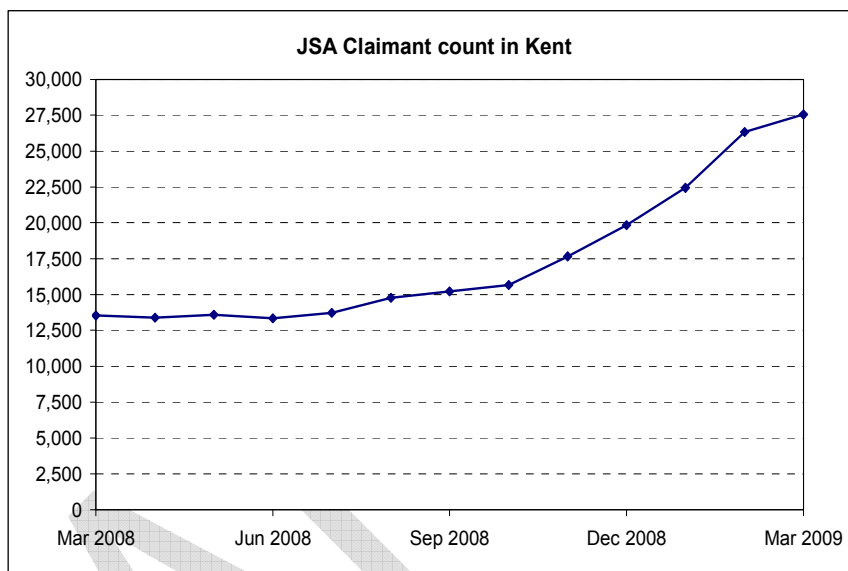
Despite the tough economic climate, *Locate in Kent* (LiK) helped create and safeguard 3,786 jobs in 08/09, well above their target. Also, 70 new companies invested in Kent, meeting LiK’s target.

KCC’s *Backing Kent Business* campaign was launched in December 2008. This focuses on ten commitments by KCC to help Kent businesses through the recession. These include paying businesses supplying KCC within 20 days rather than 30. On

average, 78% of businesses have been paid within 20 days. This is up from 44% prior to the launch of the campaign. KCC will look to build on this during 2009/10.

KCC has continued to provide support to the film and television industry in Kent in line with the *Kent Film and Television Strategy*, mainly through the work of the *Kent Film Office (KFO)*. This year the KFO has managed over 700 filming days, taking the total income generation in Kent to £13 million since 2006.

Obviously, any activity in 2008/09 has been in the context of the difficult economic conditions. The effects of global recession have been felt in Kent, as they have across the world. After fifteen years of falling or static unemployment, the number of people claiming Jobseekers' Allowance in Kent more than doubled in 2008/09. Although at 3.3% of the working-age population this is still below the national average of 4%.



The coming year will prove challenging for Kent as it recovers from recession. It will continue to be dependent on changes in the national and international economic climate. KCC will continue to promote Kent's significant structural economic advantages and make sure that the necessary physical, skills and social infrastructure is in place to keep Kent an attractive location in which to live, visit and invest.

4.4 How this has made a difference

Kent Film Office

The Kent Film Office (KFO) has been dedicated in the promotion and development of the creative industries in Kent, including the training of young people. The unit has helped local production company Maeve Films get funding to set up the *Kent Film Foundation*. This aims to give young adults from disadvantaged backgrounds the opportunity to find their way back into education and/or employment through work on their own films. So far the company has hosted a film school for 3 autistic young adults and 3 autistic young offenders and is hosting a further 6 places for young offenders during summer 2009. It is hoped that they will be able to set up a long term film school for young adults from disadvantaged backgrounds, in conjunction with Thanet Works and Thanet College.

Elaine Wickham, Producer at Maeve Films is grateful for the help she has received from KFO. She said "The Kent Film Office is invaluable, not only because they offer production support and advice, but because they're totally committed to film training in Kent. They are dedicated to creating and collaborating on film initiatives that support

college and university graduates, as well as young disenfranchised youth, which I think is commendable.”

Marlowe Innovation Centre

Marlowe Innovation Centre opened in September 2008. It is the first Innovation Centre in the UK to be located on a school campus, at the Marlowe Academy in Ramsgate and was built there as a key part of the regeneration strategy for Thanet.

The Centre provides space for 6 light industrial units and 19 offices and is already nearly full. Tenants are given free support, including monthly Innovation and Business Support clinics and banking advice as well as the opportunity to network with fellow tenants. Sarah Wallace, a tenant and owner of Clinical Litigation Services, has found moving into the centre to be a real benefit to her business. She said: “it’s a fantastic interactive place to work. There are all these different businesses in one place, it is very dynamic, and it means that you are forward looking and share experiences.”

All tenants agree to some kind of contact with Marlowe Academy students. Sarah mentored a student from the Marlowe Academy who had a particular interest in law. Asked about the connection with the Marlowe, Sarah said: “That is something that I feel quite strongly about and I think it is a very positive thing. I think it is good for the school because there are role models here for the school children. The older pupils can see that there are thriving businesses in the centre, and work is actually quite exciting if you are doing something that you enjoy. I think that it is a great idea to bring business and education together.”

Wealden Wheels

Wealden Wheels is a KCC-funded community transport operation run by volunteers to improve rural access to services in the five parishes of Pluckley, Charing, Egerton, Challock and Smarden.

It provides the opportunity for people who are stuck at home to get out and socialise, attend medical appointments, or just have a day out. Without Wealden Wheels, they would either have to rely on individuals to transport them or in many cases simply would not leave their homes.

Users of all ages find the service invaluable. A local care home had this to say: “We have been able to book the transport for all our outings a year in advance. The drivers are always very helpful, polite and professional. The tail lift enables us to take residents whose disabilities do not allow them to sit safely in ordinary seats.”

Alan Davies, the treasurer of Wealden Wheels is grateful for the part KCC has played in keeping this service running during 2008/09. He said “I think KCC should be properly recognised for the contribution they have made to Wealden Wheels. Last year, after our LEADER+ funding ended, KCC made a major donation to support our running costs and it was this that kept us going through 08/09.”

Section 5: Learning for Everyone

Getting it right from the start

5.1 Why it matters

Providing our youngest children with the very best start in life is crucial. Early years and nursery education has an enormous impact in developing a child's readiness to learn from an early age, along with building essential social skills and good behaviour. With these key skills a child's appetite for learning is greatly improved.

KCC considers family and education as the most important factors in ensuring that children grow into adults who are able both to look after themselves and to contribute to society as a whole. The council believes that education, skills, learning and well-being are key to personal success and to the future prosperity and quality of life in Kent. KCC is determined to improve the quality of education received by every child in every school and setting and to protect and improve the life chances of the most under-privileged and vulnerable children in our community.

5.2 What KCC wants to achieve

- Higher quality early years education across the whole of Kent
- Key Stage 1 and Key Stage 2 results improving faster in Kent than the national rate of improvement
- No disruptive behaviour, bullying or vandalism in any of our schools
- Children in need in Kent, particularly the most vulnerable, fully supported to deal with the problems they and their families face
- Adults in Kent given opportunities to improve their numeracy and literacy skills

5.3 What has happened in 2008/09

Early years

KCC recognises that good quality early years provision is crucial in developing a child's ability to learn, building essential social skills and encouraging good behaviour. Since 2005, KCC has worked on increasing access to early years settings through doubling the number of maintained nurseries linked to primary schools to 70, creating over 12,000 new childcare places and opening 72 children's centres with a further 30 planned in deprived areas.

The Parklife Centre in Herne Bay, the result of a partnership between KCC, Canterbury City Council and The Gap, was opened in January 2009. It features the Poppy Children's Centre for children up to 5 years and the Sparks Youth Centre for 13 to 19 year olds, making it the first in the county to offer services for residents from birth to their late teens.

In September 2008 a new Communication, Language and Literacy Development project was established within the Gravesham Local Children's Strategic Partnership, developing joint working across schools and early years settings through training and exchange visits. This has seen improvements for children in Kent above the national and regional averages for this project.

There was further improvement in Foundation Stage Profile data in 2008. Out of the thirteen aspects of learning that are assessed at the end of the reception year, twelve

demonstrated improvement. Kent's performance in the percentage of children achieving the expected level in Foundation Stage was better than the national average in eight out of the thirteen areas. However, overall this was slightly below the national average, at 46% compared to 49%. Work to improve this further will be undertaken in 2009/10.

Getting results

KCC is committed to ensuring that attainment results for Key Stage 1 and 2 in its schools improve faster than the national average.

This year has shown above average increases in the percentage of pupils achieving Level 2 and above in Key Stage 1 for reading and writing, with an increase of 2% from 82% to 84% for reading and an increase of 1% from 79% to 80% for writing. This is in contrast to the national rates, which have stayed the same at 84% and 80% respectively. This has been helped by initiatives such as the 23 reading recovery teachers trained as part of the *Every Child a Reader* programme.

The percentage of pupils achieving Level 2 and above in Key Stage 1 for mathematics remained the same at 90%, in line with the national rate. This year KCC piloted the *Numbers Count* project, as part of the *Every Child Counts* programme, which aims to improve achievement in mathematics for 7 year olds. Statistics indicate that children's progress was accelerated by average gains of 14.4 months from 20 one-to-one sessions. KCC will be looking to roll-out the pilot across Kent from next year.

"Reading Recovery has raised the profile of reading in the school. People are talking about children's reading all the time at every level". *Carole, Kent Headteacher*

The percentage of pupils achieving Level 4 or above for *both* English and mathematics in Key Stage 2 tests increased by 2% from 67% to 69%, which remains slightly below the

national rate of 73%. Work to improve this will be undertaken in 2009/10.

From September 2008, an alternative programme of support began in target schools. 19 schools took part in the *Raising Achievement in Your Schools* project. This provided an improved package of adviser support and challenge for schools that in 2006 had been below 65% in English and mathematics at Key Stage 2 for four years. Six of these exceeded the government's base line of 65% in at least one subject whilst others improved their performance. 20 schools took part in the *Intensifying Support* programme and 57 in the *Ensuring Success* programme. Both programmes showed improved performance, particularly in mathematics. Further support is planned for 129 schools from September 2009.

Results at GCSE level also continue to improve. In 2008, 49.7% of students achieved 5 or more GCSE A* - C grades including English and Maths. This is compared to the national average of 47.6%. The number of young people leaving care with five or more good grades at GCSE was 11.4%. This was an improvement on the year before and in line with the national average.

More students in Kent achieved passes at 'A' level or equivalent with 93% receiving 2 or more A -E grades, a 1% increase on last year. The quality of performance by students increased to 206 average point score per 'A' level entry, up from 202.7 the previous year.

Tackling bullying

Kent Safe Schools has worked in partnership with the Kent Anti-Bullying Strategy Group, to develop a ground breaking *Anti-Bullying Accreditation Scheme* which is being rolled-out across Kent. Currently over 130 schools have or are working towards anti-bullying accreditation. This is set to increase as the scheme grows.

An online survey about bullying took place with more than 8,000 children and young people in November 2008. Results showed that 85% of pupils felt that their school was good at dealing with bullying (up from 77% in 2007) and only 12% said that they were being bullied, compared to 25% in 2007.

Supporting families

KCC and its partners continue to focus on prevention, making sure help is available at the earliest possible opportunity to respond to families in need and those who are vulnerable.

Growth in the number of *Children's Centres* in 2008/09 to 72 has led to improved local access to services and a range of support for families of children from 0 to 5 years.

KCC has expanded the number of *Family Liaison Officers* (FLOs) and *Parent Support Advisers* (PSAs) to 240. These people support parents and improve relationships and communication between parents and schools. This has led to an increase in the number of families accessing the most appropriate support from agencies and engaging with schools and with their children's learning. Over 12,500 parents accessed advice through their FLO or PSA this year.

"Thank you for the wonderful services you give. I had two lovely ladies come to visit me regarding my son who has Aspergers and ADHD which has created behavioural problems. 'X' has been absolutely fantastic, she has guided me and encourages me to have the confidence to manage my son's behaviour and that I can do it." *Parent*

Also, following talks with parents, KCC is running a pilot programme in Dover, Gravesham and Maidstone. The council has appointed three PSAs to work with families of excluded children, those at risk of exclusion and those with children out of school. These PSAs are currently working with over 30 families.

This year, people taking part in family learning and parenting programmes has increased. Kent Adult Education Service has had just under 7,000 learners taking part in family programmes this year, with more than 4,000 through family programmes with *Kent Children's University* and *Children's University in Schools*. As a result, parents have reported increased confidence in their own parenting abilities and improved relationships with their children.

Supporting vulnerable groups

Protecting children and keeping families together is KCC's top priority. It continues to take action with partners and through the *Kent Children's Safeguarding Board* to protect

children and develop a wide range of preventative services, ensuring children are supported in their families and do not need to be removed unless absolutely necessary.

The Safeguarding Board continues its hard work to achieve good outcomes for children. The Child Death Review Panel has been put in place and other recent achievements include promoting safe recruitment within the third sector and the broadening of the Kent e-safety strategy to include awareness-raising for parents and carers.

The *Kent Pledge* is KCC's commitment to children and young people who are looked after by the local authority to make sure they enjoy their life and achieve their potential, taking good memories of their time in care into the future. During 2008 KCC developed the framework for delivering effective corporate parenting in Kent, including the corporate parenting forum and the children in care council. The Kent Freedom Pass was also extended to KCC care leavers up to 21 years of age.

As part of the national *Aiming High for Disabled Children* programme, KCC together with Eastern and Coastal Kent and West Kent PCTs, is developing a range of new services to give children with disabilities the opportunity to experience enjoyable and valuable activities away from their parents and carers. This also gives parents the chance for a break from caring. An example of this is an overnight activity weekend held at the Bewl/Swattenden centre. This provided disabled youngsters with their first night's stay away from home. As well as activities such as sailing and football the children were responsible for making their own beds to assist them in developing independent living skills.

Windchimes, a new resource centre based in Herne Bay for disabled children from East Kent was opened in July 2008. Children with the most complex needs can stay there for up to seven nights, giving parents a respite and children an opportunity to undertake a range of fun activities while meeting other young people.

Adult skills and learning

There are lots of adult learning opportunities offered throughout Kent. The *Skills Plus* initiative is a free service for adults who want to improve their numeracy and literacy. It is available through the Kent Adult Education Service. Courses are run at dedicated Skills Plus centres across Kent in the morning, afternoon or evening so studies can be fitted around family life and other commitments. As at July 2008, 2474 learners had enrolled on Skills Plus courses. Also, last year 266 adults with learning difficulties or disabilities took part in the *Independent Living Skills* programme. This helped them to gain the skills they need to become more independent in their daily lives and active members of the community.

5.4 How this has made a difference

Every Child a Reader

Every Child a Reader is an initiative which aims to tackle the literacy difficulties that affect many children's lives, particularly those of children living in poverty. It part funds the salary and training of highly-skilled Reading Recovery teachers in targeted schools, to provide intensive help to children most in need. Of the 386 lowest attaining children in Kent who received Reading Recovery programmes during the academic year 2008/09,

300 (78%) successfully caught up with peers and in line with national averages. The majority of the remaining children made at least twice the expected rate of progress.

Pauline, a Kent Reading Recovery Teacher, said: "I've been a successful teacher for 35 years and I didn't know how to teach reading until I did Reading Recovery. To see these children who were always left behind catching up with their peers and going on to make the same progress is fantastic."

Anti-Bullying Accreditation Scheme

Kent Safe Schools launched a pilot project two years ago to provide a county wide accreditation for schools in anti-bullying work. The scheme is designed to make sure that all aspects of anti-bullying work, including preventative work and awareness-raising for the whole school community, are at the same high standard. The work is supported by Kent Safe Schools project officers, who provide training in peer mentoring, mediation and restorative approaches. The anti-bullying co-ordinators work with school leaders to ensure that the impact is strategic and impacts at all levels throughout the school.

One school in Dover took part during 2008/09. The school was formed through a merger between two schools and the Year 6 pupils were having difficulty mixing. Kent Safe Schools worked with the Year 6 teachers and pupils throughout the academic year, including intensive work with the whole school during Anti-Bullying week, to great success. Kate Winspear, KCC anti-bullying co-ordinator said: "The final test for me was the last week of term. I was invited in to the school to say goodbye to the Year 6 pupils. I watched as they rehearsed their play, full of good fun and enjoyment, all working together. One child, who had won the poster competition, told me that '*Year 6 had just got better and better*'."

Family Support

The *Children and Families Project* (CAFE) was set-up in 2006 as a 6 month pilot project to develop a service to support the children and families of offenders. Following its success, largely to the involvement of a voluntary sector partner with experience of working with excluded families on a London housing estate, the project was continued with funding from KCC and Canterbury Community Safety Partnership and expanded to other areas. Positive outcomes from the project include stable accommodation, parental employment and enhanced family relationships and parenting skills.

The project has helped young women such as "BW" develop a stable family relationship. "BW" was referred by her partner's Probation Officer when she had a 2 year old child and was expecting another shortly. She was living in unsuitable accommodation and facing eviction. Her partner had an older son with ADHD who lived with them and they had bad finance and debt problems. The CAFE project worker helped them to negotiate with their debtors to resolve these problems. She also helped them to liaise with the older boy's school to recognise his special needs. With CAFE's support, the family moved into more suitable and stable accommodation and "BW" started as a volunteer with a young families group last summer. Her partner's son is more settled at school with considerable improvement in his attitude and behaviour. "BW" believes that the CAFE support has "kept them together and made them stronger as a family."

Section 6: Preparing for Employment

Making education relevant to all our young people

6.1 Why it matters

Although Kent's overall GCSE and 'A' level results are well above the national average and the county is a national leader in improving secondary education, too many students leave school without enough careers advice to fulfil their potential or make the right choices for entry into employment, post-16 education or university. Too many students drop-out because they make choices without the right information and too many businesses say there is a significant lack of skills in the young people they employ. Vocational courses that are tailor-made to the needs of industry, matching skills to market requirements, and the provision of first-class careers guidance for young people are vital to KCC's vision.

All school and college leavers should display the hallmarks of employability – knowledge, discipline, motivation, reliability and respect.

6.2 What KCC wants to achieve

- More young people gaining relevant vocational skills and using these to gain employment
- All young people provided with high quality impartial careers advice to help them make the right career choices
- Fewer young people not in employment, education or training (NEET)
- More young people being awarded apprenticeships through the Kent Success programme and going on to permanent employment

6.3 What has happened in 2008/09

Vocational learning

Kent's *14-24 Innovation Unit* has enjoyed great success in 2008/09. It has engaged with young people through its range of skills and training programmes, including vocational Master Classes. This is in partnership with organisations such as the Royal Ballet and the Fifteen Foundation.

The number of young people taking part in the 14-16 vocational programme continues to increase. In September 2008, over 5,000 learners chose to join a vocational course, with most courses over-subscribed. Of those attending a vocational course during 2008/09, 98% felt that it was having a positive effect on their lives.

NEETs

KCC runs a number of programmes aimed at young people who are, or are in danger of becoming, NEET (Not in Education, Employment or Training). From April 2008, KCC has commissioned the delivery of Connexions Services to the Connexions Partnership Kent & Medway.

The *Skill Force* programme provides innovative courses for young people aged 14-16 who feel disengaged and uninspired by the traditional school curriculum. The Institute of Education at the University of London has evaluated Skill Force as providing "a unique service to schools (and is) successful in meeting the needs of many disaffected students, improving their motivation and social skills". In September 2008, 400 young

people enrolled on Skill Force. Also in September pilot courses for post-16 students started. The *Skill Force Leadership Award* is designed to engage Year 12 students who traditionally have been in danger of becoming NEET. The pilot has been highly successful and will be expanded into a full programme from September 2009.

KCC ran two *Brand You Experience* sessions in Dover and Maidstone during 2008/09. This five-day 'out of school' programme is aimed at supporting vulnerable students who are in danger of becoming NEET. It is designed to raise aspirations, provide direction, raise confidence, increase motivation, and introduce the skills of success. Around 84% of those that attended these sessions said that they had found them "potentially life changing" and more are planned for 2009/10.

"I didn't realise until now that anything is possible", *Brand You Experience Participant*

The Kent Community Programme (KCP) is a 3 month programme for those who are already NEET. It combines community-based voluntary work with learning life and employability skills. At

the end of March 2009, KCP had worked with 116 young people (all previously NEET) across Kent, undertaking projects such as renovating Murston Community Centre gardens and assisting in the build of a barn in Dover. Positive routes of progression for the young people are a priority for the KCP project teams. So far, 78% of the young people involved have been guided and supported into further education, employment or an extended work placement.

KCC has taken a strategic approach to preparing groups of particularly vulnerable young people for post-16 pathways. The NEET County Strategy Group has representation from the Youth Offending Service, Alternative Curriculum, Looked After Children, Unaccompanied Minors and Children's Social Services. In 2008/09 the percentage of those aged 16-19 who were NEET and were disabled or had a learning disability was 8.2%, reduced from 10.3% in 2006. In 2008-9 the percentage of young offenders in employment, education and training was 69.8%.

Overall, the percentage of those aged 16-18 in Kent who are NEET decreased from 5.2% to 4.7% in 2008/09, significantly ahead of the national average of 6.7%.

Careers guidance

High quality impartial careers advice and guidance is vital for school children to make sure that they make the career choices that suit them. Providing this information is a priority for KCC. During 2008/09, KCC worked with leading careers advice teachers to develop a Kent Careers Education Curriculum Framework. This is due to start in schools in September 2009. KCC has also funded the development of nine lead teachers to focus on Careers, Education and Guidance developments. The teachers were appointed in January 2009.

Fostering good relationships between schools and local businesses is a key way of raising students' awareness of job opportunities and helping them to understand what type of career they would be interested in pursuing. Through *Kent Works*, KCC offered work-related learning activities for over 7,000 young people across Kent in the 2007/8 academic year. This included interview days, career awareness work, and preparation for work experience and enterprise.

Apprenticeships

The *Kent Success* apprenticeship programme has enjoyed another successful year. The programme is now a formal employment route of entry into KCC. It is regarded as an integral element of KCC's wider workforce development strategy and KCC recruitment procedures have been re-designed to make it easier to recruit apprentices into permanent posts, in line with KCC's wider strategic workforce goals of employing more young people.

"After spending 7 months on Job Seekers Allowance, I honestly believe completing a Kent Success Apprenticeship was the best life choice I've made to date."
Alex Ellis, former Kent Success apprentice

By March 2009, 228 apprentices had been taken on by KCC. Of those that have completed the programme, around 70% have remained permanently employed by KCC. A further 20% have found employment

with other private or public sector organisations and the remainder are being supported to make sure that they move forward positively into employment and further training opportunities.

In 2009/10, priority focus will be given to increasing the number of apprenticeship schemes across the wider Kent public sector. Work is already underway with the Building Schools for the Future (BSF) initiative and the contractor for the Turner Contemporary project in Thanet to provide apprenticeship placements.

6.4 How this has made a difference

Swale Skills Centre

The Swale Skills Centre opened in September 2008 and is funded by KCC, the Kent and Medway Learning Skills Council and Department for Communities and Local Government.

This unique state-of-the-art Vocational Centre is designed to deliver training in construction, engineering and green sustainable technologies to those aged 14 years and above. The Centre has been purposely positioned on the Eurolink Business Park to be in the heart of industry.

120 students from schools across Swale currently attend the skills centre one day a week as part of their GCSE option or vocational training. The number of young people taking part in a construction or engineering course there is expected to double in September 2009. As well as school-aged students, the centre also caters for post-16 studies and employers use the facilities to train their apprentices.

Master Classes

In 2008 Kent Works joined with Brand You to facilitate a series of Master Class conferences across Kent, aimed towards year 10 and 11 students, nearing the end of compulsory education. These events are designed to introduce young people to key employability skills ranging from teamwork to business & customer awareness. They also ran Master Class Taster days aimed at year 9 pupils, which were industry specific sessions run by enthusiastic professionals, covering sectors such as engineering, media and retail.

Feedback from young people and teachers attending these events has been very positive. One teacher said: “They enjoyed the environment and conference facilities, it was out of their comfort zone, but raised their aspirations”. Student feedback included: “I think this could really help someone who is not sure what they want in life” and “today has inspired me.”

Kent Success

Kent Success is KCC’s internal apprenticeship programme. It helps young people aged 16 to 19 to achieve an accredited qualification in a supported work placement across a wide range of vocational skill areas. In addition, the programme gives young people a variety of life and employability skills.

Chris Mitchell, who found out about Kent Success at his local job centre, said: “I got fairly average results at school, so I was finding it hard to get into work and to get into the work mode. I had a few part time jobs, like working in the local chip shop. Then at the job centre I saw the KEY training services leaflet and I thought the scheme sounded quite good.”

Chris is now in a finance assistant job role at KCC, having realised during his apprenticeship that finance was the area he was interested in. Summing up his experience as an apprentice, Chris said: “It was a good stepping platform, I made some friends through it, and it was a good move forward.”

Section 7: Enjoying Life **Kent, a great place to live and work**

7.1 Why it matters

How we spend our leisure time is crucial to enjoying life in Kent. Kent has a unique heritage, beautiful countryside and great choice of leisure activities. Opportunities are all around us and there is a huge variety to suit all interests.

KCC must make sure that residents and visitors can discover what this county has to offer and can participate in enjoying life in Kent.

7.2 What KCC wants to achieve

- Kent established as a centre for the arts
- Continued growth in local sport across Kent
- A modern library service fit for the 21st century
- More young people engaged in cultural activities across Kent
- A network of volunteers to support sport and cultural events across the county

7.3 What has happened in 2008/09

Culture

KCC has worked hard to support arts and culture across Kent in 2008/09. The first Kent Cultural Strategy Summit was held in February 2009 and was attended by over 130 partners from across the county. The event helped establish an agreement on the value of culture and strengthened Kent's position and profile as a developer of the arts. Following the summit, a Kent Cultural Strategy is being developed, to be launched in early 2010. This will support the KCC regeneration agenda, in terms of recognising culture as a driver or contributor to regeneration and community cohesion.

KCC supported several nationally-recognised arts events held in Kent during 2008/09, including the *Folkestone Triennial* and *Whitstable Biennial*. It also helped to secure £40,000 of investment for the *Light Up Open Up* event held in Dover to launch the Cultural Olympiad in the South East.

Opportunities have been created for more young people to get involved in theatre activity across Kent. The *Kent Youth Theatre Festival* was successfully held for the first time in March 2009, based on extensive prior consultation of organisations in Kent and wider research. The resulting energy and consensus has fuelled the start-up of new initiatives to drive forward youth theatre development.

Considerable progress has been made in 2008/09 in preparation for the completion of the *Turner Contemporary* Gallery in Margate by 2010. Kent-based contractor Durntells were appointed in October 2008 to build the gallery and work at the site began in November 2008. The gallery building programme has made noted improvements to the whole of the eastern seafront area of Margate, such as Fort Hill's return to a single carriageway, completed in Autumn 2008.

The Turner Contemporary Project Space occupied the former Marks and Spencer building on Margate High Street from February 2008, helping to build audience capacity

and create further interest in the project. A varied artistic programme will continue up to the gallery's opening.

Sport & Leisure

Local sport across KCC has been helped to grow through practical help and support. This has included administering grants and helping organisations to secure funding. During 2008/09 KCC's Sport, Leisure and Olympics Service brought in over £4 of external funding for every £1 spent on the service.

KCC has continued to support sports clubs in getting nationally recognised accreditation through the *Clubmark programme*. KCC's Sport, Leisure & Olympics Service were registered in summer 2008 to run a local Clubmark licence scheme with district councils, in order to support clubs from minority sports through the accreditation process. So far, 150 sports clubs across Kent have received Clubmark accreditation.

"Clubmark identifies the club as a flagship within our community and for parents to see that we are safe and accessible" *Sheppey Rugby Club*

KCC has worked with district councils during 2008/09 to set up 10 local

Community Sports Networks with voluntary sector sport representation. This is so that the local voice of sport can be heard in local plans, alongside other partners. This is below the target of 13, due to a lack of interest in some parts of Kent and reduced emphasis from Sport England, but more work will be done to further this in 2009/10.

Kent's work to secure a legacy from the Olympic and Paralympic Games was nationally recognised in 2008 and awarded Beacon Status. During the last three years, over 700 national level sportspeople have had access to free sports facilities thanks to the *Kent Free Access to National-level Sportspeople* scheme (FANs). They have also received discounts on equipment, clothing and physiotherapy services. In 2008/09, 20 top performers, both disabled and non-disabled, have been directly supported by KCC and a further 5 performers have been supported through P & O Funding.

This is starting to show real results for Kent sportspeople, including bronze and silver medals in rhythmic gymnastics at the Youth Olympic Festival in January 2009; 6 swimming gold medals in the DSE Junior Nationals 2009 and a top 10 world table tennis champion who participated in the Beijing Paralympics Games in 2008.

As part of KCC's *Kent Pledge* to children and young people who become looked after by KCC, arrangements have been made for free access to certain leisure facilities in 5 districts in Kent: Ashford, Dover, Maidstone, Thanet and Tonbridge and Malling.

KCC has looked to improve the library user experience through its *Library Modernisation* programme, with libraries in Ramsgate, Tenterden, Hadlow, East Peckham and Marling Cross undergoing modernisation during 2008/09. The programme aims to find new ways of working, co-

"Love the look and feel of the new library. Peaceful and welcoming."

"Lovely, bright, modern. Loads of new books"

Customers at Hadlow Library

locating with other partners to deliver an improved service to customers, such as

locating libraries in the new Thanet and Tenterden Gateways and. This has helped the service reach many more customers, with issues at the newly-refurbished Ramsgate and East Peckham libraries increasing by 67% and 11% respectively compared to 2008.

The number of young people involved in activities and borrowing books has increased at modernised libraries. On average, children's fiction issues at these libraries have increased by 4.09% and children's non-fiction by 4.6% compared with 2007/8.

In Kent, the National Year of Reading was launched in April 2008 under the banner, "Kent: a Great Place to Read". It has led to many more projects and initiatives such as the *Doorstep Library* in Sheerness. As part of this initiative, volunteers from Seashells children's centre read stories to children in streets and in their homes.

Volunteering

KCC has worked towards building strong partnerships with public, private and voluntary organisations to support volunteering across Kent. The *Kent Voluntary Advisory Group* is able to identify good practice as well as barriers to volunteer engagement and find ways to work together to increase involvement. For example, Kent Police worked with Kent Volunteers to create opportunities for volunteers across their services. Now over 330 volunteers are taking part, with many more on a waiting list.

KCC launched the *Kent eVents Team* (KET) project in May 2008. This is a network of people willing to volunteer for one-off sport, leisure and cultural events. It has been developed together with Kent's volunteering networks. At the end of March 2009 almost 500 people had registered as volunteers with KET and 29 sports events had been supported. We will look to build on this next year to make sure we meet our intended target of 2,500 ahead of the 2012 Games.

Ashford Volunteers are located in the Tenterden Gateway. There have been many more people applying for volunteering projects since the Gateway's opening.

KCC Employee Volunteering continues to grow. Around 35% of KCC staff have volunteered and many more are volunteering in their own time thanks to the encouragement KCC offers. There are many benefits, such as personal and team development and evidence of making a difference to projects and the community. One example was the work done by Kent Highway Services Staff from Gravesend. They took part in volunteering days at the Rare Breeds Centre near Woodchurch. The Centre is run by the Canterbury Oast Trust, which changes the lives of people with learning and physical disabilities. This creates opportunities for those who would not be able to look after themselves outside a safe and supportive environment.

7.4 How this has made a difference

Supporting future Olympians

KCC is working in partnership with a number of other organisations to support Kent sportsmen and women to compete at a national level in the run up to the 2012 Olympic and Paralympic Games.

This year KCC has provided enhanced support to 20 of the county's top performers. These sportsmen and women were chosen across a range of sports, and include disabled and non disabled performers. The ambitions of all of the performers include selection for Great Britain at future Olympic and Paralympic Games and International events.

One sportsman who has benefited is Alek Makucewicz a 17yr old international fencer from Dartford. KCC funding has made it possible for Alek to work closely with a sports scientist at the University of Greenwich, a nutritionist and a sports psychologist. Through FANs Alek has made regular use of his local Sports Centre to train. Alek's coach said: "All this support over the last few months has made a significant improvement in Alek as a fencer. He is fitter, more confident, and this is reflected in a significant improvement in his results over recent months. Once again thank you for all your help and support."

Kent Youth Theatre Festival

The first Kent Youth Theatre Festival was launched on 22nd March 2009 and involved over 200 young theatre practitioners, facilitators, youth theatre leaders and supporters. The young people involved were aged between 11 -18 years of age, from diverse backgrounds and with varied levels of experience in theatre. 12 theatre groups attended, 2 of which were groups for young people with disabilities.

All young people took part in a range of workshops that would not usually be available to them including special effects make-up, musical theatre, mask theatre, physical theatre and acting for screen. They also had the opportunity to perform in front of their peers, invited VIPs and professionals giving them new experiences in performance.

Feedback from both the young people and the organisations that took part was positive. One youth theatre leader said: "This was such a wonderful opportunity for similar minded people to get together and share our visions; the young people behaved impeccably and had such a good time, encouraging and congratulating each other without any competitiveness. It just shows the power of the arts on young people."

Hadlow Library

Hadlow Library is one of the latest KCC Libraries to be refurbished as part of the Library Modernisation programme and the transformed building opened in April 2008. As Hadlow is set in a rural location, it has a fairly small customer base and visitor numbers had been going down. Since the modernisation, visits are up around 13%, adult issues 13% and children's issues 52%.

As well as improving the building, KCC has worked towards changing the way in which the library is used by the local community. KCC has set-up up a new reading group, arranged author visits and allowed the library to be used out of hours by local community groups. Caroline Wetten, one of Hadlow library's regular users, said: "I think the modernisation is a good idea. People tend to view libraries as stuffy places, but it is now light and airy, and is easy to walk around. It helps that the staff are always friendly too, even though they haven't changed. There are new things going on that you wouldn't see in older libraries. I use the computers at the library now as well as the books."

Section 8: Keeping Kent Moving

Tackling congestion

8.1 Why it matters

Traffic congestion is the bane of everyone's life, whether they travel by car, bus or train. It causes frustration and pollution in equal measures, slows down economic development and hampers efforts to bring inward investment into Kent.

More investment is needed for Kent roads and the council will continue to push the Government to give Kent its fair share of funding for new roads and improvements.

8.2 What KCC wants to achieve

- High quality public transport available for all
- Better journey times and less congestion around Kent's major towns
- Greater public satisfaction with Kent's roads and pavements

8.3 What has happened in 2008/09

Improving public transport

KCC has an excellent record of working with bus providers to improve public transport in Kent. This can be seen in the year on year increases in the number of people using Kent bus services. In 2008/09 there were 55.2 million passenger journeys, a 6.8% increase over the year before which is significantly above the national level of increase which was at approximately 1%.

The Ashford *Quality Bus Partnership* was launched in February 2009. This included the introduction of 10 brand new low floor easy access buses, which are now running on Ashford's A line route. The buses were funded with a KCC *Kickstart* grant, with Stagecoach also providing funding and marketing to get more people to use the service. Around two thirds of the total bus fleet in Kent are now easy access, low floor entry.

KCC provides financial support to around 200 bus services and seven *Kent Karriers*. These provide 'dial-a-ride' accessible services for disabled people and those living more than 500m from an existing bus route. A successful re-tendering of around 25% of all bus services supported by KCC has been completed within budget. This means that services can continue during 2009.

KCC is providing more funding to the *Kent and Medway Concessionary Travel Scheme* for over 60s. This has led to the scheme's start time returning to 9.00am and has allowed disabled companion passes to be valid across Kent.

During 2008/09 the *Kent Freedom Pass* was rolled-out to schools beyond the original pilot areas of Canterbury, Tunbridge Wells and Tonbridge. In June 2008 the scheme was introduced to Maidstone, Malling, Dover and Shepway, then in January 2009 to schools in Swale and Thanet. The pass will be offered across Kent from June 2009.

The scheme has proved to be very popular and 12,800 passes had been issued by the end of March 2009.

As well as the obvious benefits for young people, the scheme has had a positive effect on congestion. KCC surveys indicate a 2 to 6% reduction in journey times near schools with a high take up of passes and a big shift from car users shortly after the introduction of the Pass.

In terms of travelling by train, lobbying of *Eurostar* by KCC and others was successful in getting services between Ashford and Brussels restored. A new timetable for UK travel will be introduced in December 2009. This will improve connections between Kent and London with more trains running from most towns in Kent. Overall, Southeastern will be running 200 more services from the middle of December – a 5% increase.

Reducing congestion

Through the *Traffic Management Centre*, KCC has worked on improving the management of traffic to reduce congestion in Maidstone. Average peak journey times on key routes in Maidstone have reduced and the situation is being monitored.

A series of health checks at key locations in the network were carried out throughout 2008/09. These have resulted in a programme of over 50 “quick win” improvements ranging from changing traffic signal timings to repainting white lines, which have helped to improve traffic flows.

During 2008/09, Kent Police agreed to give some of their powers to ‘congestion busting’ teams, known as *Kent Traffic Officers (KTOs)*. These teams will be able to deal with traffic issues and will have powers to move vehicles on where appropriate. Extensive training has taken place and all those taking part have passed the required examination in order to receive the powers. The KTO scheme will be officially launched in June 2009, once it has received approval from Kent Police.

Improving roads

This year Kent Highways Services (KHS) has made improvements to the way in which it repairs roads and pavements across the county.

KHS is providing twice as many road patching crews as in April 2008 and this will carry on in 2009/10.

Extra funding of around 35% has been provided to increase carriageway surfacing schemes, with nearly 1,000,000 m² of road due to be resurfaced in 2009.

“I would like to thank Kent Highways for how fast they responded to a request for service. Within 30 minutes of the problem being reported to the police, Kent Highways came out and fixed the problem. I was so impressed with how polite the engineer was and how quickly Kent Highways sorted this problem out to stop any danger.” Mrs A, Margate

The cold weather in early 2009 caused a lot of problems on Kent’s roads, with frost creating major damage and potholes. To cope with this KHS provided more crews for repair work (70 by the end of February 2009). During this cold spell around 3,000 potholes a week were being repaired. From January to March 2009 over 12,000 potholes were repaired.

These improvements are having a positive impact on our customers. Residents net satisfaction with the condition of roads in Kent has steadily increased from 5% in 2006/07 to 19% in 2007/08 and 29% in 2008/09.

This is a great improvement and compares favourably with national surveys by Ipsos-MORI, which show net satisfaction with road maintenance has stayed at around 6% since 2006/07. KCC will look to build on this in 2009/10 and beyond.

Closer links are now in place with all Parish/Town Councils and KCC Members, who all have a named Liaison Officer. Good relationships are being built and KHS is engaging positively with local communities.

8.4 How this has made a difference

Kent Freedom Pass

The Kent Freedom Pass (KFP) came out of the views expressed by the Kent Youth County Council (KYCC). They suggested that young people needed better access to buses. The KFP was introduced as a pilot in 3 areas and following its success is now being rolled-out across the county.

KCC, Kent's bus operators and Kent schools are working together on the KFP to allow young people in academic years 7–11 to travel for free. Young people can travel on any public bus in Kent, at any time, for a one-off annual fee of just £50. Thanks to the KFP, young people across Kent now have the independence to travel to and from school or to evening and weekend activities. The pass can also be used throughout the school holidays.

We carried out a survey of young people in May 2008 with KYCC. Responses showed the range of benefits the project brings. These included:

"It has helped me to get to school early and I have been able to see my friends at weekends." *Katrina Rootes, Angley School*

"It gives me freedom to have a social life beyond school." *Thomas Ashby, Herne Bay High*

"I have used it to get to school and I have started to use it to help get to my part-time job." *Stuart Smitherman, Herne Bay High*

Keeping Kent Moving through the Snow

20th October marked the beginning of winter for Kent Highway Services (KHS). From that date the KHS winter service plans came into effect and they were ready to work to make sure Kent's roads were kept safe during the winter months.

The planning that had taken place helped the 'ice-busters' to respond quickly and efficiently when the snow arrived in early 2009. More than 20,000 tonnes of salt had been ordered and was stored throughout Kent in preparation for the bad weather. The 53 salting crews worked through the nights to keep the main roads safe and passable, covering about a third of the county's roads (over 1500 miles).

Residents across Kent got in touch with KHS to thank them for the way in which the roads were kept clear during the winter. These included Mr E from Meopham who said: "Thank you for your excellent response to my request to grit our road. I phoned your service desk reporting that our road was like a skating rink. Within 2 hours our road and the road leading to us had been gritted. I was very impressed with this level of service, especially in the very inclement weather we have experienced over the past week."

Traffic Management Centre

The Traffic Management Centre (TMC) was designed and built to help Kent Highway Services (KHS) to more effectively manage roads in the Maidstone area. The successful introduction of systems such as Automatic Number Plate Recognition, closed circuit television cameras, variable message signs, vehicle detectors and a KHS database called 'Cutlas' help the TMC operators to provide 'hands-on' management of Maidstone's traffic systems.

This has enabled the TMC to make sure that large-scale public events in Maidstone, such as Radio 1's Big Weekend in July 2008, do not cause major disruption to traffic and roads. The TMC has had a positive effect on congestion and journey times in and around Maidstone. Travel time into Maidstone was reduced by 5.6% from Summer 2008 through to December 2008.

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Section 9: Environmental Excellence & High Quality Homes

Future generations will judge us by the quality of the environment they inherit

9.1 Why it matters

At the heart of KCC's approach will be a renewed pledge to protect and improve the beauty and diversity of our countryside. The government's housing growth agenda will lead to great challenges for Kent. KCC's challenge is to make sure this growth results in building quality housing with very little impact on the environment. KCC will continue to make sure that new and existing public buildings (such as schools and offices) are as environmentally friendly as possible.

9.2 What KCC wants to achieve

- A clean and protected natural Kent
- All people in Kent able to access and enjoy the Kent countryside
- Sustainable new housing growth across the county
- Long-term empty properties brought back into use across Kent

9.3 What has happened in 2008/09

Enjoying the environment

The *Kent Countryside Access Improvement Plan* sets out a clear strategy to protect, manage, enhance and promote access to Kent's countryside. The plan won the "most innovative and enterprising improvement plan" in the country award in March 09.

"Thank you for getting the bridleway sorted out. For the first time in years I am able to enjoy hacking out without worrying about having to turn back because of badly hung gates. Because of my disability, I am unable to mount if I have to get off to open gates and it was bliss to go round Dry Hill the other day and really enjoy the ride"
H Owen – Crippenden

It includes new design standards to improve the quality of the furniture on the *Public Rights Of Way* network (i.e. gates, stiles and bridges). The standards were recognised in 'Country Walking Magazine' as leading the way nationally in improving access to the countryside.

In 2008/09 15 routes to schools were greatly improved and are now providing a facility for *walking buses* for school children to use. This helps ease traffic congestion at peak times in those areas.

A new Countryside Education Pack was launched in February 2009 for all primary schools in Kent. The pack gives teachers lesson and activity ideas tied into the National Curriculum for junior school children. They cover topics like travel to school, the Countryside Code, public rights of way and who looks after them.

This year, KCC has also worked hard to improve the popular Country Parks. New play areas were installed at four sites and all received very positive customer feedback.

KCC aims to protect and improve Kent's valuable man-made heritage and in 2008, the *Historic Fortifications Project* (supported by Interreg funding) was completed. In the last four years this has helped raise £2.5m for conservation and promotion projects

including accessible trails, interpretation panels, audio-visual displays and educational projects.

Housing

Housing growth in Kent must be sustainable, with the right level of infrastructure in place to support it. Through the Kent Partnership, KCC is helping to work up a new *Kent Housing Strategy*. This is reviewing housing needs in terms of type, size and tenure and how planning policies might be used to make sure the county has an even balance in the type and size of housing accommodation.

KCC is committed to making sure that where possible, new housing development is carried out on previously developed land. Housing completion rates and the contribution of previously developed land to this was high until early 2008. However, the downturn in the housing market and the credit crunch are affecting both the level of new development and its composition in the short term.

For existing property, the *No Use Empty Initiative* continued to enjoy success during 2008/09, with 728 long-term empty properties brought back into use in East Kent, exceeding its target figure of 511 properties by around 40%. Following its success in East Kent, the initiative was rolled-out across the rest of the county districts in spring 2008.

A key achievement was the enforced sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in poor condition for over 20 years. Town & Country Housing Group worked with No Use Empty and Thanet District Council to bring the property back into use as affordable housing in January 2009.

9.4 How this has made a difference

Faversham Walks

In 2008 a ground-breaking LEADER+ funded project was launched to develop Faversham as a 'centre of excellence' for walking.

KCC and the Faversham Enterprise Partnership set-up a new partnership with Swale Borough Council, the Faversham Area Tourism Association, a consortium of local businesses, including Shepherd Neame Brewery, and local volunteer groups.

Together they created and promoted four new circular walks, supported by a voucher scheme offering visitors discounts at many local businesses. There was a large amount of investment in improving Faversham's public rights of way network.

Laurence Young, Faversham Enterprise Partnership Manager said: "The Faversham project has made a tangible, positive difference to the local area. Businesses such as eateries and B&Bs are reporting increasing numbers of walkers using them, good news for the local economy. Local people have also been using the routes for leisure, health and education benefits."

Linda Harrison the leader of the walk group in Faversham regularly uses sections of the Faversham Walking Project routes. She said: "Many of my walkers have completed the walks and are full of praise for their excellent presentation. I know that the project has

inspired people to make more of their surroundings, and to benefit their health by walking on a more regular basis, and I feel that it has been tremendously valuable in this respect."

The Shorne Archaeology Project

The Shorne Archaeology Project began as part of a Heritage Lottery Fund HLF funded Project in 2006. Its aim was to identify, investigate, interpret and conserve some of the many different archaeological sites within Shorne Woods Country Park, focussing in particular on the remains of Randall Manor. It started as a one week community dig, and for the last two summers this has been extended to a three week excavation, with events tied into the nationwide Festival of Archaeology.

The project specifically set out to engage local communities. In 2008 hundreds of people from a wide age range, including local primary schools, archaeology clubs, brownie groups and a school for children with special needs took part. The open nature of the site lets people get up close to their local heritage and also to be inspired by it. Feedback from people who took part has been very positive. Comments included: "Thank you for the open day on Sunday which my children greatly enjoyed, my 6 year old daughter has now decided that she's going to dig up bones and find treasure when she's a grown up!" and "the archaeology weekend was brilliant, many thanks to whoever organised it."

No Use Empty Initiative

The No Use Empty Initiative is a partnership between KCC and district councils. It aims to improve the physical urban environment in Kent by bringing empty properties back into use as quality housing accommodation.

This year the Initiative has supported the renovation of a Victorian warehouse in Dover Town Centre, which had been derelict for 10 years. The Initiative provided an interest-free loan to meet the cost of turning the building into 8 residential units, which were due to be marketed in June 2009. Owner of the property, Philip Bigio, said: "The No Use Empty Initiative has been a tremendous support in the re-development of the building. We have been able to move quickly, carry out the renovations in under a year, and the net result is a cluster of new apartments in a prime location in the centre of town."

Section 10: Improved Health, Care & Well-Being: Staying Healthy **An essential part of life is staying healthy**

10.1 Why it matters

Good health matters to all of us. Obesity, teenage pregnancy and smoking can all result in poor health and a lower quality of life. Kent County Council has a responsibility to give people support to make 'healthy lifestyle' decisions.

10.2 What KCC wants to achieve

- More adults and young people taking part in regular physical activity
- All Kent schools achieving Healthy Schools status
- Young people in Kent supported to make healthy lifestyle decisions
- Reduction in health inequalities between the best and worst wards in Kent

10.3 What has happened in 2008/09

Keeping Fit

The *Kent Healthy Weight Strategy* promotes the key messages of more physical activity in everyday life and healthy travel through walking and cycling.

Cycling and walking to school is being encouraged with pupils who are keen to take part. There was a 1% increase in the number of people using sustainable travel to school in 2008/9 (compared to 2006/07 school census base data). Also, from March 2009, 114,000 school-run journeys had been saved through walk to school initiatives. In 2008/09 The Sustrans *Bike It* project in Ashford saw a 7.8% increase in the number of children who cycle to school every day and a 14.6% decrease in the number of children who never cycle to school. The project was part funded by Kent Highway Services.

The *Naturally Active* and *Walking for Health* programmes are delivering hundreds of country walks within Kent's country parks. Naturally Active has attracted well over 400 people in Dartford and Gravesham.

There are now 30 *Activmobs* across Kent, improving people's fitness through a variety of different activities - from dancing to gardening and even dog training.

The number of Kent adults who take part in sport for at least 30 minutes 3 or more times a week has increased slightly in 2008/09 to 21.2% from 20.5% last year. but the figure still remains just below the national average (21.5%) so more work will be carried out in 2009/10 to increase this.

KCC has had more success in increasing activity levels of young people during 2008/09. The percentage of pupils taking part in at least 2 hours of Physical Education and school sport per week increased from 87% in 2007/08 to 88%. Also, the number of out of school hours sports programmes stood at 121 by the end of March 2009, up from 113 a year earlier.

KCC has worked with the School Sport Partnerships, local authorities and Extended Schools Managers to arrange a successful bid for over £1million from Sport England. This will pay for a *Sport Unlimited Programme* as part of the 5 hour offer for young people to participate in PE and sport per week. In 2008/09 around 100 schemes were

funded. These schemes gave nearly 6,000 young people an opportunity to take part in a wide range of sports. There are plans to increase this number to over 10,000 young people in 2009/10 and 2010/11.

The finals of the *Kent School Games* took place in June 2008. Over 500 schools and 30,000 young people took part in over 23 different sports. The Games have led to even more competitive sport in Kent. This can be seen in the schools' competition structures, with the Competition Managers playing a key role in increasing competitive opportunities for young people in schools.

Healthy Eating

The Kent *Healthy Schools* programme has had a 100% sign up in Thanet, which is Kent's most deprived area, and is on target to reach 100% of all Kent schools by December 2009.

More has been done in 2008/09 to help children and families with healthy eating. Community healthy eating pilots have been launched to increase the number of people who eat healthier school meals including free school meals. Two *community chef* programmes in Swale and Dartford were given funding. These were launched in May and July 2008 respectively.

"The fruit and veg scheme encourages them to eat good meals, not takeaway; they reckon everyone's obese don't they. It's nice for children to have a home cooked dinner and enjoy it. It's all fresh" *Parent, Vale View Community School Dover*

Access to fruit and vegetables has been identified as a barrier to healthy eating. As a result, four *fruit and vegetable bag schemes* were launched in areas of Kent with accessibility problems. KCC and Gravesend Borough Council launched the first bag scheme at the Riverside Centre,

Gravesend, in May 2008. It runs weekly on Wednesdays and bags are sold for £3. After just four weeks over 100 bags were being sold weekly.

The latest data shows that obesity levels in children (in years R & 6 combined) reduced by 0.4% in 2007/08 from the initial baseline set in 2006/07. This is a good start but the data from different groups of children over the next few years will show the trend.

Tackling inequalities

KCC and its partners are working to narrow the gap between the most and least healthy wards in Kent and undertaking a wide range of projects and initiatives.

In light of growing health issues linked to poor diet and a lack of awareness about how to cook, the *Food for Families* programme is aimed at young mums or potential mums-to-be who are living on a low income. This 8-week course includes practical sessions in the kitchen followed by meals shared together with the children, how to cook healthily on a budget and safety in the kitchen. The programme has been so successful that the young women are asking to go on an advanced course or other community food projects.

Access to health care is one of the key considerations and criteria for investment in Quality Bus Partnerships. The *Thanet Loop*, accessing the Queen Elizabeth Queen

Mother hospital site in Margate, has now become an essential hospital link for many people living in Broadstairs, Margate and Ramsgate through the provision of low floor, easy access vehicles which provide good access for wheelchairs. This enables more effective co-ordination of the public health functions which will promote the health and wellbeing of Kent residents.

Work is also underway to help raise people's awareness of particular health issues, such as the *Books Can Help* scheme, whereby GPs prescribe relevant reading materials for patients who then present the prescriptions at libraries and receive help in choosing appropriate books. KCC has also worked in partnership with Kent and Medway Cancer Network, and Macmillan Cancer Support to provide a comprehensive collection of cancer-related books, leaflets, tapes, CDs and DVDs, together with specialist items for children, black and minority ethnic communities and people with learning disabilities, in the 13 main libraries in Kent.

As well as these targeted approaches to tackling health inequalities, KCC also seeks to make sure there is take up of opportunities by those that need to access them through adopting a "whole population" approach, to stimulate buy-in and then bias the interventions to those that need them most. This approach has been adopted by ActivMobs and the innovative *HOUSE* programme, which aims to give young people impartial health advice.

10.4 How this has made a difference

Kent School Games

With its partners KCC held the first Kent School Games Finals in June 2008 over a two week period. There is great enthusiasm for the establishment of the Games, mirroring the County's commitment to building a long-term legacy for young people from the London 2012 Olympic and Paralympic Games.

During the finals there were 52 events with 12,000 medal winners. The finals went down well with the pupils taking part in the Games. Didi Enonuya, a medal winner said: "I started as a girl who wanted to try something new and ended as a gold medallist. I was representing Dartford Grammar School for Girls, which was a huge honour and an even bigger honour was representing Team Dartford. I started the shot putt competition just hoping it was enough and in the end I found out that I had won. It was an amazing feeling. I am so happy that I tried something new which has brought me so much success."

Community chef

In May 2008, a Community Chef was recruited to the Isle of Sheppey Healthy Living Centre to work with families and children to help with information about food, cooking, nutrition and how to improve their health and diets.

Ten different targeted groups, including young people and one-parent families, have had the opportunity to take part in an eight-week cooking and food skills programme. This was based on the British Nutrition Foundation's basic life skills cooking programme.

Mike Spackman, a trained chef, said: “You have to get involved with them. Show them how to cook, share and eat good food that’s affordable. Give people the confidence and show how cooking for yourself can be fun. They need to be able to stand on their own two feet and look after themselves well.”

One woman who attended the class, said: “We thought kebabs tasted nice, but coming here and tasting cooked food from fresh ingredients is so much better. My favourite dish to cook is chicken curry. I never knew how to cook anything like that before. Knowing that it hasn’t come out of a jar and that we made the sauce ourselves, made it taste so much better.”

HOUSE

HOUSE is a set designed as 4 rooms of a house in a series of temporary shops in 12 town centres. The set includes a dance machine, Wii, music, internet access and is a friendly, informal and safe place for young people to hang out. The environment was designed by young people to create a space to encourage them to listen to health information and to receive help and support on their own terms.

HOUSE is hugely popular with young people. On average, over 50 young people visit the set per day – sometimes as many as 170 young people in a single day. Many of those who attend are young people who do not know about our services and most of these are reporting a positive change to lifestyle attitudes and behaviours thanks to HOUSE.

In 2008 a 16 year old visited the first HOUSE in Gravesend. After one week he started telling the HOUSE staff about the problems he had. These included drinking and smoking. The initiative’s friendly and informal service led to this young man coming back again and again until he felt able to explain what was happening in his life. He was given the support he needed to find a better place to live, training for employment and eventually a job.

Section 11: Improved Health, Care & Well-Being: Maintaining Independence

Helping older people and those with disabilities to be independent

11.1 Why it matters

People are living longer. This provides major opportunities as well as challenges. KCC will encourage people to plan for their health, social and economic wellbeing in old age and champion senior citizens. KCC will lead by example to promote a positive image of older people and the value their contribution makes to community life.

The majority of older people want to live independently in their own homes for as long as possible and this is also true for younger people with disabilities or mental health problems. KCC will move away from traditional care models towards providing greater choice and control, giving people the support to lead their lives as they want, in their own homes.

11.2 What KCC wants to achieve

- More older people and people with disabilities living independently
- Fewer avoidable admissions to hospital
- Carers of all ages supported
- More people, and particularly older people, in receipt of Direct Payments

11.3 What has happened in 2008/09

Promoting independence

In 2008/09 the number of people supported by Kent Adult Social Services' community based services to live independently rose to just over 35,000, an increase of around 2,500 from the year before.

In partnership with Eastern Kent and Coastal PCT, KCC was successful in bidding for the £1.5 million Partnerships for Older People Project. This led to the *Independence through the Voluntary action of Kent Elders* project. The project is designed to give older people more independence, improve self-management through choice and control and reduce hospital admissions. Feedback and initial research suggests that the project has been a success to date and the project is about to be extended in East Kent.

"We were very grateful for the way you respected my father's dignity and treated him with such dedicated care and compassion throughout", P Family, Newham

KCC was one of only 3 authorities selected by the Department Health to be a *Whole System Demonstrator (WSD)*, a project that was officially launched in April 2008. The WSD project has helped KCC offer its innovative preventative

technology services *TeleHealth* and *Telecare* to more people, helping them stay in their own homes. The intended outcome is for 1,000 extra people to be offered Telecare and 1,000 extra people to be offered TeleHealth by July 2010.

A key feature of helping people to continue to live independently is to make sure they have choice and control over the support they need. The introduction of Direct Payments has made a real contribution to this. In March 2009, 2,342 people were given Direct Payments. Over 740 of these were for older people compared to only 9 older

people in 2002. A range of innovative actions have supported the increasing number of people using Direct Payments. These include the *Kent Card*, which was being used by 831 people by the end of March 2009.

Personalising services

KCC has continued the implementation of *Active Lives for Adults* with a focus on *Self-Directed Support*, whereby people can self manage their support or, if they choose to, have somebody else manage it for them. This is a programme of total transformation for all of Kent Adult Social Services whether directly provided or commissioned from other agencies, which is underpinned by a shift in culture focussed on personalisation. The focus of the transformation has been to give people more choice and control over their support. It will also put KCC in a better position to deal with increased need and an ageing population.

This has seen the development of new services such as *Enablement*, an intensive, short term service of three to six weeks designed to offer support to people who, by reason of injury, frailty, illness or disability wish to regain or extend their independent living skills. Enablement is an essential element of Self Directed Support and feeds into the assessment process.

KCC has also implemented *Personal Budgets*, an essential part of delivering personalisation. A Personal Budget is a clear allocation of funding and all new eligible clients will have one from April 2009. This will enable them to have greater choice and control over the support they receive, so they can live their lives as they want.

Supporting carers

KCC is working to give more support to people caring for relatives or friends. A Kent Adult Carers Strategy was due to be launched in July 2009, to be delivered via multi-agency joint commissioning plans.

The *Kent Carers Emergency Card Scheme* was launched in December 2008. The scheme aims to give carers peace of mind when they are away from the person they care for. It does this by offering them as much support as they need to complete their emergency plan. At the moment, there are over 750 carers signed-up to the scheme. This number is growing steadily with a lot of positive feedback about the scheme.

A young carers strategy called *Invisible People* was launched in June 2008. As part of the strategy, Children's Social Services gave £20,000 to each of the five Young Carers projects across the county to help them work directly with local schools. Young carers are starting to identify themselves thanks to targeted work in schools and more are taking part in local projects. A range of support is being developed in mainstream and specific settings to meet the needs of young carers. In 2007/08, in the voluntary sector, KCC was supporting 600 young carers across Kent. By the end of 2008/09, this figure had increased to 950.

Awareness has been raised, particularly within schools, of the needs of young carers. A group of young carers have helped to produce a DVD that shows their caring responsibilities and the physical and emotional impact on them. The DVD is being used as a training aid in schools. 160 young carers were given funding to join leisure centres in their area, while others attended residential camping weekends. The young carer

provider organisations have increased their out of school activities for young carers through services commissioned by the Local Children Services Partnerships.

11.4 How this has made a difference

Voluntary Action Maidstone

As part of the KCC-funded *Brighter Futures Group* project, VAM operates a supported shopping service for older people, working with a local major supermarket. The service includes transport, lunch and staff support to complete supermarket shopping. This service helps people to keep their social contacts, good nutrition and mobility and is available to people who do not meet eligibility criteria for care management intervention.

Mrs H came to use the service after her husband died as she could not get to the shops on her own. Thanks to the service, Mrs H was able to keep her independence and go shopping on her own. It also helped her socialise and not become isolated at a time when she was very vulnerable. Mrs H said "The scheme makes you feel 'part of something' and you don't realise what a great comfort this is to someone when they are alone."

Thanet Day Opportunity Service

Thanet Day Opportunities Service aims to support people with learning disabilities. It helps them lead full and purposeful lives within their own communities while building friendships, relationships, skills and experience.

The service works with the Job Centre and parents and carers, to help each person achieve their goals and live independently within the community. The service offers help to service users in finding work. Giving this support helps encourage service users to become independent individuals.

Steven works in the Day Opportunities Centre kitchen. He attended Thanet College where he was awarded his certificate in food hygiene. Steven asked the team to help him find employment. Steven now works part-time at La Joules Café in Broadstairs thanks to the help he was given by the Job Centre and Thanet Day Opportunities Service.

Steven said: "I'm happy to be working as I meet lots of people and I'm learning all the time. I feel good and I'm being paid." Steven, a resident of Cleveland House in Broadstairs, looks after his own flat and pays rent. Working has made him more independent. The manager of Cleveland House said "It's fantastic Steven was given the opportunity to work. It has made him feel he is a valued member of the community."

Kent Young Carers Kearsney

This year, 88 young carers aged 6 – 11 years old took part in an overnight camp at the Kearsney campsite near Dover. A total of 2,640 respite hours were provided for the young carers. Many had never been away from home overnight or been camping before. Activities included arts and crafts, sports, team games and challenges, scavenger hunt, face painting, drama and an African drumming workshop.

The weekend was a great success, with positive feedback from everyone that attended. One young carer commented: "It was really cool and very funny." Another said: "I really

enjoyed meeting new friends.” The most important part for the young carers was being able to make new friends and having the opportunity to develop social skills and access activities and social lives outside their caring roles.

DRAFT

Section 12: Stronger & Safer Communities

We must make sure that everyone feels safe in their communities

12.1 Why it matters

Although there is much less crime in Kent than in most parts of the country, the 24-hour society, high and increasing traffic volumes and lack of confidence in the criminal justice system have all brought concerns to the people of Kent. KCC's work with Kent Police, the Kent Community Partnership and Local Crime and Disorder Reduction Partnerships (CDRPs) are key to solving these issues.

Crime and anti-social behaviour is often worse in areas that are underprivileged, isolated or in need of regeneration. Vandalism, graffiti, litter, abandoned cars and fly-tipping are problems for all communities. Alcohol and drug-related crime is also rising. It is important to promote a strong sense of pride in local communities as well as working with the police to offer services to inform local people and reduce the fear of crime.

KCC aims to keep the level of burglary and car theft low. The council will work with off-licence, pub and club owners to reduce alcohol-fuelled crime, anti-social behaviour and domestic abuse. The council will also work with the police to tackle crime and with local people to create stronger communities.

12.2 What KCC wants to achieve

- Continued reduction in levels of crime and anti-social behaviour across Kent
- People in Kent feeling safe and less fearful of crime
- Less alcohol-fuelled anti-social behaviour, particularly amongst young people
- Fewer young people entering the criminal justice system

12.3 What has happened in 2008/09

Reducing crime and fear of crime

Crime and anti-social behaviour across Kent remains relatively low and is reducing. Between 2006/7 and 2008/9 there was an approximate 17% drop in crime across the KCC area. In particular, domestic burglary per 1,000 households has decreased to 8.2% from 8.5% in 2007/08 and car crime per 1,000 population has reduced from 8.6% in 2007/08 to 7.8% in 2008/09.

People's fear of crime in Kent has also reduced. The percentage of people worried about burglary has dropped from 56% in 2006/07 to 36% in 2008/09. Fear of four specific crimes - domestic burglary, car theft, mugging/robbery & physical attack - has dropped from 44% in 2006/07 to 28% in 2008/09.

Kent has worked with statutory partners such as Kent Police to establish a managed and safe *Night Time Economy*. Between 2007/08 and 2008/09 Night Time Economy crime² has been reduced by 22.7%, making Kent a safer place for its residents. This can be seen in the Kent Crime and Victimisation Survey which shows that since 2006/07 feelings of safety at night (at home alone and walking alone at night) in Kent,

² crimes committed by offenders under the influence of drink or drugs between the periods of 8pm and 4am Monday to Sunday

have risen from 74% to 81% by the end of 2008/09. Feelings of safety walking alone at night are at their highest for the last three years rising from 55% in 2006/07 to 66%.

KCC has worked with its partners to help raise awareness of and disrupt the activities of rogue traders. In 2008/09, Kent Trading Standards took action 57 times and supported 141 victims. It also disrupted the activity of 20 rogue traders. Kent Trading Standards uses an alert system to local communities to bogus trading practices. The alert is sent to 246 local partners, including parish and town councils. These messages are used as articles in newspapers and parish magazines. In 2008/09, 94% of people who were sent the alert found the messages 'useful' and 86% found them 'easy to understand'.

KCC also supports professional Kent businesses through the *Buy with Confidence* scheme and there are now 102 approved businesses across Kent.

The *HandyVan* scheme provides better home security to give more protection against burglary. It also gives vulnerable people peace of mind against the fear of crime. The purpose of the service has grown to include a wider range of services to make homes more secure. This has included the installation of hand rails and minor adaptations. From 2006 to March 2009, 7,765 safety checks had been made by the service since 2006. This is slightly below the 2008/9 target of 8,100 due to changes in the service and the focus on spending more time with people to make them feel safe. However, the service is on course to achieve the 10,800 target over the 2006-2010 period.

"Thank you for making such a difference to my peace of mind and well-being"
HandyVan client

The fifth HandyVan has been running in the North Kent area since August 2007 and following a number of initiatives and a partnership focused

approach, domestic burglary in Gravesham dropped by 40% between 2006/07 and 2007/08 and continued to decrease in 2008/09 by 3.5%. There has also been a huge change in the percentage of residents who are worried about being burgled in Gravesham. This has dropped from 70% at the end of 2006/07, to 45% by the end of 2008/09.

Dealing with drug and alcohol problems

The multi-agency *Kent Community Alcohol Partnership* was launched in November 2008. It is aimed at changing young people's attitudes towards drinking and supports retailers to reduce sales of alcohol to underage drinkers. The council is also talking to local community groups to get their point of view and youngsters are being educated about the dangers of alcohol. The scheme is currently being piloted in Canterbury, Edenbridge and Thanet and should be rolled-out across the county at a later date.

In May 2008, KCC supported Gravesham Borough Council and North Kent Police in a high profile, week-long campaign to raise awareness of the how alcohol can cause health problems, crime and anti-social behaviour. Its aim was to spread the word about drinking, especially under-age drinking, and encourage a safe, sensible and social approach. Trading Standards Officers took a series of enforcement measures across the borough during the week.

The *Kent Drug and Alcohol Action Team* (KDAAT) multi-agency partnership works to deliver the national drug and alcohol strategies at a local level in Kent. KDAAT **achieved**

a 13.5% rise in the numbers of problem drug users in effective treatment for the 12 months to the end of December 2008 - the highest in the south-east region.

Building strong communities

KCC Community Wardens continue to make a positive impact in their local areas. The 101 Wardens in 128 local areas were originally used as a visible uniformed presence to tackle anti-social behaviour. They are now responsible for much more, working with other authorities and services. Their operations range from walking buses to providing information to the Police which has led to a number of arrests.

The Wardens run a number of activities and events within their communities, both big and small to meet with local residents. The largest of this is a countywide 7-a-side football tournament, the finals of which were held in summer 2008. Over 1,000 'hard to engage' young people, both boys and girls, were involved in this positive activity. The event was a great success and another is being planned for next year.

Since 2006, Wardens have given training to over 9,500 people on the dangers of bogus callers. This has helped the elderly and vulnerable to remain safe and secure in their own homes.

The environment in which people live makes a big difference to their quality of life and their perception of the local area. The multi-agency *Clean Kent* programme has encouraged citizenship and environmental responsibility with initiatives such as the *Street-Wise Educational Project* being nationally recognised as good practice.

With our partners, KCC has taken a firm stand against fly-tippers. This has seen 17 people receive a criminal conviction and over £12,000 in fines. Since last year, four of the top 20 fly-tipping hot spots across Kent have been targeted and are no longer used for fly-tipping. The list of sites is regularly updated with sites as they become a target for fly-tipping and KCC will work hard over the next year to tackle the existing hot spots.

Tackling youth offending

The Youth Offending Service and its partners have worked hard to set-up a prevention-led approach to tackling youth offending. This has led to fewer first time entrants to the youth justice system from 2020 per 100,000 10-17 population in 2006/07 to 1660 per 100,000 10-17 population in 2007/08. Current estimates show that this is on course to drop again to around 1480 per 100,000 10-17 population in 2008/09, although final figures will not be available from the Department for Children, Schools and Families until November 2009.

In 2008/09, a change in prevention activity led to the creation of *Youth Inclusion Support Panels* (YISPs) in each of the 12 Districts. The aim of the YISPs is to work towards reducing the number of children and young people entering the youth justice system. This will be done by receiving referrals for young people thought 'at risk' of offending and co-ordinating relevant services to match their needs and risks.

KCC and its partners have also engaged young people in a range of diversionary activities during 2008/09 such as the Challenger Troop. This offers youth activities similar to the Army Cadets. and a partnership with the English Rugby Football Union to increase sports participation among those most 'at risk'.

Increasing road safety

Kent Highways Services has continued to improve safety and reduce the number of people killed or seriously injured (KSIs) on Kent roads. KCC's approach has been to bring together the known benefits of education, enforcement, engineering and evaluation. A programme of countywide publicity campaigns, press features and public engagement projects using road safety officers has proved effective. The drinking and driving campaign in the run up to last Christmas, which contributed to the lowest recorded number of road crash fatalities in December for over a decade, was also beneficial.

KCC's approach seems to be working. The 2008 KSI casualty figures show a 13% drop in casualties compared with 2007. It should be noted that the 2008 KSI road traffic casualty figures are exceptionally low, 627 compared with 723 in 2007. This reduction is 5% more than the KHS target figure for 2008. This ongoing work in casualty reduction is continuing the downward trend in KSI casualties. However, outside factors such as fuel prices, may have influenced the reduction in 2008.

12.4 How this has made a difference

Streetwise

The multi-agency Clean Kent Campaign aims to make Kent a cleaner county. It takes a bold and creative approach to communication and education in order to positively influence behaviour across all sectors of society and has created strong links with Kent schools.

Street Wise is an innovative theatre-in-education project for year 8 and 9 pupils. It is delivered in schools and centres on the issues of anti-social behaviour and restorative justice as its main themes. It uses actors, including a serving prisoner from a re-settlement prison, to demonstrate how relatively small acts of anti-social behaviour such as littering and graffiti can turn into criminal activities.

A teacher at Queen Elizabeth's Grammar school in Faversham, who experienced one of the sessions, said: "I don't think it came across really as a way of giving information. There was an information exchange. It didn't seem the children thought they were having something done to them. There were some really dramatic moments when Sean came in, the whole hall was quiet and still and it was really quite dramatic and powerful."

Feedback forms from the school showed that the session had a good impact, with pupils saying that it had made them aware that small things can have big consequences. They also said they were less likely to drop litter or set rubbish on fire in the future.

Buy with Confidence

Kent Trading Standards has joined other local authority Trading Standards Services in the South East to set up a scheme called Buy with Confidence (BWC). The scheme protects consumers from rogue traders and promotes trustworthy local businesses.

Trading Standards Officers check applicants for trustworthiness and to make sure they work within consumer protection laws. Only traders that pass strict checks are accepted

on to the scheme and are able to display the Buy with Confidence logo. Approved businesses are regularly monitored by Trading Standards to make sure their standards remain high.

Vicky Marks and her husband, Darren, run Headway Doors & Windows Limited. They recently joined the scheme and Vicky said: "When we applied to the scheme we had no idea how vigorous their vetting procedures would be. It ranged from contacting many customers for references and criminal record checks, to checking our complaints procedures and internal systems. After many months we were accepted and can now proudly say we are approved and recommended by trading standards, a real achievement with no better recommendation."

The scheme has grown to over 100 businesses and more and more consumers are using the scheme and feeding back favourable comments through customer feedback cards.

Peer-led Support Groups

Gravesham Addiction Striving 4 Progress (GAS4P) is a support group led by peers. It is supported by the Kent Drug and Alcohol Action Team (KDAAT) in partnership with its commissioned service providers.

In 2005, GAS4P was the first peer-led support group of its kind in Kent. Since then, its success has led to two other groups forming in Sheerness and Folkestone.

All of the GAS4P team have experienced problems with substance or alcohol misuse. This allows them relate to members on a personal level which is very important as many vulnerable people prefer not to speak to professional staff.

The group offers advice and support for anyone with drug or alcohol misuse problems and also provides information on local treatment services.

Zena Watson, Team Leader at service provider Turning Point, supports the peer-led support groups and finds the benefits and energy within the groups inspirational. She said: "It's amazing to see the impact these groups have within their local communities. GAS4P helps those who may not be ready to access professional services and allows them to still have access to important information. For people currently in treatment the group provides a safe haven and new social or supportive networks."

Section 13: The Finances of Kent County Council

Finance

During 2008/09, KCC faced significant challenges and was still the only county council to score four stars for four years in a row in the Comprehensive Performance Assessment undertaken by the Audit Commission. They said, "Kent County Council is improving strongly. The council continues to provide excellent value for money. Strong leadership and capacity, coupled with a consistent and effective approach to performance management and improvement planning, ensures the Council is well placed to sustain its strong track record and deliver future improvements."

Our annual financial statements for 2008/09 have been approved by our external auditors the Audit Commission.

The net underspend of £7.5m (excluding £16.2m delegated schools overspend) will be added to future years' budget to help the Council's to achieve key priorities and service improvements.

The finances of a large authority like KCC are complex and are complicated by the uncertainties surrounding future government funding. One of the key issues is the growth of demand for services such as adult social care because of the growing elderly population. There is also pressure in children's social services resulting from the tragic events in Haringey.

The following table is a summary of our financial statements. It shows that the council is spending more each year on improving front-line services, with efficiency savings adding to the funding of these improvements.

Income & Expenditure Account for 1 April 2008 to 31 March 2009:

Service	Gross spend	Income	Net spend in 2008/9	Net spend in 2007/08
	£million	£million	£million	£million
Regulatory Services and Emergency Planning	10.3	-3.3	7.0	6.6
Court Services	3.1	-0.4	2.7	2.9
Arts & Libraries	32.9	-3.0	29.9	26.7
Waste Management	62.7	-5.0	57.7	55.3
Environmental, Planning and Other Services	55.1	-27.7	27.4	42.8
Children's and Education Services (including schools)	1,487.3	-1,300.1	187.2	119.9
Highways, Roads and Transport Services	113.8	-8.5	105.3	92.4
Adult Social Care	471.9	-140.9	331	286.5
Corporate and	26.1	-15.3	10.8	12.7

Democratic Core				
Non-distributed costs	32.0		32.0	17.3
Net Cost of Services	2,295.2	-1,504.2	791.0	663.1
Loss (gain) on the disposal of fixed assets			-6.1	65.2
Precepts and Levies			0.6	0.6
Surplus on trading activities			-6.4	-4.6
Interest payable			56.3	55.6
Interest and investment income			-14.8	-16.4
Impairment on Icelandic Investments (1)			10.6	0
Interest Receivable on Icelandic Investments			-2.5	
Other			31.9	9.7
Net Operating Expenditure			860.6	773.2
Funded by:				
Government grants			-268.4	-228.7
Area Based Grant			-61.6	0
Council tax funds			-536.6	-513.1
Net General Fund surplus (-) deficit (+)			-6.0	31.4
Amount required by statute to be debited/(credited) to the General Fund (2)			6.0	-31.4
Increase in General Fund balance for the year			0	0
General Fund balance brought forward			-25.8	-25.8
General Fund balance carried forward			-25.8	-25.8

Note to the Income and Expenditure account

1. The impairment loss of £10.6m has been calculated by discounting the assumed cash flows at the effective interest rate of the original deposits in order to recognise the anticipated loss to the authority until monies are recovered. The 'real' loss to the Council is currently calculated to be around £4.5m. The situation is still very fluid and there have been developments since the 31 March 2009, however, these are not material to the accounts and therefore no adjustments have been made.
2. This figure includes the reversal of items of spend which must not impact council tax, e.g. depreciation charges and transfers to and from reserves.

The balance of our general reserves of £25.8m represents the amount of money KCC has set aside to deal with unexpected events that otherwise might cause the budget to be overspent in any future year(s). The amount is based on best practice guidance for local authorities and equals less than two weeks spend on services, excluding schools.

In addition to general reserves, KCC has a number of earmarked or specific reserves. These sums have been set aside to fund projects that are known to be happening in the future. This avoids uneven changes in council tax levels each year. These reserves are clearly shown in the notes to the full balance sheet, from which the below has been taken:

Kent County Council Balance Sheet as at 31 March 2009:

	31 March 2009		31 March 2008	
	£million	£million	£million	£million
Operational assets (1)	2113.8		2041.7	
Non-operational assets (2)	434.2		345.3	
Other fixed assets	3.6		3.6	
Long-term assets (3)	159.2		194.9	
Total fixed and long-term assets		2,710.8		2,585.5
Current assets (4)		473.9		447.0
Current liabilities (5)		-462.7		-375.1
Total assets less current liabilities		2,722.0		2,657.4
Long-term liabilities				
- Long-term borrowing (6)	-998.4		-1017.2	
- Pensions liability (7)	-742.1		-571.7	
- Other long-term liabilities	-262.5		-264.9	
Total long-term liabilities		-2,003.0		-1,853.9
Total assets less total liabilities		719.0		803.5
Reserves and provisions:				
- Cash reserves		-191.2		-191.7
- Notional reserves (8)		742.1		571.7
- Capital accounting reserves (9)		-1,269.9		-1,183.5
Total reserves and provisions		-719.0		-803.5

Notes to the Balance Sheet

- 1 Operational assets includes land and buildings, roads, and vehicles, plant and equipment, worth a total of £2.1 billion
- 2 This is mainly due to capital projects that were 'work-in-progress' at the year-end
- 3 Money owed to KCC that will not be repaid within the next 12 months
- 4 Includes cash and bank balances, investments, and debts that will be paid to the Council within the next 12 months

- 5 Mainly represents amounts owed by the Council to service providers, most of which will have been paid within 30 days of the year-end
- 6 This is the amount outstanding from monies the Council borrowed to fund capital expenditure. Funding to repay most of these loans is part of the Government grant settlement each year. The Council has also borrowed other money (included in the £998.4m) under the 'prudential' scheme based on its ability to repay the debt
- 7 The figure of £742.1m is a notional valuation provided by the Council's pensions actuary
- 8 This balances the pension liability as detailed in note 7
- 9 The capital accounting reserves figure includes some notional reserves such as the revaluation reserve which holds the value of the change in property valuations and capital receipts reserves which hold grants, contributions and income from sales of property to fund capital expenditure in future years.

The people of Kent are entitled to know about the financial position of KCC, but the full Statement of Accounts is a detailed and complex document. This summary is designed to give you an insight into how much we spend (income and expenditure account) and our assets and liabilities (the balance sheet).

For more information, or if you would like to comment or make suggestions on how we can improve the understanding of the Statement of Accounts, please contact Cath Head on 01622 221135 or email cath.head@kent.gov.uk. Alternatively, you can view the full Statement of Accounts at <http://www.kent.gov.uk/financialpublications>.

By: Graham Gibbens, Cabinet Member for Adult Social Services
Oliver Mills, Managing Director, Kent Adult Social Services

To: Cabinet – 12 October 2009

Subject: **GOVERNMENT CONSULTATION ON ‘SHAPING THE FUTURE OF CARE TOGETHER’ - THE GREEN PAPER ON CARE AND SUPPORT**

Classification: Unrestricted

Summary: The Government published a Green Paper on 14 July 2009 outlining a number of radical proposals for the reform of the care and support system in England. The outcome of the debate around what the care and support system will look like in the future, and how it will be funded, will potentially have profound implications for Kent County Council. This paper sets out the main proposals and their context. It also includes as Appendix 1 a copy of KCC’s draft response to the consultation.

FOR DECISION

Introduction

1. (1) This paper is to inform Cabinet regarding Kent County Council’s draft response to the recent Government Green Paper, *Shaping the Future of Care Together*, and regarding the context and significance of the Green Paper for Kent County Council.

(2) The Government is consulting on the proposals until 13 November 2009, and stakeholders including the general public have been invited to comment. Kent County Council will be submitting a response to the consultation, having analysed the implications of the various proposals and engaged with stakeholders within Kent.

(3) This paper contains details of the engagement carried out with our key partners in Kent and the steps undertaken in developing the KCC response, including key dates. It also provides (as an appendix) a copy of KCC’s draft response to the consultation, which has been formed after engagement with Members, Corporate Policy and Legal colleagues, and based on analysis produced by the KASS policy team.

Background

2. (1) In May 2008, the Government issued *The Case for Change – Why England needs a new care and support system*, launching a six-month engagement and consultation process. The responses received fed into the Green Paper *Shaping the Future of Care Together*, which was published on 14 July 2009.

(2) The Green Paper should be seen in the context of the *Transformation* agenda, a drive by Government over recent years to modernise Adult Social Care, particularly through an increased emphasis on *Personalisation*. The key policy documents which set forth these reforms are the White Paper *Our Health, Our Care, Our Say* (2006) and *Putting People First* (2007).

Proposals

3. (1) The Green Paper proposes the creation of a National Care Service, and sets out six things people should be able to expect from it:

- prevention services
- national assessment
- a joined-up service
- information and advice
- personalised care and support
- fair funding

(2) It then goes on to detail the changes that would be required to deliver such a system:

- more joined-up working
- a wider range of care and support services
- better quality and innovation

(3) After which it discusses ways of making better use of existing funding, most notably through bringing together social care and disability benefits for older people, and ways of bringing additional funding into the system. The Green Paper discusses five options for raising this additional money:

- pay for yourself (ruled out)
- partnership
- insurance
- comprehensive
- tax-funded (ruled out)

Developing a Kent response

Kent Adult Social Services

4. (1) A Green Paper Response Team within KASS has been working on analysing the implications for Kent County Council, with input from colleagues in Chief Executive's Department (Legal, Policy and Finance) and across KASS itself. The implications have been set out and discussed at KASS Policy Development and Review Board (3 September 2009) and Strategic Management Team (4 September 2009), and was taken to Chief Officer Group on 7 October 2009 in order to inform the draft response.

Liaison with Members

(2) The Green Paper Response Team has been in contact with key Members from across all three Groups, as well as with the Independent Member. The Team has taken a flexible approach (including meetings, email conversations and telephone conversations) to ensure that Members were offered an opportunity to be briefed about the Green Paper and to make early comments about the proposals it contains. Members have also had the chance to formally comment on the Paper and feed into the Council's response to it at Adult Social Services Policy Overview Committee (22 September 2009). The draft response is not only being presented to the Cabinet meeting on 12 October 2009, but will also be the subject of full County Council debate on 15 October 2009.

Liaison with outside agencies, organisations and stakeholders

(3) As part of its community leadership role, the Council (through the Green Paper response team) has contacted Local Strategic Partnerships and key partners in Health (including the LINKs), housing, the private and voluntary care provision sectors and interested voluntary groups, to raise their awareness of the Green Paper and encourage them to consider submitting their own responses to the national consultation. The Team has also extended an offer through the Community Liaison Managers to speak at Local Boards and other fora.

Kent's response

5. (1) A copy of Kent County Council's draft response to the Green Paper consultation is attached as **Appendix 1** to this report. Cabinet is asked to comment on the draft response, in advance of it being taken to County Council.

(2) It will be recommended to County Council that the Cabinet Member for Adult Social Services, together with the Managing Director for Kent Adult Social Services, be granted authority to approve any final points of detail and editing before the response is submitted to Government, which must be done by 13 November 2009.

Conclusion

6. (1) The Green Paper seeks to address the future demographic pressures facing England and their ramifications for care and support. It is critical that the solution that is eventually decided on meets the needs and the growing expectations of the people of Kent. It is therefore vital that Kent County Council delivers a robust response to the consultation, to help ensure that the people of Kent have a care and support system that will enable them to lead healthy and fulfilling lives.

Recommendations

7. (1) Cabinet is asked to:

- (a) ENDORSE the contents of this report and the key points raised in the draft response to the consultation

(b) NOTE that a report together with the views of Cabinet will be submitted to the meeting of the County Council on 15 October 2009. As part of that report the Council will be asked to agree that the Cabinet Member for Adult Social Services together with the Managing Director for Kent Adult Social Services be granted authority to approve any final points of detail and editing before the response is submitted to Government which must be done by 13 November 2009.

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KENT COUNTY COUNCIL'S RESPONSE TO 'SHAPING THE FUTURE OF CARE TOGETHER' – THE GREEN PAPER ON CARE AND SUPPORT

This draft response will be further revised following Chief Officer Group, Cabinet and County Council consideration.

A glossary of acronyms is attached as Appendix A.

1. Introduction

(1) Kent County Council endorses the view that the current system of social care is not fit for purpose. We agree with the aspiration to build a social care system that is fair, simple and affordable and therefore welcome the Green Paper and the opportunity it gives us to feed into the design of a new system.

(2) Kent is the largest Council with Adult Social Services Responsibilities in England; it contains some of the most deprived areas in the South East; it consists of large coastal areas which contribute to it having above average residential home capacity. This, combined with its proximity to London, leads to many individuals being placed from out of area that can then end up becoming our funding responsibility under the Ordinary Residence rules.

(3) Kent has a strong track record in pioneering transforming adult social care in its broadest sense, and is already delivering many of the components of the 'expectations' set out in the Green Paper.

(4) Against this backdrop our delivering of social care has been assessed as three stars by the Commission for Social Care Inspection (CSCI) since the star rating system was introduced, all the while supporting individuals right down to the Moderate Fair Access to Care Services (FACS) eligibility criteria. Kent has had to raise additional funding through local taxation, but has managed to maintain a non-residential charging policy which is generous by comparison with many other authorities. We also believe Kent County Council is best-placed to serve the care and support needs of its citizens, and has demonstrated that it can do this both efficiently and to a high standard, with a national reputation for innovation.

(5) The issues covered in the Green Paper raise important legal, democratic accountability and financial questions, and we believe it is important to build a new system that has cross party and public support, and is sustainable in the long term.

(6) Fundamentally, we believe that the new system should be based on a 'partnership' between the individual and the state, which must include a strong role for local, democratically accountable government.

(7) Kent recognises that the current system is not sustainable given the demographic pressures and their financial implications. In line with the demographic changes across England set out in the Green Paper, population forecasts for the Kent County Council area project an increase in people 85 and over from 29,300 in 2006 to 64,500 in 2026, which represents a doubling in this age group.

(8) We have taken the decision to respond to this consultation from the point of view of Kent as a strategic authority. We have carried out our responsibility to stimulate debate about these issues and encouraged individuals and organisations in Kent to respond themselves to the consultation. However we have not attempted to incorporate these views into our response given the tight timescale in order to enable elected Members to debate such important and complex issues fully in advance of submission.

(9) In the following response, rather than answer the questions set, we have commented on what we consider to be the main issues raised in the Green Paper.

2. National Care Service

(1) The concept of the 'National Care Service' is not well defined in the Green Paper. To the extent that it could mean a national care offer or entitlement based around the six expectations, we would support it. However, we would not support a 'National Care Service' if this is intended as a body controlled by central government as this would create a democratic deficit, by removing local political accountability for social care.

(2) We would particularly oppose any move which removed a local authority's ability to decide how much should be spent on social care in their area and to raise extra revenue from Council Tax, if required.

(3) It is clear that there is inequality in the provision of social care across the country. The Fair Access to Care criteria introduced in 2003 attempted to bring greater standardization and transparency to the system. Despite this it allowed local authorities to decide the level of eligible need to use in their area. This effectively sanctioned the continuation of the so called 'postcode lottery'. This clearly disadvantages some people needing care and support and dissuades people from moving to new areas in the country, a right everyone should be able to enjoy. This is particularly relevant in Kent as we operate to the Moderate criteria, unlike many authorities in the surrounding areas. However, we believe that the best way to address this is for government, through reform of the current funding system, to provide increased funding for the social care sector rather than taking power away from local accountable bodies.

(4) (a) We believe that the Green Paper does not adequately address the issue of the health/social care divide, which is clearly one of the issues of most concern to people with high level needs for care and support. In this respect, an aspiration to create a national care and health offer could have been helpful.

(b) However, we recognise that the Green Paper does not represent an end point in the 'Big Care Debate' and that proposals for the future of care and support, and its relationship with healthcare, will continue to develop. We also appreciate that there may be further developments to explore following the Prime Minister's statements regarding care and support on 27 September.

3. National Assessment

(1) The proposal to have a national, portable assessment is something which we would agree with in principle. However we do have concerns about where the threshold would be set and whether this would disadvantage Kent's residents. Kent County Council has delivered to the Moderate level ever since the implementation of the Fair Access to Care Services criteria in 2003, and would be opposed to any system that prevented us continuing to provide services to people at this level of need.

(2) The stated aim in the Green Paper is to place prevention at the heart of any new system and this may indicate that a universal threshold would be at least equivalent to Moderate, if not lower. CSCI's review of eligibility criteria for social care, *Cutting the Cake Fairly*, documented existing tensions between FACS and personalisation, prevention and low-level services. One of the proposals put forward during the engagement process carried out by CSCI was to merge the moderate and low bands into a separate 'prevention' band. This would be something we would support. However unless sufficient funding is available in the new system this may not be achievable, as councils are already finding it increasingly difficult to maintain existing levels of service.

(3) The introduction of a universal threshold, if equivalent to Moderate or lower, would potentially lead to extra funding being given to those authorities who were not yet offering services down to the chosen level. This could disadvantage Kent and other authorities which are currently able to provide services down to Moderate level.

(4) The proposal to have the same proportion of a person's care and support costs paid for wherever they live is attractive superficially as it appears equitable and may make it easier for disabled people to move around the country. However we do have certain reservations about this proposal:

- We think the amount of money the proportion translates into should be determined locally, based on local market conditions
- Unless we were assured of sufficient funding from national government to provide services, we would be loath to give up the discretion available in the charging regime for non-residential services, since this provides councils with another mechanism to keep eligibility levels low within existing funding. In 2007 Kent took the decision to increase the percentage of available income used for charging purposes from 65% to 85%. This was done so that eligibility criteria could be maintained at Moderate.

4. A joined up service

(1) Creating a more joined up service is an admirable aim, but difficult to achieve. In particular, we believe more should be done to strengthen joint working between health and social care services – though we acknowledge and welcome the fact that much has already been done to align health and social care provision, for example by the creation of joint delivery teams in the areas of learning disability, creating a single inspection and regulation body and a single set of performance indicators and the work around the Common Assessment Framework

(2) There are many good examples of joined-up working in Kent, particularly between Kent Adult Social Services, health services and the voluntary sector. The development of preventative services relies heavily on partnership working across the Health and social care sectors (see section 5 below)

(3) KASS and both Kent PCTs have agreed to adopt Functional Assessment in Community Environments (FACE) with the principle of 'do once and share'. We are currently in discussions with the Department of Health about piloting the CAF FACE forms for claiming Attendance Allowance.

(4) (a) In the long term complete merging of funding streams would seem to be a more efficient way of distributing the finite resources available and we would be interested in working with government to test how this may work in Kent.

(b) Specifically one of the proposals around a joined up service in the Green Paper is to completely merge disability benefits for older people (mainly Attendance Allowance) with the current funding for social care. We believe this should be given serious consideration as it may offer the best of both systems. Advantages may include:

- Universal entitlement to at least a set proportion of care costs (from AA)
- Entitlement only after an assessment providing eligibility is kept low (from the current social care system) – this could help guarantee that support would go to those who needed it most
- Advice and help on how to best meet identified needs (from the current social care system)
- Ability to spend the money on whatever the individual feels best meets their needs (from AA). This would, however, require a change in the current legislation governing councils with adult social services responsibilities' (CASSRs) duties towards people assessed as requiring their support. Even with Personal Budgets paid as a Direct Payment, we still have a duty to ensure that the money given is spent on meeting assessed need.

(c) However there are various issues which need to be explored regarding any such proposal in respect of Attendance Allowance and other disability benefits. These issues include:

- Would eligibility for care and support be set at a level comparable with that for current disability benefits?
- Would people have the same freedom as they currently do with disability benefits to use it for what they feel is best? If so, this would require legislative change, as outlined above.
- Would there be transitional arrangements for people in receipt of disability benefits when any change was made to the system?
- At the moment receipt of Attendance Allowance acts to passport people and their carers to extra benefits. A mechanism would be needed to make sure people didn't lose out if AA were to be phased out.

5. Prevention, Personalised Care and Information/Advice

(1) The emphasis on prevention, personalised care and support and providing high quality information and advice is particularly welcomed. These are integral to the direction of travel already spelled out in 'Our Health, Our Care, Our Say' and 'Putting People First'. Kent is fully behind these objectives and has already implemented a number of innovations to transform social care in the broader sense.. These include:

- Offering Telecare since 2004
- Whole System Demonstrator/Telehealth partnership with local PCTs – Kent now has over 900 people using Telehealth, the largest project in Europe
- Providing a website to enable people to carry out a 'self assessment' of their care and support needs anytime of the day or night, since 2004
- Working with service users, representatives from local voluntary organisations and carers to develop our Information, Advice and Guidance Policy. The policy will ensure a good standard of information is given to any person requiring it, irrespective of their eligibility for public funds or support from Kent Adult Social Services.
- Implementing Self Directed Support to meet the personalisation agenda including:
 - Offering Personal Budgets to new clients since April 2009.
 - Over 900service users using the ground breaking pre-loaded Kent Card for their Direct Payments
 - Offering Enablement Support for up to 6 weeks free of charge to new clients
 - Introducing Support Planning to enable outcome focused support and increased choice and control of support options.
- Using Partnerships for Older People Projects (POPPS) funding to provide:
 - Community Matron Support Workers who work with people who have long term conditions
 - Community Information Liaison Assistants who have produced information directories for services within local communities.
 - Care Navigator Service which will visit a person's home to explore community solutions to meet need and provide community information.

(2) Prevention is at the heart of the Directorate's approach to promoting independence and ensuring services are personalised. It has a long legacy in Kent through funding and collaboration with Health, housing and the voluntary sector. There are many examples of our preventive approach, as set out above. The fundamental principle is to take a wide angled view of social capital while maintaining our eligibility criteria at Moderate, despite significant financial and demand pressures at the higher end.

6. Funding Options

(1) The commitment to find solutions for how the system can be funded is very welcome, as the current arrangements are not sustainable. However it raises a number of important questions, some of which we believe have been given insufficient attention in the Green Paper.

(2) We believe that the basis for any new system should be a partnership between the individual and the state. There are various ways this can be structured and we outline below how we feel the Voluntary Insurance option could work in Kent. Although we acknowledge the difficulties inherent in the fully tax funded option, we would have preferred to see more analysis of this option in the Green Paper rather than it being simply ruled out.

(3) We agree in principle with a system in which everyone, regardless of means, receives at least a set proportion of the cost of their care. In a sense this already exists because Attendance Allowance, which in theory is awarded for care needs, is given regardless of means. If AA were to be abolished and the funding transferred to the social care budget, it would be logical to provide a similar level of funding to all, regardless of means.

(4) The proposal that everyone should receive some state funding, regardless of means, would inevitably lead to a huge increase in the numbers of people being assessed and funded through councils with adult social services responsibilities (CASSRs). We believe there is insufficient analysis in the Green Paper about the implications of this, in particular the legal and financial consequences.

(5) CASSRs currently have a responsibility to ensure that assessed needs are being met. Unless legislation was changed, this duty would extend to new clients accessing support through the local authority. There would potentially need to be many more staff involved in the council's assessment, monitoring and review process

(6) Currently, KASS has about 34,000 clients at any one time. However, if we use receipt of disability benefits as a measure of those with social care needs, there are approximately 100,000 people in Kent who could potentially become clients of KASS (60,000 people entitled to Disability Living Allowance (DLA), of which 12,000 are over 65, and 38,000 entitled to Attendance Allowance (AA)¹). Using these figures as a rough indication would suggest that we could potentially be supporting three times the number of people we do now, before we take into account any demographic changes. Moreover, it is difficult to accurately predict the likely additional numbers without knowing the threshold a person would need to pass before receiving support under any new system.

(7) It is acknowledged that the Partnership model on its own would leave many people unable to cover the full cost of their care. The Green Paper indicates that the least well off would get the whole cost of their care paid for by the state, but a significant number of people would fall outside of this safety net. It is this cohort which would need a mechanism for funding the remaining cost. Kent County Council believes this mechanism should be voluntary insurance.

(8) We believe that the Voluntary Insurance scheme could work along the lines of the evidence submitted by Kent to the Wanless Report in 2006. We carried out research into the Long Term Care Insurance model in 2004 with a leading insurance company and were keen to do further analysis in order to build a case for some type of central government subsidy to bring down the cost of insurance to the customer. However at that time national government did not wish to fund further modelling work. We provide further details of our proposal as Appendix B to this response.

¹ These figures include both those people in receipt of these benefits as well as those with 'underlying entitlement', that is those people whose benefits have ceased after entering long term residential / nursing care.

(9) A key point stressed in the Green Paper is that the costs of 'care and support' should be viewed as being distinct from the costs of 'housing and living', the rationale being that everyone is expected to buy their own food and pay their own bills and rent / mortgage whether or not they have care and support needs. Thus, if someone is in need of residential care, they will be expected to pay for their own accommodation costs as they would if they were living in the community. We have concerns about this approach as clearly in many cases the care and support required is inextricably linked to the type of accommodation, such as a residential care home. No consideration is given to the fact that many people in later life will have paid off their mortgages, so it does not follow that accommodation costs in a care home equate to housing costs in the community.

(10) It is estimated that about half the cost of living in a residential care home is for the board and lodging element (i.e. accommodation). The proposals in the Green Paper do not solve the problem of people possibly having to sell their homes or at best, losing much of the equity in their properties.

(11) We believe that incentives to save for one's old age are not sufficiently considered in the Green Paper. The proposal to offer some state funding to all, regardless of means, goes some way to address a perceived disincentive to save. However, several times in the Green Paper it is stated that more help will be given to people who are "less well off", without defining what that means. If the government is proposing to use the current system of means testing for residential care to determine who gets full help (as opposed to only a proportion), then this system needs to be reviewed and possibly reformed.

(12) Finally we have serious concerns regarding potential massive financial risks if local authorities would have to administer all the money given to individuals and any 'deferred payment' system for a person's contributions.

7. Role of local government

(1) We believe that local government should decide how much money people should receive towards their assessed care and support needs. Local government is best placed to understand and respond to the needs of their populations, including the variations within a large and diverse county such as Kent, which covers one of the most deprived districts in the South East (Thanet) and one of the least deprived (Sevenoaks).

(2) Moreover, should the ability to determine how much care should cost locally be taken away from CASSRs, it would partially limit our ability to shape the market of care and support providers. We strongly agree that market shaping should be a key element of our ongoing role in delivering care and support.

(3) As we have stated above, we have an excellent track record for innovation and delivering good outcomes, as assessed by CSCI (now CQC). We have maintained eligibility criteria at the Moderate level for the last six years, with cross-party backing from County Councillors.

(4) As public finances will be tight for the foreseeable future whatever Government is in power, we would wish to maintain our ability to raise extra money locally through council tax, and as a Total Place Pilot, make best use of all the resources already deployed in Kent. Missing this opportunity will undermine the aspiration in the Green Paper that early intervention and prevention should be cornerstones of care and support in future.

8. **Concluding Remarks**

As our response makes clear, Kent County Council welcomes the Green Paper's drive towards greater personalisation, closer working between health and social care, and a fairer and more sustainable long-term funding regime. However, for any reform of the social care system to be successful, it is important to build on and learn the lessons of previous experience. Based on our long and successful experience of delivering high-quality social care services, we believe that Kent County Council has an important contribution to make to the development of social care reform. We would welcome the opportunity to co-operate with national government in future to explore specific aspects of this area of work.

Appendix A: Glossary of acronyms

AA	Attendance Allowance
CAF	Common Assessment Framework
CASSRs	Councils with Adult Social Service Responsibilities
CQC	Care Quality Commission
CSCI	Commission for Social Care Inspection
DLA	Disability Living Allowance
FACE	Functional Assessments in Community Environments
FACS	Fair Access to Care Services
KASS	Kent Adult Social Services
LTCI	Long Term Care Insurance
PCT	Primary Care Trust
POPPs	Partnerships for Older People Projects

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Appendix B: Kent County Council's research into Long Term Care Insurance

In Kent there is a sizeable proportion of older people who start off paying for social care as self-funders, but whose assets then erode to a level at which they need to approach Kent County Council for funding under the means-testing rules.

We carried out research into the Long Term Care Insurance (LTCI) model in 2004 with a leading insurance company and with the advice of the Association of British Insurers. The plan was to offer a new partnership insurance product, targeted either at people from middle age to retirement with middle incomes and a property, or at people with retirement pension lump sums. The LTCI partnership product would create a new category for Kent social services of "fully funded through insurance". There would be no need for a means-test for policyholders.

Aside from financial considerations, Kent County Council was also aware that many self-funders may be inappropriately admitted to care homes in the absence of any care management advice. The proposed LTCI scheme therefore included care management in the expectation that more people would then be supported to remain in their own homes.

Under the scheme eligibility of the policyholders for care would be assessed by Kent County Council, and this assessment would be accepted by the insurance company. Any future payout by the insurer would be on the basis of the Kent County Council eligibility criteria in force at the time the policy was originally taken out, thus protecting the policyholder against changes over time. Those criteria would have to be very clearly delineated, which would be one of the challenges of the scheme.

Kent County Council's proposed LTCI scheme followed certain guidelines, which could be followed by other councils around the country:

- The "partnership" would be between the council and a single insurance company (although one insurer might have agreements with several councils in order to spread the risk)
- The product would be priced on the basis of premiums that were simple to understand, age-related and gender-related.
- The policy would be significantly less expensive than current long-term care products
- In the pricing it was assumed that Attendance Allowance would always be put towards the costs of the care package (this could be substituted with the 1/3 or 1/4 state funding contribution suggested in the Green Paper).
- The benefits would be portable, and could be used to pay for care in another local authority area if the insured person moved
- There could be the choice of Standard level and Enhanced level cover
- The LTCI would be separately targeted but ideally with an option to "package in" with a Stakeholder Pension in order to encourage pension saving

Financial modelling was carried out to demonstrate the impact of the proposed insurance partnership on various types of user. The LTCI greatly reduced the financial burden on self-funders, but also alleviated the costs to Kent County Council. However more work is needed to look at the impact of KCC having to carry out the needs assessment and on their legal obligations under the current legislation.

It was always anticipated that poorer users who could not afford the LTCI premiums would not be affected by the scheme and would continue to be supported by KCC.

The challenge, as always with LTCI, was whether the estimated premiums would be affordable. The insurance company produced draft premiums varying from £20 a month for a 45-year-old man to £110.75 a month for a 75-year-old woman. Subsequent estimates were higher and it was considered that this level of premiums would not be taken up by enough consumers to create a viable product.

Kent County Council was keen to do further analysis in order to build a case for some type of central government subsidy to bring down the price. It was suggested that this could possibly be through council tax reductions for policyholders, or tax breaks on policy premiums. Wider savings might be achieved because case management would help self-funders postpone residential care and offer preventative measures which would reduce demands on free NHS nursing. Unfortunately we were unable to persuade government to fund further modelling on how such a scheme could be implemented.

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By: Sarah Hohler, Cabinet Member for Children, Families and Education
 Rosalind Turner, Managing Director for Children, Families and Education

To: Cabinet – 12 October 2009

Subject: **REVIEW OF SPECIALIST UNIT AND DESIGNATED PROVISION IN MAINSTREAM SCHOOLS – LEAD SCHOOL IMPLEMENTATION**

Classification: Unrestricted

Summary: This report provides an update of the progress of the implementation of lead school provision in Phase 1 and sets out the capital cost implications for lead schools in the Phase 2 areas.

Introduction

1. The implementation of Phase 1 of the Review of specialist units for children with additional needs began in September 2008 in the Local Children's Services Partnerships (LCSPs) in Ashford, Shepway, Dartford, Gravesham and Swanley (pilot area). A briefing note explaining the aims and objectives of the review is attached as Appendix 1. From September 2008 to March 2009, lead schools used their start-up funding of £39,235 to begin the work of developing the provision. The new formula funding arrangements as agreed by the Schools Funding Forum were put in place in April 2009. The lead schools received new budgets calculated in accordance with the new formula, with transitional funding adjustments being made for schools that had existing units to ensure smooth transition.
2. All lead schools in the pilot area are progressing although there are different development needs between new lead schools and those that previously had units. All schools, along with other professionals in the Partnerships, are embracing the change with energy and commitment and are working through issues as they arise. This will inform the Phase 1 evaluation to ensure that children and young people will have access to an appropriate and quality service with a view to changes being implemented County-wide in April 2011.
3. Lead schools represent one key strand of the range of specialist support available in each Partnership to advise and provide guidance and training to mainstream schools. Other specialist services are available to mainstream schools as Local Children's Services Partnerships (LCSPs) plan, develop, coordinate and manage a continuum of services and provision delivered by Kent's special schools and other specialist services. Lead schools are already working with and alongside the highly valued special school outreach/in-reach services. In addition, partners and colleagues from services such as Specialist Teaching, Psychology and Health Therapy Services are all committed to ensuring a co-ordinated commissioning approach to increasing the capacity and confidence of mainstream schools. This approach supports children and young people across all need types and helps to provide equity and fairness of access. LCSPs have demonstrated innovation and flexibility to deploy

the resources available to them to achieve better outcomes for all children and young people in the locality.

Evaluation

4. The evaluation of the pilot is underway. As part of the evaluation process, we will seek the views of all schools, professionals, parents and carers in the Phase 1 area. Some of this work has already started.

5. Parents and carers were invited in July 2009 to a number of meetings arranged in the Phase 1 areas to seek their views. At the same time, we sent a questionnaire to all parents and carers of children and young people with Statements of SEN in the Phase 1 areas and also made the questionnaire available online. This is the first of several consultations with parents and carers that will take place.

6. The Phase 1 lead school self-assessment survey that was carried out in April 2008 was repeated this year in June. The first survey had a good response rate, and more provisions responded this time (25 out of 32 (83%) in 2008 and 29 (91%) in 2009). The responses were very encouraging and lead schools report they are experiencing improvements in a number of areas. A summary of the self-assessment survey is attached at Appendix 2. The survey will be repeated at the same time next year.

7. As well as evaluating how the lead school model develops and operates, we will also be evaluating the funding arrangements that have been put in place. This will help determine what changes need to be made in relation to the implementation of Phase 2 from April 2011. Issues are being addressed as they arise and information is being gathered on an on-going basis. At the end of the evaluation period, we will assess how the funding arrangements have supported lead schools by consulting all the relevant parties and bringing the responses together with information collected throughout the period of the pilot.

Capital Implications

8. The report to Cabinet in September 2008 appended details of the then known capital costs for both Phase 1 and Phase 2 schools totaling £2,860k. These costs have been updated and have increased. Many elements are already identified within the capital programme. 52 lead schools in Phase 2 have no capital implications. This list will be reviewed to ensure that an accurate total can be determined. There are also two Phase 1 lead schools included with capital improvement works totalling approximately £43k, bringing the estimated total capital costs across both Phases to approximately £4m. The development of the capital programme over the next few months will inform, identify and pick up the current detailed information needed to enable Cabinet to make decisions in Autumn 2010 for Phase 2.

9. Officers leading the process of lead school implementation are working closely with officers responsible for managing the Building Schools for the Future Programme and the Capital Primary Programme (CPP). This is to ensure the needs of lead schools are taken account of at the planning stage and the most efficient use of available funding.

Timetable

PHASE 1 – PILOT	
Pilot Schools receive setting up allowance	September 2008
Pilot schools receive first year budgets	April 2009
Evaluation of pilot report written	Summer 2010
Evaluation report presented to KCC Cabinet	Autumn 2010
PHASE 2	
Proposals for Phase 2 to KCC Cabinet, subject to response to evaluation report	Autumn 2010
Phase 2 schools receive setting up funds	Late Autumn 2010
Phase 2 schools receive first year budgets	April 2011
Pilot schools fully implemented	April 2012
Phase 2 fully implemented	April 2013

Recommendations

10. It is recommended that Cabinet:

- a) Note the progress of the Lead School implementation programme.
- b) Note the progress of the evaluation process.
- c) Note the capital cost implications identified in paragraphs 8 and 9.
- d) Note the small change to the timetable at 4 above (when Phase 2 schools would receive first year budgets subject to the Phase 1 evaluation).

Joanna Wainwright
Director, Commissioning (Specialist Services)
01622 696595

**Lead School Programme
Briefing Note to accompany Cabinet Paper
28 September 2009**

1. What are the aims of the change?

In 2004, Members agreed to carry out a review of Kent's mainstream units and designations. The objectives of the Review are to:

- ensure the pattern, diversity and organisation of provision reflects the changing needs of pupils;.
- support all schools complying with the requirements of the Disability Discrimination Act;
- reduce the long distances travelled by many children on a daily basis to limit stress for them and their families and reduce the expenditure on transport;
- ensure that mainstream provision is complementary to that which is available in Special Schools;
- ensure equity of access to support across the whole county by addressing gaps in provision in many areas and in particular by increasing provision for children with Autism;
- develop mainstream resourced provision in order to encourage a sharing of expertise and an enhanced role in building capacity of neighbouring schools.

The proposal for ensuring delivery was the development of a lead school specialist service. The Lead School Programme is currently being implemented in Phase 1 (Ashford, Shepway, Gravesham, Dartford and Swanley and District) as a pilot and will be evaluated to inform how the lead school will operate.

Members and the Schools Funding Forum (SFF) agreed the main areas on which the evaluation would focus, which included an element for evaluating the funding arrangements.

A full evaluation plan was agreed by the Lead School Programme Steering Group. In summary, the evaluation will collect qualitative information (from all parties, including parents/carers and CYP) and quantitative data. A timetable was agreed by Members and the report of the evaluation, with recommendations, will be presented to Members in September/October 2010. The SFF will consider recommendations in relation to the funding arrangements.

2. How are we going to measure whether improvement for Young People has been realised?

For CYP, we would want them to experience provision:

- Closer to home with less travel and being able to stay within the community with their peers.
- That will meet their needs, enabling progress to be maintained or improved.
- In which they feel included, confident and happy.

To assess this, we will

- Interview/survey young people – including through the Youth Council.
- Interview/survey their parents/carers.
- Collect data on end of year progress from the schools by tracking individual CYP.
- Collect data on Key Stage results – this will be longer term.
- Interview/survey schools.
- Collect other SEN data from Impulse eg numbers placed locally, Tribunal appeals.
- Showcase some case studies.
- Review home to school journeys and costs.

Some of this work has already begun and meetings are scheduled to take place this term.

3. What were the parents' views so far?

(a) Earlier Public Consultations

Extensive consultation by area took place on the Lead School proposals for Phase 1 during June and July 2007. The outcome was reported to Cabinet on 17 September 2007. The Cabinet report has a detailed appendix which sets out the comments by stakeholder groups, including parents.

Consultation in each Phase 2 area (7 in total) took place between November 2007 and January 2008. The outcome of these consultations was reported to Cabinet on 6 February 2008. Again, there is an appendix to this report which provides detail of feedback by area.

In summary, the overall response to the proposals was positive but there were some significant concerns raised:

- Necessity for robust monitoring and evaluation of Lead School provision - Lead School standards have been developed since by a working group made up of Special Schools, Lead School staff, Specialist Teachers and the Advisory Service
- Need for all the specialist support within a locality to be joined up including support from Special Schools, Therapy services, Specialist Teachers. There is good evidence within the Phase 1 area that local task groups for each need type are becoming well

established in most areas and the lead school model has been developed to reflect the fact that it is one source of specialist support within a continuum of provision.

- Communication with parents is a recurring issue – parents wanted more information more regularly and in Phase 2 areas wanted consultation documents to be mailed to a wider group of all parents of children with SEN
- Resourcing of provision must be sufficient to enable former ‘unit’ staff to take on an extended role. There were concerns about the level of funding and the potential dilution of support
- Condition of accommodation in some of the existing units in Phase 2 areas These needs have been identified and included in the Capital Implications report to Members

Note – There is a huge amount of detail available on the views of parents in each area with records of responses from individual parents and transcripts from each of the public meetings if required.

(b) Phase 1 Evaluation – Parents’/Carers’ views gathered to date

Initial focus groups with parents have taken place and we are still receiving responses to questionnaires. Some of the issues raised previously have been raised again. So far, some parents and carers still have concerns about:

- Not being given enough information about the lead school - in some cases, some knew nothing about it.
- Not being given enough information about their individual child – some parents/carers just seemed to need someone to talk to.
- The school not putting in the support the Statement says their child needs.
- Their child being ‘excluded’ and not being made to feel welcome or part of the school community.
- Lack of therapies, particularly speech therapy.

When the results of the earlier consultations were made known, measures were taken to address some of the issues. We have put measures in place to improve communication between the LA and parents/carers and to assure parents and carers that future changes will be informed by the evaluation, in which they will play a key part. We continue to emphasise that we are operating a pilot which is being evaluated.

The implementation of the lead school model has been kept under constant review, and we have been making adjustments to accommodate operational issues as they arise, without compromising the integrity of the original concept agreed by Members.

4. What are we doing to accelerate improvement in the standards of Lead School provision in the Phase 1 areas

There are teams in each locality planning the development of the lead school and identifying training needs and using a variety of options for addressing the need. Specialist Teaching Service managers and Achievement and Access coordinators are key players in this process and are supporting the development of Lead School provision in their specific dimensions of need. Survey responses from individual Lead Schools are being analysed by these specialist staff to identify issues and to address them through support, training and advice etc.

Special Schools have been particularly helpful in sharing expertise and assisting Lead School staff to attend training at their schools and to access teaching resources.

Responses to particular standards or areas of activity are also being analysed to identify common concerns and areas where improvement is slow for all or a number of schools. Strategies will be put in place to respond to these, for example bringing together Lead Teachers for specific packages of training around delivering outreach.

Finally, there is a small number of schools within the pilot areas where there is a lack of sufficient engagement with task groups/support mechanisms and overall progress is too slow. The Lead School Programme Steering Group is addressing each of these cases individually and agreeing the most appropriate course of action in consultation with the local LCSP Manager and Area Children's Services Officer.

Marlene Morrissey
County SEN Manager
September 2009
01622-696668

Review of Special Units and Designated Provision

Report on the outcome of the Phase 1 Lead School Survey – Abridged version **July 2009**

Introduction

All lead schools in Phase 1 were invited to complete a survey pro forma which was made available online and in hard copy. This is the second time the schools completed the survey. The first was in June 2008 when briefings were arranged to explain the procedure and rationale. In most cases, the Teacher in Charge or the person appointed to lead and manage the new provision completed the survey.

The results of this survey are being used to analyse individual lead school activity and progress as well as providing an overall picture of progress in implementing the lead school programme. The analysis of individual schools will inform the planning of Local Authority support for pilot lead schools over the coming year and all lead schools are being encouraged to use the outcome of the survey to plan activity in the coming year

In this report, results have been aggregated and compared to the results of the June 2008 survey in order to give us indication of overall progress towards the objectives of the Review and to inform our evaluation of the Phase 1 pilot.

Survey response

29 Lead School Provisions replied out of a possible 32, one returning anonymously. The 91% return provides a good basis from which to judge progress towards the aims of the review. A careful analysis of each return shows a high degree of internal consistency when the answers are placed against the known practice within the school, or placed alongside each other. The responses appear to have been well considered and reported honestly.

Current and Future role of Lead Schools

Progress has been made in the number of lead schools involved in outreach activity of all types in the last year. In particular, the number of schools benefiting from lead school advice and training has increased. For example, in the case of training in 2008, 3 lead schools were each supporting 1 school in the locality. In July 2009, 15 schools reported supporting between 1 and all schools in their locality. This increase in activity is evident across all of the need types and across all pilot partnership areas.

In the case of outreach support to individual children, the number of schools involved and children benefiting remains low, however, this area of work has seen a 45% increase overall. There has been no increase in the number of schools involved in providing flexible

placements within the lead school. In the case of *new* lead school provision, the increase in activity is also marked with only 1 of the 10 new lead school provisions delivering outreach in 2008 compared to 7 in 2009. The survey has provided valuable information to assist in planning some focused work to ensure all schools are in a position to deliver outreach support and, in particular, to ensure there is a more significant increase in the provision of support to individual children.

There is evidence within the survey results that Lead Schools have undertaken significant staff training over the last year. At awareness and understanding level there has been an increase in the number of schools undertaking training and the number of staff now qualified. There has not been an increase in the number with advanced level qualifications (training for advanced level qualifications can take up to two years.) A number of the new lead schools recruited teachers with advanced level qualifications to start in September 2009. Recruitment and training of lead school staff are an ongoing focus of the review and there will be targeted support to ensure that all schools have at least one advanced level qualified staff member.

A large number of schools continue to support pupils within their 'base' provision. This will be the case for a number of years as the impact of the new policy becomes embedded in practice. There has been an increase in the number of pupils on the roll of the lead schools being supported through the lead school specialist staff but who are not in the 'base' provision. This is a positive development. As yet, there has not been an increase in the number of pupils on the roll of non-lead schools with some flexible or temporary access to the lead school 'base' provision. However, there has been an increase in the referral rate through the various routes (SEN and Resources, Partnership Based Review and local schools) for lead school support for pupils attending non-lead schools and this demonstrates that the lead school is being seen as a valuable specialist resource within the locality.

Working with other professionals

There is an overall increase in the number of lead schools within the pilot areas working as a team with a range of specialist staff groups, both across the partnerships and within lead schools. As the lead school model becomes more embedded in practice locally, we would expect to see this increase to a significant level. It is encouraging from the data that partnership working between lead school and special school staff has doubled since the last survey. .

Estimate of Standards Reached

As part of the survey, lead schools were asked to rate their stage of development on a scale of 1– 4 against a number of standards (tabled below), 1 being the most developed and 4 the least. It is encouraging to note that there is a significantly lower percentage of lead schools placing themselves at 4 (least developed) compared with 2008 (30% in 2008, 18% in 2009). There are also signs of increasing confidence amongst lead schools in activities that relate to new areas of responsibility for them, such as partnership working, working with other schools (outreach), provision of training and contributing as a key player to the delivery of the Partnership Provision Plan. This is a very positive outcome in terms of the implementation of the lead school model. While both the 2008 and 2009 survey ratings show schools are less

secure about partnership working and offering flexible placements than they are about learning opportunities and staff expertise, there have been improvements.

The table below compares 2008 with 2009 and shows the summary ratings under each of the 16 standards that were surveyed. The total score for each standard has been calculated by multiplying each rating by the number of schools which gave that rating and then adding them together. For example, 24 schools provided a rating for the standard 'working with other schools in the cluster' as follows: 16 lead schools rated it 4, 4 lead schools rated it 3, 1 lead school rated it 2 and 3 lead schools rated it 1. This gives a total score of 81 ($16 \times 4 + 4 \times 3 + 1 \times 2 + 3 \times 1 = 81$).

Therefore, in 2009, schools are most confident about 'care practice' which scores 42, and least confident about 'providing flexible placements' which scores 83. The level of schools' confidence in different standards can then be compared year on year. The outcome is as follows:

	2008 Return		2009 Return	
<i>Standard</i>	Weighted score (a lower score denotes greater confidence)	Ranking against schools' confidence levels	Weighted Score	Ranking
Working with Parents	45	1	46	2
Pastoral Support	47	2	46	2
Care Practice	48	3	42	1
Learning Opportunities	52	4	50	3
Staff Expertise	54	5	52	4
Partnership Working	56	6	53	5
Transfer and transition	56	6	53	5
Leadership	56	6	53	5
Resource Deployment	62	7	52	4
Accommodation	64	8	60	6
Working with Other Schools in the cluster(s)	81	9	77	10
Working within the Cluster Provision Plan	81	9	65	7
Policy	82	10	67	8
Flexible Placements	83	11	83	12
Provision of Training	83	11	75	9
Working with Special Schools	86	12	81	11

The responses to the survey this year suggest that schools are most confident in care practice and least confident about providing flexible placement arrangements. Pastoral support, working with parents and learning opportunities figure amongst the highest levels of confidence. Provision of training, working with special schools and working with other schools are still rated quite low. The point that was made in the 2008 report still remains pertinent; the results reflect the functions that schools traditionally know best and the functions they are less secure about. However, while the overall ranked positions have not changed significantly, the results show an upward trend for some of the new functions and this is very encouraging, especially given the short timeframe within which much of this development has taken place.

In summary, while some of the changes that schools report are small, they are nevertheless very positive and encouraging. Lead schools have only been running for 3 terms and the first term was heavily focused on early development work. The trend is upwards and we are confident we shall see this continue over the course of the next year.

A full version of this report is available on the Unit Review website
www.kent.gov.uk/unitanddesignationreview

Nuala Ryder
Project Manager – Lead School Implementation
September 2009

By: Kevin Lynes
Cabinet Member for Regeneration

David Cockburn
Executive Director, Economic Development, Strategy and ICT

To: Cabinet, 12 October 2009

Subject: Regeneration Framework

Classification: Unrestricted

Summary:

This paper summarises the outcomes of consultation on the first draft of *Unlocking Kent's Potential*, KCC's Regeneration Framework and seeks Cabinet approval of the final draft.

It also explains how the Regeneration Framework will be taken forward, sets out the role of the Regeneration Board as an advisory body to the Cabinet Member for Regeneration and seeks Cabinet approval of the Regeneration Board's terms of reference.

1. Introduction

1.1. *Unlocking Kent's Potential*, KCC's Regeneration Framework, was published as a consultation draft in January 2009. The draft Framework took a long term view of the county's regeneration needs and recognised that regeneration is a cross-directorate priority, impacted by (for example) skills provision, transport infrastructure and housing conditions as well as economic growth. It also proposed the development of a series of more detailed strategies, the preparation of which is now under way.

2. Regeneration Framework consultation and final draft

2.1. Open consultation on the draft Framework closed on 30 April. At the close of the consultation period, we had received 46 written responses from external partners. In addition, consultation meetings were carried out with each of the district councils and the draft Framework has also been presented to the Kent Partnership.

2.2. The written responses received break down as follows:

Kent districts and Medway Council:	12
LSPs/ partnership bodies:	10
MPs:	2
Private sector:	3
Voluntary and community sector:	5
Public agencies:	11
Higher education institutions:	1
Individuals:	2

- 2.3. Responses to the draft Framework have been generally positive. However, there were some consistent messages that emerged from the consultation which have been taken into account. In particular, these focused on the need for:
- Increased weight on post-19 learning (especially workforce skills);
 - Greater reference to the role of the voluntary sector;
 - Expanded analysis of the policy landscape and the opportunities and challenges facing the county;
 - Recognition of the challenge of climate change as a cross-cutting issue throughout the document.
- 2.4. Following analysis of the consultation responses and consideration at the Regeneration Board (see below), a final draft has been prepared and is attached with this report.

3. Taking the Regeneration Framework forward

- 3.1. In taking the Regeneration Framework forward, there are three key strands of work. Firstly, our ability to deliver the ambitions set out within the Framework will depend on KCC's ability to work effectively with our partner organisations. We have sought to engage our partners – especially colleagues in the Kent districts – through the preparation of the Framework, and we intend to cement this by seeking the endorsement of Kent Partnership to the final document following Cabinet approval.
- 3.2. Secondly, work is now well underway in taking forward the more detailed strategies highlighted in the Framework, including (among others) the Integrated Housing Strategy, Integrated Transport Strategy, Sectors Strategy, Cultural Strategy, Kent Environment Strategy and the Strategy for Later Life. The outcomes of these, with the general direction set out in the Regeneration Framework, will help to inform KCC's priorities for the period to 2014 and set out in detail the actions that the County Council and its partners will take to deliver the aims of the Framework.
- 3.3. Thirdly, to oversee the development of the strategies emerging from the Regeneration Framework and to act as a forum for the discussion of cross-directorate regeneration issues, a Regeneration Board has been established. This consists of a number of Cabinet Members and senior officers and is an advisory group to the Cabinet Member for Regeneration. The work of the Regeneration Board will be reported back to Cabinet by the Cabinet Member for Regeneration on a regular basis.

4. Recommendations

4.1. Cabinet is asked to:

- a) NOTE the consultation process carried out in relation to the draft Regeneration Framework;
- b) APPROVE the final draft Regeneration Framework attached
- c) NOTE the establishment of the Regeneration Board as an advisory body to the Cabinet Member for Regeneration

Annexes

Unlocking Kent's Potential, KCC's Framework for Regeneration (Final draft)

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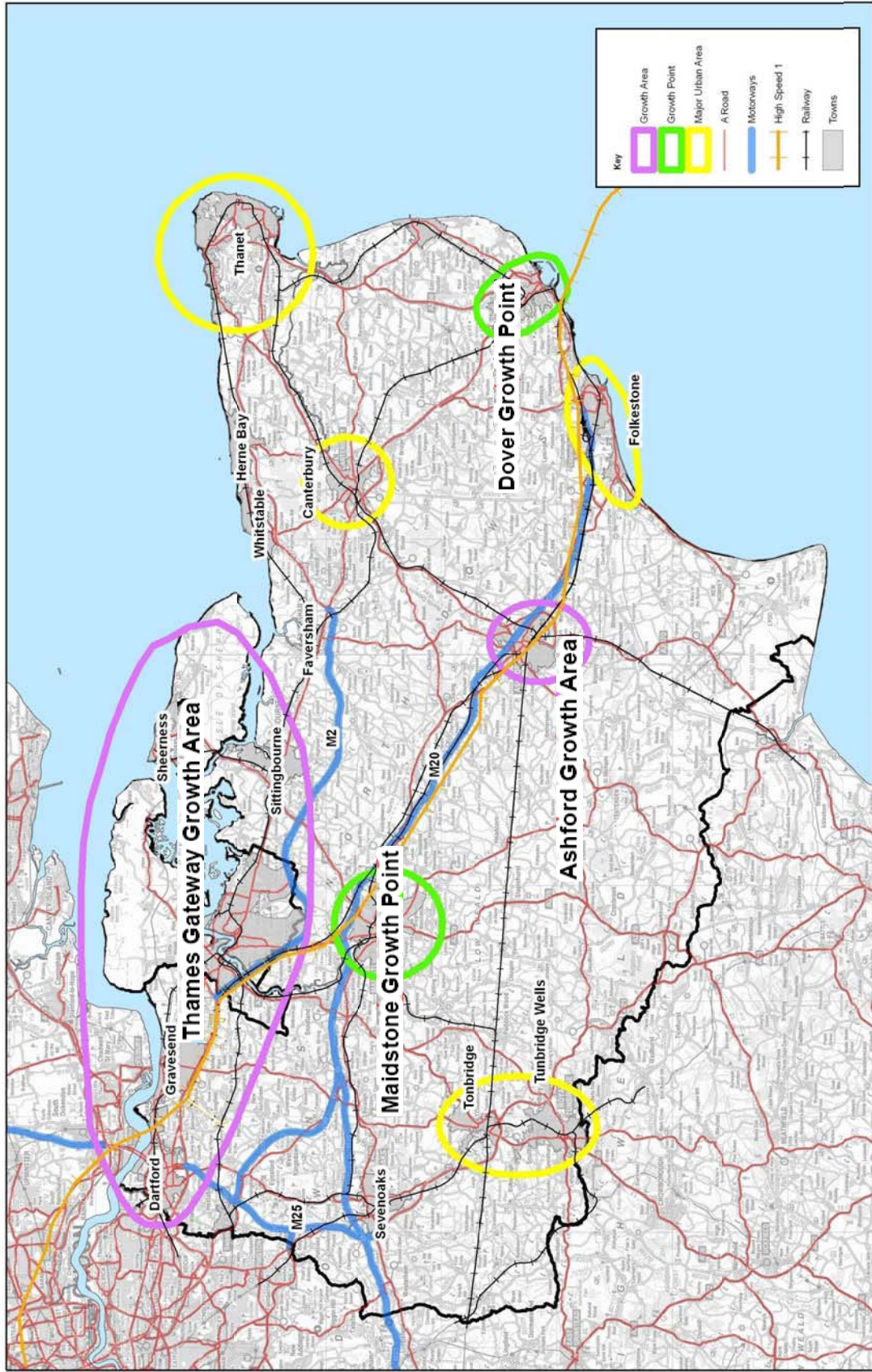
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Unlocking Kent's Potential

Kent County Council's framework for regeneration



Welcome to Kent



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Contents

Foreword	page
	7
1. Introduction	11
2. The changing policy landscape	15
3. The changing county of Kent	19
4. Defining our priorities	27
5. Building a new relationship with business	29
6. Unlocking talent to support the Kent economy	37
7. Embracing a growing and changing population	49
8. Building homes and communities, not estates	59
9. Delivering growth without transport gridlock	69
10. Working together to unlock Kent's potential	79
Annex List of respondents to the consultation draft	80

Foreword by the Leader of Kent County Council and the Cabinet Member for Regeneration

In the last 20 years Kent has seen phenomenal change and growth. There are 100,000 more people living in the county, our housing stock has increased by over 60,000 homes and there are 130,000 more cars on our roads. Kent has undergone dramatic change in this time and the pace of change is set to accelerate further over the next 20 years.

As we write, the Government's target for housing growth in Kent, between now and 2026, has risen to 138,420. This could deliver a population increase of 8 per cent and a 20 per cent increase in Kent households, or three new towns the size of Dover, irrespective of the current global recession and the ability of house builders to build or the affordability of homes and availability of mortgage finance for people to buy them.

At the same time, demography is changing in a way never experienced before. We all celebrate the fact that our average life expectancy has risen to 81 for females and 76 for men. In 2006-07, net migration accounted for 73% of population growth, in contrast to 27% attributable to natural change (the surplus of births over deaths).

Along with the growth in single person households, these trends place enormous pressure on public services including transport, housing needs, education and social services. We must, however also embrace the knowledge and experience that a growing older population brings to the workplace - a group that needs to be pragmatically cultivated by employers when the bulk of the working population (25-44 year olds) is shrinking.

As well as closing the gap between Kent and the South East in relation to GVA, average earnings and disposable income,



we must also tackle the polarisation between the deprived coastal and urban areas and the more affluent areas of Kent, through essential investment in appropriate housing, education and transport regeneration, and so stimulate economic improvement.

The British economy and the Kent economy have also undergone massive structural changes in the past two decades. Over the next 20 years, the national and local economy is likely to undergo a similar upheaval.

This wide-ranging change provides far-reaching opportunities for Kent's residents and businesses, but significant challenges too. These need to be tackled to ensure that Kent's businesses are equipped with a highly skilled workforce, geared particularly towards the key growth sectors that will drive economic growth in the 21st century.

Redefining regeneration

“Unlocking Kent’s Potential” looks ahead 20/25 years as we develop our vision for the wider regeneration of the county. We want to attract more businesses and professionals to Kent that will reduce current gaps in GVA.

To us, regeneration is not simply economic growth - vital though this is - it is also about transformation in education and skills, the culture renaissance in the county and an efficient transport system that supports both the economy and residents. It is about improved housing conditions, particularly for the most vulnerable both young and old.. Working with our partners in the private, community and public sectors, Kent County Council has a critical role in ensuring this happens.

This document is all about Kent managing these massive challenges and opportunities - looking ahead, building momentum on what we have learned and delivered, starting to shape and plan now for what will be needed in the future - 10, 15, 20 years time.

We have a choice

We stand at a crossroads - but we have a choice. We can sit back and allow the population to grow, housing to be built and leave businesses alone. But what would the consequences be? Delivering piecemeal housing development without regard to the wider infrastructure needs will result in a county where growth in some areas would be unbridled, while others would be left behind; a transport system that would further deteriorate

damaging business and frustrating everyone who lives and visits here; and businesses that may leave the county in their droves, while the public sector would be left to pick up the pieces.

The alternative to this doomsday scenario is to embrace and “masterplan” for growth and improvement, scoping now what Kent actually needs over the long term.

In a different era, the Victorians conceived what was needed to make Britain the most envied country in the world. For example, they had the vision to build the London underground before most of Kensington, Chelsea and Fulham was built out. Birmingham provides another past example of such forward thinking and civic leadership.

We need a new civic vision for the county of Kent, demonstrating the power of local people, local businesses, local government and the public sector working together to plan for positive change and regeneration in the county. We must work together with our partners and district planners in particular, to develop policies that will unleash the economic potential of our county.

The way ahead

“Unlocking Kent’s Potential” is just a first step to defining what we would like Kent to look like in 20 years time.

It sets out many of the challenges and indicates how we intend to find the answers. It is a framework for growth showing how we will go about this task, not a strategy supplying all the answers to the challenges explored here.

We have listened to our partners' views and they are reflected in the document. But we have more work to do to turn the themes set out in *Unlocking Kent's Potential* into reality.

For this reason we have appointed world renowned architect and urban designer Sir Terry Farrell to help produce a spatial vision for Kent for the next 20 years, taking into account the broad issues of housing, transport, skills and economic development. We have also commissioned a series of more detailed strategies, which will build on the ideas set out here.

We will work with central government, lobbying for change where it impedes progress or keeps control of powers and public resource which we believe would be better managed locally.

Our success depends on you

Only by working together can we achieve this success that we all seek for Kent.



Paul Carter
Leader,
Kent County Council



Kevin Lynes
Cabinet Member for
Regeneration and
Supporting Independence
Kent County Council



Five key challenges facing Kent

Unlocking Kent's Potential is a review of the challenges and opportunities facing Kent

Purpose and scope

Unlocking Kent's Potential aims to:

- Be forward looking. It looks to the future challenges and opportunities facing Kent in global and domestic contexts
- Set out the key questions and choices that flow from these challenges
- Be a statement of our commitment to tackle the big issues facing our county
- Scope the essential infrastructure needs for the public capital investment for the next 20-25 years

Approach

- To map key trends and drivers of change
- To identify the public's concerns and expectations
- To provide an overview of Kent's current strengths and challenges
- To establish a basis for a series of strategic and pragmatic policy statements which will set our course for the future

We have identified five key challenges...

1. Building a new relationship with business
2. Unlocking talent to support the Kent economy
3. Embracing a growing and changing population
4. Building homes and communities, not estates
5. Delivering growth without transport gridlock

... and two cross-cutting themes

Meeting the climate challenge

Recognising Kent's diversity

Chapter 1: Introduction

Welcome

Welcome to *Unlocking Kent's Potential*, Kent County Council's framework for regeneration.

Unlocking Kent's Potential sets out the Council's overarching assessment of the key opportunities and challenges facing Kent over the next ten years. We have produced it at a time of international economic turbulence and a changing policy landscape, but in the context of longer term, structural changes and opportunities.

We have decided to produce *Unlocking Kent's Potential* for three reasons: Firstly, KCC believes that supporting the economic development of the county should be at the heart of everything we do. Within this document, we have sought to link regeneration with our role in providing the whole range of public services on which communities and businesses in Kent rely. Spending £860 million per year on goods and services, KCC is a key part of Kent's economy: we want to ensure that we use our strength to make the maximum long-term difference to the county's economy. This document states our commitment to this holistic approach.

Secondly, at a time of economic and policy change, now is an appropriate time to review our regeneration priorities. This document is not a detailed strategy, nor is it an action plan – but it provides an initial assessment of key challenges and opportunities and the choices that flow from them. Over the coming year, we will build on the overall direction of travel set out here by giving further consideration to these issues (and KCC's role in relation to them) by commissioning a series of thematic strategies.

Thirdly, we will only achieve long-term gains in prosperity by working with our partners in business and the public and voluntary sectors. All of the challenges that we have set out in this document will only be addressed by KCC working with others. *Unlocking Kent's Potential* is the County Council's statement of our willingness to lead and work alongside our partners for the long term.

About the Framework

Unlocking Kent's Potential is structured in three parts.

Chapters 2 and 3 set out the changing policy context for economic development and regeneration, and explains the legislative and partnership framework within which KCC expects to work over the coming decade. They also sets out a summary of the state of Kent's economy, explaining the county's economic journey over recent years and an outline assessment of the main opportunities and challenges that we are facing.

Crucially, they set out the County Council's case for increased investment in physical and community infrastructure to accompany the growth that we will see and the aspirations of our residents and businesses that we wish to meet.

In Chapter 4, we identify five key challenges that we need to address, and we set out how we intend to address them. The five challenges that we have identified are:

- Building a new relationship with Kent business
- Unlocking talent to support the Kent economy
- Embracing a growing and changing population
- Building homes and communities
- Delivering growth without transport gridlock

In addition, Chapter 4 sets out two themes – meeting the climate challenge and recognising Kent’s diversity – which run throughout our priorities.

Chapters 5-9 explain in greater detail our priorities within each of the five challenges.

Finally, Chapter 10 sets out how we will take *Unlocking Kent’s Potential* forward and how we will work in partnership with others to achieve the economic prosperity that is the bedrock of quality of life.

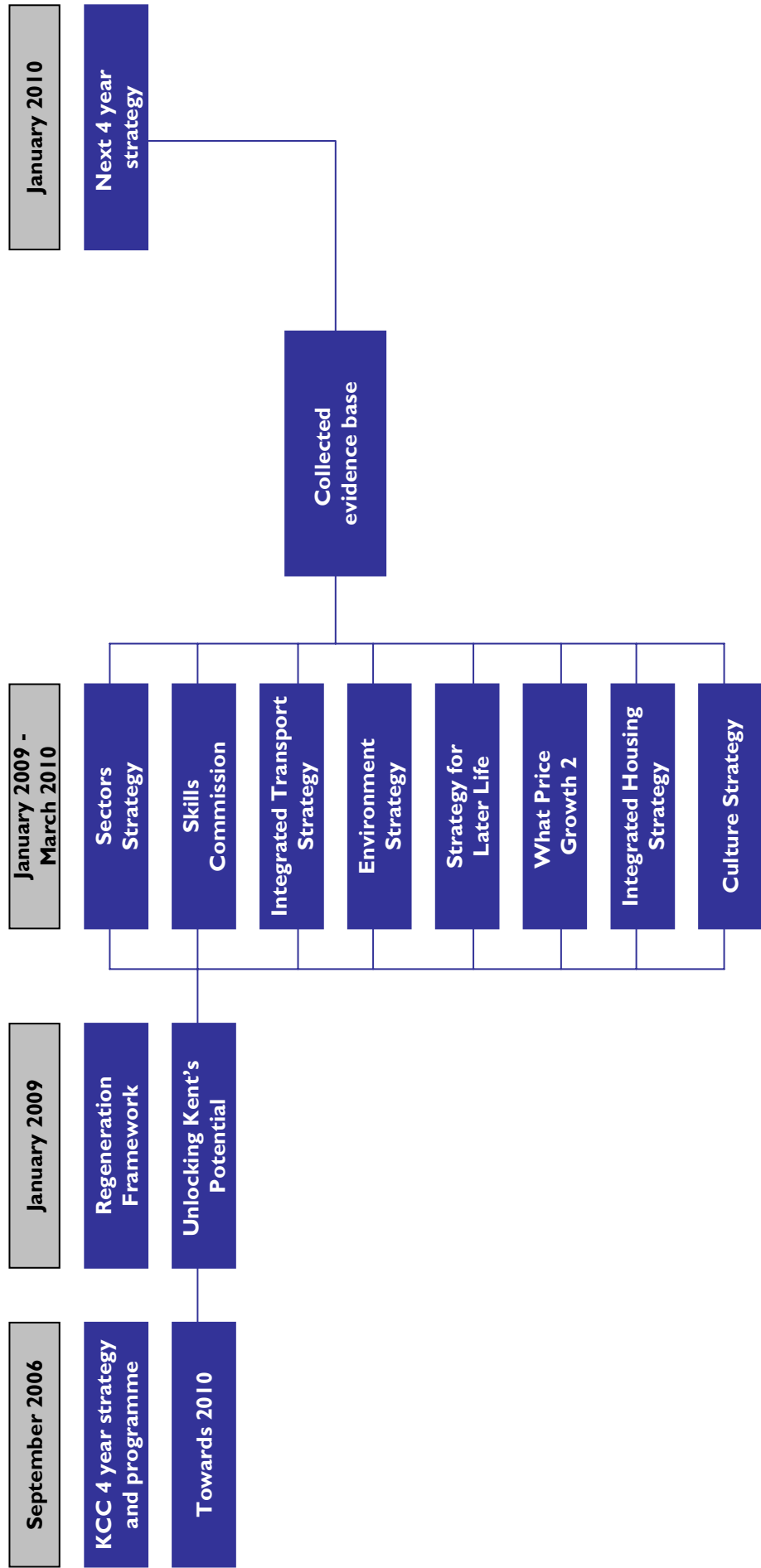
How we’ve listened

In early 2009, we consulted extensively with partners in the public, private and voluntary sectors. This included a series of consultative meetings with District partners, discussions with key stakeholders and written responses. All these consultation channels have helped to shape *Unlocking Kent’s Potential*, and a list of the organisations which responded in writing to the consultation process is included in Annex 1.

Moving forward

Unlocking Kent’s Potential will act as a catalyst to developing a range of strategies and approaches for taking economic development and regeneration in Kent forward. These will be delivered through 2009/10 and become the collected evidence base to inform KCC’s next four year strategy and programme. This is set out in the diagram below.

Strategic position of this Regeneration Framework



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Chapter 2: The changing policy landscape

Introduction

The national policy landscape has changed significantly in recent months in a number of key areas, such as through the Sub-National Review of Economic Development and Regeneration in 2007. A number of changes will come into effect, that, collectively empower local authorities to lead the regeneration of their economies.

KCC must be ready to take advantage of the opportunities this presents as they come on stream. The Kent Regeneration Framework outlines how we will do this.

'Unlocking Kent's potential' is not in itself a strategy but rather an overarching framework, setting out priority areas of action for the County Council over the medium term and outlining KCC's contribution to delivering our aspirations for the county, working with our partners.

It forms a baseline for a broad policy approach including a series of further strategies for the County, which will be developed with District Councils and the Kent Partnership. It will also inform KCC's position in relation to the new South East Single Regional Strategy, following the abolition of the Regional Assembly and the creation of the new South East England Councils arrangements.

The policy context in Kent

Unlocking Kent's Potential has been developed to complement **Vision for Kent**, Kent's Sustainable Community Strategy, which sets the direction of travel for the county's public, private and third sectors.

In the context both of the current economic downturn and the need for a more comprehensive assessment of the local economy (see below), we will be reviewing **Kent Prospects** in 2009.

Associated with Kent Prospects and Vision for Kent, all the members of the Kent Partnership are signatories to **Kent Agreement 2**, a three year compact between local partners and central government to improve services and quality of life in Kent. *Unlocking Kent's Potential* will support the County Council's contribution to Kent Agreement 2. However, it also takes a longer-term view of the need to build Kent's economic potential.

We have also built *Unlocking Kent's Potential* upon the **existing policy framework**, which includes the Kent Supporting Independence Programme, Active Lives (the 10-year vision for adult social care) and the Children and Young People's Plan.

At more local level, each district (and in some cases groups of districts) prepares a range of **community and economic development strategies** and statutory **local development frameworks** reflecting local priorities in the context of Vision for Kent. Through *Unlocking Kent's Potential*, we want to develop KCC's relationship with our district partners, recognising both our shared agenda and local differentiation, and adding value to both our roles.

Unlocking Kent's Potential is not a strategy but an overarching statement of KCC's contribution, alongside its partners, to delivering the aspirations set out in the Vision for Kent. It provides the baseline for a series of strategies and discussions that are being developed.

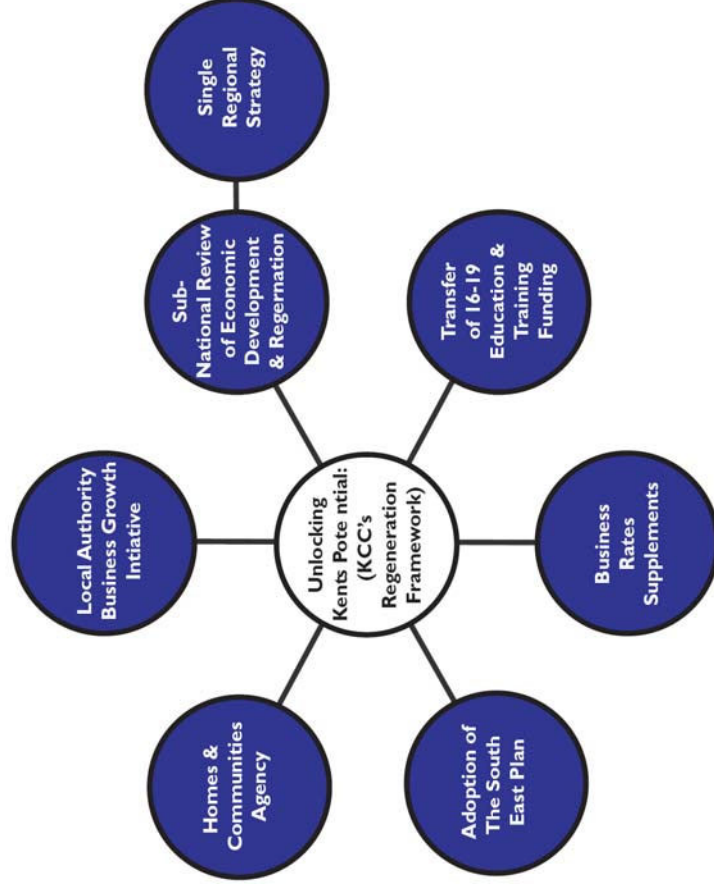
A greater role for local government

A number of policy changes point to an enhanced role for local government.

The outcome of the **Sub-National Review (SNR)** of economic development and regeneration gives joint responsibility for regional planning and economic strategy to local authorities and the South East England Development Agency (SEEDA). Increasingly functions and programmes currently held at regional level will be devolved to local authorities, giving councils greater opportunity to influence and improve the local economy.

KCC recognises and welcomes the opportunity posed by the SNR in strengthening of the role of local authorities in delivering economic development. This includes the establishment of a focused statutory economic assessment duty for local authorities to ensure more effective prioritisation of economic development and regeneration interventions and the creation of **Economic Prosperity Boards (EPB's)** as statutory sub-regional authorities for economic development. We will work with partners to create an Economic Prosperity Board for the county.

In preparation for these forthcoming additional local government responsibilities, we are undertaking a series of strategies over the course of 2009 to support us in planning for the future.



Alongside the SNR will be the transfer to upper-tier local authorities of Learning and Skills Council powers, functions and expenditure on education and training provision for 16-19 year olds. KCC will be responsible for commissioning 16-19 education and training provision, including in the further education sector. KCC will be empowered to link this provision to the skills requirements of Kent's economy.

Linked with this, **A New Learning Revolution**, a recently introduced White Paper, proposes additional powers for local authorities in respect of lifelong learning. The **Tackling Worklessness Review** led by Stephen Houghton also sets out a key role for local authorities in building economic opportunities, especially in disadvantaged areas, and this is reflected in the strong emphasis on workforce skills development and access to employment in *Unlocking Kent's Potential*.

Finally, the **Supplementary Rates Bill**, currently going through Parliament, will allow upper-tier authorities to charge a supplement to business rates of up to 2p per £ of rateable value on businesses with a rateable value of above £50,000 to support economic development in their local areas. Although KCC has already decided that it will not introduce supplementary business rates – especially given the current economic climate – the business community may in the future want us to use this power to fund a key piece of infrastructure that would benefit their operations.

A new relationship with central agencies

The Homes and Communities Agency was formed in December 2008, by the transfer of the functions and assets of English Partnerships, the investment functions of the Housing Corporation and a number of delivery programmes from the Department for Communities and Local Government (including the Thames Gateway programme). It is the new agency responsible for delivering housing and regeneration in England.

It is a significant new partner in the regeneration and economic development of Kent. The Agency has indicated a willingness to embark on 'single conversations' with groups of local authorities about the needs of an area, leading to joint investment plans. KCC will have a key role with partners in shaping these, and there is likely to be a relationship between the local economic assessment duty and local investment planning.

The housing and infrastructure challenge

The adoption of the **South East Plan** in May 2009 imposes near-impossible additional housing targets on Kent (of 6,126 dwellings per year until 2026) without providing adequate resources to deliver the infrastructure required for these new homes.

Changing demands on services

Personalisation underpins the delivery of KCC's - and other partners' - services, which are increasingly tailored to individuals often through the mechanism of a personal budget.

As demands become increasingly diverse, increasingly people will turn to SMEs, social enterprises and the third sector (voluntary sector and charities) for their services, and we must work with these services to maximise choice and diversity of provision.

The policy challenges for Kent

The changing policy landscape presents challenges for Kent – and for the County Council – which we need to address.

Firstly, the recognition in Vision for Kent that achieving regeneration is not just about narrow economics, but is about achieving much broader change, means that regeneration cannot be the responsibility of any one department. The County Council is committed to placing regeneration at the centre of everything that it does, strengthening the links between the services that we provide and the future development of the county. In particular, we want to build a **new relationship with our district colleagues**, reflecting the important role that all tiers of democratic government have in championing and delivering local aspirations.

Secondly, current policy developments are taking place in the context of **increasing pressure on public spending** which is likely to last for several years. This means that we will need to redouble our efforts in working with our partners to secure the investment that the county needs, and greater strategic clarity and multi-agency ownership will assist in this. It also means that we as a County Council will need to prioritise our own investment clearly over the coming years. Finally, through agreed local investment plans, we must seek to streamline delivery processes, so that investment is directed as far as possible to the benefit of businesses and communities themselves.

How we will work in the changing policy landscape

Kent County Council will:

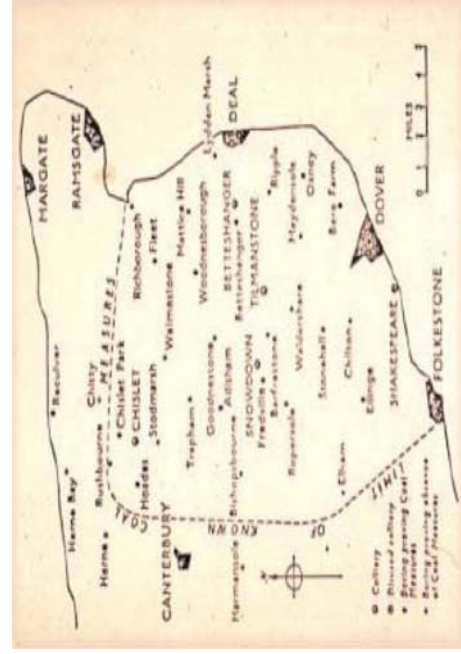
- Take forward an **assessment of the local economy** in conjunction with other partners to inform future planning and delivery
- Work through the **South East Leaders' Board** to influence the development of the regional strategy
- Take a lead role in the delivery of **Kent Agreement 2** outcomes
- Work with our partners to establish robust **local investment plans** for regeneration in Kent
- Use our new and existing powers as a provider of learning and skills to **better join up the learning offer** across the county
- Put **support for regeneration** at the centre of our activity as a County Council
- Drive forward the development of **What Price Growth**, the **Integrated Housing Strategy**, the **Integrated Transport Strategy** and other key strategies to set the context for the future of Kent

Chapter 3: The changing county of Kent

Introduction

Kent has seen considerable structural change over the last twenty years and the changes in the next twenty will be just as significant. We need to grasp the competitive advantage provided by Kent's strategic gateway location between London and mainland Europe, which will be boosted by high speed domestic services using the Channel Tunnel Rail Link in 2009, while property and labour costs are up to 60 per cent cheaper than the capital's.

Bold decisions about investment in infrastructure are needed, including road and rail improvements, a third Lower Thames Crossing and a fast rail link to service Manston Airport and East Kent. Together, partners in Kent must work to ensure that growth is sustainable and balanced, improve the quality of life for all residents and see that no one is left behind. This Framework outlines how we will address this.

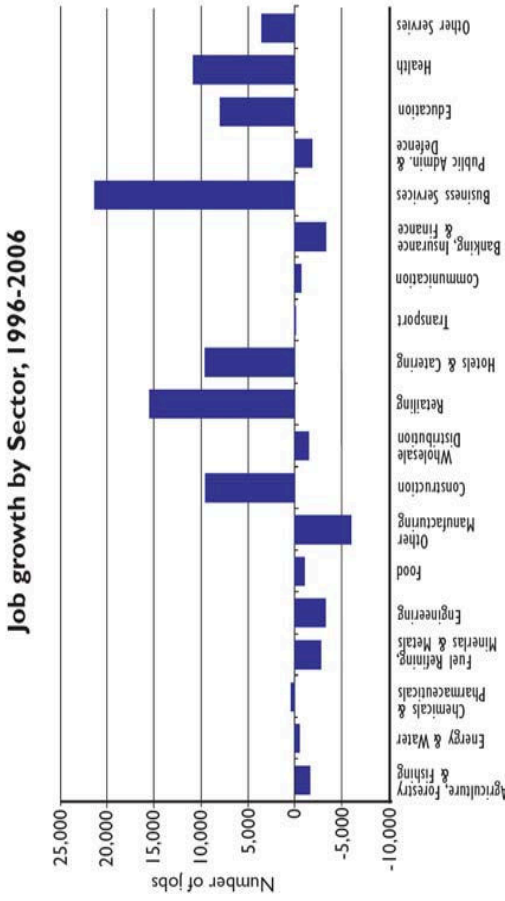
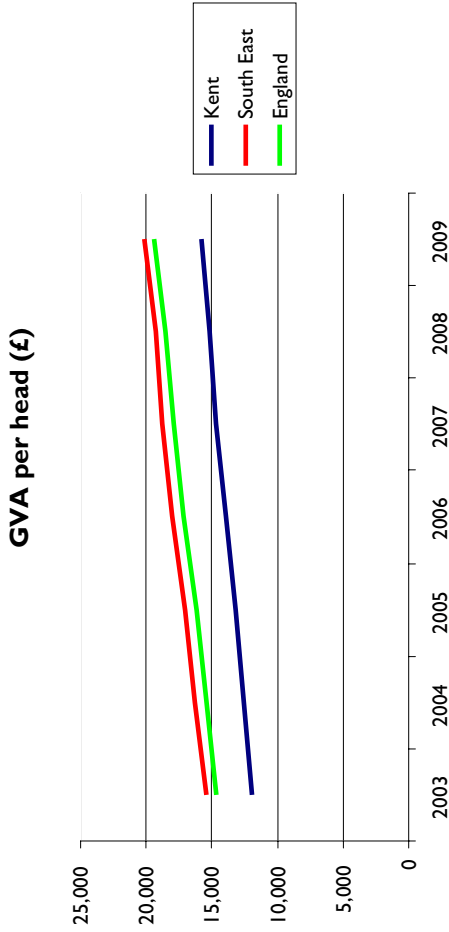


Map of Kent Coalfield – circa late 19th century

The Past: Kent's economic journey

- Kent has a proud industrial and agricultural past. However, the county's traditional ship building, docks, mass tourism, paper and cement manufacturing and coalmining all fell into sharp and irreparable decline in the recession of the early 1980s. The Kent Coalfield opened in 1890 and employed 3,000 miners in 1975, but Betteshanger, the last coalmine in Kent, closed in 1989. After 400 years of service, the Royal Naval Dockyard at Chatham closed in 1984 with the loss of 7,000 jobs and Folkestone closed its cross channel passenger port in 2000.
- In the early 1980s, manufacturing accounted for almost 30 per cent of jobs and the skills base reflected the needs of the industrial economy.
- At the start of the 1980s there were no international standard business parks in Kent, we now have Crossways and Kings Hill.
- Significant improvements in transport have taken place in the last 30 years, when the M20 stopped outside Maidstone, the M25 was only partly built, the Dartford Tunnel was a renowned traffic black spot, the Thanet Way was single carriageway and train rolling stock was 30-40 years old.

Kent's economy has transformed over the last 20 years



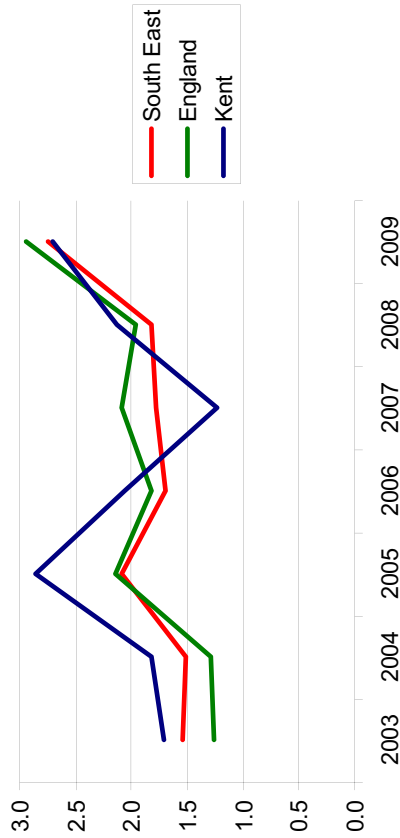
Kent's economy today

- Kent's economic performance typically reflects the national picture rather than other counties in the South East. During the boom years of the mid 1990s to 2008, Kent enjoyed faster job growth than the South East and England, but gross value added (GVA) per head remains stubbornly below national and regional levels. This presents a major challenge for Kent, which will need to grow significantly faster than the rest of the country in order to close our output gap.
- In more recent times, Kent has re-invented itself with a highly diversified economy made up of 50,000 VAT registered businesses, 98% of which have fewer than 100 employees. Small and medium sized businesses have emerged across all sectors, and the growth in the stock of VAT registered businesses has slightly outperformed the South East.

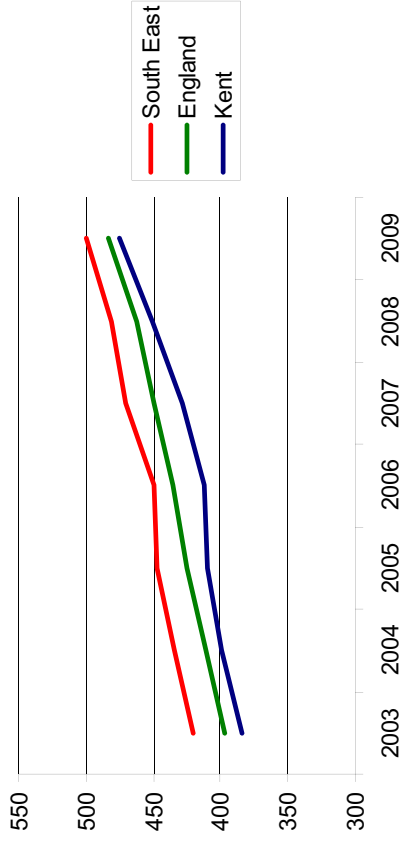
- Kent retains its distinctiveness in terms of its employment base. The sectoral composition of the county is changing, with the greatest increases in employment taking place in construction, retail and services. Yet the county also has sector strengths in the agricultural, chemical, pharmaceutical, manufacturing and construction sectors. As a county of small and medium sized enterprises, Kent is well placed to attract the innovators and entrepreneurs who will drive forward growth in high value sectors.
- This change in the nature of Kent's economy has been supported over the previous fifteen years by significant investment in infrastructure, including the Channel Tunnel Rail Link, improvements to the M20 and M2/A2, the construction of the Sheppey Crossing and Leybourne bypass, the development of Kent International Airport and the expansion of business parks such as Kings Hill and Manston Eurokent.

We are an entrepreneurial county

Net VAT registrations as a % of business stock



£ weekly median earnings by workplace



Supporting new business in key sectors

Whilst the first graph illustrates Kent's relative success in business start-ups, the second graph shows that we need to focus on tackling Kent's comparatively low GVA levels, average earnings and skills levels in relation to the rest of the South East. This will require providing particular support for high value-added sectors such as pharmaceuticals, creative industries, avionics, environmental technologies, construction, transport and communications and the creative industries.

Driving economic growth in these sectors will make Kent more resilient to the impact of a recessionary climate and international competition.

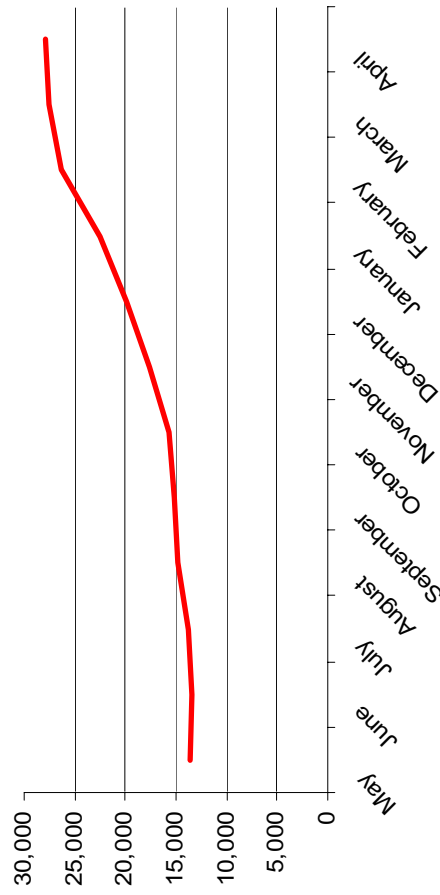
As a county of small and medium sized enterprises, Kent is well-placed to attract the innovators and entrepreneurs who will drive forward growth in high value sectors. We must therefore target our activities toward unblocking the obstacles that may deter companies from locating here, making Kent the best place to do business in the UK.

Did you know?

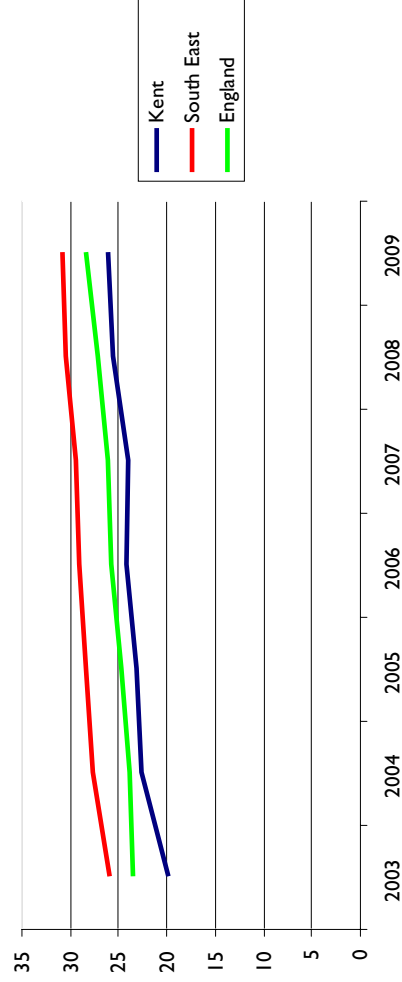
The local economy has levels of entrepreneurship that match and exceed South East rates. Business registrations per 10,000 adults in 2006 were – 53.2 in Sevenoaks, 48.8 in Tonbridge and Malling, 47.3 in Tunbridge Wells and 44.2 in Maidstone. The figure for the South East was 43.1

We face new and developing global and national challenges

Jobseekers' Allowance claimants in Kent 2008/09



% working age population with NVQ4+



International recession

In the short term, *Unlocking Kent's Potential* is written at a time of international economic turbulence unprecedented in recent years. The effects of global recession have been felt in Kent, as they have around the world. After fifteen years of falling or static unemployment, numbers claiming Jobseekers' Allowance more than doubled in 2008/09.

Looking to the future, current forecasts suggest a further contraction in the UK economy of 3.7% in 2009. With an increasingly interconnected economy, the impacts of recession have spread rapidly throughout the world. We will need to support businesses and employment through the downturn and to deal with the challenges of increasing demands on public services and funding pressures.

Global change

In the longer term, Kent's economy will need to cope with intensified competition as a place to do business. As well as investment in infrastructure and support for entrepreneurs, this means addressing the county's skills deficit.

In the future, the jobs that Kent needs to attract will demand higher level skills, yet despite consistent gradual improvement, the proportion of the workforce with NVQ4+ (degree level) qualifications still lags behind the regional and national averages.

There are major economic opportunities in the county

Thames Gateway - Kent



Whilst there is no doubt that international and global forces will shape the future of the Kent economy, we believe that this reinforces the need to act locally to support businesses and to help set the right conditions for economic growth. This Framework sets out some of the contributions that we intend to make to achieve this goal.

Increasing productivity is based on marshalling a range of key factors and resources. In Kent, there are a number of transformational investments that will contribute. Amongst many, these include:

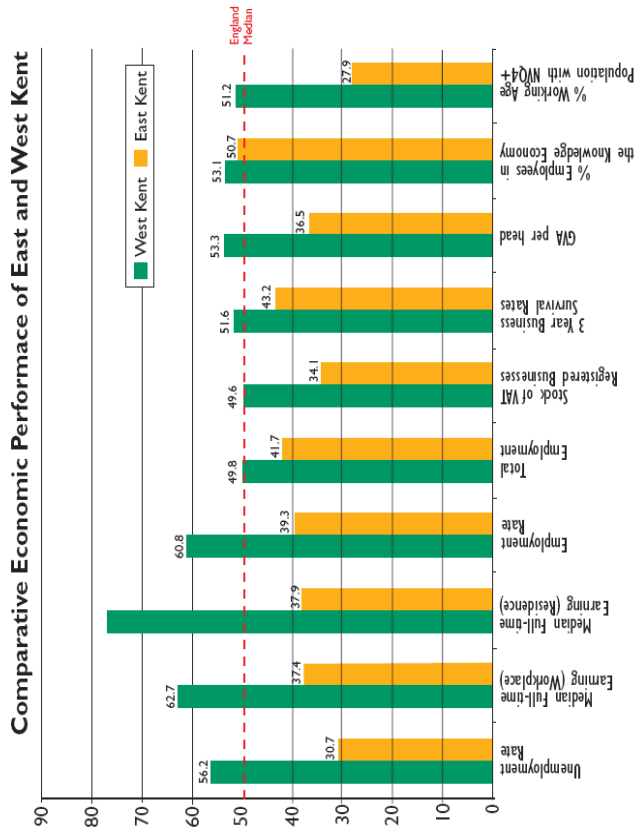
- The development and build out of employment space at Ebbsfleet Valley and Kent Thameside, Ashford, Manston, Dover and Sittingbourne

Manston Airport



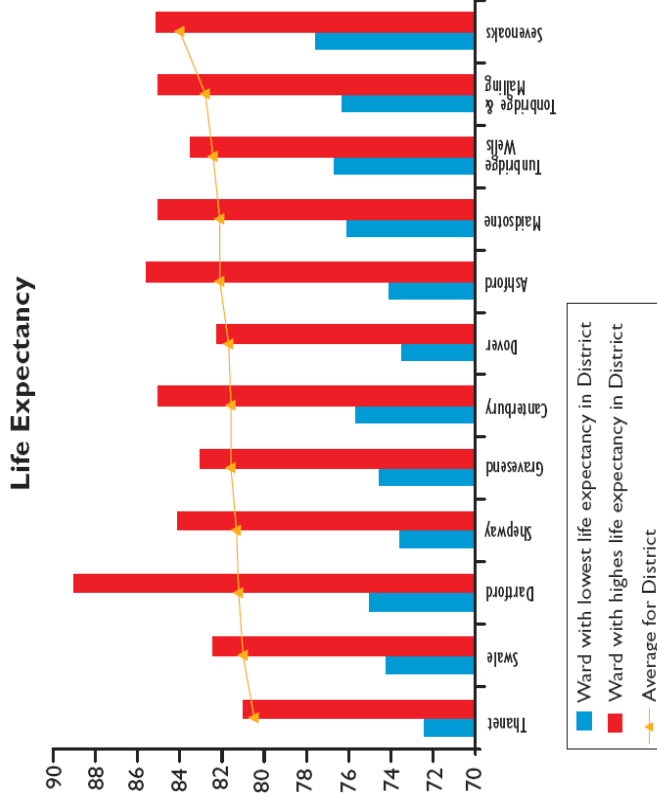
- Combining employment growth with housing growth in the Thames Gateway and Ashford growth areas and Dover and Maidstone growth points in Kent
- Maximising the role of High Speed One services and the opportunities of Manston and Lydd airports together with the expansion of the Port of Dover and the development of a third Lower Thames Crossing
- A sequence of transport investments to road and rail and public transport
- Cultural regeneration investments, especially in Margate, Folkestone and Canterbury

We must tackle socio-economic differences within the county to deliver a high quality of life for all our residents



Tackling divergences in economic performance

The graph highlights the wide variance of economic performance, employment patterns and skills levels across Kent. While there is considerable divergence within and between districts across the county, there are differences in educational attainment, skills, access to services and quality of housing between East and West Kent. We need to focus our efforts to ensure that no young person leaves school without going into further education, employment or training; the commercial advantage of Kent, and particularly east Kent, in property and labour costs; and tackling sub-standard housing



and reducing health inequalities so that all residents in Kent enjoy a high quality of life.

Promoting better quality of life

Overall people in Kent enjoy better health and live longer than the average in England. Life expectancy at birth in Kent is 79.7 years (81.7 for women and 77.6 for men). But between the best and the worst wards in Kent there is a 16.6 year difference. Even in the district with the least difference (Tunbridge Wells) there is a 6.8 year gap between the best and the worst wards.

To support growth, the right investment, service and community infrastructure is essential



It is clear that new resources are required, to:

- Accommodate new housing growth driven by demographic change and migration, and match this to local employment opportunities
- Improve the existing housing stock
- Provide supporting community, health and cultural facilities and services
- Deliver vital transport schemes such as a third Lower Thames Crossing, solutions to Operation Stack and essential public transport improvements
- Deliver new business space that meets the needs of changing demands from the private sector
- Provide a new breed of virtual infrastructure such as high-speed next-generation broadband services
- Develop new channels of learning provision, such as apprenticeships and work based learning degrees, that allow school leavers to acquire work-based skills and knowledge
- Expand and modernise the role of our science and research sectors contributing to new growth
- Create a coherent policy framework for delivering secure energy supplies and energy security, water supply and sewerage and managing the risks of climate change and flooding

The infrastructure challenge

When we first published ‘What Price Growth?’ we sought to highlight that the bedrock of future prosperity depended upon the timely provision of supporting infrastructure for housing and employment growth.

We will be re-writing ‘What Price Growth?’ looking ahead 5, 10, 15 and 20 years, identifying and costing the public sector capital investments needed to deliver our objectives. This will include investment to overcome the divide between the more affluent and more deprived parts of the county, and will help to inform future investment planning with our partners in Kent and with central government.

Chapter 4: Defining our priorities

Five priorities...

Based on analysis of the key challenges and opportunities facing Kent, we have identified five priorities for the County Council. These are:

Building a new relationship with business

We recognise that economic growth must provide the basis for sustainable regeneration, and that as competition increases, we must provide an environment in which businesses are able to grow and flourish. This means ensuring that businesses have access to the skills they need, and have scope to expand their role as creators of wealth.

Unlocking talent to support the Kent economy

We need to enable the development of the workforce of tomorrow, as well as invest in the skills of people already in work to ensure that they are able to access new opportunities. We also must make sure that we have quality and choice in learning, so that people can achieve their full potential.

Embracing a growing and changing population

As Kent's population expands, becomes older and increasingly diverse, we must ensure that the County Council and our partners plan for services that the changing population needs. We also need to make sure that we counter deprivation, especially in the most disadvantaged parts of the county, and sustain vibrant voluntary and public services at the heart of community life.

Building homes and communities... not estates

We must ensure that new housing is developed to excellent standards, with the infrastructure that it needs to support it. We also need to protect, enhance and promote the quality of the county's natural and built environment, for the benefit of new and existing communities and for its own sake.

Delivering growth without transport gridlock

As the UK's gateway county, we need to ensure that we can maintain efficient transport systems at the same time as enabling population and economic growth.

... and two cross-cutting themes

In addition to these priorities, we need to take account in everything we do of the need to minimise environmental costs and address the challenge of climate change.

We must also consider throughout our priorities the diversity of Kent's communities and the need for flexibility in responding to change.

The two cross-cutting themes are summarised on the following page; further detail of our five priorities is set out in the chapters which follow.

Cross Cutting Themes

Theme 1: Meeting the climate challenge

Kent is already being affected by climate change, however part of the climate challenge is recognising the need to take action now to protect our environment from future damage. Kent County Council recognises that climate change is happening and that we have a critical role in helping Kent's businesses, communities and individuals understand and prepare for the impacts of climate change, as well as playing their part in reducing those impacts. We will be developing a new **Environment Strategy in 2009**. This will set out the actions that we will need to take in Kent to reduce carbon dependency.

Nationally, the **Stern Review**, published in 2006, considered the economics of climate change, and concluded that the costs of taking early action to reduce carbon emissions were significantly outweighed by the potential long term consequences of failing to act. Following the Stern Review, the **Climate Change Act 2008** incorporates a legally binding target for the UK to reduce its carbon emissions by at least 26% by 2020 (on a 1990 baseline). The Act also contains measures to introduce financial incentives for carbon reductions.

For *Unlocking Kent's Potential*, meeting the climate challenge means taking action to develop low carbon industries (and to develop the skills associated with them). The climate challenge also presents opportunities for economic development in Kent, given the potential that the county has to take a lead in some low-carbon sectors, and later chapters set this out further.

Theme 2: Recognising Kent's diversity

Kent is a highly diverse county, economically, demographically, spatially and in landscape character. It includes some of the most affluent communities in the country, and some of its most deprived; it includes areas of former heavy industry now seeing major housing growth and isolated rural communities. Ethnic diversity also varies considerably across the county.

Within *Unlocking Kent's Potential*, we have deliberately sought to develop a framework to support regeneration throughout Kent. Some of the actions that we propose inevitably have more relevance to some locations and to some groups in the population than others, and we have referenced specific schemes and places where appropriate. However, we have not set out specific strategic approaches for (for example) geographical sub-areas of Kent or for rural Kent.

This is partly because this is an overarching framework, not a comprehensive strategy, and we do not want to repeat analysis that already exists at more localised or specialised level.

Our approach has therefore been to recognise that specific issues will require different actions in different places, but to consider these as part of the mainstream activity of delivering *Unlocking Kent's Potential*. This closely links with the County Council's approach to supporting rural communities, which emphasises the need to embed actions to support rural Kent within mainstream strategies.

Chapter 5: Building a new relationship with business

Why we need a new relationship with business

Kent businesses are facing many challenges, especially in the current economic climate. These include infrastructure constraints, recruiting and retaining employees with the right skills and competition from overseas.

Kent County Council has a role to respond on behalf of businesses to these and other challenges, to stand up and lobby for Kent businesses, and to drive through changes where necessary to the environment in which businesses operate.

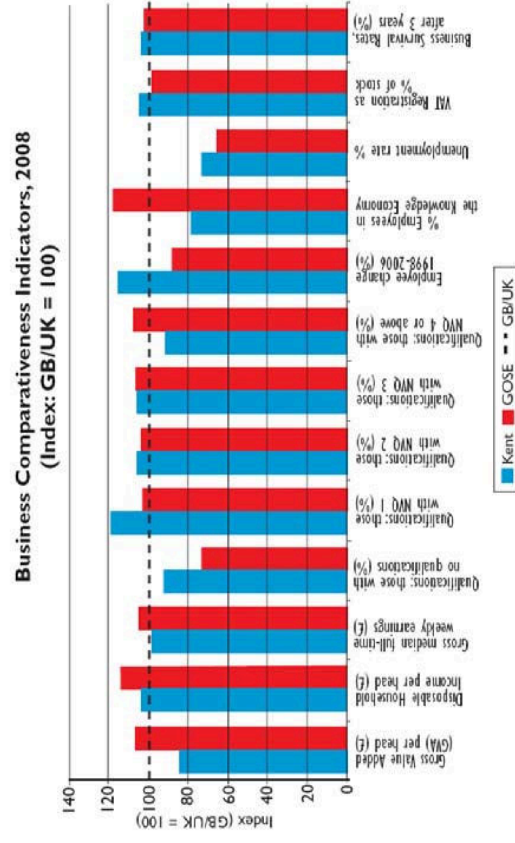
We will provide strategic leadership and practical support to the diverse Kent economy, tailored to the particular needs of defined sector groupings.

This will require us to have a new, dynamic relationship with Kent businesses, built upon an open and ongoing dialogue. We need a new conversation and dialogue with Kent businesses.

How can they be supported to weather the current economic downturn and benefit from future opportunities? We will work with businesses directly and with professional bodies such as the Institute of Directors, CBI and the Federation of Small Businesses to develop this relationship.

Although located in the South East, Kent's performance is more akin to the national economy, with jobs growth centred on the service sector – retailing, hotels and catering and business services.

The graph below shows that Kent needs to focus its efforts on developing the knowledge economy, ensuring that our education system provides the appropriately skilled workers to benefit from economic growth in the high value sectors. This in turn will increase levels of GVA, median income earnings and the amount of disposable income that can be spent in the Kent economy.



Our track record in supporting business

We are confident that we can make the new relationship with business work effectively because we have a strong track record of supporting Kent business. For example:

- We campaigned for and secured the construction of the international passenger stations at Ashford and Ebbsfleet.
 - We spend over £860m per annum on goods and services, 60 per cent of which (more than £500m) is with local companies, often small businesses.
 - With private sector partners, we have transformed the former West Malling airfield into one of the largest and most successful mixed used developments in Europe. More than £500m has been invested to date creating some 800,000 sq ft of office and business floor space with employment for 5,000 people. The site has a development capacity for a further 1.2 million sq ft of commercial floor space.
 - We worked with developers and other partners in the Thames Gateway – particularly Eastern Quarry – and Ashford to maximise the business opportunities arising from the growth agenda, and to ensure that the right business and community infrastructure will be in place.
 - In 1997, we established and funded Locate in Kent, our inward investment agency. In its first 10 years it has advised 468 companies to locate to Kent, or expand within Kent.
 - We made a major investment in purchasing Manston and Eurokent Business Park in 2006 to develop new business, employment and housing opportunities.
 - We have invested over £280m in major road schemes such as the ‘dualling’ of the Thanet Way, the Ramsgate Harbour Relief Road and the South Thames Development Route and we are now spending £70m on the East Kent Access Road. These strategic improvements ease congestion and encourage further investment. We have also spent £32m on the award-winning Fastrack.
 - We have actively invested in the provision of specialist business incubator space in Folkestone, Thanet, Northfleet, Faversham and Dover.
 - We changed our planning policies to facilitate the development of Bluewater and have consistently planned for the provision of sufficient business space to enable continued growth.
 - We have championed and worked with the public and private sectors for transformational projects such as the cruise terminal at Dover Western Docks and the creation of new business parks including Eureka Business Park in Ashford, The Bridge in Dartford and EuroKent Business Park.
- Although we are proud of our track record, we recognise that we now need to lift our game and move to a new way of working with, and supporting, business to make things happen faster and more effectively.

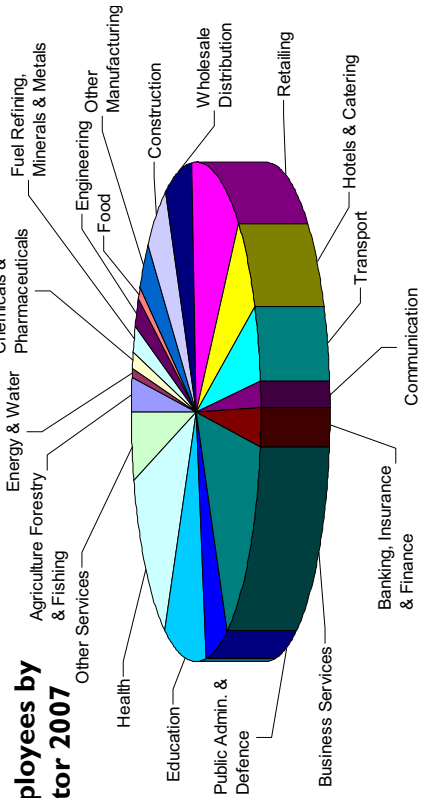
We must now identify key business sectors and market opportunities for the future

The diverse economy

The Kent economy comprises a wide variety of businesses. We will respond to this diversity, interfacing with the different sectors to develop a Kent Sectors Strategy that will differentiate needs and target the right levels of support to each sector. It is particularly important that the “high value” sectors such as pharmaceuticals, IT, construction, financial services and creative industries are supported to drive Kent’s future economic growth.

The proximity of Kent to London has a profound effect on the economy of the county, impacting on workforce and employment patterns, with some 20 per cent of the county’s workers commuting to the capital. This impacts on housing and house prices, travel and transport patterns, and our business base. The ‘London effect’ is most pronounced in the west of the county, having a significant impact on the differential rates of growth and relative prosperity between East and West Kent.

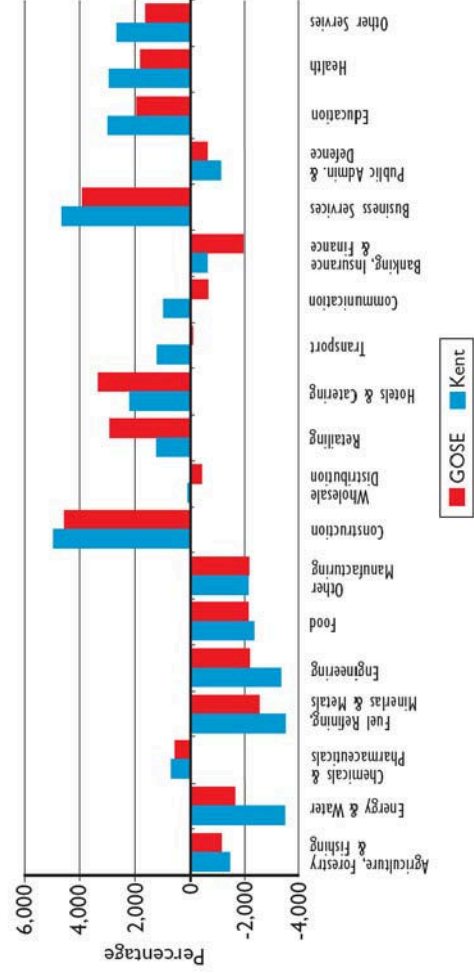
Diversity is a strength of Kent’s economy and a key part of future growth and resilience in the global economy. There are business opportunities and strengths in the Kent economy.



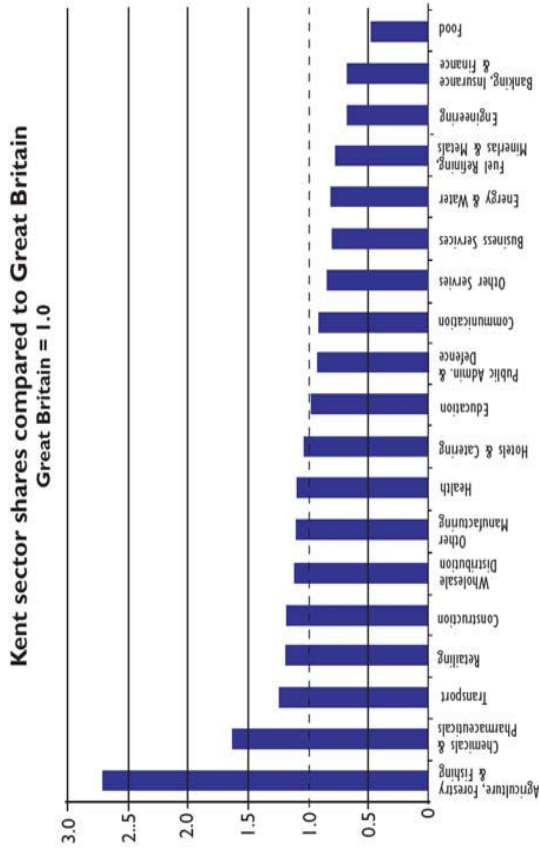
Opportunities and strengths exist in:

- Environmental technologies and renewable energy
- Pharmaceuticals and biosciences
- Advanced manufacturing and engineering
- Aviation and defence-related industries
- Tourism, hospitality and leisure
- Creative, media and cultural industries
- Construction and the built environment
- Land based activity
- Financial, professional and business services
- Education, health and social care
- Transport and communications
- Information technology and software development

Percentage job change by sector, Kent and GOSE, 1996-2006



Focusing on key business sectors will raise Kent's economic performance



The Kent sector shares graph illustrates the sectors in which Kent has a high proportion of employment compared with the national average.

In several high value sectors, Kent has a relatively low employment share (such as in communications, engineering, banking and finance), although this masks local variation.

The sectors strategy will help us to understand this better and enable us to identify where we should focus our resources to drive up our competitive advantage.

Case study: Kent Film Office

A critical element in Kent's future economic success is to nurture the creative economy.

Kent is a large county with an amazing variety of urban and rural landscapes that by and large remain undiscovered by film makers. This, together with its proximity to London, good road and rail connections and a well-developed sense of place, means that the county can and does provide the magic for film.

Research has shown that 40% of visitors are very likely to visit places seen in films or on TV; and employment in the UK film industry has risen by 70% since 1996.

Kent County Council established the Kent Film Office in 2006 to take a lead in developing Kent as the place to film. It has the expertise and knowledge to understand the requirements of the film industry and has captured and supported major film and television productions in Kent. These have included Cape Wrath for Channel Four, the Margate Exodus, The Other Boleyn Girl and Half Broken Things, as well as advertising campaigns for Morrisons, Eon, Churchill, Tesco and Waitrose.

With the Kent Film Office in operation, the county is well placed to attract future productions, supporting Kent's creative, cultural and tourism industries.

Developing the workforce

A critical element of business development is being able to attract, recruit and develop employees to have the right skills for the job. The next chapter focuses on skills and how we will unlock talent to support businesses in Kent. From a sector and market development perspective, the Kent Economic Board and the Kent and Medway Local Skills for Productivity Alliance (LSPA) have highlighted the following 'sector and activity' based skills development priorities:

- Construction
- Finance & business services
- Science & advanced manufacturing (including environmental technologies, renewable & alternative energy).
- Transport & logistics
- Leadership & management skills
- Entrepreneurial & innovation skills
- ICT skills
- Promotion of business / education collaboration
- Measures to improve the work readiness of young people from education and training
- Engagement / re-engagement of the economically inactive into the workforce

Working with Business For Business

KCC has an annual £860m spend on goods and services of which £320m a year is spent with 5,000 Kent SMEs. This is good news for Kent business. But evidence would suggest that Kent businesses still find it difficult to access KCC procurement systems and understand the opportunities that are available. We have been working closely with the Federation of Small Business to identify the issues, how they can be resolved and what KCC needs to do. It is this open dialogue with business and joint working to deliver added value to Kent business which is changing the way KCC does its own business for business.

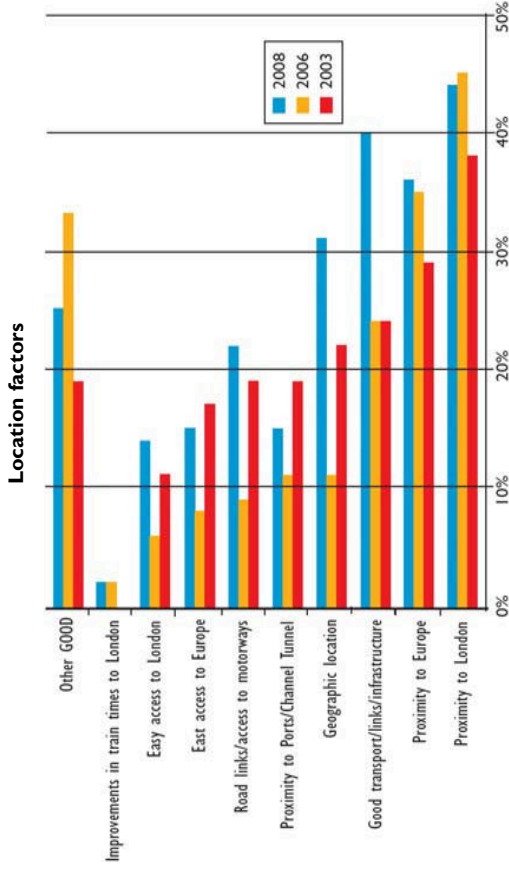
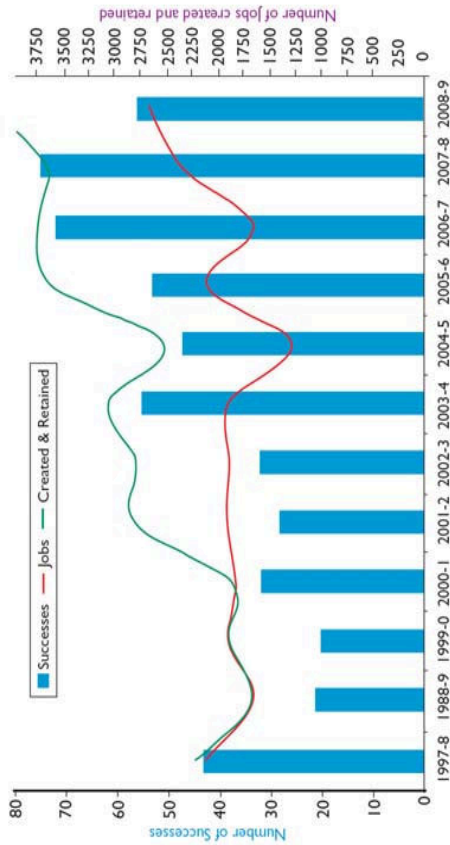
Case Study: Thanet Earth

Investment promotion agency Locate in Kent worked closely with the Fresca Group and Robert Montgomery to assist in plans to develop the UK's most hi-tech greenhouse complex on the Isle of Thanet. More than 550 jobs will be created when Fresca teams up with specialist large-scale growers of tomatoes, peppers and cucumbers. £80m will be invested at the 91-hectare site near Monckton now officially named Thanet Earth, which will include seven glasshouses, each covering the areas of around 10 football pitches and will use the very latest in efficient hydroponic growing techniques

We must market and promote the county to business and visitors

Kent is a key location for inward investment, perfectly positioned between the markets of London (7m consumers) and Europe (450m consumers).

LiK Successes Jobs 1997 - October 2008



Supporting inward investment

- KCC is a major financial backer of marketing the county, providing nearly £1m annual funding for the arms-length inward investment agency, Locate in Kent, which has helped more than 480 companies move to or expand in the county and has created over 20,000 new jobs.
- Kent is home to over 400 world class companies such as Pfizer, Saga, Kimberly Clark, BAE Systems, Royal Bank of Scotland and GlaxoSmithKline.
- Although on London's doorstep, property and labour costs in Kent are up to 60% lower than in London, and High Speed One services will transform access between Ashford (37mins), Canterbury (61mins), Folkestone (63mins), Dover (74 mins), Margate (98mins), London and the rest of the country.

Promoting Kent as a visitor destination

- The visitor economy is important to Kent, with tourism worth an estimated £2.5 billion, supporting almost 50,000 people across Kent and Medway.
- Kent County Council supports the development of the visitor economy through its backing, of Visit Kent, which promotes Kent as an important destination.
- Kent has a strong offer to national and international visitors through major attractions such as Canterbury Cathedral (our largest visitor attraction, with over a million visitors per year) and the natural quality of the coast and countryside.
- KCC is also helping to support the development of the visitor economy through investment in culturally-led regeneration, especially in Kent's coastal towns such as Margate, Dover and Folkestone, making the link between economic development and quality of life.

Commercial development: Ensuring land supply to support local business

- To ensure that Kent businesses and inward investors have the ability to expand and to create jobs, it is essential that the planning system facilitates a strategic and market-ready supply of land for commercial development.
- Although the commercial market has slowed since mid 2007, performance is expected to recover in 2010. Demand for business park space continues, including at Kings Hill and Manston, where Kent County Council have primary interests. We will continue to ensure through our own land ownership interests, the delivery of market ready property for development or use, particularly in readiness for an economic upturn.
- In addition, we will seek to ensure the provision of an appropriate availability and mix of commercial space to support the development and expansion of local business and the local economy.

Monitoring and planning supply

- We also have a key role in monitoring supply within the county against planning policy requirements: at the end of March 2008, there were around 480 hectares of land available for commercial development in the county.

- Looking to the future, the South East Plan suggests potential for around 123,000 jobs in Kent and Medway between 2006 and 2026, although these projections, and the scale and location of employment land that will be required will be reviewed through the development of the new single regional strategy. Emerging guidance will require the County Council to work with District colleagues to prepare a robust evidence base to understand existing business need and likely changes in the market.



How we will build a new relationship with Kent business

We want Kent County Council to be the most business-friendly council in England. We have already established our Backing Kent Business campaign to support Kent businesses through the recession, and are planning further action. We will:

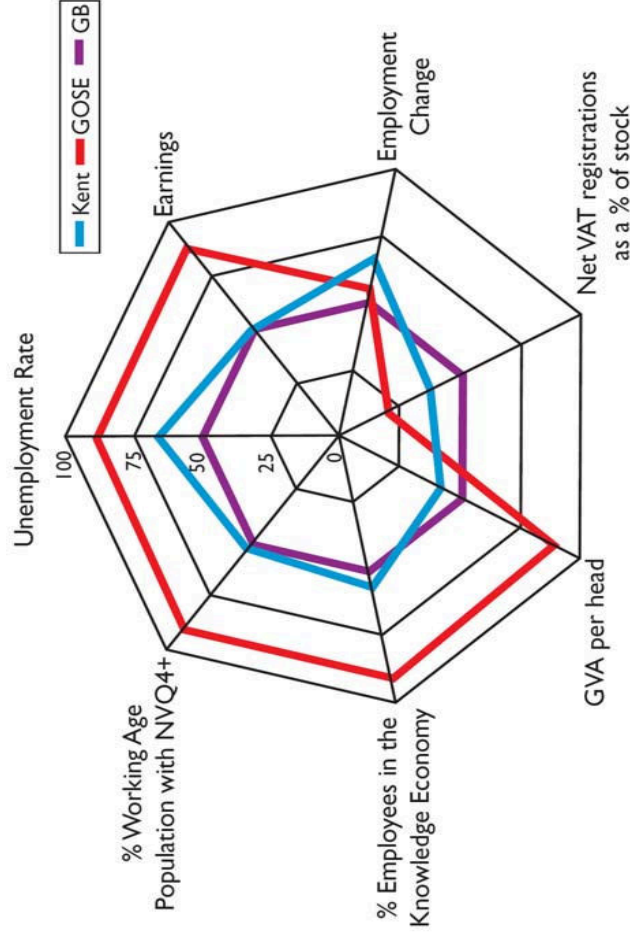
- Develop a dynamic and ongoing relationship with businesses, providing strategic leadership and practical support to the diverse Kent economy, tailored to the needs of each sector. We will publish a Sectors Strategy detailing the practical measures we will take to deliver this approach.
- Make KCC the most business-friendly council in England and, working with our partners, seek to ensure that as much local public sector procurement is with as many Kent-based companies as possible.
- Encourage a culture of enterprise in Kent through further development of KCC's vocational programme, education business partnerships and the apprenticeship programme. This will develop the right skills, aptitudes and attitudes for the entrepreneurs and employees of the future.
- Continue to invest in business infrastructure such as transport links, business park development and the development of business incubation facilities to encourage business development and growth.
- Create and sustain a Kent Business Support Centre to link with KCC, providing Kent firms with easy access to information and contacts, opening up opportunities within our framework for tendering and sub-contracting and signposting new business opportunities, grants and support.
- Simplify our procurement so that it is small business friendly. We will make sure upcoming tenders are advertised and work with businesses so that they understand KCC's procurement processes and know what is expected from tenders.
- Identify and signpost Kent business to important new market opportunities such as KCC's multi-million pound Building Schools for the Future programme and our wider capital programme.
- Seek to secure the opportunities presented by the London 2012 Olympic and Paralympic Games.
- **Maximise the opportunities** associated with the substantial programme of housing, community infrastructure and commercial development in North Kent, Ashford and elsewhere in Kent.
- Market Kent robustly to as location for **inward investment**.
- **Develop and promote Kent as a destination** for UK and international visitors.
- Work more closely with business representative organisations to lobby **central government and the European Union** to abolish regulations and red tape that impede business development.
- Continue to work to bring forward key new business parks and support the work to attract new businesses to Kent.
- Provide pragmatic support that helps Kent's businesses weather shocks such as the credit crunch.

Chapter 6: Unlocking talent to support the Kent economy

Aspiration, achievement and economic success

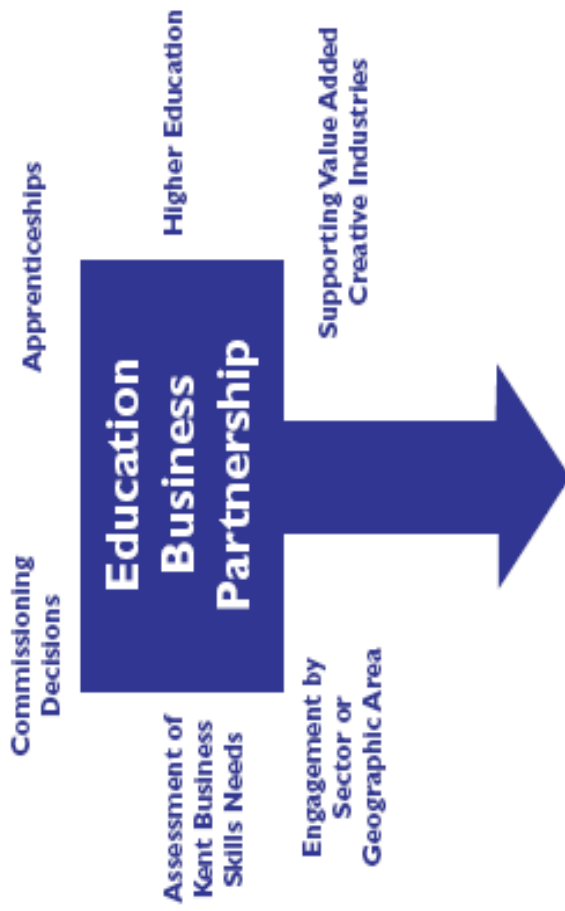
- Education and skills must drive a generational change in the life chances of people in Kent by allowing all young people to realise their potential and ambitions, raise their aspirations and broaden their horizons. An improved skills base will also support the Kent economy. The business community should be able to influence education and training in secondary schools and the further and higher education sectors.
- By building on the momentum of Kent's educational transformations, we will deliver this vision and we will build the foundations for generational change in the life chances of young people in Kent, providing the skills and talent for Kent businesses who will be central to the regeneration of our local communities.
- Access to an appropriately skilled workforce is the top factor in influencing company location and company performance in the South East of England. Therefore tackling skills deficits in local communities can significantly improve economic performance and attractiveness to new business and investment.
- The potential benefit of upskilling the Kent workforce is significant. By investing in skills - in particular Level 4 (graduate) and Level 3 (intermediate) skills - £2billion could be added to Kent's GDP over the next 30 years. Shaping future educational and training provision to meet the needs of business is vital to deliver this growth in GDP.

- In a number of key areas, such as earnings, GVA per head, graduates and employees in the knowledge economy (see diagram), Kent is behind the wider South East. Whilst this presents a strategic challenge, it also presents a huge opportunity given the comparative room for improvement in Kent.



Developing world class education and business partnerships through effective business engagement in education and skills provision

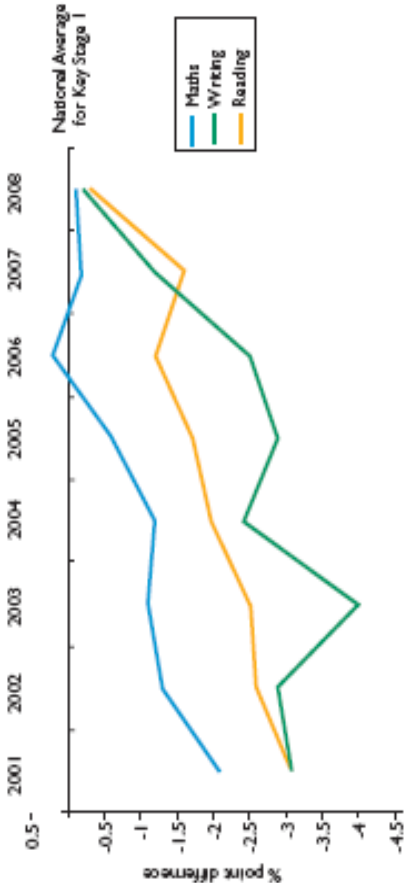
- Kent County Council wants to put the needs of the Kent business community firmly at the centre of its education and training provision.
- For too long the needs of the economy and of employers have been considered of secondary importance in designing this provision. In Kent, however, we have already started a new relationship with business by forming key partnerships relating to our pioneering 14 -16 curriculum. We want to go much further, and two opportunities in particular can provide a catalyst to kick start this process.
- The Sub-National Review of Economic Development and Regeneration will devolve key economic development and regeneration responsibilities and funding from the regional level to KCC, whilst the transfer the commissioning of 16 -19 education and training functions from the Learning and Skills Council will give KCC the power to commission and de-commission post -16 provision in Kent. We will also gain enhanced powers to scope the number and type of modern apprenticeships needed by employers and the demand by young people to acquire funding from the new National Apprenticeships Agency.
- These two changes will allow KCC to strategically align its economic development and education and training functions to focus on the needs of Kent businesses. This can only be achieved in partnership with the business community, which is why we want to develop a world class education and business partnership.



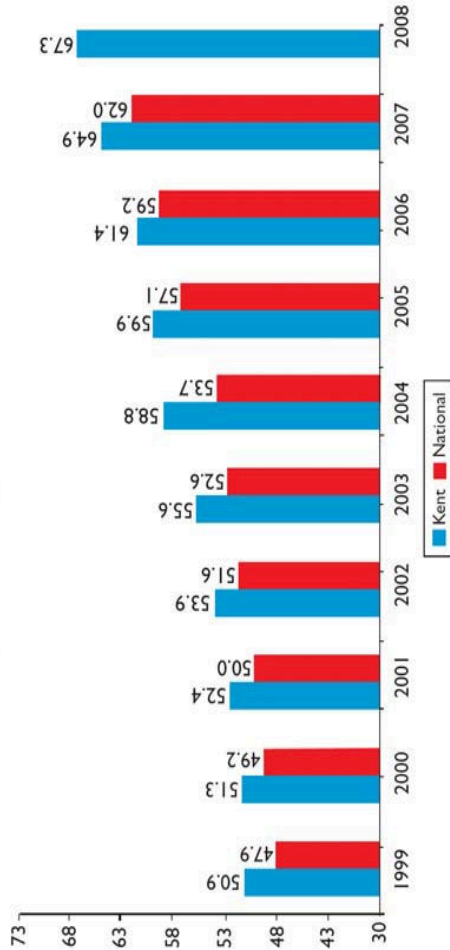
Skills Commission for Kent
 Kent County Council will set up a business-led Skills Commission for Kent to examine the strategic skills challenges facing the county and will recommend the best means for the business community to influence future education and skills provision, defining how a world class education business partnership can be developed for Kent

Our education results at both primary and secondary level have improved

Key Stage 1 (5-7) - Difference from National Average



% of Pupils Achieving 5+ A*-C Grades - GCSE



Improving school attainment

KCC's education results have been improving rapidly over recent years at both primary and secondary level.

• Since 2001, Key Stage 1 pupils (5-7 year olds) have been closing the attainment gap in reading, writing and maths, moving Kent towards the national average (which has itself increased each year) so that in 2008 our results almost converged with the national average.

• Kent's GCSE results have also improved significantly over the last 10 years and have remained consistently above national GCSE attainment levels. The number of Kent pupils achieving five or more GCSE passes at grades A*-C has increased by 16.4 per cent between 1999 and 2008 (50.9 per cent to 67.3 per cent respectively) whilst the latest available data (2007) shows that Kent's success rate is 2.9 per cent above the national average.

Long term changes

• However, the narrow academic achievement of the number of pupils achieving five or more GCSEs tells only part of the story. It does not capture the significant changes that we have made to our approach in Kent, how this approach has driven our success and how it is opening up young people's minds as to the opportunities that exist as they undertake education and training and prepare for the world of work.

Making vocational and applied learning central to 21st century business needs

Transforming the curriculum

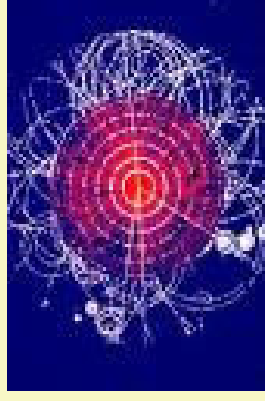
- We have transformed the Kent school curriculum so that young people have much more control over how they learn and what they learn, so they find education exciting and relevant to their ambitions, keeping them engaged and motivated whilst encouraging them become life-long learners. A Kent student can now develop a particular focus on the arts, humanities, science, technology or sport at an early age and develop practical skills through applied learning and vocational courses.
- Greater emphasis has been placed on structured project-based learning which promotes the acquisition of new skills, such as independent learning, critical thinking, group social skills and a work ethic: the very employability skills that employers say they need from their new employees.

Transforming teaching

- Teaching is also being transformed, changing group sizes to suit each subject and the group of learners, using large master classes to small groups and providing more one-to-one support for those pupils who have learning difficulties or other needs. This approach focuses on applied learning, where theory and concepts are supported by practical application, so that students can build a real understanding of the subject matter – understanding that they can then translate into the workplace.
- This personalised approach to learning is supported by our investment in an ICT- rich environment, which stimulates young people to engage in independent learning. Research has shown that access to high quality ICT improves both overall grades and standards, equipping young people with the key skills that most businesses require in the 21st century economy.

Case study: Langton Star Centre at Simon Langton Grammar School

- The Langton Star Centre at Simon Langton Grammar School for Boys in Canterbury aims to offer students opportunities to be involved in real physics research.
- After visiting the Medipix laboratories at CERN (the European Centre for Nuclear Research) last year, students entered a British National Space Centre competition to fly an experiment in space. They developed a small versatile cosmic-ray detector using Medipix detectors and this will fly in space in 2010 for at least five years. This detector is called LUCID – the Langton Ultimate Cosmic-ray Intensity Detector. Schools and students across the country will be able to take data from LUCID and compare that data on Earth.



- This approach, where students are involved in original research and work alongside physicists and engineers has been particularly successful in encouraging students to study physics at Simon Langton.
- Currently, 150 students are undertaking A-Level physics, and one in every 200 students studying physics at a UK university has graduated from the Langton Star Centre

Promoting high quality vocational options

New vocational opportunities...

- KCC understands that the academic route is not for everyone and we should not force young people down the route of GCSEs, A-levels and university if it is not for them. We have pioneered new and stimulating methods of delivering vocational opportunities for 14-16 year olds in Kent, which provide tailor-made courses relevant to the needs of the local labour market. Students can choose subjects as wide ranging as:

Construction	Horticulture
Social care	Retail
Engineering	Catering
Land-based	ICT

... delivering results

- Delivered through our Skill Centres (see next page), teaching is undertaken by industry qualified professionals. The vocational curriculum has been an outstanding success, with 80 per cent of parents rating the organisation of vocational courses as either excellent or good, and 78 per cent of students reporting plans to progress into further education, employment with training or into apprenticeships.
- Over 4,000 14-16 year olds enrolled in vocational courses in the 2007/2008 academic year - achieving our corporate Towards 2010 target two years early. The demand for vocational courses is now outstripping supply, demonstrating the clear need from young people and parents alike.
- We have revised our targets upwards to reflect this increased demand and will enable 7,000 students to enrol on vocational courses by 2010.

Case study: SkillForce

400 Kent students have gone through the SkillForce programme, which helps build key employability skills such as team working, collaboration and communication for those young people particularly at risk of disengagement from education and training.

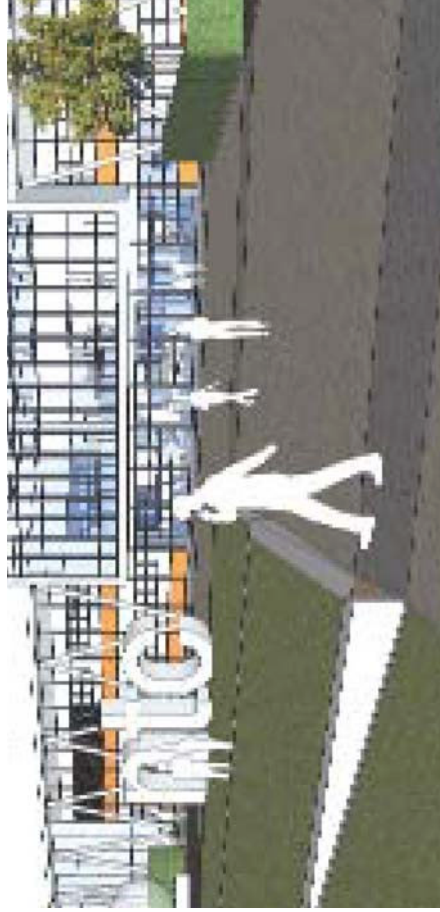
- Delivered by ex-armed forces personnel who build up a working relationship with students, a University of London evaluation concluded that SkillForce significantly reduced the number of school exclusions whilst improving behaviour, attendance and the attainment rates of those on the programme. KCC intends to double the number of schools that have access to the SkillForce programme.

Excellent careers advice and guidance

Choosing the wrong career path and being in a job that does not motivate or make the most of an individual's skills is estimated to cost the economy one per cent of GDP. Getting careers advice and guidance right could add £230million to Kent's GDP.

- KCC has begun to focus on careers advice and guidance by expanding information and guidance to young people on the post-16 routes available, especially vocational options which may suit many better than A-levels and university.
- However, we must go much further. The education systems in the USA, Canada and Australia increasingly teach career management and life skills, so that young people can understand their local economies, the job opportunities that exist within them and how to acquire the skills needed to access these job opportunities. In a rapidly changing global economy that will see multiple career changes over a lifetime in response to economic shifts, career management is a core skill that all young people need.

Transforming the school estate



Building Schools for the Future (BSF) and Academies programme

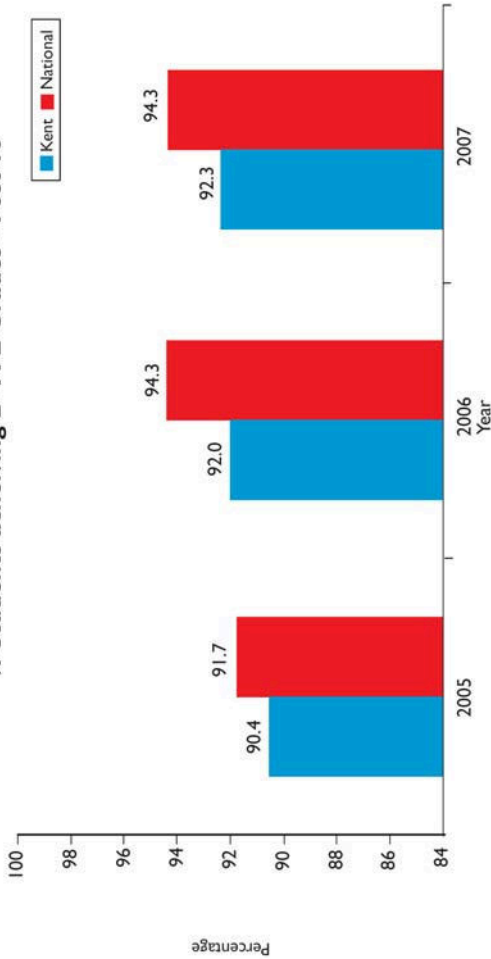
- The first phase of BSF worth £600m is already underway. By creating a bright, modern, ICT- rich environment with flexible learning spaces, the BSF and Academies programmes aim to rebuild or renew every secondary school in Kent over a period of 10-15 years.
- As the largest single school capital programme in Europe, the overall £1.45 billion BSF programme will deliver a curriculum offering real choice and diversity for all students in Kent. In addition £200 million will be spent to deliver seven new academies in the county.

Skills Centres

- KCC has invested over £13 million in providing 21 high-quality state-of-the-art Skills Centres that deliver practical, hands-on, industry related learning for 14 -16 year olds, replicating the real work environment.
- The flagship £1.5 million Thanet Skills Studio offers courses in construction, engineering, motor vehicle, retail and catering, with 400 14 -16 year olds from Thanet secondary schools attending one day a week as part of their GCSE or vocational studies. The studio works with a range of employers including Peugeot and Jamie Oliver's Fifteen Foundation.

Providing new choices for 16-18 year olds

% Students achieving 2+ A-E Grades - Post 16

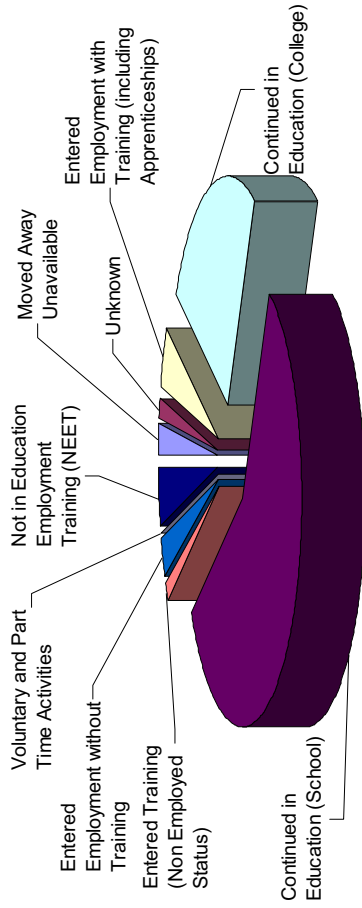


Falling post-16 attainment

The graphs show that the decline in post -16 attainment rates is marked. A Level attainment in Kent is below the national average, whilst Kent has the lowest percentage of 19 year olds in the South East attaining level 3 (intermediate) qualifications – 48 per cent compared to 68 per cent in Surrey. Given our success rates at level 2 (GCSE) this should not be the case. It may be that the decline in attainment is partly due to a fall in the quality of provision and a more limited choice in the range of 16 -19 courses, which disengages young people from learning and allows them to drift through the 16 -19 period without focus on what they want or need to achieve.

- The government plans to increase the compulsory education and training participation age to 18 by 2015, with a target of a 90 per cent participation rate.

Kent School Leavers by destination - Year 11 - 2007



As the pie chart shows, 90 per cent of Kent school leavers already go into some form of education or training. The challenge for Kent is not increasing participation rates, but delivering a wide range of high quality post-16 provision.

The need to improve choice

KCC believes that it can extend the successful approach that has been delivered in the pre -16 education stage to post 16 provision, and through the transfer of Learning and Skills Council 16 -19 functions and funding, we are determined to shape this provision to meet both the needs of students and the business community. Our fundamental commitment is to deliver provision that meets local economic and business need.

- One of the key issues that we will be asking the Skills Commission to examine is how best the business community can influence KCC's 16 -19 commissioning decisions to meet their needs.

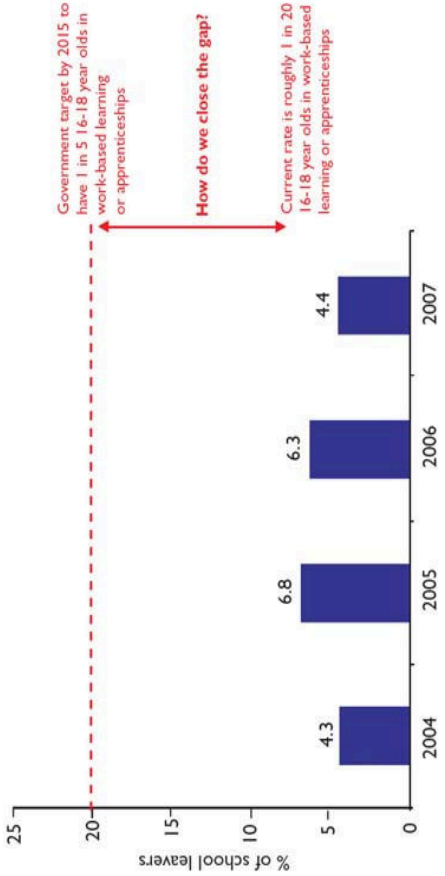
Investing in apprenticeships

Expanding apprenticeships

- One of the particular challenges in meeting the extension of the participation age is ensuring the right mix of 16 - 19 provision. The government wants to see one in five students in an apprenticeship with a level 3 qualification or work based learning by 2010.
- Currently in Kent the rate is 1 in 20, which would require a four-fold increase. Even if we could get all those not in further education or school into an apprenticeship or work-based learning, Kent would still need a 10 per cent shift from the further education and schools sector to apprenticeships in order to meet the target.

- A sectoral shift from school and further education sector into apprenticeships will be required, and high-quality provision is going to be paramount to persuade young people and their parents of the real benefits of apprenticeships. We must also market to the business community the opportunity apprentices provide, and secure their commitment to supporting more apprenticeship programmes. KCC is also committed to challenging the public sector to increase its take up of apprenticeships.

Entering employment with training (including apprenticeships)

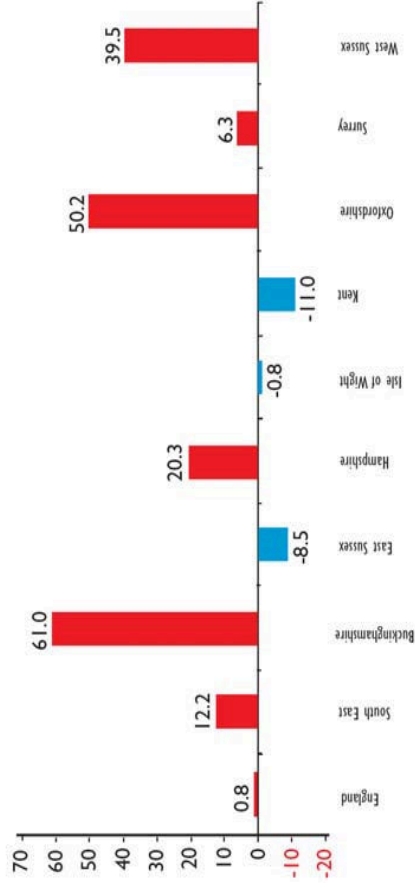


KCC leading the way in the public sector

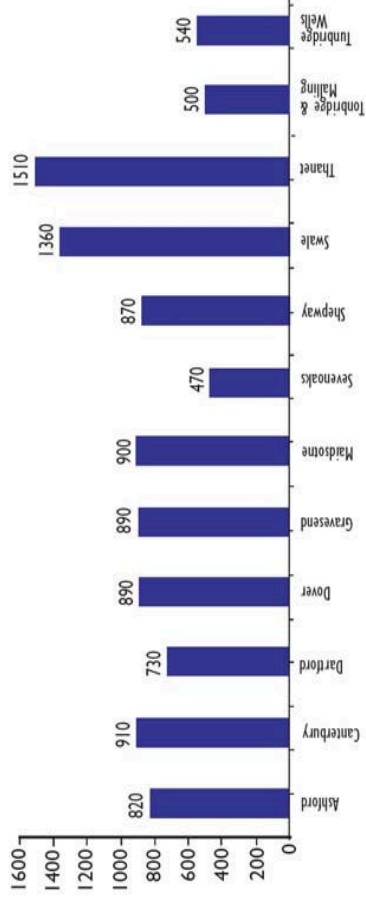
- KCC has been in the vanguard of meeting the apprenticeship challenge in the public sector by introducing our own apprenticeship service - Kent Success - and employing 140 apprentices at the council with the aim to have 250 apprentices by 2010.
- We are also using our procurement strength to promote the expansion of apprenticeships across Kent. The £600 million contract for phase - 1 BSF has a requirement for 400 apprenticeships to be delivered over the lifetime of the contract by the main contractor or through the supply chain.
- However, apprenticeship provision across the public sector continues to be extremely poor compared to private sector take-up and one of the key challenges for KCC is how it can facilitate the wider take-up of apprenticeships across the public sector.

Increasing independence for young people

% change in NEETS 2008 vs 2007: South East Counties



16-24 Welfare Claims in Kent (May 2008)



Reducing dependency; promoting activity

- The number of 16 -18 year olds who are not in education, employment or training (NEET) has fallen to 3.8% in 2007. The NEET level in Kent is consistently below the national average
- Despite this relative success however, the number of 16 -24 year olds who end up on welfare is still significant and has been relatively consistent over recent years at between 10,000 and 11,000 claimants. This costs an estimated £74.6 million in welfare payments and housing and council tax benefits. While there is a strategic challenge across the county, numbers of young welfare claimants vary across Kent, and there are key concentrations in Thanet and Swale.
- KCC's ambition is that **no 16-24 year old should be unemployed or claiming benefit**. Although we do not have a statutory duty to support those over the age of 19, through our Supporting Independence Programme, we are exploring ways of helping all 16-24 year olds get off welfare and into meaningful activity.
- Many welfare claimants have multiple needs, and will require significant support to build up their skills, confidence and employability before they can gain access to and succeed in the labour market. We are exploring the options through which we can develop and facilitate growth in the number of social enterprises. This will provide a route through which this particular group of young people are engaged in meaningful activity and avoid being trapped in permanent welfare dependency.

Investing in adult learning and skills

Investing in the existing workforce

- If we are to truly unlock Kent's potential, we need to invest in the skills and talent of those already in the labour market. With an ageing population, by 2020 nearly two-thirds of the jobs available will need to be filled by people who are already in the workforce today.

Developing the skills escalator

- We want to improve the co-ordination of the adult learning offer between providers to enable individuals to have greater flexibility and choice in accessing learning, in ways that are accessible to them at any point in their lives. This will involve linking access to informal learning and first steps courses with more formal qualifications, to enable those without recent experience of learning to progress. It will also mean improving information, advice and guidance about learning and employment opportunities for adults, just as we seek to do for the county's young people.
- Already, Kent County Council has invested in a network of 13 Skills Plus centres around the county, providing opportunities for adults to develop English and maths skills. Several Skills Plus Centres are located in the county's libraries, placing skills development at the heart of community life.
- Improving the people's ability to re-train, upskill and use their talents in other ways will make them more adaptable to economic change. By promoting lifelong learning, we will not only improve opportunities for individuals, we will also reduce the economic and social costs of unemployment and re-training in the long term.

Linking adult skills and school attainment

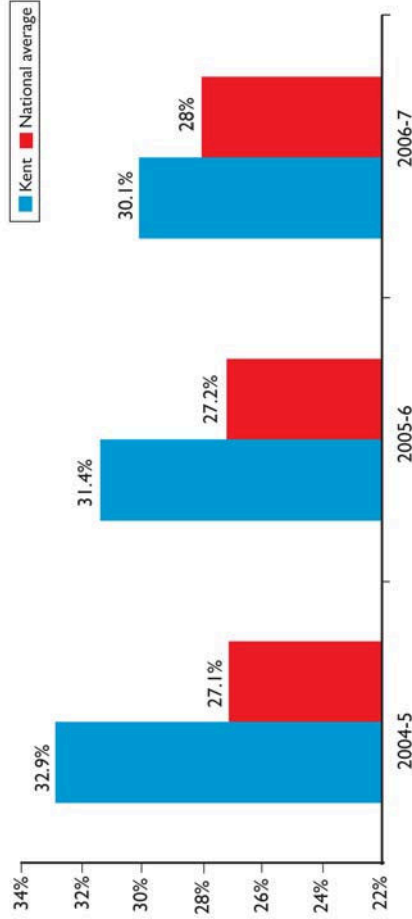
- It is also important that we link our objectives for raising attainment in Kent's schools with our investment in adult skills. Across Kent, many schools report that the achievement of children is enhanced when parents engage in learning with their children, and we will continue to support the development of extended schools.

Case study: Developing people and supporting business

- Kent Adult Education Service has supported P&O Ferries in a partnership to boost the literacy and numeracy skills of its staff. Through the free Skills Plus programme, which offers tailor-made classes to improve English and maths, every ship in the fleet now has staff enrolled and studying at the Skills Plus Centre in Dover, with Kent Adult Education.
 - After P&O Ferries found some staff were experiencing difficulties with their training due to problems with their levels of literacy and numeracy, staff were encouraged to take part in a Skills Plus course.
- “Already the change in some people has been so noticeable that it is fair to say it's been life changing. Skills Plus really can help to give people the skills for life they require, boost confidence and improve their quality of life both at home and at work.” – Tim Whitaker, P&O Ferries Training Manager***

Developing higher education and retaining graduates

Student retention: % graduates from Kent HE working in Kent



- This average hides huge variation at district level, with graduate proportions ranging from nearly 35% in Tonbridge and Malling to only 15% in Dover. Even the proximity of West Kent to London does not provide the county with the advantages held by similar areas bordering the capital.

Increasing the number of Kent graduates... ... and retaining them

- We need to work to increase the number of people in Kent with graduate qualifications, and the measures set out elsewhere in *Unlocking Kent's Potential* (for example by investing in school achievement) will support us in this.
- However, we also need to better retain the graduates that Kent's universities produce. Although we have better retention rates than the national average, they have been declining in recent years. This represents a loss to the county's economy, but it also represents a loss to many graduates, who might otherwise remain in Kent if the opportunities were available.

Developing a new partnership with the higher education sector

- Building on the developing relationships between the universities and local businesses, we want to develop a new dialogue to explore how we can encourage greater participation by Kent students in higher education, how we can promote graduate retention and how we can best harness and support our universities' innovative capacity.
- How we can best work with and support the higher education sector will be a key area of consideration for the new Skills Commission.

Championing the role of higher education

- The higher education sector is of crucial importance to Kent. We now have four universities with facilities located throughout the county. Altogether, the four universities have a combined student population of around 70,000 and make a significant contribution to Kent's economy through their role in generating innovation and intellectual capital, providing education, acting as cultural centres and as major employers and purchasers of local goods and services.
- Graduates add significant value to the local economy. It is important that Kent retains as many graduates from its higher education institutions as possible as they provide high added value to the Kent economy. We must reverse the trend of declining student retention rates in Kent.
- Very simply, Kent cannot afford to lose its graduates as it is already at a competitive disadvantage to the rest of the South East - we have the lowest number of graduates of any county in the region, at just 25.5% of the working population.

How we will unlock talent to support the Kent economy

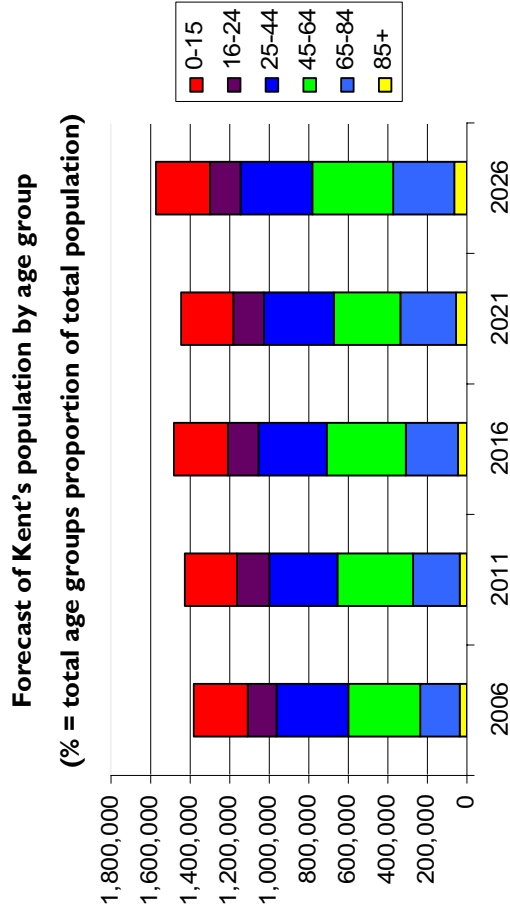
To tackle the skills deficit in Kent and design appropriate education and training provision KCC will:

- Maximise the opportunities presented by the Sub National Review and transfer of LSC 16 -19 commissioning to KCC by developing a world-class Business Education Partnership that will strategically align our economic development and education and training functions.
- Develop a commissioning model for post -16 education and training provision that puts Kent's business needs at its heart so that young people emerge with the key skills required by the local economy.
- Establish a Skills Commission for Kent, chaired by a captain of industry with members from key economic sectors in Kent. The commission will examine the skills needs of Kent and identify areas for future investment.
- Work with higher education institutions in Kent to ensure that courses link to the skills needs of our economy, leading to more graduates living and working here.
- Ensure our curriculum focuses on building key employability 'softer' skills such as team working problem solving and developing a strong work ethic.
- Support young people to make the right choices. We will facilitate a wide range of education and training options to match young people's aims and ambitions.
- Deliver more applied and work-based learning. We will apply the successful principles of our secondary school curriculum to post -16 education and training. We will also develop our business master classes, so today's business leaders can inspire the next generation of entrepreneurs.
- Work with partners to transform careers guidance in schools, providing independent advice on the full range of career and teaching options at ages 14, 16 and 19. We will move towards teaching young people to manage their own skills needs and future careers in order to succeed in a fast changing global economy.
- Reduce the number of 16 -24 year olds on welfare by relaunching the Kent Supporting Independence Programme.
- Develop creative schemes to employ more young people in the public sector and support the growth of social enterprises across the county.

Chapter 7: Embracing a growing and changing population

Embracing and managing change

- Every year there are proportionately more older people and fewer younger people. This is a gradual but significant change. Older people as a group are healthier and more energetic than they have ever been, thanks to improved health care and understanding of how to stay healthy. Their expectations of themselves and how they live their lives are getting higher. They are increasingly more likely to be owner-occupiers, and include some of the wealthiest - as well as some of the poorest - people in Kent.
- Although in the future there will be more older people living alone, there will also be far more couples - the growth in number of older men is higher than that for older women.
- Older people will benefit from many of the actions within this strategy which are aimed at improving life for the population as a whole. For example, public transport and the state of the roads and pavements are particularly important to older people. In addition, there are some actions that specifically target or rely on the older population.



- Kent is undergoing massive demographic change
- Migration is adding to population growth and mix
- Social make-up and family breakdown increase demand on housing and services
- We must ensure an ageing population increases social capital
- We must embrace an ageing workforce and the opportunities it can present for Kent businesses.

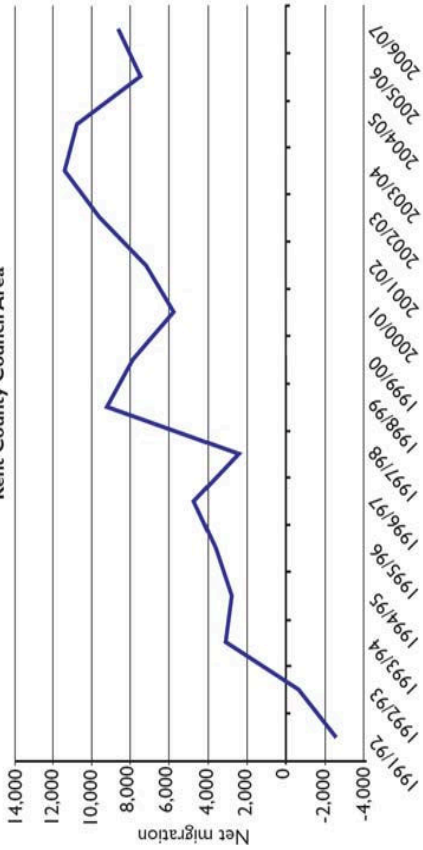
Kent is experiencing massive demographic change

Demographic changes

- Kent's population is projected to increase overall by 8.3 per cent in the next 20 years. But this growth is driven by the older age groups. The over 50s will grow by 30.7 per cent in the next 20 years whilst the number of under 50s will actually fall by 4.5 per cent.
- This is despite considerable net migration into Kent (mostly from elsewhere in the UK but also from overseas).
- Kent's older population is growing faster than most areas, having the third-largest forecast increase in numbers of 65+ and being in the top forecast to increase in numbers for 85+.
- The proportion of people with disabilities of all ages is also increasing, because of improved medical care and greater survival rates. Costs of supporting people with learning disabilities is increasing nationally by 7-8 per cent per annum because more younger people are surviving into adulthood, and as middle-aged people's parents become too old to continue to care for them.
- Historically, Kent has had a high proportion of residential care homes, both for younger disabled people and for older people. For several years now the county council has had a policy of supporting people in their own homes where possible, and there is over-provision of residential care in Kent which is filled by people placed by other authorities or who choose to move to care homes in Kent.
- Financially, although there is a very significant increase in the number of older people, it is supporting younger people with learning disabilities which brings the greatest pressures on social care budgets. This is because the number of people with profound and complex needs is growing, and they can need support for decades. Promoting independence makes financial sense as well as bringing improved quality of life for the individual.

Migration is adding to our population mix

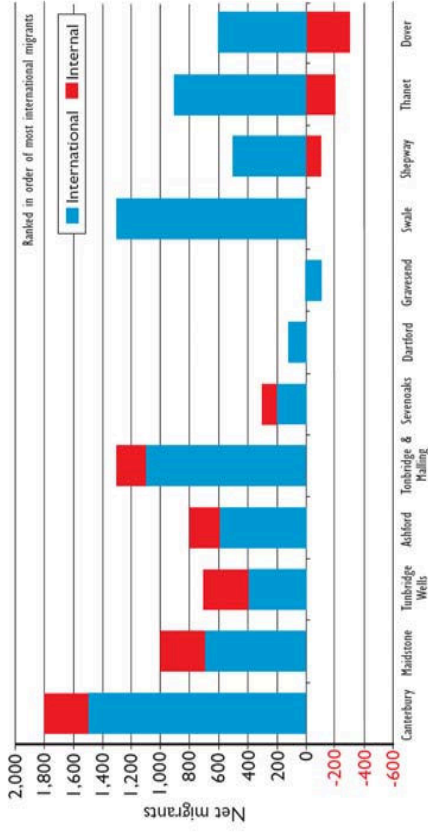
Net migration and other changes
Kent County Council Area



Migration (mostly from within the UK) has increased

- Migration rates have changed dramatically over the last few years, in 1991 2,600 people (net) moved out of Kent, whereas in 2006 7,500 people (net) moved into Kent.
- Most migrants are from within the UK, with only a small proportion coming from overseas.
- Long-term migrants, who intend to stay in Kent, are a very small proportion of the Kent population. The only districts in 2006/7 where migrants formed more than one per cent of the population were Canterbury (1.2 per cent) and Tonbridge & Malling (1.1 per cent). However, migration was responsible for 73 per cent of growth in 2006/7 (most recent year for which figures are available).
- Overall, the impact of migration on population (directly and also indirectly through, for example, increased births because many migrants are young adults) is hard to forecast because it is affected by many factors including central government policy and the strength of the economy.

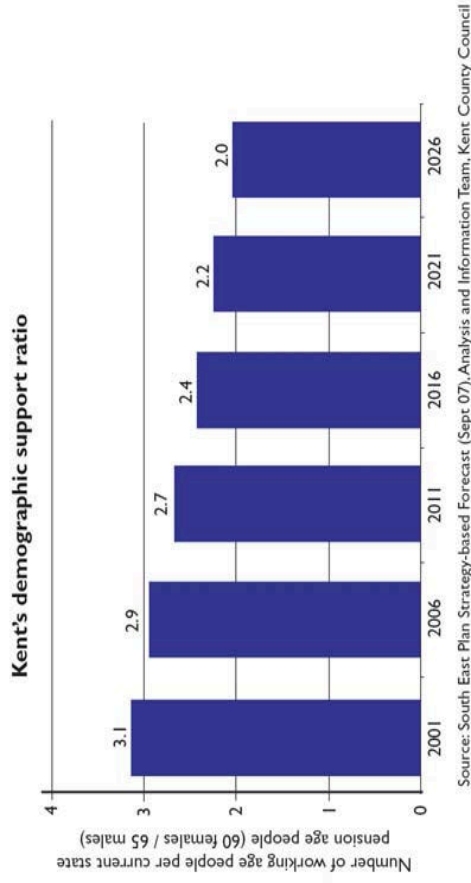
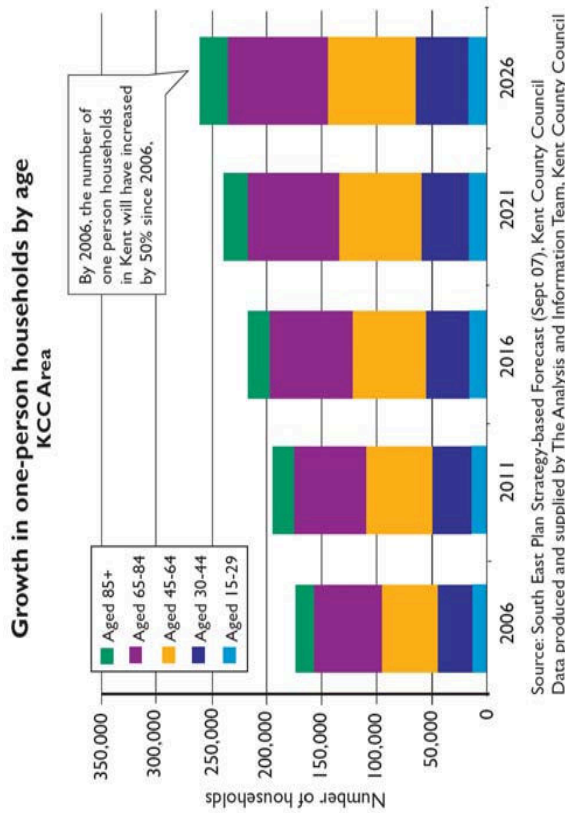
Net Migrants by type 2006/07
Kent Local Authority District



Source: Migration Indicators for Local Authority Districts, Office for National Statistics (Crown Copyright)

- The current recession is likely to suppress migration to Kent in the short - to- medium-term. Strategy-based forecasts suggest annual net migration will be around 6,800 in 2026, totalling 158,000 people between 2006 and 2026. This is somewhat less than the estimate made by the recent cross-party report on immigration led by Frank Field MP, but significant nonetheless.
- The number of school children from a minority ethnic background is rising (10.6 per cent in 2007, 12.3 per cent in 2008) as is the number of children whose first language is not English (4.1 per cent in 2007 to 4.97 per cent in 2008).
- There is no robust, reliable way of counting the number of migrants into Kent, so the data on migration has to be treated with caution.

Changes in society and families place changing demands on housing and services



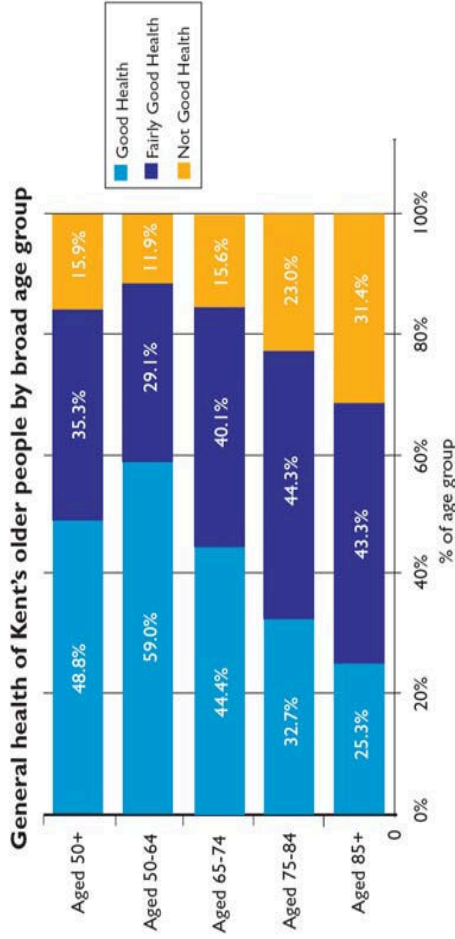
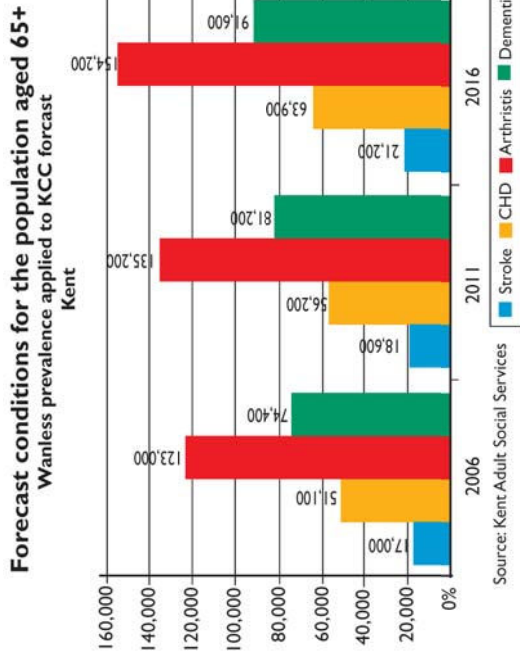
More one person households

- The shape of families in Kent, and nationally, is changing. One of the results of the ageing population combined with increasing rates of divorce and separation is a substantial forecast growth in one-person households. This is happening across all age groups, as the graph above shows.
- Indeed, in 2006 30 per cent of the Kent population comprised one person households, and this is projected to rise to 38 per cent by 2026.

More older people living alone

- Proportionately, the age groups that will see the biggest rise in numbers (see graph above) are the 45-64 and 85+ age groups. It is the 85+ group that has the most profound implications for planning healthy communities. The number of people aged over 85 living alone is projected to increase by 9,300 by 2026.
- We need to ensure that attractive housing options are available to encourage older people living alone to leave large family houses. We need to ensure that older people living alone are not socially isolated, but are networked into community activities.

Our changing population presents new funding and service challenges in health and social care

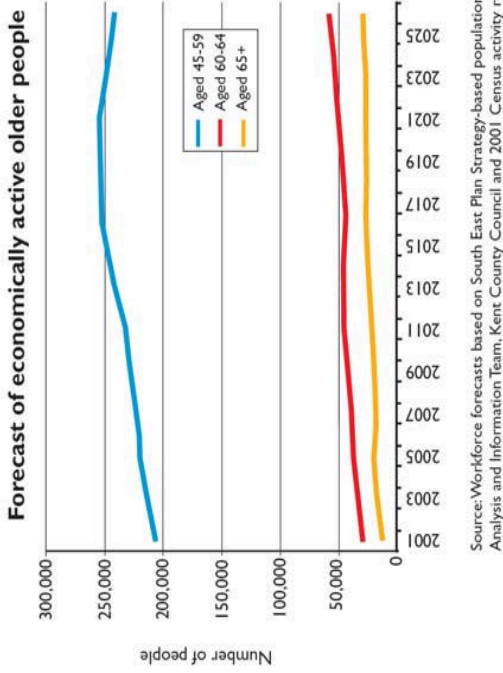
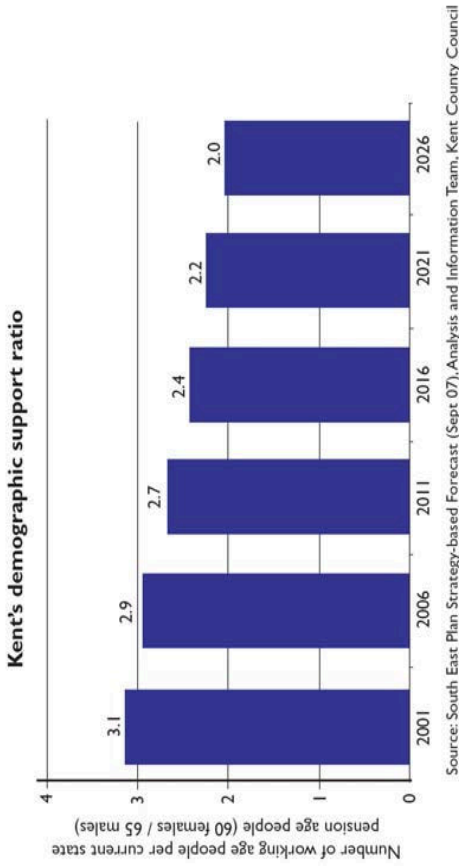


Increased demand for health and social care

- As people get older, they are more likely to have a long-term condition such as arthritis, dementia, diabetes, coronary heart disease, or a stroke, although some people remain very healthy. If incidence of illnesses doesn't change, there will be 25 per cent more people with these conditions in Kent in 10 years time. However, some of these conditions are preventable and if people eat healthily, don't smoke, don't drink to excess and exercise they are much more likely to remain healthy. The public health strategy, Live Life to the Full, and the Health Inequalities Action Plan detail how KCC is working with partners in the districts, the NHS and the private and voluntary sectors to improve health and wellbeing.
- In designing communities, we will encourage walking, cycling, and healthy leisure activities such as sport and the enjoyment of the countryside.

- We will also continue to argue the case for Kent getting its fair share of health resources for GPs and hospitals, and social care.
- People with long-term conditions will sometimes need social care support in order to live independent lives. If we carried on providing social care in the way it is currently provided, the demographic changes would result in a 25 per cent increase in demand over 10 years. However, we are dramatically changing the way in which people are supported, with greater emphasis on intermediate care - intensive support and re-training for people after a crisis to get them back to independent living, rather than having an ongoing care package, and giving more choice and control to people over how they are supported. The third sector and the micro-economy is critical to delivering this.

We must embrace an ageing workforce and the opportunities it presents



The ageing workforce...

- The birth rate has been falling across the developed world. Although there has been a slight increase recently, the overall trend is for people to start their families later, have fewer children, and for a growing population to choose not to have children.
- There has been much anxiety about the 'demographic support ratio' because the proportion of people under 65 relative to those aged over 65 is falling, and is projected to fall still further. This is a real challenge – for example, the numbers of both paid and informal carers will need to increase substantially; and it is the working population's taxes and contributions that pay for today's pensions. The state retirement age is being increased, which combined with anti-ageing discrimination to enable older people who wish to continue in paid employment to do so, will go a long way towards addressing this particular challenge.

- Migration into Kent will also provide some of the solution. It does mean, however, that businesses need actively to consider the age profile of their employees and how to recruit and retain older workers.

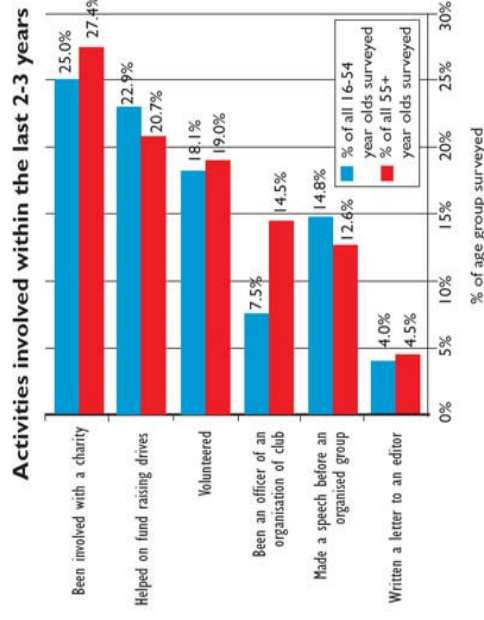
... is an experienced workforce

- An older workforce is also a more experienced workforce. Whilst older workers may need upskilling and retraining, particularly in new technologies, they bring continuity, knowledge and perspective to the workplace; they can be invaluable mentors to youngsters. We will work with businesses and public agencies in Kent to identify any specific actions needed to increase employment of older people.

Social capital – drawing on experience and extending opportunity

Supporting the voluntary sector

- A vibrant voluntary and community sector is essential to regeneration. Community activity helps to engage people in the future of the places that they live in and the services that they use; the voluntary sector provides services that can be highly diverse and responsive to clients' needs; and places with high levels of community involvement are often places that are economically successful as well.
- Kent County Council has a key role in support of the voluntary sector through the major contracts - worth £40 million per year - that we have with voluntary organisations.
- We want to build on this by having a **new conversation with the third sector** about how the County Council can support the sector financially and in kind, and how the sector can still further increase its efficiency and effectiveness, without losing the community links and responsiveness that make it unique.
- We also recognise that voluntary activity (much of it often informal) is at the heart of community life, and we will support voluntary activity at all levels throughout Kent, with a particular focus on areas of deprivation (including deprived communities in otherwise wealthy areas).
- Older people are often the backbone of local communities, supporting local organisations and clubs, looking after relatives, visiting elderly people living alone and volunteering.
- We will link the involvement of voluntary and community sector organisations with our commitment to **Supporting Independence**, engaging the third sector in our efforts to free people in disadvantaged communities in Kent from welfare dependency.



Bringing services to the heart of the community

- Kent County Council also helps to build social capital by linking our services, joining them with those provided by other agencies, and making them as accessible as possible.
- As part of this, we are rolling out a programme of **Gateways** throughout Kent. These provide convenient physical access to services in modern retail premises. As well as providing information on County Council services, Gateways also include District Council and NHS services, with plans to increase the number of participating agencies.
- We must also ensure that the direct services we provide throughout Kent's communities are linked with wider provision. We are developing **extended schools** across the county, to enable schools to become universal access points for children's, family and community services, including family learning and adult education services, and in some cases youth and healthcare provision. We aim to ensure that by 2010, all our schools are extended schools.

Case studies

The Kent Card

- The Kent Card is an innovative new payment method from KCC, which enables service users to have greater control over their own lives and make their own lifestyle choices. Following a social services assessment, service users are offered cash, known as a direct payment, as an alternative to having services provided for them. This allows them to determine for themselves when they get assistance, how and from whom. It gives users increased flexibility when they need support at short notice – they can call several agencies to get the help they need. If they are not satisfied with an agency, they can arrange an alternative of their choice independently from Kent Adult Social Services.
- The Kent Card enables payments to be made directly to individuals without the need for a bank account or complicated record keeping. KCC loads the card regularly with the amount agreed to meet the service user's need. The service user's assessed contribution or any money they may wish to use to pay for help and support can also be loaded onto the card.

Telehealth

- TeleHealth is a new technology which has been piloted in Kent. It assists people in need of care in their own homes and aim to help people retain their independence. It is targeted at people with long term chronic conditions, specifically Chronic Obstructive Pulmonary Disease, Chronic Heart Disease and Type 2 Diabetes.
- The pilot, which is currently being trialled by 250 people across Kent, uses tried and tested equipment designed for this purpose which has an emphasis on ease of use. This enables people to measure their vital signs in their own home and send these through their home telephone to a community based clinician who then monitors them much more frequently. This reduces frequent trips to clinicians in both the community and acute sectors, whilst helping people to better understand their condition and its impact on their daily living. Through doing this, the Telehealth pilot appears to be reducing hospital admissions by increasing early interventions.
- By improving confidence and reducing anxiety, as well as freeing them from the need to access particularly hospital based care, service users lead more independent lives.
- This pilot is now the largest of its kind in Europe and it is planned to have 1000 people using TeleHealth by April 2009.

How we will respond to Kent's growing and changing population

To meet the challenge and embrace the opportunities of an expanding older population, we will implement Kent's Strategy for Later Life. This will identify actions needed by all partners to develop and enhance the valuable contribution, economic and social, that older people offer and to meet their needs. For example we will:

- Utilise the experience and contribution of older people to their local communities by promoting and supporting voluntary activity at all levels throughout Kent, with a particular focus on areas of deprivation.
- Encourage and support older people's use of the internet to access information and keep in contact with friends and relatives.
- Promote activities that encourage older and young people to benefit from each other's experience and skills. This includes older people acting as mentors to the younger generation, who can, in turn, teach the benefits of digital technology to older people.
- Support independent living at home wherever possible and lobby government for resources to promote this policy in innovative ways.
- Improve the quality of private rented housing; supporting asset-rich, cash-poor older homeowners to undertake home improvements. We will develop attractive housing options to encourage single older people to vacate family-sized homes.
- Help communities to help themselves through initiatives such as 'good neighbour' schemes and 'time banks', where people can do tasks for each other.
- Promote 'personalisation' of services (for example through the Kent Card) enabling people to purchase and manage the services and care they receive.
- Explore with business how to grasp the opportunities posed by an ageing workforce, and mitigate the challenges.

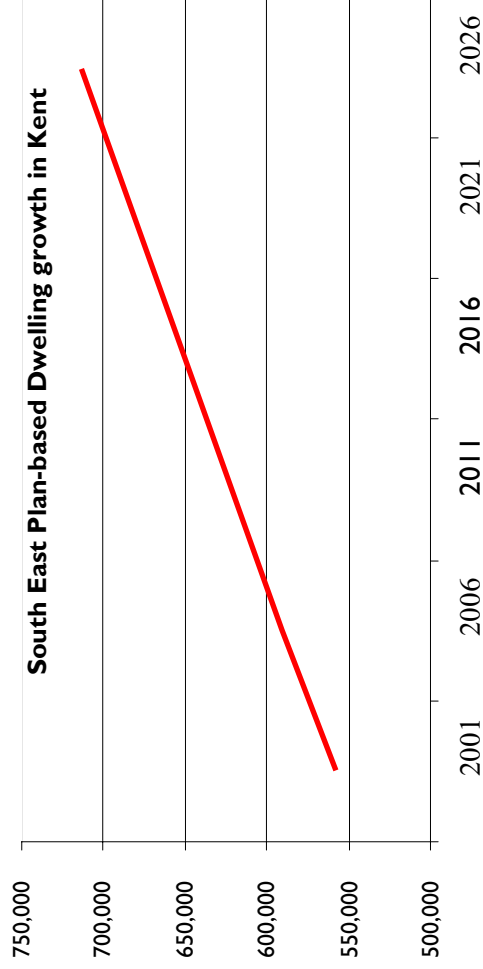
Chapter 8: Building homes and communities, not estates

Planning for communities

- The government wants massive housing growth in Kent over the next 20 years to accommodate growth in the population, migration into Kent from the UK and overseas, and changes in family structure resulting in smaller family units and more one-person households.
- KCC working with district councils will undertake a strategic needs assessment to ensure that housing growth is properly planned and geographically targeted, and that the community infrastructure needed to support the new dwellings is put in place so that we build communities and not just housing estates.
- We will also focus action on improving the quality of existing housing, and the regeneration of communities. We will support the third sector to foster 'social capital' and a 'sense of place'.

County-wide and district councils' strategic approach

- The South East Plan recommends that over 123,000 new homes need to be built to meet population growth over the 2006 - 2026 period. Major housing growth planned by government in the Thames Gateway and Ashford together with allocated growth points such as those currently designated as Maidstone and Dover, will also add considerably to the number of households in Kent. In effect this represents growth equivalent to more than twice the housing stock of Maidstone.
- There is a huge disparity between this aspiration, the subsequent demand on public services and ability of the current market to deliver the quality of housing that the people of Kent deserve.



A county-wide strategic approach: getting the balance right

- Housing figures are far in excess of current market demand and need to be renewed regularly, particularly in light of the economic downturn. The capacity of developers to build them has been severely curtailed and, as set out in this framework for regeneration, changes in demographics require an urgent rethink of government-prescribed density figures for housing.
- The planning process is unable to adequately respond to and deliver these targets, particularly in current market conditions. Moreover, in respect of housing mix, government guidance for high-density housing (against this background of increased housing numbers) has, in many instances, resulted in an oversupply of apartments and non-family housing with a consequent failure to build a 'sense of place' and community. Despite the economic downturn, the lack of access to affordable, accessible, extra-care, sheltered and lifetime housing for the people of Kent remains an issue.
- The challenge of an economic downturn and effect on the development industry clearly, at least in the short term, threatens the ability to rely on developer contributions for the delivery of community infrastructure such as Section 106 agreements and the new Community Infrastructure Levy. We will challenge the government and the appropriate agencies to secure and agree all necessary gap funding is in place before the centrally prescribed housing numbers are delivered.
- These challenges will affect the way we live in the future, including the nature of our services, where we live, and the type of homes we live in. Kent's challenge is, therefore, to lead the way in developing sustainable and cohesive existing and vibrant new communities. The use of Health Impact Assessments will be developed further to ensure that the health and wellbeing implications of planning proposals are fully understood and accounted for.
- Our commitment, in accordance with Kent's Community Strategy, Vision for Kent, is to secure transport and community infrastructure investment, high-quality design and the right mix of housing types to ensure the best possible living environment for future generations of all ages.
- Good quality, affordable housing is a major contributor to good health. Helping the people of Kent to live healthier lives must include helping to ensure that their housing conditions are conducive to their health.

A county-wide strategic approach: building homes and communities, not dormitory housing estates



- Tackling district housing waiting lists and the east/west Kent divide in housing will be a top priority.

Improving choice

- We will also seek to extend housing options, in particular by widening the opportunity for equity sharing to attract more young professionals to Kent, get more families on the housing ladder and promote supported and lifetime homes along with an increase in the choice and variety of sheltered housing. This will need to reflect the variety of housing need across the county and disparities in affordability.
- This is particularly important if, firstly, we are to adequately address demographic change in the longer term and, secondly, influence and encourage the provision of the necessary infrastructure to support a mix of housing for future communities.
- In order to support thriving communities for the future and avoid the past mistakes of some housing estate development, we will also aim to secure the provision of essential public services, including preventative services alongside new housing to minimise social risk and encourage the growth of healthy prosperous communities.
- In this way we will seek to maximise economic and social opportunity and protect against spirals of decline as well as providing independent living as far as possible for all ages.
- With our district council colleagues we will develop a robust Kent-wide Housing Strategy with a strategic action plan to address the above issues and influence and amend government housing targets.

The challenges we face

- Kent faces a number of challenges in terms of housing provision. These include the ability to deliver centrally prescribed housing targets in the current markets, the right mix of housing (affordable, lifelong homes and sheltered accommodation); quality and design, distribution and location of housing; and accessibility and impact on the environment and greenfield land.
- We will encourage provision of the appropriate type and mix of housing through planning policy and the district councils' Local Development Frameworks and promote flexible family living, high-quality design and community cohesion.

A county-wide strategic approach: towards a housing strategy

- This scenario outlined on the previous page presents us with significant challenges, but also opportunities. KCC intends to seize these opportunities. Working in partnership with district councils and other key stakeholders we will produce a Kent-wide housing strategy. This will be built on a comprehensive but broadly based needs assessment and provide the basis for a strategic response to the huge diversity of need across the county.
- In delivering this strategic approach, the principles of high-quality design, the appropriate mix of housing, the right location, quality and accessibility of services will be paramount. They are crucial to how people enjoy their lives and how we develop healthy and prosperous communities.
- With our partners we will use this Kent-wide housing strategy to inform emerging planning policy including Local Development Frameworks and the government's proposed Community Infrastructure Levy. Working with district councils and key stakeholders we will establish a robust policy base for the delivery of these objectives.
- We are progressing the county-wide Housing Strategy in conjunction with Medway Council so that it takes a comprehensive sub-regional approach. The Strategy will seek to analyse housing supply and demand numbers and consider housing management, development and renewal issues. In developing the Strategy, we will commission an independent strategic housing market assessment for the whole of Kent, providing us with a robust understanding on which we can base future policy.

Case studies

East Kent Empty Property Initiative

- There are an estimated 6,341 long-term empty properties in Kent. In a bid to get these properties back in the market as homes, KCC with District partners has developed the East Kent Empty Property Initiative, with partners including district councils
- Vacant commercial properties add to these empty homes, discouraging investment in the immediate neighbourhood, and acting as a magnet for crime including arson and vandalism. The EKEPI aims to reduce the number of long-term empty properties in east Kent. Launched in April 2005, the project ran for three years and is now to be extended across Kent.

The main target for the EKEPI has been to return to use 372 long-term vacant properties, which would represent a doubling in numbers previously achieved by the partner district councils. This target was reached before the end of the initial three year phase.



Kings Hill

- Working with property developer Liberty Property Trust, KCC is delivering Kent's most prestigious mixed-use development on the former West Malling airfield site, now renamed Kings Hill.
- KCC entered into an equity sharing joint venture partnership with Liberty Property Trust to develop the site. The 800 acre development has delivered massive regeneration and boasts award-winning design and a top quality working and living environment. Over the next decade, the ambitious masterplan aims to provide two million square feet of new business space, 2,750 new homes and a range of community and leisure facilities that will ensure the development of a truly vibrant and sustainable neighbourhood. To date 800,000 sq ft of new business space has been developed, with over 100 companies in residence employing around 5,000 people.
- Kings Hill currently has a resident population of over 6,000 people living in 1,600 new homes. Current home builders represent some of the best known developers in the UK. Award winning designs such as the Lacuna development are an example of the commitment to quality expected of home builders selected. The choice of accommodation includes affordable housing, high-density village centre homes and a comprehensive range of family homes.

Investing in quality of life

Supporting quality communities

- When we plan for new communities and when we support regeneration or the design of services in existing towns and neighbourhoods, we want to ensure that we develop sustainable and vibrant communities which enjoy a high quality of life.
- We recognise that housing quality has a major impact in established communities. We have worked with district partners to bring empty homes back into use (see the case study on the previous page), and we will continue to do so.
- Kent County Council produces the **Kent Design Guide**, which helps to ensure that new homes are built to the very highest standards, and which has been incorporated into most of Kent's local development frameworks.
- We will revise the Kent Design Guide to respond to the needs of a changing population and to ensure that it continues to provide the basis for a high quality built environment.
- We are also committed, through the cross-cutting theme of meeting the climate challenge to minimising environmental cost and reducing carbon emissions. We will support cost-effective initiatives to reduce water usage, improve domestic energy efficiency within existing and new homes, recognising the opportunity to reduce fuel costs for some of the county's most disadvantaged communities.

Investing in leisure and culture

- If we are to develop places in which people want to live, work and invest, it is important that we support them in developing sense of place. Commercial and public leisure facilities and cultural infrastructure can support this, as well as facilitating health and community development benefits and increasing property values.
- We will support the identification of leisure, open space and cultural provision in planning for new infrastructure.

Towards a spatial vision

- Through our commitment to building homes and communities and to protecting the county's environment, we want to ensure that we have a strong vision of Kent's character and how it might change into the future. We need to consider the environmental and social limits of change, and how we can develop a sustainable future.
- We have commissioned a spatial vision for Kent, which will be produced in 2009, helping us to address some of these issues and, alongside the housing strategy and the development of *What Price Growth?*, informing our future strategy for building homes and communities in Kent.

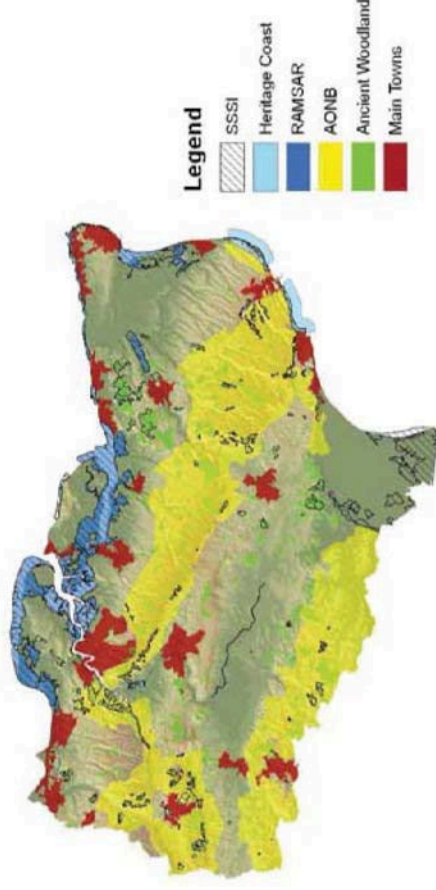
Protecting and enhancing environmental quality

Within new and existing communities...

- Environmental quality is essential to the development of new communities. Good quality, well-maintained green spaces help establish an area; connecting it to its surroundings and providing a sense of place; bringing nature into urban areas, and making places where people can play, explore, move around and feel safe.
- Green infrastructure has a role not only in providing a setting for development, but also in a range of other functions; recreation, sport, access, flood management, growing food, biodiversity and healthy living.

... and in Kent's countryside and coastline

- However, building homes and communities is not just about investing in urban areas. People in communities throughout Kent will benefit from our protection of the county's natural landscapes and coastline, and we must ensure that we both protect and enhance our natural assets, while improving access to them and making links between our towns and countryside.
- Kent's landscapes and biodiversity are of enormous value in themselves: as the map shows, one third of the county's land area is within an Area of Outstanding Natural Beauty, and much of Kent outside of this area is also covered by national and European designations. This adds to Kent's unique character, but also has economic value, through sensitive management supporting the development of a sustainable tourism offer. We will support the sustainable management of the Kent's built heritage and natural environment for its own sake and for its benefit to present and future communities.



How we will build homes and communities, not estates

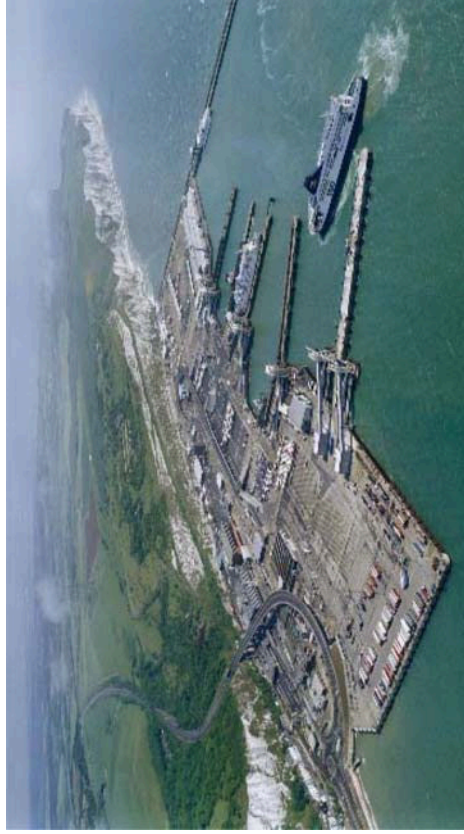
Housing figures in the South East Plan are far in excess of current market demand and need to be reviewed regularly, particularly in light of the economic downturn. The lack of access to affordable, accessible, sheltered and lifetime housing for people in Kent remains an issue. We will:

- Develop a robust Kent Housing Strategy in conjunction with the 12 district councils. This will prioritise investment and feed into the Local Development Frameworks. It will address the need for a range of housing provision including equity sharing, sheltered housing and family homes. The growth in single-parent or one-person households as well as the number of elderly people in Kent requires a more flexible mix of housing.
- Ensure that new homes are built to the very highest standards and revise the Kent Design Guide to respond to demographic changes, the government's Growth Areas and the needs of the elderly and disabled.
- Encourage home improvement and energy efficiency measures to reduce living costs.

- Update What Price Growth? to lobby government to properly fund the infrastructure required to accompany centrally prescribed housing targets.
- Seek to return to use all empty homes in Kent, working with the district councils.
- Enhance and improve access to Kent's green spaces and countryside.
- Promote fuel and water utility, including the development of decentralised energy sources.
- Work with all 12 Kent district councils to provide practical support to businesses and residents in achieving Kent's carbon reduction targets.

By facing up to this challenge, acting strategically and assessing the need across the county as a whole, we will be in a position to address the disparity across the county, deal with future demographic changes and ensure the provision of the right homes in the right place for the people of Kent. In this way we will maximise economic and social opportunity for all and ensure that we create communities not housing estates for future generations.

Chapter 9: Delivering growth without transport gridlock



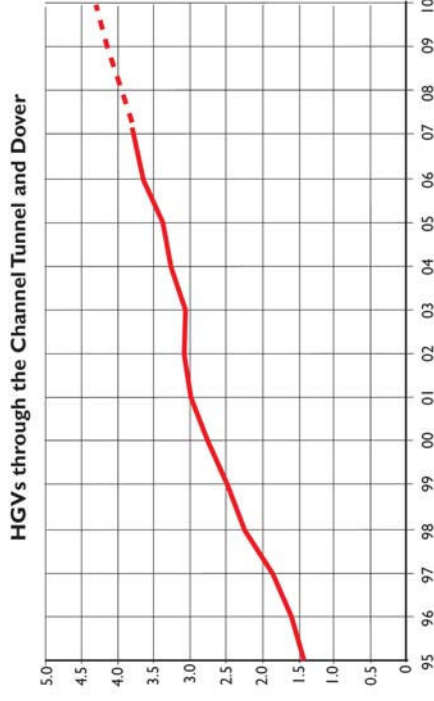
The Gateway county

- Kent is the UK's most important gateway county, strategically positioned between London and mainland Europe. This, coupled with unprecedented growth in commercial development and housing, means we must act now to ensure that transport issues do not inhibit the regeneration potential of our county.
- Cross-channel traffic must be managed swiftly through the county, while car and public transport in Kent must be improved and town centre congestion tackled. New forms of finance must be found to improve Kent's strategic transport infrastructure.

Challenges

- New strategic routes are required to ensure traffic flows across and through the county.
- Essential road schemes must be completed in the shortest possible time.
- High-speed domestic services must support growth in Kent County Council.
- Improved traffic management via our new control room and a new permit scheme.
- Greatly improved public transport in our urban centres and better services between our major towns.
- Rural community transport will be a vital link as our villages grow and demography changes.

As a gateway county, Kent faces particular challenges



Port traffic

- Dover Harbour Board predict an increase in lorry freight from 2.4m lorries per year to around 3.2m by 2015 and up to 4.5m by 2035. The county also contains major port activity at Sheerness and Ramsgate, and significant flows through the Channel Tunnel. As a gateway county, Kent bears a disproportionate amount of lorry movements adding additional wear and tear to our highways and motorways.

Operation Stack

- Operation Stack causes delay and frustration to local road users, disruption to the local road network and major disruption to the Kent economy.
- The Quick Movable Barrier can only cope with Phase One of Operation Stack, holding just 400 lorries for no more than three to four hours and has made little difference to the level of disruption experienced this year.

Kent's airports

- Kent International Airport offers considerable potential to provide much needed airport capacity in the south east and will support economic regeneration in Thanet and the surrounding area. Lydd Airport also offers potential capacity.

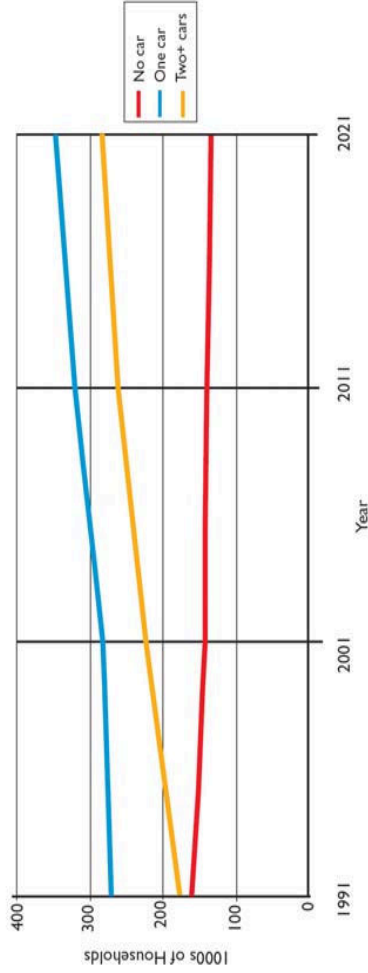
Short sea shipping

- Kent is surrounded by water on three of its boundaries and KCC will investigate the potential to travel by ship/boat to other parts of the county and to London.

Kent is facing increasing traffic growth

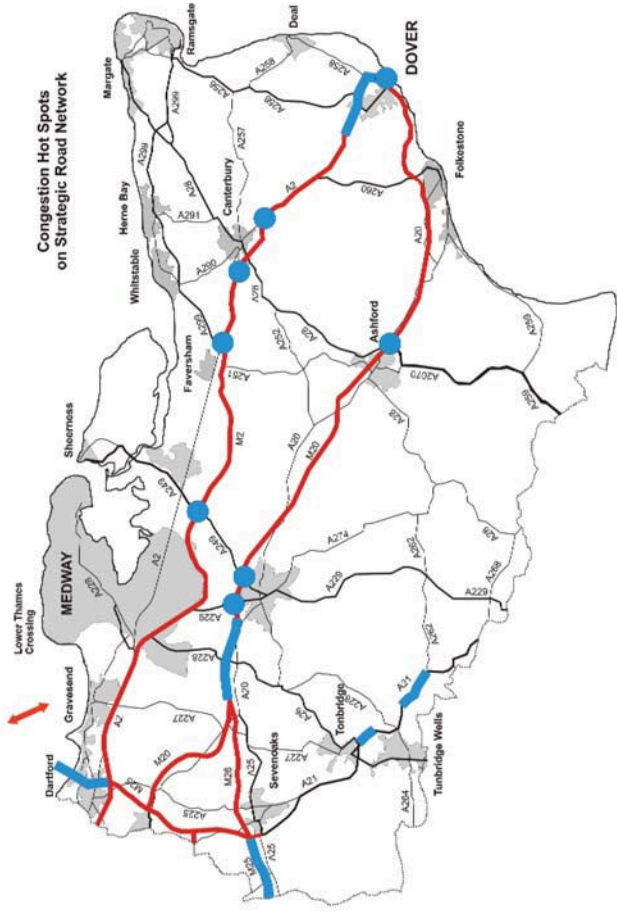


Car ownership in Kent



Kent's transport infrastructure is under massive pressure:

- Traffic flows have increased by 19 per cent since 1994, whilst the number of households increased by 11 per cent between 1996 and 2006.
- With 69,000 new houses planned for Kent and Medway by 2016, traffic flows will get worse unless we plan and invest in infrastructure now.
- 71 per cent of all journeys in Kent are made by car.
- Car ownership is forecast to increase by 40 per cent by 2025.
- One-person households represent a quarter of all households, creating a disproportionate demand for travel.
- 20 per cent of Kent's workers are employed outside the county
- The private car is used for 76 per cent of all work trips.
- Kent's dispersed settlement pattern with no one dominant city or town results in a large proportion of inter-urban trips that encourage the use of the private car.
- Major difficulty for the elderly and vulnerable accessing health service provision.



We need new strategic routes and the completion of essential infrastructure schemes

Further investment is required in major road infrastructure in Kent, in particular to support:

Lower Thames Crossing

- An additional Lower Thames Crossing, connected with the M2, would relieve the bottleneck at the existing Dartford Crossing and on the M25. It could also be used to encourage freight traffic from the Eastern Docks at Dover to use the A2/M2 route, while the expanded Western Docks traffic would use the M20.

A2/ M2 Corridor

- It is vital that this route is enhanced to cater for increasing volumes of traffic flowing through Dover, and to accommodate growth in the Thames Gateway and in East Kent. We will lobby the government for early implementation of a series of enhancements, including:
 - the dualling of the A2 near Lydden
 - the creation and enhancement of slip roads from the A2 at Canterbury
 - the fundamental reconstruction of the junction at Brenley Corner
 - the expansion of Junction 5 of the M2 at Stockbury and associated road infrastructure to support development at Sittingbourne, including the completion of Sittingbourne Northern Relief Road
 - early implementation of increased capacity to support Ebbsfleet Valley from the A2.

M20 Corridor

- Significant junction improvements are essential on the M20 at Ashford to support regeneration. In particular:
 - the building of M20 Junction 10a is now in the National Roads programme and we have long supported its implementation
 - we will work with the Highways Agency to consider improvements at M20 Junction 9.

We need new strategic routes and the completion of essential infrastructure schemes

M20 Corridor

- In addition, there is increasing pressure on the **M20 at Maidstone** and its occasional closure and subsequent diversion of traffic through Maidstone results in gridlock in the town. The Highways Agency has plans for opening the hard shoulder in peak periods to increase capacity, and we will work with them to co-ordinate the work of our traffic control centres.

Improved infrastructure in Mid and West Kent

- To support the growth of Maidstone, delivery of the **South East Maidstone Strategic Link** is essential, although a route has yet to be defined
- Improvements to the route between **Tunbridge Wells and Maidstone** (including the A21 Tonbridge to Pembury and Kippings Cross to Lamberhurst and the A228 at Colts Hill) will be important given the expansion of Pembury Hospital
- We will work with the Highways Agency to consider improvements to the **A21/M25/M26 junction**.

High Speed Rail Services

- KCC is developing plans for Parkway Stations to enhance the accessibility of the new high speed rail services. We will also press for increased car and cycle parking at other stations in Kent where lack of such facilities impedes growth.

Improving Bus Services

- We will work with bus companies to press for improvements in standards and frequency across the county, to match the award-winning FASTRACK bus system currently carrying increasing numbers of people in north Kent.

...with a range of other solutions to be explored

Stack Park and Overnight Lorry Parks

- KCC has identified a potential site near Aldington between Junctions 10 and 11 on the south side of the M20 with good connectivity to the Channel Tunnel and Dover Docks. It will provide 500 secure overnight parking spaces for HGVs and an overflow area for up to 2,500 additional HGVs during Operation Stack.

Britdisc/Vignette

- Introduction of a charge for lorries using Kent's roads to provide up to £40m per annum for the much-needed 'stack park' and other infrastructure improvements which will mitigate the impact of cross-channel traffic.

Short Sea Shipping

- Potential for river taxi services between Gravesend and the City of London.

Kent International Airport

- The KIA draft masterplan proposes major expansion with six million flights in operation by 2033, supported by a Parkway station serving high speed rail services, improved bus links and local road improvements. KCC will continue to oppose the proposal to site a needless airport in the Thames Estuary.

Inter Urban Coach Network

- Public transport between towns does not meet the needs of modern travel. We will work with bus companies to devise regular frequency, high-quality services to link our principal towns.

Rural Transport Network

- Many of the smaller villages and hamlets in Kent have long been without regular public transport. We will work with the third sector to devise the best way to keep vital connections to our rural hinterland.

Kent Freedom Pass

The groundbreaking Kent Freedom Pass was launched by Kent County Council in June 2007 and has been a runaway success.

The Freedom Pass allows students aged between 11 and 16 to purchase a pass for a one-off fee of £50, and travel when and where they want on scheduled bus services in Kent. Around 5,000 students have taken advantage of the scheme in its trial phases.

The scheme means more freedom for young people to access schools of their choice, attend out-of-school activities and to have an independent social life without relying on parents to drive them around. The Freedom Pass is great news for motorists too, especially at peak times, helping to tackle traffic congestion and pollution.

Case study: Kent International Airport

A new relationship with business

London's 4th Airport: Kent International (Manston)

- Kent International Airport provides the opportunity for improved connectivity and employment growth principally for the east Kent region but with a wider impact on the whole of Kent. The airport passenger traffic is relatively modest at present but already has a significant level of dedicated freight movements when compared with other UK airports. The airport currently employs around 100 people and supports around 120 local businesses.
- In October 2008, the owners of the airport produced a Draft Masterplan that envisages a growth in passengers to around 2.8 million per annum by 2018 and 5.8 million per annum by 2033. Freight growth is similarly predicted to increase to around 210,000 tonnes per annum by 2018 and 510,000 tonnes by 2033. The airport estimates that this level of growth would support around 3,500 jobs and 7,500 jobs for the respective forecast years.
- A successful airport would, in addition to creating jobs and supporting local businesses, attract companies to the area. This is particularly relevant to Kent International Airport as there are a number of locations within close proximity to the airport where employment land is available. KCC made a major investment in purchasing Manston Business Park in 2006 to develop new business and employment opportunities.



Rail infrastructure: getting on the right track



Fare levels

- There is concern that fare increases, of over 10 per cent in some cases, could prove to be a deterrent to the regeneration of areas of Kent and already commuting flows to London have dropped due to the credit crunch. Fares on the high speed CTRL domestic services will also be subject to a premium. We will continue to lobby government to ensure that Kent residents do not pay a disproportionate amount for rail travel compared to London residents and that fares, both on CTRL and the existing network, continue to be affordable.

Stations

- We need to ensure that improvements to the facilities at Kent's stations and access to the stations by all modes is improved. Integrating rail travel with access by car, bus, walking and cycling is essential. We are also exploring the potential for new and exciting initiatives incorporating Smartcard technology to allow ticket-less integrated travel, cycle hire and storage and real-time journey information.
- That is why we will lobby government to allow establishment of the Kent Passenger Transport Authority, allowing Kent to run more CTRL trains during the rush hour, bring down fares for Kent commuters and ensure that transport in the county is truly integrated, making life easier for commuters, motorists and cyclists.

Potential for Rail

- From December 2009, trains from east and north Kent will be using the Channel Tunnel Rail Link to access St Pancras. There will be significant journey time savings especially from Thanet, Canterbury, Ashford, Dover, Folkestone, Gravesend and Ebbsfleet which offer the potential for attracting commercial and residential development as well as tourism. However, to exploit these services fully, we need to look at growing the number of services in the future. We also need to look at the provision of new Parkway Stations to support growth and regeneration in surrounding areas.

How we will achieve growth without transport gridlock

The transport improvements coming on stream will attract more businesses and jobs to Kent but we need to do more. We will:

- Publish an integrated Transport Strategy for road, rail, air and sea, that addresses the key transport solutions that need to be implemented over the next 20 years to make Kent a great place to live, work and visit.
- Lobby for smarter ways of funding road schemes such as the Britdisc (a charge on foreign-registered lorries to use UK roads) that could raise £40m annually for vital infrastructure improvements including a third, lower Thames Crossing.
- Maximise the potential of high-speed Channel Tunnel Rail Link services to act as a catalyst for further regeneration in the north and east of the county.

Chapter 10: Working together to unlock Kent's potential

A new approach to regeneration in Kent

- *Unlocking Kent's Potential* has explored some of the most important long term issues facing Kent in 2009. How do we provide the conditions for business growth and investment at a time of increasing global competition? How do we unlock the talent of the workforces of today and tomorrow? How do we respond to the challenge of population growth and change and ensure that all our communities benefit from economic development? How do we create sustainable communities that people want to live in? And how do we make sure that we can grow without our transport system failing?
- Overarching all these questions is a recognition that the world is changing. On a global scale, we need to improve efficiency in our use of energy, reduce waste of natural resources and adapt to living within our environmental limits. We also need to develop Kent's potential in economic conditions that are less favourable than in recent years, and in which access to funds will be more difficult.
- This is likely to mean greater prioritisation and more innovative approaches, more efficient joint working between public sector bodies, and better links with our partners in the business community and the voluntary sector. So although *Unlocking Kent's Potential* sets out the actions that the County Council will take, we will only fully deliver on them by working in partnership with others.

Taking forward *Unlocking Kent's Potential*

- *Unlocking Kent's Potential* will remain a 'live' document. It is not a statutory strategy to remain in force for a defined period, nor is it a detailed business plan. Rather, it sets out Kent County Council's overall approach to regeneration.
 - To drive the County Council's approach to regeneration, we have established a new **Regeneration Board**, chaired by the Cabinet Member for Regeneration and made up of Cabinet members and chief officers of the Council. The Regeneration Board will seek to ensure that the priorities and actions identified in *Unlocking Kent's Potential* are taken forward, across all parts of the organisation.
- ## Further strategy development
- Within *Unlocking Kent's Potential*, we have identified several pieces of strategic work that we will take forward over the coming months. These are intended to expand on the general direction that we have already set out, challenge the assumptions that we have made and engage with all those partners with whom we need to work. They will also yield action plans which we will be able to take forward, based on a clearer understanding of the issues and a firm knowledge of our role in conjunction with our partners.
 - Early in 2010, *Unlocking Kent's Potential* and the strategies that follow will help to inform our overall corporate strategy for the next four years.

Annex: List of respondents to the consultation draft

Consultation on the first draft of *Unlocking Kent's* Potential took place with organisations in the public, private and voluntary sectors across Kent, including a series of discussions with the Kent Districts and key partners. In addition to members of the public, the following organisations also submitted written responses to the consultation draft :

- Action with Communities in Rural Kent
- Ashford Borough Council
- Ashford's Future
- Campaign to Protect Rural England
- Canterbury City Council
- Church in Society
- Dartford Borough Council
- Derek Wyatt MP
- Dover District Council
- Dover Pride Regeneration Partnership
- EA/ KCC E&W/ KWT/ CPRE Kent/ Kent Downs AONB Joint Response
- Environment Agency
- Government Office for the South East
- Gravesham Borough Council
- Kent Downs AONB
- Kent Fire & Rescue Authority
- Kent Housing Group
- Kent Police
- Kent Rural Board
- Kent Wildlife Trust
- LaSalle Investment Management
- Locate in Kent
- Maidstone Borough Council
- Marine South East Ltd
- Medway Council
- Port of London Authority
- Rt Hon Miss Ann Widdecombe MP
- South East England Development Agency
- Sevenoaks District Council
- Shepway District Council
- Skanska
- Swale Borough Council
- Thames Gateway Kent Partnership
- Thames Gateway North Kent Cultural Partnership
- The Prince's Trust
- Tonbridge & Malling Borough Council
- Tonbridge & Malling LSP
- Trenport Investments Ltd
- Tunbridge Wells Borough Council
- Tunbridge Wells LSP
- University of Greenwich
- Visit Kent
- West Kent Partnership
- West Kent Primary Care Trust



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Please call 01622 221866 or email R&EInfo@kent.gov.uk

**Kent County Council
County Hall, Maidstone, Kent ME14 1XX**

By: Alex King – Deputy Leader
Peter Sass - Head of Democratic Services and Local Leadership

To: Cabinet – 12 October 2009

Subject: Decisions from Cabinet Scrutiny Committee – 23 September 2009

Classification: Unrestricted

Summary: This report sets out the decisions from the Cabinet Scrutiny Committee and invites a response from Cabinet.

Introduction

1. The Leader has agreed the decisions from Cabinet Scrutiny Committee will be reported to the following meeting of the Cabinet for a response. The responses will be reported back to the Cabinet Scrutiny Committee.
2. The decisions from the meeting of the Cabinet Scrutiny Committee on 23 September 2009 are set out in the Appendix to this paper.

Recommendation

3. That Cabinet agree responses to these decisions, which will be reported back to the Cabinet Scrutiny Committee.

Contact: Peter Sass
peter.sass@kent.gov.uk

01622 694002

Background Information: *Nil*

Cabinet Scrutiny Committee – 23 September 2009

Title	Purpose of Consideration	Guests	Decisions	Cabinet Member Response
Potential to Refocus and Restructure the Overview and Scrutiny Function	Members' views were requested before Cabinet Members made a recommendation to County Council	Mr A King Mr P Wickenden	The Cabinet Scrutiny Committee: <ul style="list-style-type: none"> - Thank Mr King and Mr Wickenden for attending the meeting and answering Members' questions - Agree that the roles of the Cabinet Scrutiny Committee, POCC and POCs need to be more clearly defined, particularly in relation to policy development and post-decision call in - Request that the Leader ensures that the Forward Plan is as complete and detailed as possible to enable overview and scrutiny activity to be better planned, resourced and delivered - Request the Leader to ensure that the Cabinet provides as much information as possible when reporting back on recommendations made to it by Overview and Scrutiny Committees, including reasons being offered for not agreeing to any particular recommendations. - Agreed to ask the Cabinet to acknowledge the vital role of local boards and neighbourhood forums in the overview and scrutiny process and use these deliberative structures to engage more with the public - Request that consideration is given to allowing Overview and Scrutiny Committees to introduce more innovative ways of seeking the views/evidence of service users, perhaps by involving the media and increasing the use 	The points are noted pending the final discussion with the Policy Overview Co-ordinating Committee on 30th September which was arranged to bring together the various comments from the Policy Overview and Scrutiny and Cabinet Scrutiny Committees.

Title	Purpose of Consideration	Guests	Decisions	Cabinet Member Response
			<p>of technology</p> <ul style="list-style-type: none"> - Ask the Cabinet to re-examine the resources available for Select Committees, as this was regarded by all as one of the most valuable parts of the Overview and Scrutiny process. - Ask the Cabinet to consider the level of resource required to support the Select Committees; 	
<p>Strengthening Local Democracy Consultation Response</p>	<p>The Cabinet Member and Officers were invited to guide Members through the consultation document.</p>	<p>Mr A King Mr P Wickenden Mr E Thomas</p>	<p>The Cabinet Scrutiny Committee:</p> <ul style="list-style-type: none"> - Thank Mr King, Mr Wickenden and Mr Thomas for their helpful comments in relation to the consultation response. - Request that the response relating to the Total Place Initiative be strengthened - Request that a sentence be added supporting the work of the Parish and Town Councils and their role in strengthening local democracy - Welcome Mr King's offer to remove the word 'top-tier' from the end of the third paragraph in response to question 11. 	<p>Total Place has only been used as an example of efficiency initiatives and is not in relation to a specific question.</p> <p>Referred to in Point 11 of the consultation response.</p> <p>This has been done.</p>

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