



AGENDA

CORPORATE POLICY OVERVIEW COMMITTEE

Wednesday, 28th May, 2008, at 10.00 am
Darent Room - Sessions House, County
Hall, Maidstone

Ask for: **Denise Fitch**

Telephone **(01622) 694269**

*Tea/Coffee will be available from @ **in/outside the meeting room***

UNRESTRICTED ITEMS

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

Membership (17)

Conservative (12): Mr E E C Hotson (Chairman), Mr R H C Bliss, Mr R B Burgess,
Mr B R Cope, Mr J A Davies, Mr C G Findlay, Mr J E Scholes,
Mr J D Simmonds and Mr L B Ridings

Labour (4): Ms A Harrison (Vice-Chairman), Mr D Smyth and Mr C Hart

Liberal Democrat (1): Mrs T Dean

A. COMMITTEE BUSINESS

1. Substitutes
2. Declaration of Interests by Members in items on the Agenda for this meeting.
3. Minutes of the Meeting held on 27 March 2008 (Pages 1 - 10)

B. ITEMS FOR CONSIDERATION

1. Financial Monitoring Report : Corporate Services 2007/08 and Business Unit
Operating Plan Outturn Monitoring 2007/08 (Pages 11 - 42)
2. CED Risk Register (Pages 43 - 48)
3. Procurement Framework (Pages 49 - 54)

4. Consideration of the draft KCC Annual Plan 2008/09 and the process for publishing the final approved version (Pages 55 - 174)
5. New National Indicator Set (Pages 175 - 180)
6. Property Disposals (Pages 181 - 186)
7. KCC Health Inequalities Action Plan (Pages 187 - 210)
8. IDeA Healthy Communities Peer review: 10 - 12 October 2007 (Pages 211 - 284)
9. Corporate Policy Overview Committee Select Committee on Alcohol (Pages 285 - 288)
10. Staff Survey - CED - Presentation

C. SELECT COMMITTEE WORK

1. Select Committees - update (Pages 289 - 290)

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 Sass
Head of Democratic Services and Local Leadership
(01622) 694002

Monday, 19 May 2008

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

Subject to Approval

KENT COUNTY COUNCIL

CORPORATE POLICY OVERVIEW COMMITTEE

MINUTES of a meeting of the Corporate Policy Overview Committee held at Sessions House, County Hall, Maidstone on Thursday 27 March 2008.

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

ALSO PRESENT: Mr P Carter, Leader, Mr N Chard, Cabinet Member for Finance, Mr A King, Cabinet Member for Policy and Performance and Mr G Gibbens, Cabinet Member for Public Health

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

UNRESTRICTED ITEMS

77. Minutes

RESOLVED that the Minutes of the meeting held on 25 January 2008 are correctly recorded and that they be signed by the Chairman subject to it Minute no 80(h) being amended by the addition of "The peer review would be used across Directorates."

78. Notes from the meeting of the Local Petitions and Call for Action IMG held on 20 February 2008.

(Item A4)

RESOLVED that the notes be noted

79. Financial Monitoring Report: Corporate Services 2007/08

(Item B1 – Ms L McMullan, Director of Finance and Mr A Wood, Head of Financial Management were present for this item)

(1) The Committee received a report which updated them on the projected outturn figures for the Chief Executive's Directorate as at the third quarter.

(2) In relation to Capital Receipts and the £20 Anticipated in the Medium Term Financial Plan for the 2007/08 financial year, Mr Wood reported that as at the end of the previous week approximately £15m had been realised and it was hoped that the remaining £5m would come in before the end of the financial year.

(3) Mr Gilroy undertook to share the final draft of the Kent Works review with this Committee.

(4) Ms McMullan and Mr Wood questions from Members on the CED Budget Monitoring report.

(5) Issues covered by Members included the following:-

- In response to a question from Ms Harrison, Mr Wood confirmed that £3.3m from the Kent Property Enterprise Fund had been used as a one-off payment to support the 07/08 revenue budget. Ms McMullan explained the process for using the £3.3m Capital Receipt from the Kent Fund to support the revenue budget.
- In relation to a question on the remaining amount of the target for Capital Receipts, Mr Wood stated that this was looked at each quarter along with corporate property and consideration was given as to when the spend was likely to happen. He emphasised that KCC always ensured that it was getting the best market price for the asset even if this meant that it was not realised within the target period. .
- In response to a question from Ms Dean, Ms Oliver confirmed that “What’s On in Kent” was hosted by Kent TV but there could be a Link from Kent.gov to this.
- In relation to a question from Mrs Dean on Capital Receipts for Building Schools for the Future Programme, Mr Wood stated that there was a total capital receipts target of £187m in the Medium Term Plan which needed to be delivered. Where a back-to-back receipt cannot be delivered until new provision was in place, prudential borrowing was built in to the revenue budget to reflect the need for short-term bridging finance. A new group was being set up to look closely at how the £187m was being delivered.
- In relation to a question on the percentage allowed for disposal costs, Mr Wood confirmed that the figure that officers normally worked to was an average of 5% but it varied depending on the scheme and sometimes it was necessary to spend more on disposal to gain a higher receipt.
- In response to a question on the underspend on personnel and development in two key areas, Mr Gilroy confirmed that the contract for health checks was in place and the programme was due to be implemented before the end of Spring.
- In response to a question from Mr Hotson on how much the Council had made from interest earned on cash balances, Mr Wood confirmed that it was approximately £3.5m above the budget figure. Ms McMullan explained the work of her Treasury team and how they worked with a company called Butlers on a daily basis. Butlers also reviewed KCC’s Treasury function on an annual basis.
- In response to a question from Mrs Dean on how the £3.5m gained from the financial markets had been dealt with in the budget process, Ms McMullan stated that the 08/09 budget fully reflected this higher level of interest income. She confirmed that there was a total underspend of £7m.

- Mrs Dean asked whether at a future meeting the Committee could receive a list of land to be disposed of she acknowledge that this would need to be an exempt paper.

(6) RESOLVED that the projected outturn figures for the directorate as at the third quarter be noted.

80. Kent-Virginia Project and Smithsonian Festival Outcomes
(Item B2)

(1) Mr King presented a report which reminded Members that at Cabinet Scrutiny Committee on 12 December 2007 it was decided that the International Activities Annual Report 2006-7 should be referred to Corporate Policy Overview Committee for consideration of whether the expenditure on Kent/Virginia and Smithsonian represented 'good value for money.'

(2) The report provided an update on the successes and outcomes of the Kent-Virginia Project and Kent's participation in the 2007 Smithsonian Folklife Festival.

(3) Mr King answered questions from Members which included the following issues:-

- In response to a question from Ms Harrison relating to whether a cost benefit analysis had been carried out prior to Kent involvement, Mr King replied that when KCC began its search for a United States partner in 1999, they did not do a cost benefit analysis as there was nobody else doing this type of thing to compare with. This was Kent being innovative in the truest sense. Looking at the specific example of the Smithsonian KCC looked at the evidence that was available in Scotland in relation to the tourism impact of working with the US. He stated the sometimes it was necessary to take a long term view of outcomes.
- Mr King in response to a question from Mr Smyth stated that although the direct flights from Kent to Virginia had not been successful, it had put the idea in people's minds which was worthwhile.
- In response to a question from Mrs Dean, Mr King stated that he did not think that the 40 participants at the Smithsonian Folk Festival had suffered significant financial loss but he undertook to confirm this writing. He also stated that the traders were aware in advance that the Smithsonian put a 50% mark up on goods. Going to the Smithsonian Folk Festival was part of the process of developing trade connections and Linkages between Virginia and Kent.

(4) The Chairman congratulated Mr King and his small team for their achievements.

(5) RESOLVED that:-

- (a) the report and comments made by Members be noted

- (b) the successes of the Kent-Virginia Project and Kent's participation at the Smithsonian Folklife Festival 2007 be endorsed.
- (c) it be noted that the Annual International Report would be submitted to either the June or the September 2008 meeting of this Committee.

81. Gateways Update

(Item B3 – Ms T Oliver, Head of Strategic Development Unit was present for this item)

(1) Ms Oliver introduced a report which updated Members on the progress of the Gateways across Kent and presented feedback from users.

(2) Mr Gilroy and Ms Oliver answered questions from Members which covered the following issues:-

- It was noted that the possibility of Gateways being involved with Kent Health Watch had been raised at the meeting of Cabinet Scrutiny Committee on 26 March 2008. Ms Oliver stated that Gateways could be as involved if required and in any case could signpost to Health Watch.
- In response to a question from Mr Simmonds on whether Gateways could assist with the issue of rural post offices, Ms Oliver referred to the Gateway in Tenterden and the post office which had been going to close anyway. She stated that she was not sure that Gateways were the answer to solving the post office situation in rural areas, Gateways are aimed mainly at high footfall areas. Mobile Gateways could perhaps carry out some of the non monetary roles of post offices in rural communities but to use them for the monetary role would raise security issues.
- Members who had a knowledge of Gateways in their area stated how helpful they were as a referral point for the public.
- Ms Oliver, in reply to a question from Mr Smyth regarding Ashford Borough Councils financial contribution to the Gateway, stated that when the original Ashford Gateway had been set up there was not a financial commitment required from Ashford Borough Council. However, the new Gateway which was part of the library development and being led by the Communities Directorate and the Gateway team was pursuing these discussions.
- In response to a question from Mr Smyth relating to whether the new Ashford Gateway would have conference rooms as the original one did, Mr Oliver explained that the original idea of putting conference rooms in the Ashford Gateway was to generate income from the private sector. However, in reality these rooms were mainly used by KCC and Ashford Borough Council staff. There will be interview rooms available in the new Gateway but discussions were ongoing as to whether having conference rooms was a good use of space.

- In response to another question from a Member, Ms Oliver stated that it was important to manage the flow of customers and to have the right services in the right place. She stated that they were mapping the customer profile and were looking for external funding to do this in more detail, thereby learning more about their customer base.
- In relation to a question from Mr Muckle on the engagement of Dartford Borough Council with Gateways, Ms Oliver stated that Dartford Borough Council had been approached by the Gateway team but at this stage, the council were not keen to engage in Gateway discussions. All other district and borough councils were engaged in discussion although they were at different stages.

(3) Mr Gilroy invited Members to visit the new Margate Gateway. He stated that attempts were being made to negotiate with Government departments to ask them to consider decentralise some of their services so that they could be accessed via Gateways.

(4) RESOLVED that the report and the comments made by Members be noted

82. Draft Communication Strategy

(Item B4 – Ms T Oliver, Head of Strategic Development Unit was present for this item)

(1) Ms Oliver presented the draft Communication Strategy and update on the consultation process so far. A copy of the draft strategy was circulated with the papers for the meeting. She confirmed that the Draft Communication Strategy needed to be finalised by the summer. She emphasised that this was an early draft and welcome comments.

(2) Members made comments on the draft strategy which included the following:-

- Ms Harrison reminded Members that there were two informal Member Groups, one on Member Information and the other on Member Development. The Leader stated that in relation to the two Member IMG's he saw them producing separate pieces of work to this draft communication strategy.
- Mr Smyth whether the Strategic Communications Board mentioned on Page 10 had any Member participation. Ms Oliver replied that the Chairman was Mr Gilroy and there were Members of the Directorate Management Team in addition there was Mr King as Portfolio Holder. Mr Smyth stated that it would be helpful to have a representative from both the Labour and Liberal Democrat Group on the Strategic Communications Board. *The Leader confirmed that he was happy to have additional Members from other Groups on the Board.*
- In relation to Member Information, the importance of Members receiving relevant information in a timely manner was emphasised.

- Also mentioned was the need for including reference to Freedom of Information.
- Mr Davis raised the issue of the KCC branding the importance of ensuring that the logo was not amended but used in its correct form.
- Members mentioned the need to ensure that the final document did not contain jargon which was one of the issues raised in the strategy itself.

(3) Members were invited to submit any additional comments to hollie.snelson@kent.gov.uk

(4) It was suggested that the strategy should be considered by the other Policy Overview Committees.

(2) RESOLVED that the draft strategy and the comments made by Members be noted.

83. Kent Health Watch

(Item B5 –Mr M Lemon, Policy Manager, Kent Department of Public Health was present for this item.)

(1) Mr Gibbons presented a report which updated Members on progress towards the implementation of Kent Health Watch following discussions between the Chief Executives of KCC and the two Kent Primary Care Trusts. Mr Lemon reported that he would be meeting with PCT colleagues the following day to finalise the protocols between KCC and health.

(2) Mr Gibbons and Mr Lemon answered questions from Members which included the following:-

- In response to a question, Mr Gibbons stated that Kent Health Watch would add value and would help to ensure that sure some of the issues that had caused problems during the past 12 months were avoided.
- In response to a question from Ms Harrison as how Kent Health Watch would different to the role in signposting of Citizens Advisory Bureaux (CAB) or Patient Advice and Liaison Service (PALs), Mr Gibbons stated that in relation to the CAB people often had to wait for an appointment. Kent Health Watch would use KCC's 25/7 contact centre.
- The Leader stated that he was delighted that both the Primary Care Trusts were now viewing Kent Health Watch as adding value. If it had been running two or three years ago it could have picked up the pattern of complaints about Maidstone Hospital and potentially save lives. He

acknowledged that the information gathered by Kent Health Watch would become more useful and it was built up over a number of years.

- Mrs Dean made the point that the Health Service complaints system was exceptionally complicated for the public to navigate and that it was not true to say that the complaints process did not work it was that no one listened.
- Mrs Dean stated that although Kent Health Watch was independent of the Health Service, when it came to social care it would be difficult for it to demonstrate equal independence. She believed it was necessary to look at the governance of Kent Health Watch. The Leader said Kent Health Watch could in the future be run by an independent organisation but it was important to get it up and running first and then to look for the independent solution.
- Mrs Dean also raised the issue of ensuring that Kent Health Watch was a representative voice and that the complaints which were not in our gift were being solved. It would also be necessary to demonstrate whether Kent Health was effective. The Leader confirmed that Kent Health Watch was not just a means of sign posting but was also a feedback mechanism.
- In response to a question on whether LINKs could deal with complaints, Ms Blanche stated LINKs was not a system for individual complaints, but it was a way to get wider public involvement in services.
- Mr Lemon stated that one of the values of Kent Health Watch would be to help people who would not normally complain, or who may be put off by the complexity of the process and encourage them to get involved in the process in order to give NHS colleagues feedback on services.
- In relation to a question on the £300,000 in the budget for Kent Health Watch, Mr Lemon stated that the Daft Marketing Strategy had come up with options and pricing and that £100,000 allocated in this year's budget had not been spent. It was anticipated by the Steering Group that media and PR strategy budget would be more in the region of £50,000 -£60,000.
- Also mentioned was the importance of the confidentiality of the information given at the Call Centre and the need to effectively evaluate the data. It was questioned whether the Call Centre was the right vehicle to handle such confidential complaints. Mr Gibbens stated that Call Centre staff would be specifically trained to work on Kent Health Watch and would be aware of the sensitive and confidential matters that they would be dealing with.

(2) Mr Gibbens gave an undertaking that he would regularly come back to this Policy Overview Committee, Health Overview and Scrutiny Committee and Cabinet Scrutiny Committee to report on how Kent Health Watch was developing and changing. Mr Gibbens concluded by saying that Kent Health Watch would change and evolve and he was confident it would provide useful information in the short term as well as the long term.

(2) RESOLVED that the recommendation approved by Cabinet on 17 March 2008 and the comments made by Members be noted

85. Local Involvement Networks – an update

(Item B6 – Mrs M Blanche, Senior Policy Manager, Central Policy Unit, was present for this item)

(1) Mr Gibbens and Mrs Blanche presented a report to update Members on the progress made in establishing a Local Involvement Network (LINKs) for Kent. Mrs Blanche explained the LINKs would not be established by 1 April due to the timescale needed for the EU procurement process. It was hoped that by 8 April the tenders would be in, and then there would then be an evaluation and selection process with a report to Cabinet on 16 June with the aim of appointing the host organisation by the end of June.

(2) Questions from Members were answered which included the following:-

- Mrs Blanche in response to a question from Mr Muckle on potential duplication with Kent Health Watch she stated that the monitoring of complaints was only a small part of the remit of LINKs. Also the LINKs would be independent and it would be up to the LINKs to decide how it how it wanted to carry out its role. She stated that LINKs would probably look at complaints at a strategic level.
- In response to questions from Members, Mrs Blanche explained that the contract for LINKs had been written in such a way as to encourage the host organisation to use any mechanisms available to help the LINKs to gather information about the local health service.
- In relation to the role of the Kent Observatory, Mr Gibbens explained that the Observatory dealt with data at a sub ward level and was not involved with the complaints process.
- In response to a question from Mr Smyth on if the LINKs legislation precluded LINKs from receiving and pass on complaints. Mrs Blanche stated that although this was not positively excluded from their remit, it might not be something that fitted in with its duties in relation to the strategic overview of health. LINKs would have a limited budget and it would for them to decide and shape how they operated in Kent.
- Mr Gibbens undertook to give briefings cross party to Members if required on both LINKs and Kent Health Watch.

(3) RESOLVED that the report and the comments made by Members of the Committee progress made be noted.

86. Select Committees - Update
(Item C1)

(1) The Committee received a report which updated them on the Select Committee on Alcohol Misuse, the Select Committee Topic Review programme following the meeting of the Policy Overview Co-ordinating Committee on 14 February and outlined the progress of the Select Committee on Accessing Democracy.

(2) In relation to the Select Committee on Alcohol Misuse, Mrs Dean commended to future Select Committees the way that the Committee had engaged with Young People at the Marlowe Academy and also the round the table discussion of the recommendations with partners prior to them being agreed by the Select Committee.

(3) The Chairman reported that there would be an additional Research Officer recruited to Overview and Scrutiny and at the request of the Leader, there was a proposed review on the Channel Tunnel Rail Link.

(3) RESOLVED that the update be noted.

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By: Paul Carter, Leader
 Alex King, Deputy Leader
 Nick Chard, Cabinet Member for Finance
 Graham Gibbens, Cabinet Member for Health
 Peter Gilroy, Chief Executive

To: Corporate Policy Overview Committee – 28 May 2008

Subject: Financial Monitoring Report: Corporate Services 2007/08
 and Business Unit Operating Plan Outturn Monitoring
 2007/08

Classification: Unrestricted

For Decision

1. Introduction

1.1 This report informs this Committee of the forecast outturn against budget for the Chief Executive’s Department and the Financing Items budget for 2007/08. It also, for the first time, provides a provisional outcome analysis of the annual operating plans of each of the CED Units

2 Third-Quarter update report

2.1 The monitoring reports for the third quarter for the Chief Executive’s Department and the Financing Items budget were presented to the March meeting of this Committee. The latest Exception report was considered by Cabinet on 12 May. The forecast included in that report has changed since the third quarter report. The more significant changes are reported below.

a) Chief Executive’s Department

The forecast variance at year-end is an underspend of £1,369k. This latest forecast compares with a £361k underspend reported to the March meeting of this Committee. The main reasons for the movement of £1,008k are:

Unit	£’000	Reason
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Legal	-252	Additional income
Supporting Independence	-248	Re-phasing of T2010 targets
Corp. Comms.	-156	Lower costs of modernization and restructuring
Policy	-68	Climate change project costs re-phased into 08/09
Finance	-65	Additional income
ISG	-50	Additional income
Property	-40	Additional income
Strategic Development	-30	Re-phasing of the Route Development Fund
Democratic Services	-30	Localism roll-forward not required in 2007/08
Pers & Dev	-25	Re-phasing of workforce development programme
Other	-44	Other minor changes
Total	-1,008	

On the capital programme the forecast has moved from an underspend in the March report of £918k, to a latest forecast underspend of £833k. Although the net movement is small, there are four significant changes within that figure:

- 1) Further underspend of £185k by Commercial Services as a result of a reduction in the purchase of vehicles and software
- 2) Maidstone Gateway +£265k, due to completion of the licence agreement prior to 31 March
- 3) Re-phasing of IT projects, -£205k due to supplier delays
- 4) Accelerated spend on the Modernisation of Assets programme (Property) of £248k

On the capital funding, we have been closely monitoring the delivery of capital receipts, upon which a significant element of our capital programme is dependant, as well as an element of the Property Unit revenue budget. The March report showed a forecast of £20.7m of capital receipts. The actual receipts banked by 31 March was £18.0m.

b) Financing Items

The net underspend has increased to £7.1m compared to the £6.5m reported in March. This is before any necessary year-end adjustments are made. This is due to further underspending on the interest received and debt charges budgets, largely as a result of further re-phasing of the capital programme.

3 Business Plans - Introduction

- 3.1 As part of the increased scrutiny of finance, activity and performance, The Leader has agreed a process with the leaders of the two opposition Groups, that includes reporting of specific areas of performance within the 2007/08 Plans, against targets.
- 3.2 Because the summer POC meetings are now held in May/June as opposed to June/July (due to the need to consider the Annual Plan), it makes it more difficult to report final outturn, with an alternative being to report these to the September round of POCs, or in the future to revert the summer meetings to June/July. A paper on the available options will be presented to the POCC in due course.
- 3.3 It was decided to trial the reporting of business plans to this Committee, and the results are set out in the remainder of this report. It is important to get the right level of detail, as too much data will make it difficult to read and interpret. Members are asked to suggest improvements to the way the information has been provided in this report, which will help inform the structure and format of the reports to the other Policy Overview Committees on this subject, in September.

4 Business Plans – The results

- 4.1 A return has been made by the Head of Service for each of the eight business plans that make up the overall CED business plans. Each of those returns is appended to this report. The quantity differs, but the returns follow the same main headings. Members of this Committee are asked to comment on the level of detail preferred.
- 4.2 The two tables below summarise the headline information

Budgets	Revenue			Capital		
	Original budget	Revised budget	Projected Outturn	Original budget	Revised budget	Projected Outturn
	£'000	£'000	£'000	£'000	£'000	£'000
Finance	4,831	4,970	4,855			
Property	6,565	6,746	6,668	3,423	3,986	3,611
Comm Servs	-4,500	-4,500	-4,500	2,043	547	387
BS&P	17,893	17,607	17,483	2,944	2,360	2,024
Supp. Ind.	0	604	356			
Legal and Dem	3,462	3,764	3,411			
Corp. Comms	1,065	1,436	1,299			
P&D	6,806	6,196	6,024			
Strat, Dev.	1,967	2,385	2,053	1,200	764	802
Total	38,089	39,208	37,649	9,610	7,657	6,824

4.3 The main reasons for the change between original budget and the revised budget are as follows:

a) Revenue:

- Finance – roll-forward monies for increased IT audit coverage, and redundancy funding
- Property – Additional staff costs relating to capital projects and PEF revenue costs
- BS&P – roll-forward of CPA funding from 06/07, transfer of SIP (see below)
- Supp. Ind. – Transfer from Policy & Performance portfolio to the Regeneration and Supporting Independence portfolio – funds for T2010 targets and staff costs
- Legal & Dem – Redundancy funding plus roll-forward for Committee Management System
- Corp. Comms – Redundancy funding plus roll-forward for improving communications
- P&D – Transfer of Kent Graduate Scheme (KGS) to Strat. Dev., roll-forward of Home Computing Initiative overspend from 06/07
- Strat. Dev. – Transfer of KGS

b) Capital: Re-phasing of expenditure reflected in the MTP

Service Unit	Number of KPIs	Number of targets achieved	Number of Projects, developments and key actions	Number achieved
Finance	25	24	24	22
Property	1	1	11	11
Comm Servs	2	1	5	4
BS&P	31	24	70	67
Supp. Ind.	0	0	6	6
Legal and Dem (inc Corp Comms *	21	18	35	30
P&D **	10	8	12	9
Strat, Dev.	2	1	13	12
Total	92	77	176	161

* Includes two targets for which results are not yet known

** These are overarching theme-based targets, of which there are 77 specific targets, of which 72 have been achieved

4.4 Each Head of Service or their representative will be attending this meeting to answer questions relating to their particular service

- 4.5 It is difficult to generalise about what these results tell us, but very clearly the vast majority of the 176 targets were met and a good number of the KPIs targets were met. Where they haven't been met, some could be the result of unrealistic or very challenging stretch targets. Others are due to operational reasons or changing priorities. It is important that targets are realistic in order that efforts can be concentrated on the real variances.
- 4.6 The attached reports for each service show which KPIs have been met, and those that haven't. The reporting for the projects, developments and key actions is by exception; those that haven't been achieved are listed in the Units' report.
- 4.7 This process has helped develop thinking on the format and consistency of the business plans. A review has just started that will look at the whole issue of financial, performance, business plan, budget and value for money reporting.

5 Recommendations

- 5.1 Members of the Corporate POC are asked to:
- a) note the projected outturn figures for the directorate as at the third quarter exception report
 - b) note the actual performance against targets and PIs
 - c) Decide what further information the Committee would like to see as part of the evolving process of improved reporting of delivery against business plans

Background Documents: Annual Unit Business Plans, 2007/08
Corporate POC 27 March 2008, Item B1

Officer Contacts:

Andy Wood, Head of Financial Management. Ext 4622
Sue Garton, Head of Corporate Performance. Ext 1980

Key performance indicators (PI)

Those PIs not met are shown in ***bold italic*** font

Indicator	Actual performance 2006/07	Target 2007/08	Actual 2007/08
Revenue and Capital Budgets prepared to statutory and corporate timetable	100%	100%	100%
Respond to Government Consultation Papers in a timely and appropriate manner	100%	100%	100%
A minimum of £4m of external funding secured for Kent	£4m	£3m	£5.1m
An evaluation of the Kent and Medway Funding Fair	Completed	April '07	April 07
Treasury Strategy Approved	Approved	Approved	Approved
Corporate Revenue / Capital budgets delivered within budget	Within Budget	Within Budget	Within Budget
Return on investment of short term cash balances to exceed benchmark rate (LIBID)	Benchmark Target 4.63% Average Performance 4.98%	Benchmark Exceeded. Average 5.59%	Benchmark Exceeded. Average Performance 6.05%
Budget Book published by 31 March	31 March 2006	31 March 2008	25 March 2008
Regular monitoring reports to Cabinet to specified timetable underpinned by Directorate monthly reports	100%	100%	100%
Final accounts approved by 30 June and published by 30 September.	30 June 2006 1 August 2006	29 June 2007 30 Sept 07	29 June 2007 31 July 07
Monitor performance of individual fund managers and provide quarterly reports to Superannuation Fund Committee on investment performance	100%	100%	100%
Superannuation report and accounts produced and reported to the September Committee meeting with no adverse audit opinion.	30 September 2006	30 September 2007	14 September 2007
<i>Percentage of invoices paid within 30 days (BVPI 8)</i>	<i>94.72%</i>	<i>100%</i>	<i>93.92%</i>
75% of the Council's total debt is less than 2 months old	67%	75%	76%
Retirements benefits paid within 15 / 20 (for 2006/07 and 2007/08) working days of all paperwork received.	96%	95%	99%
Dependant's benefits awarded within 10 / 15 (for 2006/07 and 2007/08) working days of all paperwork received.	96%	95%	97%
Estimates of benefits provided within 25 / 20 (for 2006/07 and 2007/08) working days of request: <ul style="list-style-type: none"> • Redundancy / Efficiency • Ill Health • Voluntary 	91% 94% 90%)) 95%))) 97%)

Indicator local/operational indicators as well as national ones, categorised if appropriate e.g. as LAA, Best Value, CPA, PAF	Actual performance 2006/07	Target 2007/08	Actual 2007/08
Pensions Correspondence – full response within 10 / 15 (for 2006/07 and 2007/08) working days	73%	95%	97%
Percentage of monthly VAT returns produced within 3 days of month end.	100%	100%	100%
Deliver Finance Group budget within cash limit	Within budget	Within budget	Within budget
Internal Audit – client satisfaction	-	n/a	n/a
Average client satisfaction score	-	70%	93%
Internal Audit - % of available time spent on direct audit work	-	80%	80%
Internal Audit - % of draft reported completed within 10 days of fieldwork (was 15 days in 2006/07)	-	90%	97%

Projects/developments/key actions

Of the 24 projects/developments/key actions within the Corporate Finance 2007/08 Annual Operating Plan, 22 were fully delivered by the year end. The two exceptions were:

- a) The update of the Public Sector spend across Kent information was deferred until 2008/09, to allow the impact of CSR07 to be captured. The Public Service Board have recently approved the format and process for gathering this information, and an update of progress will be provided to the Public Service Board in June.
- b) The automation of capital charges linked to a fixed assets module has been postponed pending further development of the module by Oracle, as it currently does not meet local government accounting requirements.

Towards 2010

Finance are contributing toward Target 5; Ensure KCC uses its significant purchasing power to allow fair and open competition. We are 'On Course' to deliver this.

Summarised user feedback, survey feedback and external evaluation

We carried-out the three consultations set-out in the business plan, all of which related to the budget and MTP. In addition, we consulted with the Kent youth Council on the budget

Overall summary of achievements

KCC's Use of Resources score was the highest of any County Council. We received the top score for 4 of the 5 disciplines; Financial reporting, Financial

Management, Financial Standing, and Value for Money. The Use of Resources assessment covers the whole range of financial activity and processes, from setting the Medium Term Plan, to producing the Final Accounts, to accuracy and detail of financial monitoring and reporting. Without delivering on these disciplines, as well as all 24 of our targets, which reflect our core business, we would not be the highest achieving County Council in England.

2007/08 Property Group Operating Plan Outturn Monitoring

Key performance indicators (PI)

Indicator	Actual Performance 2006/07	Target 2007/08	Actual Performance 2007/08
BVPI 156 - The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people*	76.9%	78%	81.2%

* BVPI 156 is to be discontinued but discussions are currently taking place as to how Property Group can continue to monitor building accessibility

Projects/developments/key actions

Of the 11 projects/developments/key actions within Property Group's 2007/08 Business Plan all were fully delivered by the year end.

Towards 2010

Property Group hold joint responsibility, with E & R, for 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." This target is 'on course' for delivery.

Summarised user feedback, survey feedback and external evaluation

Property Group responded to 39 FOI requests throughout 2007/08.

On-going user feedback is collected via SLA meetings, Client Liaison meetings, user groups and project meetings which allow issues to be raised and addressed appropriately.

In 2006 Property Group commissioned Ipsos MORI to conduct a qualitative research study with the aim of establishing the views of Kent head teachers with regards to property services in Kent as well as identifying any current concerns and areas for improvement. The research revealed that 70% of schools sampled are satisfied with the provision of property services delivered by the group. Feedback was extremely positive with regards to the service offered by the Property Service Desk as well as the general advice and support offered. Improvements were reported in relation to the delivery of capital projects and in respect of levels of funding. A follow up survey is planned for 2008/09.

A paper based survey which was available in the reception areas of Sessions House, Invicta House and Brenchley House posed a number of questions

relating to the reception environment and reception staff which revealed that 91% of recipients were impressed with the overall service they received.

Overall summary of achievements

- Property Enterprise Fund property transactions exchanged in line with £9.95m target
- Earmarked property transactions exchanged in line with £40m target. Capital programme slippage has negated opportunity to realise some capital receipts this year.
- Accommodation licences agreed successfully setting the model for future negotiations with District Councils on Gateway rollout
- Joint Venture arrangements with Thanet District Council signed off in December 2007 for Manston/Eurokent
- Stage E signed off with regards to the delivery of Turner Contemporary, planning consents obtained
- With regards to the Office Strategy “Transforming the Office Estate – Objectives & Protocols” was endorsed at COG and Cabinet Members on 5th March and the Implementation Plan was agreed at Property Board on 5th March
- Within the Enterprise Asset Database a new projects module was delivered
- Annual programme of Asbestos was completed with a schedule of completed works in place
- Stage C-D drawing status for The Kent Historical Archive & Library Centre
- Managed the procurement of Kent Building Schools for the Future (BSF) Local Education Partnership 1
- Completed the construction and full handover of the Kent 6 Group Schools PFI project

Director’s summary

Property Group was responsible for delivering 11 projects/developments/key actions throughout 2007/08 all of which were achieved. With regards to BVPI 156 the 78% target set for 2007/2008 was exceeded with 81.2% of buildings deemed compliant. Property Group holds joint responsibility, with E & R, for 2010 target 41 which is “on course” to be delivered.

COMMERCIAL SERVICES

Key performance indicators (PI)

The PI not achieved is shown in ***bold italic*** font

Indicator	Actual performance 2006/7	Target 2007/8	Actual 2007/08
Deliver a financial return to KCC	£3.0m	£4.5m	£4.5m
<i>Manage levels of sick absence to minimize impact on business results</i>	<i>5.01%</i>	<i>3.2%</i>	<i>3.9%</i>

Projects/developments/key actions

Of the 5 projects/developments/key actions within Commercial services 2007/08 Business Plan, 4 were fully delivered by the year end. The exception was the project on IT Infrastructure – VoIP, where new projects took a higher priority. Those new projects included updating the warehouse stock management system, developing software to enable flexible procurement of energy (hedging), and continuing to develop further links with other software packages to enhance automated procurement transactions with non KCC customers.

Towards 2010

T2010	Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition
	CS continues to play a major role in the Central Buying Consortium and has continued to exercise its market moderation role to ensure fair and open competition thus driving down the purchase price of goods to the benefit of KCC, Schools and other public bodies in Kent and beyond. This is a joint target with Corporate Finance and others. Status is 'On Course'

Summarised user feedback, survey feedback and external evaluation

Summarised user feedback, survey feedback & external evaluation		
Complaints Received	2006/2007	2007/2008
	9	17

These relate to complaints received from parents as a result of our re-tendering home to school transport, which whilst saving KCC £700k in a full year on a like-for-like basis, meant some parents did not like change for their offspring. The complaints were therefore that transport arrangements had changed, not about the service per se.

Overall summary of achievements

Commercial Services successfully delivered against performance targets set for 2006/7 providing a financial return of £3.0m to KCC. The increasing competitive challenges continued in 2007/8 affecting many traditional areas of CS core business. Despite this, CS achieved their KPIs and delivered a financial return of £4.5M (after partnership contributions to Shepway).

Business Solutions & Policy Business Plan Monitoring 2007/08

Key Performance Indicators

Those PIs not met are shown in *bold italic* font

Indicator	Actual Performance 2006/07	Target 2007/08	Actual Performance 2007/08
Performance Management			
Statutory and key internal deadlines met	100%	100%	100%
External auditors and other external inspections report positively on performance management arrangements.	100%	100%	100%
Information Services			
<i>Delivery of development activities on time and within budget</i>	<i>90%</i>	<i>95%</i>	<i>93%</i>
Increase component re-use	50%	60%	63%
Development resource allocation finalised within 5 working days of project approval	90%	95%	95%
Number of development activities fully compliant with process/method controls	95%	95%	95%
Annual review of formally approved Quality Management Systems documents	70%	70%	70%
Completion of best practice self assessments	100%	100%	100%
<i>Provision of estimates for all projects within 15 days</i>	<i>85%</i>	<i>85%</i>	<i>75%</i>
Premises covered by Local Loop Unbundling	40%	60%	74%
ICT contracts and services introduced with capability to deliver to multiple agencies through the Kent Connects partnership	50%	80%	90%
Reduction of annual revenue costs of shared service provision compared to original model	20%	20%	20%
Preliminary evaluation of innovative and proposed new technology solutions within 5 working days	85%	95%	95%
Number of staff with remote email access	1250	5000	9961
Number of fully enabled notebook/tablet PC's deployed	750	875	2257
Number of SSL/A2K wireless solutions deployed	700	1280	2022
Percentage of KCC meeting facilities with wireless access	10%	100%	100%
<i>Number of video conferencing installations</i>	<i>0</i>	<i>3</i>	<i>2</i>
<i>Number of Collaboration Sites</i>	<i>5</i>	<i>50</i>	<i>45</i>
Number of service requests subject to market testing	-	4	9
Target quartile for ratio of ICT staff:users	Lower	Lower	Lower

(NCC)			
Target quartile for workstation support costs (SOCITM)	Lower	Lower	Lower
<i>User access devices refreshed</i>	<i>2000</i>	<i>2625</i>	<i>2244</i>
Number of Web casts	24	50	52
Unique visits to kent.gov.uk		150,000	2,334,206
Network Availability	-	99%	99%
Response time for change requests	-	<3 days	<3 days
<i>Calls resolved within 8 hours</i>	<i>60%</i>	<i>60%</i>	<i>57%</i>
Percentage of incidents resolved at first point of contact	25%	30%	55%
<i>Percentage of new accounts created within target period</i>	<i>85%</i>	<i>95%</i>	<i>94%</i>
Achieve 20% call abandon rate	90%	90%	93%

Projects/developments/key actions

Of the 70 targets set, 67 were met, The three exceptions were:

- Develop the communications strategy for the PSB and KA and support KP communication requirements. This was due to priority given to Kent Agreement 2.
- Facilitate progress on Freedoms & Flexibilities. This was due to slippage in Government timetables for KA2 and associated requirements for partners.
- Driving forward KCC's Priorities within the Kent Agreement 2. This was originally set to be complete by March 2008 but slippage in Government timetables led to a revised completion date of June 2008 which will be met by KCC.

Survey Feedback

Information Services took part in several benchmarking surveys during the year all of which provided management information on the relative costs, workload, infrastructure and staffing. Comparisons were made with other local authorities, central government and other sectors. Overall these confirmed our predicted position.

Summary of Achievements

Policy - The year was dominated by the Local Government White Paper which was enacted by the Local Government and Public Involvement in Health Bill late in 2007 As well as the Bill there have been a flurry of related Government policy directions and guidance that have need to be analyzed and interpreted of which perhaps the more important ones are

- Statutory place-shaping guidelines
- The Sub national review of economic development and regeneration
- Sustainable Communities Act
- LAA guidelines.

The White Paper/Act also provided a statutory duty on KCC to prepare a LAA and considerable work has been undertaken in support of this.

Two major work programmes undertaken by corporate policy that have demanded a high level of attention have included

- Climate change
- Local Involvement in Health Network (LINK).

Finally, as host to the consumer monitoring function there have been two Resident panel surveys, together with exploratory work to establish a broader citizen's panel with Medway Council and other partners.

Performance Management - In the past year the external auditors have shown continued confidence in the Authority's performance management arrangements. All external and internal deadlines were met and key publications were well received, including the 'KCC Annual Plan'.

The unit assisted in the preparation for KCC's corporate assessment and inspection which was undertaken in January and February 2008, the results of which are formally awaited but a top score of 4 out of 4 is expected.

The quarterly 'Staying Excellent' reports continued to be well received by the Leader, Deputy Leader and Chief Executive, and the PIs were reviewed and updated as required to ensure their relevance. Exception reporting was introduced to these reports and the action plans refreshed.

PMG published the first annual report for 'Towards 2010' and was heavily involved in establishing a robust set of performance measures and an underpinning data quality process. An update of public facing action plans was initiated.

The unit has assisted in KCC's contribution to the Audit Commission's consultation on the CAA performance framework (post-CPA) and the new national indicator set.

It has also published a data quality policy and is responding to the recommendations made by the external auditors.

A review of the annual business unit operating plan guidelines was undertaken. Quality assurance processes were introduced.

A further review of the Authority's complaints procedures has been undertaken with a report to the Personalisation Board.

Kent Partnerships - The key consultation work planned and completed in 2007-08 and influencing the main activities of the Business Plan were:

Kent Agreement 2 (KA2): driven by the PSB and the KP Support Group (including over 30 partners), the development of KA2 has been a major engagement exercise involving over 50 organisations from all sectors with specific formal consultation (during Aug-Sept); targeted consultation (e.g. VCS); formal programme of negotiation with GOSE; regular newsletters; numerous briefings (e.g. Kent Leaders/CEX) and a formal period for partner endorsement. Kent was also one of the national 'dry-run' areas for testing/modelling the "negotiation" process. Finally the Stakeholders

Conference (Nov) was devoted to detailed work on the KA2 and was attended by over 170 people

V4K/KA2 Information Briefings: championed throughout KCC mainly, over 35 separate briefings were completed to enable staff to better understand the aims, relationship and significance of the V4K/KA2, in preparation for CPA 2008. This “mainstreaming” emphasis is further evidenced in KCC’s Business Planning guidelines for 2008-2009.

Parish Planning Prospectus: this work was facilitated by the Kent Partnership working with Action for Communities in Rural Kent, KCC and DCs which resulted in the launch of a prospectus in October 2007 with the aim of increasing the pace of parish and community planning activity. This prospectus has successfully levered over £0.2m from the private sector.

Kent Partners Compact: again facilitated, a task group of the VCS and public sector partners led the development of the new overarching Compact which included a formal consultation period (Sept-Dec) and a consultation event (attended by 40 partners). The final Kent Partners Compact is expected to be launched in March 2008. The following are other examples (but not all) of the planned actions from the Business Plan that were delivered:

Continue to review Kent Partnership structure and governance arrangements to respond appropriately to LGIPH Act 2007 and LAA 2 guidance – full review completed with new governance arrangements and new Terms of Reference for the KP, PSB and for working groups

Support the expansion, capacity and sustainability of the voluntary and community sector – through KP funding/direct support, a programme of leadership and representation activities were completed. This included improvements in partnership working (through KA and the Kent Partners Compact) and external funding (over £480,000 from the Big Lottery Fund)

Support regeneration initiatives and delivery bodies’ county wide – this included Ashford Futures development; Folkestone’s Creative Foundation, Margate’s Creative Partnerships, the Margate Safer and Stronger Communities Fund board and the Hawkinge Neighbourhood Partnership

Ensure successful hand over of Kent Works to CFE – completed in Oct

Improve KCC’s input and standing in LSPs – initial review completed in June; ongoing support package for KCC representatives on LSPs, COG report (Jan); Cabinet (March)

Public Service Board: identify opportunities for cross public sector innovation – agreement to sponsor Kent View; Information Governance protocols; multi-partner consultation project

Deliver the final year of Kent Agreement 1 – on target to achieve 75% of targets securing £28-30m PRG

Improve KCC approach to community engagement through collaboration with KCC policy leads and the corporate consultation and communications group – completed contributions to community engagement seminar and best practice case studies, working with the Social Innovation Lab Kent (SILK)

Deliver implementation of National CDRP standards – Government Office implementation checklist distributed by the Central Support Team (CST) to District CDRPs and required to be completed by 4th January 2008. CST will provide support according to need, thereby ensuring attainment of National CDRP standards by 1st April 2008.

Deliver County Community Safety Agreement (CSA) – the District Strategic Assessments (SAs) are currently being aggregated to inform the completion of the County Community Safety Agreement (CSA) by the CST. The CSA is scheduled for completion January/February 2008.

Improve provision of strategic information and analytical products to District CDRPs, partner agencies, Safer and Stronger Communities Group (SSCG) and Safer Kent Delivery Group (SKDG) – a significant number of information and analytical products using partner data sets have been distributed and presented at both District and County level. Further development and refinement of the products is ongoing consistent with need requirements of the various customers.

Improve the provision of depersonalised information on the Crime View partnership data hub in line with statutory requirements contained within the Crime and Disorder (Prescribed Information) Regulations 2007 – statutory requirements are close to being met, further work will be required to ensure the provision of Anti-Social Behaviour (ASB) data sets that are currently held at District level.

Enhance the provision of extended data sets on the Crime View partnership data hub – the Central Support Team (CST) have added additional data sets to the hub and are continuing to research availability of other extended sets recommended within the Home Office document, 'Delivering Safer Communities: A guide to effective partnership working'.

Information Services - Changes in technology were monitored and assessed on an on going basis for potential benefit and use in support of council services. Remote access solutions were identified and made available for implementation. A framework to evidence value for money was introduced alongside the technologies to ensure benefits realisation.

Technology was implemented to underpin the major service innovations introduced during the past financial year, including Kent TV, the expansion of the Gateway programme and the system to support Integrated Children's Services. The remaining three Kent telephone exchanges were upgraded to broadband and a programme initiated to deal with remote areas, unable to receive a broadband service as a consequence of their distance from the local exchange.

A Kent wide feasibility study on public contact was conducted in partnership with other public services. A joint procurement was initiated with other public agencies across Kent for provision of a consolidated data network.

European Affairs - 2007/08 was at a crossroads in terms of major EU funding programmes as the new framework (2007/13) began and the old regime fell away. Two key areas of success was the inclusion of Kent not only in the Interreg IVA North Programme but also the North Sea Interreg IVA area.

The Brussels based part of the team moved in to new offices early in 2007 which is now fully functional.

The team continued to support KCC as well as other Kent organisations including all three Universities, several District Councils and Dover Harbour Board.

Kent hosted the 2007 EBN Annual Congress which saw visitors from all across Europe meet in Canterbury to facilitate innovation exchange and networking for SMEs.

The team also supported the high profile campaign to seek to retain Eurostar services at Ashford including brokering European partners to support the campaign including the European Commission

Supporting Independence Programme, CED 2007/08 Business Unit Operating Plan Outturn Monitoring

Key Performance Indicators

N/A

Projects/Developments/Key Actions

- a. The Supporting Independence Programme had six projects/developments/key actions in the business plan.
- b. All six of these projects were fully delivered in 2007/08. However, there were some elements as per planned deliverables/outcomes as referenced in the business plan which, whilst having no negative impact on the delivery of the projects they related to, were not wholly completed:
 - SIP has not been fully successful in the delivery of working alongside health colleagues to ensure that SIP is integral to the rollout of health services. Whilst we have worked with colleagues from various parts of the health service in Kent, it has been less of a focus in 2007/08 and more could be done to make SIP integral to their work. This is partly due to other priorities within the SIP team, but also due to PCT reorganisation, conflicting priorities and lack of full engagement due to these reasons. This has been carried over into the 2008/09 Business Plan and will form part of the strategic work we are doing to bring about a reduction in the number of benefit claimants.
 - SIP, in conjunction with partners, has been successful in rolling out the Kent Success Apprenticeship Programme within Kent County Council but has not, to date, engaged with other public services in Kent. This however is key to work SIP will undertake in 2008/09 and will form part of the strategic work we are doing to ensure that young people in Kent have access to high quality Apprenticeship opportunities. SIP will also continue to ensure that the needs of the most vulnerable young people are addressed within the skills agenda.
 - SIP has engaged with colleagues in Consortia and Clusters and will continue to ensure that the SIP priorities are reflected in the plans developed by the local Children's Services Partnerships.

Towards 2010

T2010 Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits. This target is 'ON COURSE'.

Summarised user feedback, survey feedback and external evaluation

N/A

Overall summary of achievements

Preventative Focus

The establishment of the 14-24 Innovation Unit in September 2007 has created a focused, strategic approach in ensuring that we deliver a wide range of initiatives to support young people into positive preparation for employment. Focused task groups are working to review and evaluate the range of current provision for 14-24 year olds and priorities for areas of development and improvement are being established with all key partners.

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

The Kent Apprenticeship scheme within Kent County Council – Kent Success – has exceeded all expectations in regards to radical change and improvements in workforce development procedures and protocols. Major initiatives and achievements include:

- A comprehensive support package for Apprentices within KCC, including peer group meetings, mentoring, personal development and skills training, and the assurance of individual support when looking for a permanent job;
- The development of a KCC Apprenticeship contract and model of best practice to share with other employers in Kent to help them establish Apprenticeship Programmes within their organisations;
- A refreshing and vibrant approach to the recruitment of young people into our organisation which is starting to impact on KCC's working age profile;
- A great deal of interest and feedback from a large number of local authorities and government departments in our approach to the apprenticeship scheme and a high number of other authorities now using the Kent model as a springboard to develop their own schemes.

The Kent Community Programme has also proved a real success in the last year, particularly in the very positive engagement of some of the most disengaged and marginalised young people across the county. Participation and achievement rates in excess of 75% for young offenders, young people in the care system and previously excluded pupils has been a real strength and has dramatically changed many young peoples lives and aspirations for the future.

Responsive focus

SIP has been working on a number of initiatives to try and combat the issue of worklessness in some of our most disadvantaged communities. We have worked with our partners to deliver a range of services for people who are furthest away from the labour market and supported them to help themselves back into full-time employment. Over 200 people with complex needs have been helped in this way over the last two years, either into work or supported to take significant steps back towards meaningful, progressive employment.

We have worked with partners to push for lasting change in the way that services are delivered to those most in need of support at a local level, arguing the case for a more devolved system of welfare-to-work services. This has led to audiences with senior government ministers and has put Kent at the front of the agenda for change in welfare reform. It also means that the needs of benefit claimants remain a priority for action with our local partners. We have also managed to bridge the gap between preventative work with young people and responsive work with adults – ensuring that there are positive routes into work or training and preventing them from moving onto welfare benefits, and helping to break down the cycle of dependency.

Specific achievements include:

- Positive engagement with DWP, Local Government Association and national think tanks to explore national policy on welfare reform and the opportunity for Kent to raise impact on individuals suggest freedoms and flexibilities that Kent require for radical local request would welcome to really drive the change and improvements on improvements to local challenges;
- Ongoing delivery and involvement with Kent Agreement 1 target 15 and LPSA 2 target with long term Incapacity Benefit Claimants;
- SIP highlighted as a national model of excellent practice and strategy in the recent New Local Government Network publication “The Local Journey to Work: Localism, welfare and worklessness”, which highlights the wide range of welfare reform innovation and strategy managed by SIP across Kent;
- High level discussions and engagement with government departments to tackle the challenges and barriers encountered with the delivery of effective welfare reform initiatives. These include: LGA work on devolution of welfare reform to Local Authorities, data sharing with central government departments, and local freedoms and flexibilities.

Legal and Democratic Services

Key performance indicators (PI)

The PIs not met are shown in ***bold italic*** font

Legal & Democratic Services Indicator	Actual 2006/07	Target 2007/08	Actual Performance 2007/08
External income/percentage of total income budget	£866k/16%	£648k/17%	£1,135k/28%
Ratio of productive time to overhead time (Legal)	72:28	72:28	72:28
Achieve successful outcome for litigation claims (Legal)	97%	98%	98%
Dispatch committee papers at least 5 working days before meeting (Democratic Services)	96.2%	95%	95%
<i>Acknowledge corporate complaints within 5 working days (Democratic Services)</i>	<i>91%</i>	<i>95%</i>	<i>89.3%</i>
<i>Fully respond to corporate complaints within 28 days (Democratic Services)</i>	<i>75%</i>	<i>85%</i>	<i>59.2%</i>
Client/customer satisfaction (Legal)		N/A	93%

Quality Assurance	Performance 2006/07	Target 2007/08	Actual Performance 2007/08
Adherence to BS EN ISO 9001 quality standard (Legal Services)	Maintained	Maintain	Maintained
Adherence to Investors in People quality standard	Maintained	Maintain	Maintained
Adherence to Law Society (Lexcel) quality standard (Legal Services)	Maintained	Maintain	Maintained
Attain accreditation to the Charter Mark standard	Maintained	Maintain	Maintained

Local Boards Indicator	Actual Performance 2006/07	Targets 2007/08	Actual Performance 2007/08
Hold a minimum of 4 Local Board Meetings and /or Joint Local Boards during the year	48* *subject to "Going Local" Strategy	4 per LB and JLB & 4 per NF; or as directed by chairs, public etc	On target
Advertise Local Boards and dispatch papers to reach Members and Public at least 7 days before the LB meeting			Achieved
Assist Members to achieve 100% Expenditure on MCG £840,000 and to maximise match-funding	£840k tba	£840k	£822,198
Manage applications for Small Community Capital Grant to achieve 100% commitment by 31 January	£500k	£500k	£500k
Manage applications and approval process for Local Schemes Grant	£400k achieved	£400k	£399,929
Ensure public questions raised at LBs are referred to the relevant Cabinet Member or service unit for a reply within 7 working days.	100%		
Involvement of CLMs and Members in LSPs Outcomes relating to KCC and LBs	Developing further with restructured LSPs	Ongoing with positive outcomes	Ongoing
Involvement of CLMs and Members in other partnership and extra-KCC activities	Developing within needs of Kent Commitment and other partnership arrangements		Ongoing

Corporate Comms	Actual 2006/07	Target 2007/08	Actual 2007/08
Satisfaction with services – independent poll	46%	60%	Unknown
Media Monitoring positive/negative split	57.3%	65%	73%
Positive national media articles	80	100	Unknown

3. Project/developments/key actions

35 Targets were set, of which 30 were achieved / are on-going. Four of the targets not met related to the Inter-Authority Partnership; the Partnership was dissolved in September 2007. The fifth target not met was the target on % of positive coverage as that is not broken down into national and local, but monitored as a whole. The achievement in 2007/8 was 73.7%

4. Towards 2010

Not applicable as Legal & Democratic Services supports other Units with Towards 2010 targets.

5. Summarised user feedback, survey feedback and external evaluation

See table above.

No formal complaints received.

6. Overall summary of achievements

Overall, this has been a very good year for the Legal Team. We have brought in a lot more income than budget, such that Legal and Democratic Services has produced a surplus of £353k. In particular, our external income figures have been encouraging, with a record £1,135,000 being generated, representing 28% of the total income budget (compared with £866,000 last year - an increase of 31%). In addition, there was a late drive to sell more land and raise more capital receipts.

Throughout this period we have continued with the usual tasks of supporting the Council in its functions – dealing with care proceedings, completing the Social Housing PFI, progressing the Building Schools for the Future scheme, etc. We have also supported CFE in preparing for a major structural change in the way in which care proceedings are presented to the courts.

There has also been a major restructuring of Democratic Services.

- Successful merger of the Democratic Services and Local Leadership teams with the new Unit Head taking up his post on 1st April 2008.
- Continuing recognition for the high quality of our Select Committee reports with the most recent one on alcohol misuse receiving excellent recognition from a range of key stakeholders.
- Successful first year pilot of the neighbourhood forum model in the Dover area, which is now being considered for other areas of Kent as part of the Council's approach to localism.
- Purchase and implementation of a computerised committee management system called modern.gov, which will improve the accessibility of committee agendas, reports and minutes, helping members of the public and partners to be more engaged in the democratic process.

- Extension of webcasting of major Council and Committee meetings, available via the Council's website, helping to extend the accessibility of the democratic process.

Legal & Democratic Services retained its Charter Mark accreditation for a third year.

Personnel & Development

Key Performance Indicators (PI)

Thos PIs not met are shown in ***bold italic*** font

Indicator <i>local/operational indicators as well as national ones, categorised if appropriate e.g. as LAA, Best Value, CPA, PAF</i>	Actual performance 2006/2007	Target 2007/8	Actual performance 2007/08
BVPIS			
2a Equality Standard	2	2	3
2b Racial Equality	84.2%	84.2%	84.2%
11a Top 5% women	46.5%	47.0%	50.29%
11b Top 5% BME	2.2%	2.2%	2.52%
11c Top 5% disabled	1.8%	2.2%	2.57%
12 Days sickness	8	7.6	8.2
14 Early retirement	0.11%	<0.20%	0.17%
15 Ill health retirement	0.11%	<0.3%	0.09%
16a/16b Disability	1.8%	2.0%	1.84%
17a/17b BME	2.5%	2.6%	2.72%
% of online applications received	62%		70.42
% of schools buying personnel packages	97%	n/a	97%
Successful redeployment of KCC staff	66%	N/A	61%

Projects/developments/key actions

There were 12 main targets (77 sub targets) of which 9 (72) were achieved. The exceptions were:

- 1) Review allowances and enhancements – identify areas of risk and propose areas for rationalisation as part of Equal Pay agenda

Reason: Part of wider Equal Pay review. Adjustments made to project plan – now due for delivery November 2008.

- 2) Assimilate Adult Education staff on to Kent Scheme conditions of Service whilst reviewing staffing in line with reduced government funding

Reason: Adult Education priorities changed. Rolled forward to 2008-9.

- 3) Drive and lead a programme of cultural development to embed core values and enhanced performance

Reason: Changed priorities – moved forward to 2008/9.

- 4) Schools Personnel – re-organisation of Sheppey from 3 to 2 tier plus Academy

Reason: This is underway but the completion has been rolled forward to 2008/9 due to CFHE time scales

5) (Schools Personnel Service) Implementation of a primary strategy including the additional bespoke service to staff at risk of redundancy

Reason: This is underway but the completion has been rolled forward to 2008/9 due to CFHE time scales

Towards 2010

Although P&D does not lead on any of the 2010 targets, the function has a critical role in supporting others in the delivery of a significant number.

Summarised user feedback, survey feedback and external evaluation

User Feedback

An on-line survey of KCC managers was conducted to establish their views of the service provided by the P&D function. Results were positive indicating a high level of professional knowledge in the function and that the function is valued. A significant % of respondents rated the people in the function as helpful, reliable, trustworthy and easy to contact. Outcomes will be used to support business planning to ensure that support is directed to areas where is most needed and valued.

External validation

External comparison is made to other authorities through participation in benchmarking. Results of the IPF Benchmark Data Analysis, independently validated by CIPFA July 2007, show Kent provides excellent value for money. When measured against 4 other comparable councils, we demonstrated the second lowest cost per HR FTE and had the lowest HR FTE per 1000 employees. This trend continues with the lowest Health and Safety cost per employee and second lowest cost for training delivery.

The CIPFA Human Resources Group Good Practice Questionnaire ranks Kent against an average of 74 comparative organisations. Kent is at or above average in 10 of the 12 measures and overall scores 76% against an average of 67%.

As a business unit, Schools' Personnel Service monitor complaints received. In 2007/8 only 4 complaints were received (1 less than the previous year) and now resolved to a satisfactory conclusion

Overall summary of achievements

Personnel and Development has delivered a wide ranging programme of projects and developments during 2007-8. Each target was set against one of 12 main cross-cutting theme-based objectives, with only 5 of the 77 targets not being met in full.

Work with directorates in establishing sound structures which met future business goals and service developments

- KEY Training, Youth Service and Adult Education personnel and recruitment functions brought in to Employee Services Centre
- Structure and senior management roles in Corporate Communications unit modernised and redefined to enhance KCC's image in the press and other communications
- Supported the reduction of staff in Libraries and Archives
- Supported Kent Highways Service transformation project
- Second phase of Equal Pay Review delivered
- Market Premium Policy developed and introduced
- Commercial Services business units reviewed and reshaped for future delivery
- CRB processes reviewed and county wide policy and new streamlined processes introduced to ensure risks are minimised. Retrospective checks carried out for all non-schools staff.

OD interventions to improve business performance through the realisation of potential of the workforce and delivery of equality and learning and development strategies to create a culture of service effectiveness, customer care and continuous improvement

- Introduced the "Power to Lead" leadership programme in partnership Kent Police to support the Kent Leadership Programme
- Introduced a mandatory management induction programme with the endorsement of the Workforce Strategy Board
- Retained IIP accreditation and introduced IIP Profile to raise the standard even higher
- Introduced new assessment and personality profiling tools across KCC, including Assessment Centres, embedding these in the recruitment process.
- Launched a new Masters in Public Administration qualification
- 7285 delegates attended courses through KCC Learning and Development including management qualifications and staff development programmes
- Enhanced partnership working with other organisations including working with Kent Fire and Rescue to develop coaching and mentoring and engaged in reciprocal mentoring with London Borough of Bromley.
- Designed and developed KCC's approach to Talent Management including models to identify KCC's future leaders and covering all employees. Successfully delivered development centres to a cohort of approximately 50 senior managers. Piloted talent management with directorates.
- Development and promotion of a Member development programme to enhance Member performance
- Developed strategy to recruit and retain young people. Developed site on Kent.gov.uk targeted at young people and successfully promoted Kent Success Apprenticeships with package of support to gain permanent employment.
- Growth of KCC coaching programme with more people trained as coaches and mentors

- Delivered pilot of Health and Safety e-learning to complement traditional training methods

Design and deliver Work and Wellbeing activity that improves staff performance and work attendance through encouraging the physical, mental and social health & wellbeing of the workforce

- Contract awarded for 3 year Health Check programme for all (non-schools) staff
- Delivered presentation at a national conference on work and wellbeing fit4health

Provide high quality customer service continuing to improve through consultation and by investing in key business processes and people. Provide professional advice that enables schools to achieve their outcomes through effective people management.

- Increased business in Schools Personnel Service from higher level of services purchased by existing customers and Kent maintained schools returned as customers after buying from other providers
- Implemented revised Performance Management regulations for teachers in partnership with CFE including delivery of training sessions
- Developed and delivered safe recruitment training for schools in line with NCSL requirements
- Completed implementation for retrospective CRB disclosures for existing school staff.
- Developed package of training and development activities for Head teachers and senior managers in schools to improve people management skills.
- Implemented Reward Strategy in schools including the a secure website for Total Contribution Pay

Improved service delivery through the enhanced use of technology and maintain and drive forward improvements in Oracle HRMS and associated systems to support operational services and develop effective interfaces for managers and staff, including self service and improved management information.

- Developments made in Oracle HR to support the introduction of the Staff Care national Minimum data set, to support tiered LGPS contribution rates from 1 April 2008 and support and development provided on changes to pensions regulations and an improved method of producing contracts in Oracle HR implemented.
- Oracle Self-service developed and extended to more than 500 managers and staff. A successful pilot for the management of TCP assessments took place for the 2007/8 pay cycle.
- Maximised development opportunities including Ways 2 Success on KNet in an interactive format and on-line diversity training tool.
- Recruitment Management System with on-line application forms went live
- Equality Dashboard developed

- Kent Rewards delivered bringing together a huge range of voluntary benefits on one platform

Design and deliver responses to national and Kent specific Equality and Diversity agenda to increase accessibility of services and employment opportunities to all by reducing barriers and avoiding discriminatory practice

- Ranked 35 of top 100 employers in Stonewall Equality Index, recredited as Two Ticks positive about disabled people employer (5th year) and short listed for Employers forum on Age Award.
- A combined Equality Strategy has been produced and a new diversity staff group, Greenhouse, has been recognised
- Achieved Level 3 of the ESLG
- Delivery of a successful Day in the Life Event, DVD and Conference to support the recruitment and retention of disabled staff

Ensure KCC as an employer stays ahead of legislative change. Modernise and improve policies, procedures and terms and conditions of employment to provide a more easily understood and available employment framework that maximises contribution to KCC, and provides benefits to its employees

- Implemented and published outcomes from Equality Impact Assessments for corporate ER policies
- Developed dedicated staff help line “FirstCall” to underpin the dignity and Respect at Work policy
- Introduced 1 year “carer leave” pilot to support staff in balancing home and work responsibilities
- Produced and published a modernised Officers Code of Conduct now known as “The Kent Code”
- Led the development of the 2008 Kent HR conference as part of developing partnership links within and outside the public sector
- Introduced a joint review of harassment and grievance cases with recognised Trades Unions to enhance mutual understanding and review consistency

Develop a streamlined, effective Employee Services Unit

- Completed full integration payroll and shared service teams resulting in multi-skilled teams
- Recruitment Advertising contract awarded
- Payroll proposals for TWBC and schools were made

Develop a strategy for the management of health and safety across KCC

- The development of partnership working with the HSE leading to an enhanced understanding of KCC business and more balanced responses

Strategic Development Unit

Key performance indicators (PI)

The PI not met is shown in ***bold italic*** font

Indicator	Actual 2006/07	Target 2007/08	Actual 2007/08
Direct spend into Kent via the Kent Film Office	£2.5m	£3m	£3m+
<i>Number of Gateways open</i>	<i>1</i>	<i>4</i>	<i>3</i>

Projects/developments/key actions

There were 13 key actions set, 12 of which have been delivered. The exception was the delivery of the International leadership Conference, which was postponed. These contributed to an underspend on the budget

Towards 2010

Each of the four T2010 targets, numbers 8, 21, 24 and 29 are all 'On Course'

Summarised user feedback, survey feedback and external evaluation

Gateways came in the top ten in 2008 for the IdEA award for innovation. They have also been showcased at both the 2007 and 2008 front office shared services event hosted by IdEA.

Cabinet Office and DCLG user feedback from gateways continues to be positive and all information is being used to refine existing and future Gateway models.

Partnership relationships are excellent.

The feedback from the Creative Industries on the value of the Kent Film Office is also very positive and we have formed strong partnerships as a result.

Internal feedback from the Kent Graduate Programme demonstrates the changes made have been successful, as has feedback from the graduate themselves.

There is further work to do on Kent TV as it is still early days, but visitors to the site have been impressed with the content and design and the national government have expressed strong interest.

Overall summary of achievements

Overall, the team are very pleased with the achievements they have made and are looking forward to next year and beyond

By: Head of Audit & Risk
To: Corporate Policy and Overview Committee – 28 May 2008
Subject: **CED RISK REGISTER**
Classification: Unrestricted

Summary To present the refreshed directorate risk register for CED.

FOR INFORMATION

INTRODUCTION

1. This report contains the refreshed directorate risk register as of December 2007.

CED RISK REGISTER

2. The directorate risk register has been refreshed and agreed by the respective management teams. This is an annual exercise timed to coincide with the preparation of business plan.
3. The risks contained within the register are drawn from key risks identified within service unit business plans and set out in Appendix 1.
4. This register is presented to the Committee to inform Members understanding about the keys risks facing the directorate associated with objectives identified within business plans.

SUMMARY

5. Members are asked to NOTE and COMMENT on the refreshed risk register.

Darryl Mattingly
Corporate Risk & Insurance Manager
Ext 4632

CHIEF EXECUTIVE'S DEPARTMENT RISK REGISTER

DATE: DECEMBER 2007

This register summarises the notable risks within the Chief Executive's Department.
Risks are recorded as HIGH, MEDIUM or LOW
The matrix used to assess the level of likelihood and impact is provided for information.

Risk Ranking Matrix

Likelihood	Very likely	5	5 Low	10 Medium	15 Medium	20 High	25 High
	Likely	4	4 Low	8 Medium	12 Medium	16 High	20 High
	Possible	3	3 Low	6 Low	9 Medium	12 Medium	15 Medium
	Unlikely	2	2 Low	4 Low	6 Low	8 Medium	10 Medium
	Very Unlikely	1	1 Low	2 Low	3 Low	4 Low	5 Low
	RISK RATING MATRIX		1	2	3	4	5
		Minor	Moderate	Significant	Serious	Major	
		Impact					

Ref	Source	Event	Planned Outcome	Acc'table manager	Existing controls & accountable officers	New tasks / action plans & accountable officers	Date	Inherent rating	Current rating
CED 1 Page 44	Political	Ensure KCC retains a level four in the Corporate Assessment	Manage	Head of Corporate Performance	<input type="checkbox"/> A cross directorate team led by Chief Executive to evaluate KCC's performance against the corporate assessment framework (KLOE) and ensure full identification of a wide range of evidence <input type="checkbox"/> Complete excellent self-assessment <input type="checkbox"/> Implementation of communication strategy led by Corporate Communications <input type="checkbox"/> Keep Cabinet & COG informed of progress <input type="checkbox"/> Monitoring report 'Staying Excellent' produced for COG/Cabinet members on a regular basis <input type="checkbox"/> Further resources (with more being identified) <input type="checkbox"/> IDA peer review complete	<input type="checkbox"/> Team briefings as part of communication strategy <input type="checkbox"/> Proactively keep in touch with national policy <input type="checkbox"/> Cross directorate policy officer meetings	Ongoing	I = 5 L = 2 R = 10 MED	I = 5 L = 1 R = 5 LOW

CED 2	Professional	Achievement of full partnership 'buy-in' to and consensus for KA2 by end March 2008.	Manage	Kent Partnership Director	<input type="checkbox"/> KA2 aligned to V4K Strategy. <input type="checkbox"/> Clear programme with consultation, negotiation and decision deadlines. <input type="checkbox"/> Robust programme/project management		Ongoing	I = 5 L = 5 R = 25 HIGH	I = 5 L = 2 R = 10 MED
CED 3	People	KCC needs to maintain Health & Safety of employees, service users and contractors. Prevent and avert major accidents / breaches of legislation to ensure a continued ability to deliver services and trade	<input type="checkbox"/> Assess likelihood & manage <input type="checkbox"/> Compliance with legislation <input type="checkbox"/> Effective H&S practice and a managed safe working environment	Director of Personnel & Devel'ment for Corporate Policy / strategy & statutory obligation Director of Property for property / assets Commercial Services Director	<input type="checkbox"/> Corporate Policy <input type="checkbox"/> Corporate H&S action plan <input type="checkbox"/> Monitoring <input type="checkbox"/> Training & Development <input type="checkbox"/> Corporate H&S Board + KCC Jt H&S Committees <input type="checkbox"/> Dedicated H&S staff corporately + within directorates <input type="checkbox"/> Directorate H&S groups <input type="checkbox"/> Risk Assessments <input type="checkbox"/> Public notices <input type="checkbox"/> Construction Design & Management Regulations <input type="checkbox"/> Asbestos policy	<input type="checkbox"/> Legionella policy submitted for approval <input type="checkbox"/> Legionella register to be fully populated <input type="checkbox"/> Asbestos central register to be developed	Ongoing	I = 4 L = 3 R = 12 MED	I = 3 L = 2 R = 6 LOW
CED 4	People	Reduce levels of sickness absence	Manage	Director of Personnel & Devel'ment	<input type="checkbox"/> Attendance Management policy, procedures and training <input type="checkbox"/> Review and revise corporate sick pay policy <input type="checkbox"/> Staff care <input type="checkbox"/> Staff care package <input type="checkbox"/> Absence recording <input type="checkbox"/> Return to work interviews	<input type="checkbox"/> Positive Attendance Guidance <input type="checkbox"/> New programme of health promotion and wellbeing activity <input type="checkbox"/> Working group developing new attendance strategies <input type="checkbox"/> Including absence information for managers at service unit and directorate level on HR Business Intelligence data <input type="checkbox"/> New 3 year health check programme for non-schools based staff	Ongoing	I = 4 L = 4 R = 16 HIGH	I = 3 L = 3 R = 9 MED

CED 5	Property	<p>Ensure the Property portfolio is fit for purpose and provides adequate platform for KCC service delivery</p> <p>Budget on maintenance must be consistent with need in order to prevent building failure.</p>	<input type="checkbox"/> Periodic condition survey of assets to access & quantify backlog <input type="checkbox"/> Monitor spend against baseline & target for reducing backlog	Director of Property (with directorate Resource Managers)	<input type="checkbox"/> Corporate Asset Management Plan in place <input type="checkbox"/> Education (LEA) Asset Management Plan in place <input type="checkbox"/> Performance Indicators in place <input type="checkbox"/> 3 year financial plan in place <input type="checkbox"/> Medium Term Service Planning including linking with client service plans and partnership approach with customers <input type="checkbox"/> Ongoing assessment of key areas: - Suitability - Sufficiency - Condition	<input type="checkbox"/> Continue to develop Corporate and Service Asset Management Plans with client directorates <input type="checkbox"/> Support the Asset Management process throughout the Authority <input type="checkbox"/> Monitor backlog figures	Ongoing	I = 4 L = 4 R = 16 HIGH	I = 3 L = 3 R = 9 MED
CED 6	Financial - Major strategic projects	<p>Delivery of major projects with appropriate management of financial and borrowing risks</p> <ul style="list-style-type: none"> - Manston - Eastern Quarry - London Array - Ashford development 	Project objectives achieved within budget	Director of Finance	<input type="checkbox"/> Existing project plans <input type="checkbox"/> Governance of projects <input type="checkbox"/> Financial planning of projects	<input type="checkbox"/> Proactive financial input to projects <input type="checkbox"/> Evaluation of risks	Ongoing	I = 4 L = 3 R = 12 MED	I = 3 L = 3 R = 9 MED
CED 7	Financial - Government funding and constraints on local taxation	<p>Government Grant needs to increase in line with inflation, demographic, legislative changes etc</p> <p>Capping criteria is too strict</p>	Manage	Director of Finance	<input type="checkbox"/> Lobbying of Central Government <input type="checkbox"/> Robust MTP <input type="checkbox"/> Peer review of pressures and savings	<input type="checkbox"/> Continued lobbying of Government <input type="checkbox"/> Policy led budgeting approach	Feb 2008	I = 4 L = 4 R = 16 HIGH	I = 2 L = 3 R = 6 LOW

CED
8

People

Ensure greater filling of senior and key posts, including front line staff

Secure succession planning and reduce reliance on a limited group of officers

Improve ability to recruit and retain high calibre staff leading to a positive impact on service delivery

- Manage
- Clear Succession Planning
- Improved management and organizational resilience

Director of Personnel & Development

Commercial Services Director

- Management Development programmes
- Contract with external recruitment agency
- Recruitment practices/policies
- Induction pack and training
- Workforce Development plan
- Talent management programme
- Benefits package
- Total Contribution Pay
- Strategy for Staff
- Reward Strategy
- Links with best practice organizations
- Work & Wellbeing programme
- Recruitment & Selection training
- Second phase of Equal Pay Audit
- Appraisal
- Staff care package
- Link with interim management agencies (Kent Success)
- Ready for Practice Scheme
- Teacher Recruitment team in CF&E
- Exit interview records
- Range of staff groups (including UNITE, Stonewall etc)
- Extended new Kent Graduate Programme

- Recruitment hotspots identified & strategies developed to address
- Strategy for staff development
- Reward strategy
- Development recruitment management system & strategy
- Strategic workforce plan
- Exit interviews analysis and action

Ongoing

I = 4
L = 4
R = 16

HIGH

I = 3
L = 3
R = 9

MED

<p>CED 9</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 48</p>	<p>Technologica l</p>	<p>Provision of core technology to ensure delivery of KCC services in response to:</p> <ul style="list-style-type: none"> -Growth in service demand – technology funding exceeds availability -Increased availability of service required i.e. 24 x 7 -Increased reliance on technology for service delivery -Increased provision of services to the public – increased security requirements -Insufficient funding for disaster recovery 	<p>Manage</p>	<p>Heads of ICT Commiss'ing and Operations</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Medium term plan for technology agreed by COG and Cabinet. <input type="checkbox"/> Improved planning of technology projects. <input type="checkbox"/> Implementation programmes use consistent Prince 2 project management methodology. <input type="checkbox"/> Contingency planning – in consultation with the business. <input type="checkbox"/> Security Officer who deals with security of information. <input type="checkbox"/> Disaster Recovery considered on a system by system basis. <input type="checkbox"/> Account Managers provide an interface/liaison with their respective directorates. <input type="checkbox"/> Change management process includes risk assessment and handover requirements. 	<ul style="list-style-type: none"> <input type="checkbox"/> Monitor implementation of agreed medium term plan for technology. <input type="checkbox"/> Consistency of IT platform across KCC (Technology Refresh Programme). <input type="checkbox"/> Maintain key business needs as identified by all business units. <input type="checkbox"/> Provision of professional advice to facilitate the assessment of risk. 	<p>Ongoing</p>	<p>I= 4 L= 3 R= 12</p> <p>MED</p>	<p>I= 4 L= 2 R= 8</p> <p>MED</p>
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By: Director of Finance
To: Corporate Policy Overview Committee – 28 May 2008
Subject: **PROCUREMENT FRAMEWORK**
Classification: Unrestricted

Summary: To update members on progress on our procurement framework.

FOR INFORMATION

INTRODUCTION

1. The County Council spends £860m per annum on goods and services and procurement is a key process within the Council. This report summarizes progress which has been made and highlights key development issues for 2008-09.
2. Procurement is widely perceived as being a bureaucratic, heavily regulated area. The simple answer is, that it is, partly, and to a lesser degree, because of rules made by the County Council, but primarily because of European Union Directives which have been enacted in UK law. Additionally the Treaty of Rome requires that competition be part of the overall procurement approach to securing works, goods and services. So we need processes to demonstrate that procurement is “open” and with very large amounts of money being spent to prevent corruption.

PROGRESS TO DATE

3. Spending Limits

- (1) KCC increased its spending limits in July 2006 to:

£8,000 - £49,999 – at least 3 written quotations must be sought.

£50,000 and above – there must be a competitive process.

These limits are at KCC’s discretion.

- (2) EU procurement legislation applies for expenditure of £139,873 on goods and services and £3.5m for works. The ability to avoid competition is severely limited where EU Procurement Directives apply.

Sanctions for non-compliance include the procurement being deemed illegal and having to be re-tendered.

- (3) Case law is now putting more emphasis on the broader Treaty of Rome obligations to compete. So, for example, we are working with directorates on areas such as Grants to Voluntary Organisations where the legal and procurement view is that these are services being provided to a specification and therefore they should be tendered.

4. **Governance**

- (1) After a detailed process involving Governance & Audit Committee which is responsible for the governance arrangements for procurement, the County Council agreed the Spending the Council's Money document in September 2007. This web based document is a comprehensive regulatory guidance to procurement within KCC for use by all KCC managers and it has been very well received.
- (2) So far the training on the document has focussed on management teams and procurement staff. A secondee from KASS will be running a more widespread programme commencing shortly to get the message over more widely to service managers involved in procurement.
- (3) To support the procurement framework the Chief Executive chairs the Procurement Board with the Leader, the Lead Member for Corporate Support and senior officers from the directorates. The Head of Financial Services chairs the Procurement Forum consisting of senior procurement practitioners.
- (4) In March 2007 we issued a Spend Mandate, with the agreement of Cabinet and COG, for 12 categories of goods and services requiring the use of county wide framework contracts primarily put in place by Commercial Services.

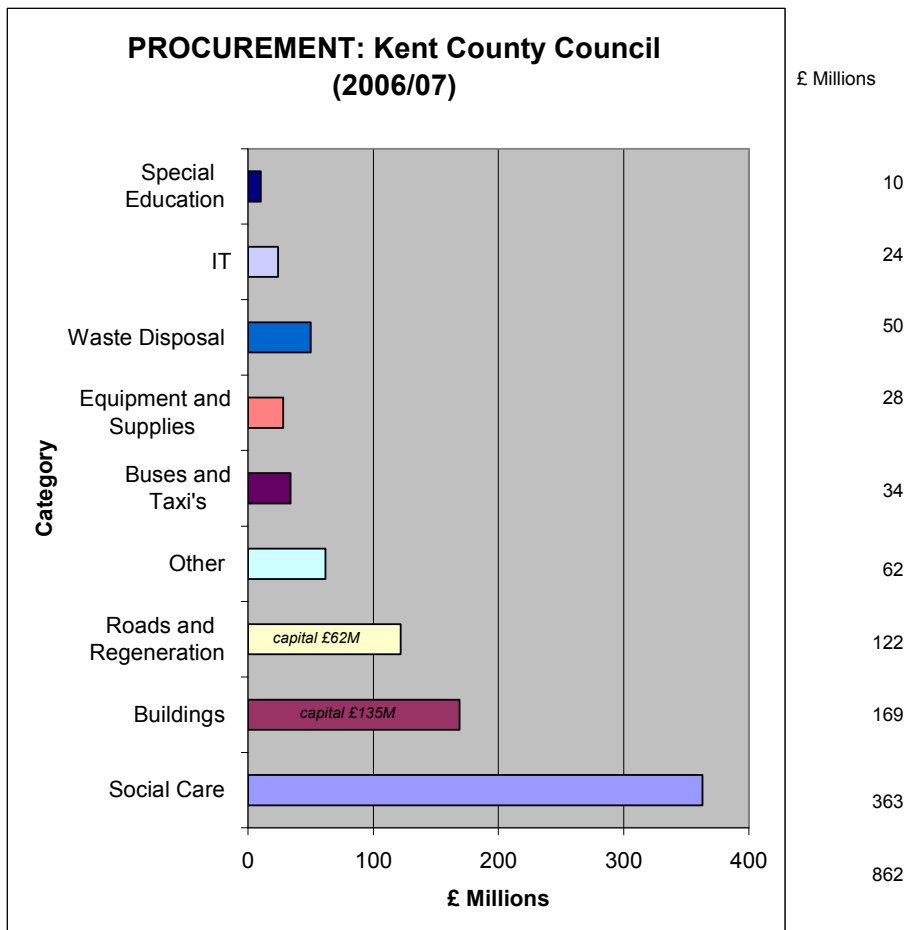
5. **Strategic Procurement Unit**

- (1) SPU was established in July 2007 bringing together 2 FTE from the Procurement Office (transferred to Corporate Finance in April 2006) and 2 FTE from the Commercial Services Purchasing Group.
- (2) A major reason for establishing the unit was to address the issue of Commercial Services letting contracts to themselves as the provider – although in these situations “Chinese walls” were scrupulously maintained.
- (3) The main roles of the unit are:
 - Ownership of KCC's high level procurement strategy.

- Maintenance, monitoring and enforcement of the rules and regulations around procurement. Related to this there is now more emphasis in the Internal Audit Annual Plan on contracts audit.
- Advice to KCC managers on procurement, generally where the directorates do not have their own specialist procurement staff.
- Leadership on cross-cutting issues such as equality and diversity.

6. **Analysis of Spend**

(1) The chart below shows the main spend categories within the Council. Each spend category has a senior high level owner.



(2) The importance of a good understanding of our spend is critical in determining how we manage that spend.

7. **Efficiencies**

- (1) As part of the 2008 -09 budget and MTP savings totalling £x.xm were identified from improved procurement. The areas were:
 - Agency staff – use of Kent Top Temps as a master vendor.
 - Hotels and Conferences spend – venues.
 - Mobile phones and blackberries – improved Commercial Services framework contracts.
 - Office equipment – mandating of spend via primary Commercial Services framework contracts.
- (2) We have since undertaken a review to ensure that the necessary action is in place to deliver the savings.

8. **Equality and Diversity**

- (1) Some areas within KCC are very well advanced in how they take equality and diversity issues into account in their procurements eg. KASS social care, Supporting People.
- (2) As part of the Council's improved response to equality and diversity issues we have developed:
 - A guidance note for KCC Managers on equality and diversity in procurement.
 - A guidance note for providers of services to KCC.
 - A pre-tender questionnaire.
 - A monitoring process for supplier compliance.

DEVELOPMENT ISSUES

9. **2008 – 09 Priorities**

At its meeting on 2 April the Procurement Board agreed the following priorities for 2008-09:

- (1) Identification of procurement efficiencies in the main spend categories (see 10 below).
- (2) Monitoring and enforcement of the spend mandate.
- (3) Training and awareness of procurement best practice based on Spending the Council's Money.
- (4) Use of Equality and Diversity documentation in procurement.
- (5) Development and implementation of a realistic action plan on sustainable procurement.

- (6) Review and update of the Corporate Procurement Strategy.
- (7) Implementation of a eTendering solution useable across KCC.

10. **Procurement Reviews**

We have been using PwC to develop Procurement Reviews for the main spend categories. These were reported in outline to the Procurement Board. We are now working with the spend category owners to finalise the documents and the high level outcomes will be reported to COG in June. In particular we are looking for efficiency saving opportunities which can be included in the 2009-10 budget and MTP.

11. **Towards 2010 Target**

- (1) Within the Towards 2010 there is a specific procurement target:

“Ensure KCC uses its significant purchasing power to allow fair and open competition”.
- (2) Examples of actions taken to achieve this include:
 - 20% of the total spend Highways spend is put out to competition outside of the main contracts.
 - Implementation of a supplier portal with electronic notification of tender opportunities which suppliers can access.
 - Signing the DTI Concordat on small businesses.
- (3) Moving forward there is a tension to be addressed between the approach of focussing spend with a small number of major suppliers, such as the Highways Alliance contracts, and the Property approach of having hundreds of suppliers on their framework contracts.
- (4) The Improvement and Efficiency Partnership South East (formally SECE) are developing approaches which balance the need to simplify procurement without adversely affecting competition or small business. This approach has three strands.
 - A regional framework for large buildings construction. There are fewer contractors in this market and managing them all as a group in the framework removes the majority of the procurement costs. It also allows reduction in the price of procurement and the development of the use of smaller local businesses in the supply chain.

- Sub regional frameworks at a county level that allow smaller for smaller construction projects allowing more local construction firms to complete.
- Procurement of construction commodities in bulk to allow local small businesses who do planned and reactive maintenance to supply their services more cost effectively.

RECOMMENDATION

12. Members are asked to note this report.

Nick Vickers
Head of Financial Services
Ext: 4603

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

To: Corporate Policy Overview Committee – 28 May 2008

Subject: Consideration of the draft KCC Annual Plan 2008/09 and
process for publishing the final approved version

Classification: Unrestricted

Summary:

This report sets out the background and process for publishing the KCC Annual Plan 2008/09. A copy of the latest draft is attached to enable Members to make any comments they think are appropriate prior to its approval at County Council on 19 June.

FOR INFORMATION

1. Introduction

The Local Government Act 1999 introduced the statutory requirement for authorities to produce a Best Value Performance Plan (BVPP). The contents are strictly prescribed. The statutory deadline for publication is 30 June. This will be the last year that authorities will be required to prepare a BVPP.

Kent's BVPP is known as the KCC Annual Plan. The principal audiences are KCC's staff and Members as well as groups and organisations with an interest in our activities. It is nevertheless a public document and potentially an important means of communicating with local people directly.

2. Purpose of the KCC Annual Plan

The KCC Annual Plan goes further than the statutory minimum BVPP content requirements. It brings existing KCC planning processes together in one document and is an important mechanism for incorporating elements of Towards 2010, Kent Agreement, Supporting Independence Programme, Vision for Kent and other Directorate priorities, for example.

It acts as a bridge between KCC's strategic objectives and corporate priorities and its service and financial plans, and avoids duplicating large amounts of detailed information contained elsewhere. It reports upon progress made against many priorities for the previous financial year as well as setting new targets for the current year and beyond. Much of the information included is therefore taken from existing Member approved information sources.

The KCC Annual Plan is also a central part of the Authority's performance management processes bringing together performance information and comparing KCC with other authorities.

The Annual Plan follows the Towards 2010 format with Directorate and Portfolio information being allocated under Towards 2010 headings.

3. Role of Members of Policy Overview Committee

For the last four years the draft Annual Plan has been presented to Policy Overview Co-ordinating Committee (POCC) to enable Members to make any comments they think are appropriate prior to its approval at County Council.

This year the process has been amended and instead the draft Annual Plan is being submitted to each Policy Overview Committee (POC). This will enable each committee to focus specifically on areas which are the responsibility of their committee in relation to the policy objectives and performance targets set.

It is recommended that Members send their comments in advance of the meeting.

This will allow responses to be provided to Members on the day, wherever possible, rather than after the meeting, as has happened in a number of instances in previous years.

These comments should be sent to Janice Hill, preferably by email -

janice.hill@kent.gov.uk - by 26 May. There will still, however, be an opportunity for Members to make additional comments on the day.

4. Completion of the Plan

The KCC Annual Plan 2008/09 is fairly close to completion. There are some small gaps within the performance indicator (PI) tables but these will be completed shortly.

The document will be proof read and a 'plain English' check undertaken prior to publication.

This year the Annual Plan will again be published on CD. The CD will also include the Vision for Kent, Towards 2010, The Kent Agreement, Supporting Independence documents, Medium Term Plan, Children, Families, Health & Education Directorate Annual Review, Kent Adult Social Services Active Lives and the People of Kent.

A published (hard copy) version of the Annual Plan will also be available.

5. Approval process and Member involvement

The Constitution states that the Leader shall submit a draft Annual Plan to County Council. The date of this meeting is 19 June. This date is fixed to allow Members to see as full a draft as possible prior to its publication at the end of June.

The terms of reference of Governance and Audit Committee require it to check compliance of the KCC Annual Plan with statutory requirements prior to its publication. Authority to do this has been delegated to a small, cross-party group of Governance & Audit Committee members on 4 June, as there is no suitable date for this to be undertaken by the full committee prior to the publication date. County Council will be orally informed of their view on 19 June.

6. Publication

Copies of the KCC Annual Plan are sent to all Members of the County Council, the Authority's principal partners and relevant voluntary organisations, senior KCC managers and our external auditors, amongst others. Copies will also be sent to all libraries and KCC offices open to the public as in previous years.

A copy will be available on KCC's web-site by the end of June. This will be a web-based version to enable better access to the public and other interested parties. A copy is also available on KNET to allow access to all our staff.

7. External Audit

The requirement for such Plans to be externally audited currently remains. KCC's previous external auditor's reports on the last eight years Plans have been unqualified with no statutory recommendations in the last seven years.

An early draft of the Plan will be made available to our new appointed external auditors, the Audit Commission, in order to ensure KCC meets the statutory requirements prior to publication.

8. Recommendation

Members are asked to NOTE the arrangements for publishing the KCC Annual Plan 2008/09.

Contact details:

Janice Hill
Performance Manager
Ex 1981

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KCC Annual Plan

Performance in 2007/08

Priorities and targets for 2008/09

About this plan

This Annual Plan brings all Kent County Council's activities together in a single document. It sets out:

- How we performed in 2007/08
- Our objectives and targets for 2008/09
- How we are transforming the organisation and managing our resources
- The county council's Contracts Statement.

Responsibility Statement

Kent County Council (KCC) is responsible for preparing the KCC Annual Plan, for the information and assessments within it and for the assumptions and estimates on which the targets are based. KCC is also responsible for putting in place appropriate performance management and internal control systems to ensure that the information and assessments included in the plan are, in all material respects, accurate and complete and, above all, that the plan is realistic and achievable. Please note that all performance information for 2007/08 has not yet been audited

Leader and Chief Executive's Introduction

Welcome to this year's Annual Plan which sets out our ambitions and priorities for the forthcoming year.

We will be Putting Kent First by building on our solid achievements in the last 12 months, pursuing our principal objective to deliver high quality services and seeking innovations which will make a real difference to people's lives.

This is increasingly harder against a backdrop of growing demands for services and a tough three year settlement from government. But, in the past three years we have made more than £90m in savings, well over the government's targets, making KCC one of the best value for money councils in the country.

The achievements of the last year, many of which have been recognised through independent assessment by government inspectors, have been remarkable.

Earlier this year the audit commission gave KCC the highest possible Comprehensive Performance Assessment (CPA) rating that a local authority can achieve - four stars and performing strongly. Only 12 other councils got the top rating out of the 150 being assessed.

The rating is based on assessments carried out last year which looked at what progress KCC has made, how we manage our finances, how well services are performing and how well KCC is run as an organisation.

KCC scored particularly highly in providing services for children and young people, vulnerable and older people and our use of public money. Culture, environment and social care scored highly and recycling and composting services, consumer satisfaction with Trading Standards and a reduction in the number of people killed and seriously injured on Kent's roads were picked out for particular praise.

We were delighted to be presented with the award for Transport Authority of The Year. This was the result of much innovation, the great success of Fastrack in Dartford and Gravesham and the highly successful introduction of the Kent Freedom Pass in June 2007.

This year will see the continuing roll out of the Freedom Pass to be completed across Kent by 2009. The highly popular scheme allows students aged 11 to 16 free travel on bus services in Kent once they have purchased a pass for an annual fee of £50, giving young people more access to leisure and sport activities and a wider choice of schools.

We are working with government to find a long-term solution to the annual funding gap for services to unaccompanied asylum seeking children. The gap between the cost of the services we are required to provide by law and the grant we get from government is currently running at £5m a year.

This is an extremely exciting time for education in the county and we are delighted to be overseeing the biggest transformation for many years. Last year's academic results particularly at key stage 4 were excellent. We will continue to expand our pioneering apprenticeship and vocational training programmes which will help more young people to acquire the skills that the commercial world is so desperate for. KCC is piloting a range of

innovative strategies for 14 to 24 year olds which will deliver enormous rewards in future years.

Active Lives for Adults, the modernisation programme that will help Kent Adult Social Services change the way services are provided, will place greater choice and control in the hands of the people who use them.

A successful local economy will be one of the critical success factors in achieving a higher quality of life for local people. As the UK enters a period of some economic uncertainty then it is important that KCC redoubles its contribution to achieving economic success across the County. This coming year will see the launch of a new KCC regeneration strategy that will outline how we propose to maximise this contribution over the longer term together with details of exactly what measures we will take. Our longer term ambition is to ensure new quality employment opportunities are created within the County.

Quality employment opportunities are totally dependent upon a strong and growing economy in the county of Kent.

We hope businesses will choose Kent as their ideal location with our proximity to London and mainland Europe. In East Kent there are exciting development opportunities at Manston Airport and the build out of the Turner Contemporary gallery.

The Channel Tunnel Rail Link domestic services opening in 2009 from Ebbsfleet, Ashford and Folkestone, and the improved connectivity across the county to London, should not be underestimated in terms of its effect in stimulating and further supporting inward investment and Kent's enormous competitive advantage, compared to other parts of the South East.

To meet the justifiable increased expectations of the quality and nature of public services we need to look to the future to create and develop new partnerships and ways of working.

Working with our partners to continue to deliver the very best public services is a clear goal but how we do this and how best to combine a new set of relationships for the future will be a constant theme in our overall planning.

There are so many exciting opportunities in the public and private sector in Kent, we are very optimistic about the outlook for 2008 and beyond.

Paul Carter
Leader, Kent County Council

Peter Gilroy
Chief Executive, Kent County Council

Introduction by the Leader and the Chief Executive

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Glossary

Section 1: Local and National Priorities

1.1 KCC's strategic direction

KCC continues to act in pursuit of the county's clearly stated objectives as set out in the ***Vision for Kent (the Vision)***. This document, agreed between Kent's public, private and voluntary sectors, sets out how the county council and its partners will work together to improve the economic, social and environmental well-being of the county over the next 20 years.

Towards 2010, a vital document designed and developed across the council in 2006, defines KCC's priorities in terms of the *Vision* and gives the business strategic direction.

At the heart of *Towards 2010* are the county council'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* is the county's **Local Area Agreement (LAA)** and **Public Service Agreement (PSA)** with Government, signed by KCC and its major partners in Kent. This year's performance will be vital in achieving the stretching targets agreed and in winning the additional funding for local public services.

The Kent **Supporting Independence Programme** continues to play a fundamental role in achieving the *Vision*, *Towards 2010* and *Kent Agreement* targets. Of particular importance is its focus on key dependency groups including young people not in education, employment or training (NEETS) and its multi-agency approach to helping people move from dependency into employment and more fulfilling lives.

This **Annual Plan** is a shorter-term document aimed primarily at KCC members, directorate staff and key partners. It sets out KCC's priorities for the current year and reports on performance for the previous year.

To make sure the council's resources align with its priorities, it has a **Medium Term Financial Plan** (MTP) that look ahead at the next three financial years. Its main purpose is to seek to identify and estimate resources available over this period.

1.2 National priorities

One of the key tasks of every local authority is to achieve a balance between national and local priorities. There has been a Government drive over the past few years to help councils deliver improvements in services to local people. Initiatives aimed at delivering these improvements have included the following:

- Comprehensive Performance Assessment (CPA), which was introduced in 2002 to help local councils improve services for their communities. CPA uses existing information on the performance of services, their ability to improve and the council's plans and ambitions for the future to produce an overall assessment of how well

council is run and how well it is delivering services. The assessment results in a 'star rating' from nil to four.

- The Gershon Review, which introduced a requirement on local authorities to improve efficiency and reduce bureaucracy.
- The new generation of Local Area Agreements LAAs (such as the *Kent Agreement 2*) from 2008-11 will be central to public sector delivery, representing the main contract for outcomes between a local authority, its partners and central government. As the single delivery plan for the local Sustainable Community *Strategy (Vision for Kent)*.
- Best Value, introduced on 1 April 2000 as a key element of the Government's programme to modernise local government and which places local authorities under a duty to seek continuous improvement in the way in which they carry out their functions.
- *Every Child Matters*, a radical reform of children's services prompted by the Children Act 2004 aimed at bringing together the work of the health sector and local government and improving the delivery of health and social care for children and young people.
- *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.
- *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.
- The recent Varney report on service transformation that included recommendations for a cross-government identity management system. This would enable greater personalisation of services and reduce duplication across government by, for instance, only requiring people to make one notification when their circumstances changed instead of notifying each public body separately.
- Local Strategic Partnerships (LSPs) are non statutory, multi-agency partnerships, which match local authority boundaries. LSPs bring together at a local level the different parts of the public, private, community and voluntary sectors; allowing different initiatives and services to support one another so that they can work together more effectively.

1.3 The Local Government White Paper/Local Government and Public Involvement in Health Bill (LGIPH Act 2007)

The Act received Royal assent in October 2007 and has key implications not just for Kent County Council but for all local government in England. It has brought new responsibilities and challenges that the county council is meeting by working in partnership with district councils and other public service providers across Kent.

The legislation means that not only is KCC being independently judged on how it performs as a county council but on how well the whole of the public sector is working together for Kent.

Some of the key elements of the Act include:

- Making it a statutory duty for the County Council to develop a Local Area Agreement (which we call the Kent Agreement)

- A duty to prepare and publish a 'Joint Strategic Needs Assessment' on short and long term health needs of the County
- The introduction for 'Councillor Call for Action' to strengthen the ability of local people to raise issues of concern
- Creation of a responsibility for the County Council to facilitate the setting up of a new system of local people being involved in local health issues (a Local Involvement in Health Network)

Section 2: Delivering improved services and transforming KCC

2.1 The journey continues

Kent County Council has excellent staff to deliver its services and has maintained high levels of performance while making significant efficiency savings. It has undergone massive transformation in recent years, placing the customer at the very heart of its services. As it meets increasingly diverse and personalised service demands, that journey of transformation will continue.

KCC has been rated as “*four star and improving strongly*” in the Government's performance assessment for local authorities, the Comprehensive Performance Assessment (See Appendix A5). This is the highest overall rating that can be obtained, although the council is determined not to be complacent and must continue to deliver new service improvements every year.

Kent Adult Social Services Directorate

‘*Our Health Our Care Our Say*’ launched a major programme of change. This is now moving into a further phase.

Government has published a range of key documents including ‘*Putting People First*’, ‘*Transforming Social Care*’ and ‘*Valuing People Now*’. In the summer 2008 the Government are expected to launch two key national strategies on carers and dementia. On 12 May 2008 Gordon Brown, The Prime Minister and Health Secretary Alan Johnson today launched a public debate about the future of the care and support system for England. This will lead to a Green Paper on the future of social care in 2009. The website address for the consultation is: <http://www.careandsupport.direct.gov.uk/>

All the above continue to underline the core values of:

- Promoting Independence
- Personalisation
- Prevention
- Partnership.

Aligned to this is a new performance framework being developed to focus on these priorities. This framework will be overseen by the new Care Quality Commission, and will stretch beyond the new 198 national indicators and Health's ‘Vital Signs’ to focus jointly on Health and social care. Annual Assessments will continue to be a key feature, and will feed directly into the new Comprehensive Area Assessment

Children, Families, Health and Education Directorate

The Children, Families, Health and Education Directorate (CFHE) aims to provide effective, integrated services that support children from birth, in their development to become healthy, motivated, confident adults. It does this by identifying and addressing their needs whether as an individual, or part of a family or community and by ensuring that those who are disadvantaged, vulnerable or at risk of harm are supported from the earliest opportunity.

CFHE will continue to develop Children's Trust arrangements and by September 2008 there will be 23 Local Children's Services Partnerships (LCSPs) introduced to replace the clusters that currently exist at local level. LCSPs will plan and commission key services for children at a local level maximising personal choice and the involvement of users in service design as we move towards devolving service and governance as locally as

possible. This will address the needs of children, young people and their families, providing a more responsive, coherent and personalised service delivery, earlier and closer to the point of need.

This vision for LCSPs is supported by the Children's Plan, published by the Government in December 2007. This plan will mean a new leadership role for Children's Trusts in every area, a new role for schools as the centre of their communities, and more effective links between schools, the NHS and other children's services so that together we can engage parents and tackle all the barriers to the learning, health and happiness of every child .

Communities Directorate

The Communities Directorate Vision is focused on improving the quality and value of our services, involving our customers in the way our services are shaped and developed, and having a positive impact upon the people of Kent.

The unique combination of services within the directorate plays a vital role in helping to enhance community safety and community leadership; offering universal and targeted services to people of all ages; as well as encouraging people to adopt healthier lifestyles.

In the coming year these services will continue to be responsive and personalized at a local level, offering choice where possible; and consulting widely during service development and planning.

Environment & Regeneration Directorate

Our objective is to deliver services and projects of the highest quality on behalf of the people of Kent. Our services are very diverse and include activities that Kent-wide such as road maintenance, waste management, support for businesses and public rights of way; and activities that are more closely linked to specific locations such as regeneration projects, new road schemes, and the growth areas of Thames Gateway and Ashford.

2008 will see the launch of the new Kent County Council Regeneration Strategy, which will reinvigorate and shape the work of the directorate and its partners inside and outside KCC in the years ahead. The strategy will provide both the foundation and the reference point for all our efforts as we strive to meet the environmental, social, economic and transport related needs of the people of Kent both now and in the future.

Significant progress has been made to procure a new e-enabled planning application IT system that will provide greater e-access and potentially an increase to KCC of Planning Delivery Grant from Government. The procurement process is expected to complete by autumn with the new system fully functional for 2009/10.

Chief Executive's Department

The Chief Executive's Department is a core part of KCC, supporting service delivery and driving forward the modernisation and transformation agenda. This department is a federation of services that include finance, personnel and development and commercial services.

2.2 Our commitments

KCC's five management priorities are to:

- Deliver the *Vision for Kent*, the *Kent Agreement 2* (the Local Area Agreement), the Supporting Independence Programme, the strategic statement *Towards 2010* and the aims set out in this Annual Plan
- Provide excellent value for money services and continuously improve KCC's performance
- Take better care of the public by communicating more effectively with them and by listening and responding to their needs
- Inspire staff and make KCC a great place to work
- Transform the way KCC works by investing in information technology.

These are enshrined in our commitments for delivering improvement in 2008/09.

2.3 Priorities for delivering improvement in 2008/09

The county council's priorities fall within the areas set out below:

Towards 2010

Towards 2010 defines KCC's major priorities in terms of the *Vision for Kent*. Sections 3 to 11 of this document outlines how the county council will deliver those priorities.

Supporting Independence Programme

KCC's Supporting Independence Programme (SIP) is committed to developing a cohesive approach, for enabling those who are reliant on benefits to lift themselves out of dependency and enable them to support themselves and their families. In addition, it is the aim of SIP to identify initiatives that tackle the root causes that create dependency and improve individuals' life chances to prevent them becoming dependent in the first place.

Highlights of the corporate priorities for SIP in 2008/09 include:

- Continued delivery of work in support of KCC's *Towards 2010* targets (specifically targets 9 and 15 – 20) particularly around Kent Success, the Kent Community Programme and work on welfare reform
- Development of work in support of the Kent Agreement 2 target on reducing the number of working age people on out of work benefits with Jobcentre Plus and other key partners
- Improved understanding of the needs of the people who find themselves in the ten SIP archetypes through an enhanced data collation model and intensive sessions with marginalized groups, which should allow us to develop improved services in collaboration with our partners
- High level, targeted work with partners in the most disadvantaged communities in Shepway, Swale and Thanet, including the development of an action plan with measurable outcomes to tackle entrenched disadvantage
- Increased collaboration with KCC's Environment and Regeneration Directorate, particularly around their Regeneration Strategy

Further information in Appendix 3.

Kent Commitment

Kent County Council and the 12 district councils are committed to improving services and achieving significant savings for the people of Kent through this innovative local agreement.

The *Kent Commitment* builds upon the strong working relationships already in place between KCC and the districts and continues to put the residents and service users at its heart.

Kent Agreement

The coming year will see a new Local Area Agreement, the *Kent Agreement 2*, developed with the wider Kent Partnership and agreed with the Government. It will build on Kent's existing agreement and continue the aim of providing improving services while maintaining a focus on value for money. *Kent Agreement 2* will be the way overarching priorities for action across all Kent's public services are brought together and delivered in the most effective way possible.

Further information in Appendix 1

Partnership working

We are keen to work even more closely with partners on the continuing improvement in public services and will build on the work of the Kent Partnership www.kentpartnership.org.uk (see appendix 1). This reflects our commitment to improved two-tier working and the recognition that the Kent Partnership - our countywide Local Strategic Partnership - is key to driving new ways of working that are challenging, innovative and that unlock new opportunities.

For 2008-2009, the Kent Partnership and the Public Service Board (PSB) will focus on embedding new governance arrangements which meet the requirements of the Local Government and Involvement in Public Health Act 2008 and relevant statutory guidance. These arrangements were developed during 2007-2008 to deliver the new Local Area Agreement (Kent Agreement 2). The governance framework sets out new Terms of Reference for the Kent Partnership and the PSB as well as standard protocols for the Working Groups.

Other areas of partnership working which will be a priority for 2008-09 is the implementation of the recommendations from the *Governance of Partnerships* Audit Report completed in February 2008. This will be led by the Kent Partnership team and involve all Directorates in the design and delivery of bespoke workshops for partnership lead officers. The aim will be further embed the KCC policy guidance "*Risk Management of Key Partnerships*"; encourage a common approach to risk management; and, further review/improve the guidance itself.

Customer care

The expectations of residents and businesses as consumers of public services are changing. KCC needs to respond to the fact that service users increasingly see themselves as customers, expecting greater choice and services tailored to their needs and those of their families and businesses. Residents want to access services that meet their individual needs at convenient locations and at times that suit them.

KCC is committed to excellence in customer care for all the people of Kent. Whether they access the council's services face-to-face, via technology or by phone the council is determined to make every contact a positive experience. We will:

- Make sure we understand what our customers need by consulting them, encouraging community involvement and developing our services around their expectations

- Respond positively and promptly to compliments and complaints, using feedback to learn from any mistakes and improve and modernise our services.

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 that we continue to improve access through innovative projects such as *Gateways* 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.

The Contact Centre will continue to provide quick, easy and high-quality access to all County Council information and services, seeking opportunities to expand the number of services handled and helping KCC to deliver wider, ever-better customer contact in a cost effective way.

KCC's Personalisation Board, chaired by the Managing Director of Kent Adult Social Services, supports directorates 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.

Information and communications technology (ICT)

The potential and capabilities of ICT are being fully developed and exploited across KCC to help drive forward service transformation and efficiency improvements.

The county will continue to expand the capability of ICT systems in support of innovative and modern flexible working practices. Particular emphasis will be given to areas of activity that will enhance and support opportunities for multi agency working, across public, private and the third sector.

In the coming year the county council will deliver:

- A consolidated Public Services Data Network to replace the existing, corporate, schools and inter agency networks that have reached end of life.
- Proposals for aggregation of public sector machine room provision across the county.
- Enterprise wide implementation of the solutions developed for remote access and home working in support of the office transformation programme.
- *Webjam* – an on-line public/staff consultation system.

ICT support to Kent Adult Social Services' *Whole Systems Demonstrator* project will continue, which aims to extend Telecare and Telehealth services in support of some of the most vulnerable members of our society.

KCC will work with partners to find opportunities to influence and inform the national ICT strategy for public service, to ensure that this appropriately reflects the priorities and needs of local communities.

Equality and diversity

In KCC equality and diversity means delivering excellent quality, value for money services to everyone in Kent. Our approach is simple. We aim to open doors to access and participation, to enable everybody to contribute to the life of the county, whatever their background or circumstances. Our services are already rated amongst the best in the country, and we have a strong record of achievement for raising standards, increasing choice and tackling inequality. KCC is committed to ensuring that current and potential service users, employees or job applicants will not be discriminated against on the grounds of social circumstances or background, gender, race, colour, ethnic origin, disability, sexuality, age, or religion.

Our [Equality Strategy](#) (2007-2010), spells out what disability, gender and race equality mean for those who live, work in and visit Kent, and the priorities to be tackled in each area. It also deals with community cohesion and the cross-cutting issues of age, faith and sexual orientation. The Strategy supports continuous improvement in service delivery across all areas of the council, with a greater focus on meeting the needs of diverse service users. It is underpinned by a commitment to achieving best value for available resources, working in partnership and encouraging more people to have their say locally to influence decisions which affect them and their community.

Strategy for Staff

KCC aims to make Kent a great place to live and work. A county that people are proud of, where communities, families and individuals flourish and where people feel safe. We achieve this by putting customers first, providing and commissioning high quality services and by continuously improving our performance. As success depends upon the passion, skill and motivation of our staff, our commitment to recruiting, developing and retaining the very best people goes way beyond traditional boundaries.

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

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

We will :

- deliver a 'Total Reward' framework with staff receiving individual statements about their pay and benefits
- develop a core skills development programme (Skills for Life) including IT, that can be accessed by all staff and achieves the national Go Award standard
- increase staff engagement through enhanced use of technology, face to face interaction and improved feedback mechanisms
- achieve the highest level of the Equality Standard for Local Government and a workforce that reflects the population
- embed a high performance culture through improved leadership and excellent people management
- survey all staff using an on-line tool (where possible) in order to gather key trend data on levels of job satisfaction

- create a healthier workforce, evidenced by improved attendance and Healthcheck feedback
- enable all staff and managers able to access and maintain their own personnel information locally
- introduce new ways of working including increased flexibility in how and where we do our jobs that better suit the customer, promote work/life balance and reduce our impact on the environment
- combine Talent Management and Job Families to provide career pathways across the organisation.

International agenda

Our International Strategy, 'Kent – Global Reach, Local Benefit', guides our work overseas and is based on a clear set of principles:

- To concentrate on priorities and activities which bring best value in terms of meeting the county's needs
- Capitalize on existing links
- Only to consider new links where they demonstrate clear and quantified added value
- Maximize the benefits to Kent of income generation opportunities

International work is not undertaken as a separate range of activities but supports core business and is linked to Kent County Council's key priorities as expressed in our policy documents.

Climate Change

Building on the successful foundations laid in 2007-08, 2008-09 will be a crucial year for KCC's climate change action programme. In the coming year the council will deliver:

- Further reduction in our organisation's own carbon footprint, making further progress towards our targets of reducing emissions by 10% by 2010 and 20% by 2015. This includes continuing to explore practical ways in which we can reduce our wider, indirect emissions associated with our operations and outsourced services. We have joined the Local Government Information Unit (LGiU's) innovative Carbon Trading Councils scheme for 2008-09 in order to simulate operating within carbon budgets and trading with other councils, as part of our preparation for the Carbon Reduction Commitment from 2010.
- Further progress towards ensuring all KCC services understand the impacts that the changing climate has on delivery, including demand for services, impacts on processes, policies, logistics and management, and development of a comprehensive, risk-based adaptation action plan across KCC.
- Significant progress in leading action across Kent under Kent Agreement 2 to reduce carbon emissions and adapt to the changing climate. This includes working through the Kent Partnership to deliver carbon reductions, focusing in particular on the domestic sector, public sector, business and local transport sector; and building on the successful Low Carbon Communities pilot. KCC will also lead work to develop a Kent-wide Local Climate Impacts Profile to support decision-making about adapting to climate change in Kent.

2.4 Performance and achievements in 2007/08

Partnership working

The following are examples (but not all) of the planned actions that were delivered:

- Continue to review Kent Partnership structure and governance arrangements to respond appropriately to LGIPH Act 2007 and LAA 2 guidance – full review completed with new governance arrangements and new Terms of Reference for the KP, PSB and for working groups
- Support the expansion, capacity and sustainability of the voluntary and community sector – through KP funding/direct support, a programme of leadership and representation activities were completed. This included improvements in partnership working (through KA and the Kent Partners Compact) and external funding (over £480,000 from the Big Lottery Fund)
- Public Service Board: identify opportunities for cross public sector innovation – agreement to sponsor *Kent View*; Information Governance protocols; multi-partner consultation project
- Delivery and implementation of the V4K through partners plans and strategies
- Deliver the final year of Kent Agreement 1 – on target to achieve 75% of targets securing £28-30m PRG
- Support negotiation of KA2 in co-operation with partners – widely regarded as a major success in developing a complex programme from an early stage and in the absence of formal national guidance, the KA2 programme has both broad consensus and detailed ownership across partners which provides firm foundations for the delivery of the programme over the next 3 years
- Improve KCC's approach to community engagement through collaboration with KCC policy leads and the corporate consultation and communications
- Deliver the implementation of National CDRP standards – Government Office implementation checklist distributed to District Crime and Disorder Reduction Partnerships (CDRPs) and structured feedback on National CDRP standards obtained. Specific needs identified and associated training products are being developed to further improve service delivery.
- Deliver the County Community Safety Agreement (CSA) – the District Strategic Assessments (SAs) have been aggregated to inform the completion of the County Community Safety Agreement (CSA). Within the CSA, the county's seven strategic priorities have been identified and a 'statement of co-operation and support' has been produced to better target objectives and further improve joint working across the county.
- Improvement to the provision of strategic and analytical information products to District CDRPs, partner agencies, Safer and Stronger Communities Group (SSCG) and Safer Kent Delivery Group (SKDG)

Information and communications technology (ICT)

Changes in technology were monitored and assessed on an on going basis for potential benefit and use in support of council services. Remote access solutions were identified and made available for implementation. A framework to evidence value for money was introduced alongside the technologies to ensure benefits realisation.

Technology was implemented to underpin the major service innovations introduced during the past financial year, including Kent TV, the expansion of the Gateway programme and the system to support Integrated Children's Services. The remaining three Kent telephone exchanges were upgraded to broadband and a programme initiated to deal with remote areas, unable to receive a broadband service as a consequence of their distance from the local exchange.

A Kent wide feasibility study on public contact was conducted in partnership with other public services. A joint procurement was initiated with other public agencies across Kent for provision of a consolidated data network.

Equality and diversity

In March 2008 we were externally assessed at level 3 of the Equality Standard for Local Government. This robust assessment, including interviews with external stakeholders and service users, focused on objective and target setting based on assessing service user and employee need and identifying areas for improvement through Equality Impact Assessment. This was a significant achievement considering the size and complexity of KCC. An additional staff group for younger staff was established (in addition to the groups for Black & Minority Ethnic, Disabled and Gay, Lesbian, Bisexual and Transgender staff) to support our 2010 commitment in encouraging employment of younger people. We improved our rating in Stonewalls Workplace Equality Index to 29 in the top 100 companies up from 37th last year and retained our accreditation as a 'two ticks' positive about disabled people employer for the sixth year. We further developed partnerships and joint initiatives including through the Kent Equalities Network co-hosted by Kent Police and KCC. Achievements in service provision include: Improved access to information on our website through promoting interpreting services and implementing web accessibility standards particularly improving the accessibility and usability of our 60 social care websites.

Kent Adult Social Services has devised a thorough system of procurement which has equalities as a key component - from Good Care Guides, service specifications, tendering and contracting and contract monitoring. This includes innovative ways of involving those who use our services (older people, people with disabilities and those with mental health illnesses) so that they can play an active role in commenting on the quality of those services and that we can learn from their views. The Directorate contracts 85% of its services with the private and voluntary sector, so it is important to have clear, accountable systems to ensure quality standards for these 12,000 service users.

"One of the most innovative achievements for Environment & Regeneration during 2007/08 was the Reaching Seldom Heard Groups Project. This used SMS texting technology to enable a seldom heard group of young people (Young Offenders in the Thanet area) to give their valuable views on whether public transport is serving them the way they need it to."

Our staff

- successfully achieved re-accreditation of liP (Investors in People) against the revised harder standard in December 2006. We were particularly commended for our high standards of learning and development opportunities, strong performance management culture and links to business plans
- implemented a modernised and harmonised pay structure that recognises and rewards staff for their 'total contribution'. Our benefits package has been expanded and enhanced to increase flexibility, choice and value
- supported and developed diversity staff groups for black and minority ethnic; disabled; lesbian, gay, bisexual and transgender; and younger staff
- We have provided a range of practical measures to promote and support health, including Healthchecks, the Fit4Health programme, giving up smoking and an online stress management tool

- embedded our desired behaviours (defined by the Ways2Success framework) into our appraisal and development process and through Total Contribution Pay (TCP) linked to pay progression
- improved our methods of communication through KNet and Team Briefing. In addition events including, Roles and Relationships, Speed Surgeries and the Leaders Lunches are increasing knowledge sharing and engaging staff more directly
- developed the Kent Leadership Programme as an exciting and innovative cross sector approach to the development of leadership capacity and potential and our Management Development Centre of Excellence has achieved outstanding success with 812 Managers achieving qualifications in the last 7 Years
- created Job Families and Profiles to provide increased opportunities for movement across the organisation and the implementation of Talent Management identifies staff with potential and ambition for progression
- introduced new induction programmes for staff and managers which enable them to become effective, confident and competent as quickly as possible
- developed a range of programmes specifically designed to challenge, inspire and develop support staff.

International agenda

Kent was closely involved with the Commonwealth of Virginia during 2007, the year of America's 400th birthday celebrations. Highlights included Kent's representation at the Anniversary Weekend and the Queen's visit to Jamestown in May with a Kent & Essex joint trade mission "Trade Force" in July 2007 receiving £20,000 worth of business with an estimated £300,000 of further business forecast over the next 12 months as a result. Kent joined with the Commonwealth of Virginia at America's largest annual cultural festival, the Smithsonian Folklife Festival in Washington DC. This was a first for England, which had never been represented at the Festival before, and over 10 days, 38 cultural tradition bearers showcased the very best of our county to over a million visitors. As a result it is expected that US tourism to Kent will significantly increase in the years to come.

Kent is also well placed to capitalize on the considerable opportunities afforded by engagement with Europe. We have successfully bid for Structural Funds programmes such as Interreg IIIA, securing some £24 million to fund 131 projects for Kent and Medway. We have lobbied to shape, influence and secure new funding regimes such as Interreg IVA and the South East Competitiveness programme. KCC has also been busy promoting European trade connections by hosted a successful European Business and Innovation Centres Network (EBN) Congress in Canterbury in June 2007. This raised Kent's profile amongst 370 business delegates in 32 countries as well as contributing some £100,000 to the local economy.

We have also encouraged various international exchanges for young people and staff including:

- 75 schools participating in study visits to France
- Exchanges of young people with the Provincial State Office of Southern Finland, including Duke of Edinburgh Gold expeditions
- Developing a pilot exchange with Seattle for social care staff to share best practice

Section 3. Economic success – opportunities for all

Supporting business, creating jobs

Successful local businesses matter to us all. Kent County Council must do all it can to help our 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.

In Kent we have 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. We will support school leavers and the workforce to develop the right skills to access the jobs and opportunities that a thriving business sector brings. We will also capitalise on Kent's proven strengths in construction, land-based industries, pharmaceuticals, technology, tourism and biodiversity.

The *Towards 2010* targets in this area are as follows:

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

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

Target 3: Support a programme of town centre regeneration

Target 4: Support rural businesses and communities to build a strong entrepreneurial culture

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

Target 6: Increase opportunities for graduates to work and live in Kent

Target 7: Fulfil Kent's potential as a premier tourist destination

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

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

What will it mean to you?

Kent recognised nationally as the UK's premier business location and KCC seen as a friend of business. This will result in better jobs for school leavers, a highly skilled workforce and increased prosperity for all.

Economic Performance (Funding, Skills Development and Workspace Provision)

We will continue to work with partners to make the most of Kent's strong entrepreneurial culture and develop enterprise skills in our schools, support small businesses and improve the skills base in deprived communities. We will be working actively with Ashford and Swale Borough Councils to develop a Skills Strategy for their areas.

Workspace provision for small companies is a key element of our economic strategy. Building on the success achieved in 2007/08, further work is planned to identify new business incubator units at EuroKent, Manston Park and Sheppey.

With the largest rural population in the Southeast both numerically and as a percentage of the total population, the rural economy is fundamental to the achievement of economic prosperity in Kent. Post office closures will impact both urban and rural areas but the latter

will be most affected. Further work is underway researching new business models such as community shop schemes that will assist rural communities affected by the closures. We are also developing and submitting bids for two LEADER+ schemes aimed at helping rural businesses bring in innovations and diversify their activities.

Tourism is traditionally one of Kent's key economic sectors. Following the success of the 2007 'Visit Kent' campaign in London, further campaigns are being planned for 2008 to 2011. We will continue to seek out and develop tourism opportunities afforded by film, TV, music and major sports events including preparing for the Open Golf Championship in 2011. A new 'Pride in Kent' initiative is being launched to assist businesses in the run up to the Olympics with a focus on raising customer service standards and promoting greater awareness of local attractions and places to visit.

A key area for high-value economic growth is sustainable industries and technologies. Subject to funding, work will be taken forward on developing sustainable future industries centres at Kent Thameside (SusCon – construction industry) and at Hadlow (land use and rural renaissance). These centres will bring together key skill sets to generate and supply commercial solutions to meet the growing demand for sustainable technologies, products, materials and services. Subject to funding, scoping studies will be undertaken for two further centres that will be focused on bringing forward new technologies and solutions for tackling climate change.

Work at Manston Park / Euro Kent will be taken forward as a Joint Venture between KCC and Thanet District Council. During 2008/09 work will begin on developing the site in order to attract new businesses to the area.

Growth Areas

North Kent and Ashford have been designated as major growth areas for housing development and employment. With our partners, KCC is involved in a number of key town centre, transport and environmental regeneration projects. In Swale, projects include design input to major road schemes, masterplanning work at Sittingbourne and Faversham, the expansion of Sheerness Port, environmental improvements at Bluetown and starting work on the Rushenden relief road.

In Ashford, work will continue on the Conningbrook and Discovery Park projects, and on major site expansion at Chilmington Green. Planned transport improvements include the completion of the Elwick Road, Victoria Way and Chart Road works and the development of the Smartlink (public transport) bid as well as continuing public realm improvement projects.

Coastal Towns

Kent's coastal towns and surrounding areas have an important role in the development and growth of the Kent economy and this is recognised in the many town centre regeneration initiatives and projects that are planned or underway in coastal towns:

- In Dover, projects include the development of a construction facility near Aylesham, access and public realm improvements to Dover Priory Station Approach, masterplanning work of various sites to identify and unlock regeneration and economic potential, and bringing forward proposals for a Marine Skills Centre. Work has begun on the new Dover Sea Sports Centre at the Dover Harbour beach. The new centre is designed to develop sea sports in the harbour and to introduce more people to the exceptional opportunities available.

- Subject to funding a number of schemes in Margate will be taken forward, including improvements to traffic and pedestrian access and movement, development of the public realm, and progressing a mixed development on the Rendezvous site with the intention of submitting a planning application in January 2009. Work will also start on a new planning brief for the town centre including the future redevelopment of the Dreamland site.

Funding for improved transport

The priority for the Local Transport Plan (LTP) delivery in 2008/09 will be producing a Delivery Report which sets out the progress made on achieving the overall objectives and targets of the LTP. The report will review progress made in the first two years of the LTP period (2006-2008) and will look forward to the remainder of the period. Another priority will be the identification and assessment of Integrated Transport schemes that will be implemented in 2009/10.

3.2 Performance and achievements in 2007/08

Economic Performance (Funding, Skills Development and Workspace Provision)

- The URBAN programme is now supporting over 90 jobs and skills programmes in Kent whilst the 'Trading Up' Initiative has helped over 300 people in deprived communities to complete skills training courses. Rural community projects such as LEADER+, Rural Revival and the Kent Rural Towns project have provided training and business advice to rural communities across Kent and also supported community-led regeneration projects such as Sheppey Wheels
- Funding for business incubator spaces has been secured in the new Folkestone Performing Arts Centre and at the new Innovation Centre at Kent Science Park. We have launched a dedicated business advice scheme for co-located retailers to help mitigate the effects of post office closures in rural areas and have taken the lead in examining other possible enterprise-led solutions and strategies
- Through the Kent Tourism Alliance a series of successful marketing campaigns has led to an increase in day trips to Kent by London residents and in overseas trips from America with the 'Visit Kent' Campaign generating an estimated £40m of additional spend in Kent. The first 'Big Day Out' was held on 31 March 2007 and attracted £250,000 worth of local publicity and £75,000 of secondary spend on the day. In July, over 2 million people lined the streets of Kent to watch the Tour de France. The event generated an estimated £37m of spending in the Kent economy
- In Thanet, work has started on the development and masterplanning of the EuroKent and Manston Park sites including the completion of the EuroKent spine road to unlock the economic potential of the area.

Growth Areas

- We supported the opening of a new Kent Science Centre at the Kent Science Park in Sittingbourne. There is tremendous potential for growing and developing business and science parks in Kent and KCC is playing an important role in this work
- Improvements to the Ashford Ring Road are underway and are due for completion in spring 2008. The Lost 'O' public art project gained a commendation at the Landscape Institute Annual Awards
- Agreement has been reached with Government and local partners to secure £166m of public and private sector funding to support the growth of homes, jobs and communities in Kent Thameside and over £39m of national funding has been drawn down to date to support the growth programme in North Kent and Ashford.

Coastal Towns

- Working with our District Council partners (Thanet, Dover, Shepway and Swale), we have exceeded the Public Service Agreement target for bringing empty properties back into occupied use and secured a £2m reward grant from National Government. We have obtained agreement with the remaining eight districts to roll out the scheme on a countywide basis from April 2008
- With partners we have secured £850k of European funding to support the regeneration of Margate Eastern Seafront around the Rendezvous site. Work on the various development and public realm projects will be completed in 2008
- Construction of the Sea Sports Centre in Dover has started and completion is expected in summer 2008. An additional commitment of £1.6m from Network Rail will ensure the £2.8m public realm improvement scheme at Dover Priory will start in April 2008
- In Folkestone, a new University centre and an Adult Education Centre have been opened and improvements to Tontine Street commenced supporting the cultural-led regeneration of the town. Work has also started on a £3.5m Performing Arts and Business Centre.

Local Indicators	2005/06	2006/07	2007/08
Unemployment rates (as at March)	2.2%	2.0%	1.6%
Percentage of people of working age living in Kent qualified to NVQ4+ (annual survey)	24.0%	25.6%	Not available
Median full-time weekly earnings for employment in Kent	£412	£428	£451
Claimant count : Job seekers, incapacity benefits, lone parents and other income support (as at August)	82,050	83,050	81,340*

* As at May due to DWP with-holding data pending a review of data security.

Section 4. Learning for everyone

Getting it right from the start

Providing our youngest children with the very best start in life is crucial. Early years/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 considerably improved

KCC acknowledges the 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 is convinced that education, skills, learning and well being are key to personal success and fulfillment and to the future prosperity and quality of life in Kent. We are 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 underprivileged and vulnerable children in our community.

The *Towards 2010* targets in this area are set out below:

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

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

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

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

Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent

What will it mean for you?

Improved behaviour and achievement in our schools and greater support for parents, along with improved levels of literacy and numeracy amongst children entering secondary school.

4.1 KCC's specific priorities for delivering improvement in 2008/09 are as follows:

Children living in poverty are much less likely to fulfil their potential than other children. The Children, Families, Health and Education Directorate is focused on creating the conditions in which all children and young people can achieve, no matter their circumstance. Since education is a key predictor of later life chances, KCC aims to improve results and tackle any attainment gaps being experienced by particular groups of children as a key mechanism to sustain lower levels of poverty in the future.

The Children, Families, Health and Education Directorate and its partners face a challenge to ensure that the momentum for narrowing the gap and enabling children and young people to be resilient and optimistic individuals gathers pace, whilst maintaining a service for all children that promotes high levels of achievement, health and wellbeing, social cohesion and economic renewal.

The New Kent Agreement

The new Kent Agreement for 2008-2011 will be a key driver helping to promote positive experiences, instilling optimism and capability in individuals and communities. Our ambition, through the Kent partnership, is to reduce the number of children in Kent that live in poverty accomplished through the delivery of the priorities set out in the Kent Agreement.

Enjoying and Achieving

Strategies for the primary, secondary and special school sectors are in the process of implementation and remain at the heart of our transformation to meet the needs of learners in the 21st Century. Our ambitious plans are supported through the Building Schools for the Future programme and sit alongside the innovative reform of 14 –19 education, creation of academies, development of extended schools and children's centres - all of which will create natural communities of schools and improve the educational landscape and infrastructure of schools in Kent.

Early Years

We will give Children in Kent the best possible start by providing a firm foundation for pre school children and ensuring that all children are safe, healthy, ready for school and able to take maximum advantage of rich and stimulating learning environments. Our aim is to improve attainment at Foundation stage and focus on areas that develop personal, social and emotional skills including speech, language and literacy. We will focus on increasing the take up of early education places particularly in relation to vulnerable groups of children, targeting areas of greatest need. The quality of early years provision will be supported through the ongoing development of the Children's Centres programme with 20 new centres planned for 2008-9. Children's centres bring together a wide range of agencies to plan and deliver integrated services to support early education, childcare, health and family support services to children and families, in a seamless manner.

We are currently consulting on a new Early Years strategy articulating this vision for Early Years services that will include:

- Supporting disadvantaged groups
- Improving the quality of provision and support the early education and childcare workforce
- Securing sufficient and accessible early education and childcare
- Working with and supporting parents
- Facilitating integrated working between services.

Extended services

We will continue to implement the Extended Schools agenda to build independent and self-sustaining communities to enhance life chances and improve social cohesion. Parenting will continue to be a focus for extended schools. The Government Office for the South East (GOSE) recognised Kent's parenting strategy as a strength and we will continue to develop our parent fora to ensure parents' views are sought and listened to. We are also entering the second year of a two year pilot of Parent Support Advisors, a preventative school-based role to support parents. Parent Support Advisors will concentrate in particular on behaviour and attendance, reducing barriers to learning and parental engagement with schools.

School Performance

We will build upon the improved Key Stage results of 2007/8 by continuing to support the raising of standards at all key stages of education and the narrowing of the attainment gap

of targeted groups of children. We will continue to focus particularly on improvements in attainment in primary schools.

Positive Contribution

Our aim is to ensure all young people feel engaged and inspired to learn, they feel that they have an opportunity to share their views and can make a difference. This should lead to improved behaviour and achievement in schools and the community, reduction in anti-social behaviour, improved attendance and attainment.

We will undertake our second Children and Young People of Kent survey to feed into future service planning and design.

Our specific priorities for this year:

- We will continue to focus activity to reduce teenage conceptions in those areas where the rate has not reduced as significantly as in other areas
- Although we are beginning to show improvements in attendance levels we will target persistent absence, with all pupils especially looked after children and work to reduce the numbers of exclusions
- Continue to support initiatives that reduce the rate of re-offending in young people
- Continue to improve the numbers of young people known to Youth Offending Service (YOS) that continue in Education, Training and Employment post 16.

Staying safe

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Protecting children and keeping families together

We will take robust action with our partners and through the **Kent Safeguarding Board** to protect children and develop a wide range of preventative services. Our priority for the coming year will be to focus on timely and effective processes to ensure the best outcomes for children in need of protection. Reducing the impact of domestic violence, bullying and numbers of children killed or injured in traffic accidents will also continue to be key areas of work.

Looked After Children (LAC)

For those children who become looked after the priority will be to provide them with security and to improve their educational achievement.

We will build on current progress to further improve the services for LAC and care leavers. The 2007/8 Annual Performance Assessment (APA) highlighted the progress Kent had made in reducing the numbers of LAC and improving the stability of placements. However there is much still to do to improve attendance and attainment, ensure more responsive mental health services for LAC and better access to health checks. Other priorities include extending family group conferencing to a wider age group, the development of multi-agency protocols and Kent's pledge for children in care. This will lead to better outcomes for LAC and care leavers.

We will continue to develop services to meet the needs of unaccompanied asylum seeking children, within allocated KCC resources, and lobby central government for additional funding.

Children with Learning Difficulties and/or Disabilities (LDD)

We will continue to modernise services for children with disabilities, prioritising transition and ensuring that there is a good range of coherent multi-agency local services that meet the needs of Children and Young People and their carers. We will maximise opportunities for children with additional and special educational needs and enhance our work with families and schools to ensure equality of access and the achievement of ambitious educational outcomes.

An internal review exploring opportunities to integrate further the work of all staff supporting children with learning difficulties and/or disabilities will be established.

The Special School Review programme and the review of specialist resourced provision in mainstream schools is continuing and will result in the delivery of a comprehensive range of provision for children and young people across Kent with profound, severe and complex special educational needs requiring such specialist support. Three resource centres, providing respite breaks, holiday clubs and after school activities are now operational with three more planned across the county. Additional short break opportunities for children with LDD will be made available throughout 2008/9 to 2010/11 though funding from the Aiming High initiative.

Local Children's Services Partnerships

Children's Trust arrangements continue to develop and by September 2008 there will be 23 local Children's Services Partnerships (LCSPs) to replace the local clusters and consortia that currently exist at local level. LCSPs will commission key services for children at a local level maximising personal choice and the involvement of users in service design as we move further towards devolving service and governance to the most local level. This will address the needs of children, young people and their families, with a focus on meeting the 5 key Every Child Matters outcomes, providing a more responsive, coherent and personalised service delivery, earlier and closer to the point of need.

This vision for LCSPs in Kent is supported by the National Children's Plan, Building Brighter Futures published by the Government in December 2007. This plan will mean a new leadership role for Children's Trusts in every area, a new role for schools as the centre of their communities, and more effective links between schools, the NHS and other children's services so that together we can engage parents and tackle all the barriers to the learning, health and happiness of every child.

Kent's Children and Young People's Plan will continue to be the vehicle for delivery of our overall aims. It promotes our vision for improving outcomes for children and young people, while acting as the focus for activity through local children's services partnerships

The operational plans of the CFHE Directorate detail the actions that underpin delivery of our priorities.

Adult Skills and Learning

Kent Adult Education Service (KAES) is leading the drive to arm adults with skills for life and work and will be increasing 'Skills for Life' programmes across Kent during the coming year, focusing on engaging non participants.

Learning for Stronger Communities is a key objective and KAES will profile more widely the provision of high quality family programmes which address social disadvantage and Government priorities for support for parents. A range of partners including the Extended

Schools team, Children's Centres and the Third Sector will work together to develop provision to address need in priority districts.

4.2 Performance and achievements in 2007/08

Early years

- Work with the Leuven University to improve the quality of settings has seen improvements across all 13 dimensions of the Foundation Stage profile and increases in the number of Kent children achieving 6 or more points for Communication, Language and Literacy (+ 4.5%) and for Personal Social and Emotional Development (+3.2%)
- The percentage of settings with working links to schools is on track to reach 30% (223) this year
- KCC undertook market intelligence and an audit of childcare in partnership with the early years sector in order to make the right strategic commissioning decisions that support an enhanced quality of provision and a diverse and sustainable range of efficient providers to meet the needs of Kent's children and families.

School performance

- Our key stage results and examination results have again improved. In 2007 64.9% of key stage 4 pupils achieved five A* - C passes in all subjects, a rise of 3.5 percentage points from 2006 and greater than the national rise.
- Kent primary school pupils aged 11 achieved improved performances in English, mathematics and science at level 4 of Key Stage 2. The county rate of improvement generally mirrors national trends.
- The Value Added measure results from Key Stage 2 to 4 placed Kent in the upper quartile for performance in 2007, demonstrating pupils make excellent progress between these points
- Most minority ethnic, vulnerable and other groups of children make similar progress to that of other children in the county.

Primary Strategy

- The strategy was developed to provide a rationale for the restructuring of primary education at a time of growing numbers of surplus primary school places in Kent due to a general fall in the number of children entering the County's schools
- The Strategy has 50 recommendations, all of which are being implemented. A number of the recommendations relate to school amalgamations, closures and redesignations
- 21 proposals for amalgamations and closures were agreed (16 school amalgamations and 5 closures), as well as redesignation of all 11 schools on Sheppey from three tier to two
- The 12% surplus in primary stock will have been reduced to 7.8% and our primary school buildings will be reshaped to meet the needs of 21st century learners and their local communities.

Attendance

- Through a range of effective strategies, Kent has successfully reduced absence of pupils in primary school to be in line with the national average
- At the beginning of the last academic year, 22 Kent schools were identified by the Department for Children, Schools and Families (DCSF) as meeting the criteria for priority support in tackling persistent absenteeism. During 2006/07 with support from Attendance Leaders, B&A consultants and other colleagues, 19 of the 22 identified schools successfully reduced persistent absence.

Bullying

- Kent's first Anti-Bullying Strategy was finalised in 2007, following extensive consultation with key partners. This Strategy, developed by the multiagency Kent Anti-Bullying Strategy Group, outlines how Kent's Children's Trust partners will work to support schools and early years settings to prevent and tackle bullying
- An Anti-Bullying Co-ordinator to support schools and settings was appointed
- A seminar for practitioners, looking at tackling homophobic bullying of young people was held
- The Kent Children and Young People survey results were shared with the Anti Bullying Strategy Group to inform practice and the annual online pupil "safe at school" survey enabled us to assess the impact of our work on children and young people
- Partnership working with Kent Police is particularly aimed at providing support to schools to implement restorative approaches. Restorative justice workshops have been held and guidance has been developed for schools and settings
- There are now over 160 schools using SEAL (Social and Emotional Aspects of Learning) and initial evaluations suggest that this programme helps to improve self-esteem and reduce disruptive behaviour
- Ofsted found 82.7 % of Kent schools were 'good' or 'outstanding' in ensuring its pupils are protected from bullying, racism or other forms of harassment.

Extended Services

- Extended Services in Kent support schools to develop a range of services including access to; Quality Childcare, Parent Support including family learning, Community Access including Adult Education, Study Support (Varied Menu of Activities) and swift, easy access to Specialist Services, early intervention and targeted services
- 65% of schools in Kent now have Healthy Schools Status and 99% are participating in the programme
- Many schools are already offering a wide, varied and innovative range of services and there are currently 179 schools in Kent offering the full range on offer.

Looked-after children (LAC)

- A detailed review was undertaken by a multi-agency LAC steering group of the way in which children and young people in and leaving care are supported. This review places CFHE in a strong position to deliver better outcomes for LAC and Care Leavers
- KCC developed its pledge for Looked after Children establishing CFHE at the forefront of best practice. The pledge is a central part of our overall strategy for improving corporate parenting and has been widely welcomed, particularly by children and young people who as part of a consultation exercise produced two DVDs outlining their views to inform its contents
- One of the benefits to come out of the pledge was the commitment that all LAC are provided with a named LAC nurse. LAC nurses now undertake all annual health assessments for LAC in Kent and direct referrals to a community paediatrician when an initial health assessment is required. This will enable every LAC to form an effective working relationship and maintain contact with the person undertaking their annual health assessments
- A multi-agency action plan between Health PCTs and CFE has been implemented and its progress reviewed on a monthly basis
- The service offered through Rainer 16+ offers a range of support and advocacy available at a time when young people leaving care and at the point of transition into adulthood may be feeling vulnerable and unsure about their future. Stability is a key factor to ensuring emotional security and a safe and loving upbringing that underpins attendance at school, physical and emotional wellbeing, resilience and employability

- Local authority chief officers regularly meet with a representative group of LAC to consult with them on important matters where their feedback informs policy development and implementation
- The proportion of looked after children who do not sit any examinations has reduced significantly. The proportion of looked after children who leave care with at least one GCSE is better than the national picture. While the overall attainment of children in care continues to be lower than the average for other children in Kent the gap is closing. Improving the attainment of these children is a high priority and is included as a target for improvement in the Children and Young People's Plan.

ContactPoint, the Common Assessment Framework (CAF) and Lead Professional functions

- Excellent progress has been made in developing a Common Assessment Framework (CAF) process for Kent, which is being piloted in three local projects. Detailed practitioner guidance for CAF and the Lead professional functions is in place. A local e-CAF solution has been developed until the national system is available
- An on-line Resource Directory has been developed and will be available from April
- Multi-agency training covering CAF, Lead Professional and information sharing guidance has been developed for those working with children and young people. Over 120 multi-agency trainers have been trained across Kent and have delivered training to 2,000 practitioners.

Parenting Strategy

- GOSE recognised the development of a parenting strategy through the extended schools agenda as a strength for Kent. The number of Family Liaison Officers (FLOs) directly supporting children and families through schools increased to over 200
- As part of a two year national pilot 41 Parent Support Advisors will work across 95 schools concentrating in particular on behaviour and attendance, reducing barriers to learning and parental engagement with schools
- Extensive consultation has taken place with parents, professionals and organisations that work with families using a variety of county fora and a range of partnership meetings. In addition a large quantitative survey was undertaken along with 6 focus groups across the county, enabling us to find out what parents think about the areas they live in and how they support their children. The findings of the consultation will inform action planning in the future and help us to know how we can use what Mothers, Fathers and Carers tell us to tailor our services to support families of all kinds
- The Partnership with Parents service will be further developed to provide more Independent Parental Supporters for the parents/carers of children and young people with LDD. Consultations with parents/carers and children and young people to inform and shape service provision and improve outcomes will also be developed further.

Participation/Consultation

- There are many opportunities for children and young people to make their views known. For example the local authority commissioned an independent survey which 42,000 children and young people took part in
- Kent Youth County Council is very active with 30,000 young people recently voting in the youth council elections
- Members of the KYCC (KYCC) meet with senior managers in CFHE directorate to raise issues of interest or concern to young people
- The views of children and young people actively inform our service planning and delivery.

Children with learning disability or a disability

- The implementation of the Special School review continues. Over 3,000 children and young people with statements of Special Educational Needs (SEN) will have their needs met at redesignated special schools. Over £120m in capital funding is being invested
- The outcome of the overall Special School Review programme will be a complete range of provision for children and young people across Kent with profound, severe and complex special educational needs requiring such specialist provision
- To help to make growing up, leaving school and learning to become independent easier for young people with disabilities (14–25 year olds) and their families a project manager was appointed to lead on transition planning
- Kent has been chosen as one of twenty one local authority areas to lead the way in transforming short break services for disabled children, as part of the Aiming High for Disabled Children programme. This status will fund significant investment over the three year period 2008/11 (£15m)
- Windchimes in East Kent is the latest Resource Centre for children with a disability. It is a joint development with health and will provide residential overnight breaks for disabled children with medical needs, as well as social care needs. Windchimes is managed in partnership with a voluntary organisation
- Disabled children and their families have been asked their views on local services to help shape their design and have been actively involved in the development of the Children's Resource Centres.

Safeguarding

- In November 2007, Children's Social Services achieved an overall rating of 3 in its APA assessment for Children & Young People across its overall effectiveness, being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic wellbeing. Capacity to improve achieved the highest rating of grade 4
- The Kent Safeguarding Children Board continues to develop its role including the production of multi-agency protocols to protect children and young people, multi-agency training and development of information for children and young people
- Family Group Conferencing (FGC) was extended to a wider age group and is now mandatory in Kent for all children 13 years or younger at risk of becoming looked after, ensuring that it is the last possible option for a child. Over 400 FGC were held during 2007-2008.

Quality of Learning

- We have continued to expand the vocational curriculum offer across all our secondary schools
- Over £14 million has been invested in new high quality facilities creating 19 new vocational centres across the county. These centres are equipped to replicate industrial and real work situations
- Kent is developing a network of Academies across the county to deliver radical and fundamental change in approaches to teaching and learning. Nine Academies have been approved so far by the DCSF and more are currently being shaped with potential partners. The Academy programme has secured capital investment in the order of £250 million to date for Kent's learning infrastructure
- A comprehensive professional development programme for all staff, tutors and individuals delivering the programme has been put in place to support the implementation of new curriculum areas (which now includes the delivery of diplomas).

This includes specialist curriculum networks in seven areas including engineering and construction

- The Kent Building Schools of the Future (BSF) Programme is the largest in the overall national programme, with an anticipated overall national capital value of £1.8bn. The aim of the Kent BSF Programme is to deliver transformational virtual and physical learning environments, in line with Kent's Secondary Strategy, and via the deep engagement of schools, their communities and other professionals in the design and delivery processes.

Performance in 2007/8 (relates to first six months of academic year):

Adult Skills and Learning

Kent Adult Education Service successfully renewed the 'Matrix Award' which recognises the information and guidance available to their learners. A successful pilot scheme saw five tutors trained in specialist techniques to deliver fitness and mobility courses to residents in care homes. This will be implemented further in 2008/9.

Approximately 1,600 people in Sheerness, Sittingbourne, Margate and Dover took up the 'Test the Town' initiative to test their literacy and numeracy skills, while 139 students took up courses in Learning Support to support or prepare for employment in Kent Schools as Learning Support Assistants LSAs.

A Diploma in Teaching is now being delivered in the Lifelong Learning Sector with Canterbury Christchurch University. Forty-nine Adult Education tutors will be among the first nationally to be awarded the new qualification.

National Indicators (all children)	2006 Actual	2007 Actual	2007 Target	2007 National average	2008 Target
<i>In schools maintained by the local education authority (KCC) :</i>					
Percentage of 15 year old pupils achieving five or more GCSEs at grades A* - C or equivalent (BV 38) *	61.2%	64.7%	64%	60.8%	66%
Percentage of key stage 4 pupils achieving five or more GCSEs at grades A*-C or equivalent including English and Maths (new NI 75)	46.8%	48.5%	Not set	45.9%	55%

* This statutory indicator is defined slightly differently from information quoted in the text above which relates to the position at the end of Key stage 4.

National Indicators (children looked after)	2006/07 Actual	2007/08 Est.	2007/08 Target	2007/08 PAF band	2008/09 Target
The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ (BV 50)	55.2%	70%	70%	4	

Local Indicators	2006	2007	2007 Target	2008 Target
The percentage of early years settings with working links to schools	5%	17%	15%	30%

Section 5. Preparing for employment

Making education relevant to all our young people

Kent's overall GCSE and A level results are significantly above the national average and the county is a national leader in improving secondary education. But too many students leave school with insufficient careers advice to fulfil their potential or make the right choices for entry into employment, post-16 education and university. Too many students currently drop out because they make ill-informed choices and too many businesses say there is a significant skills deficit 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 pivotal to our vision.

All school and college leavers should display the hallmarks of employability – knowledge, discipline, motivation, reliability and respect.

The *Towards 2010* targets in this area are set out below:

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

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

Target 17: Double the number of participants on Skills Force-type programmes

Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors

Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects

Target 20: Build strong business-education partnerships that benefit both employers and schools

What will it mean for you?

Quality employment opportunities, offering a fulfilling career for everyone in Kent and a skilled workforce for employers.

5.1 KCC's specific priorities for delivering improvement in 2008/09 are as follows:

Economic Wellbeing

We aim to maximise the potential and raise the aspirations of all students particularly at post 14 education. We will ensure that Kent students leave secondary education with the relevant skills to play an active part in their communities, lead fulfilled lives and able to contribute to the economy as part of a multi skilled workforce fit for purpose in the 21st century. This will be achieved through the offer of an extended curriculum choice underpinned by the 14 – 19 Strategy, the Secondary Strategy, appropriate vocational education and the implementation of diplomas

Our specific priorities for the coming year will help ensure that children and young people remain engaged in learning, have the opportunity to participate in further education, employment or training on leaving school, are ready for employment and live in decent homes. We will:

- Improve the proportion of young people achieving a Level 2 qualification by age 19

- Continue to work with District Councils to improve the provision of appropriate housing for the most vulnerable.

Targeted Youth Support (TYS)

- Roll out TYS across the county by December 2008
- Improve early identification of vulnerable young people and swift and easy access to early intervention and targeted services.

Connexions:

- Continue to reduce the number of young people who are not in education, employment or training (NEET) particularly amongst the most vulnerable groups of young people and areas with the highest levels.

Careers Guidance

- Developing high quality Careers Education and Information, Advice and Guidance developments are a priority for the 14-24 Innovation Unit. The unit, in partnership with Connexions, will work directly with schools, colleges and work based learning providers to ensure that learners have access to the information they need to make the right choices at 14,16 and 19. Schools will be actively involved in a professional development programme to raise the importance of careers education and impartial advice and guidance.

5.2 Performance and achievements in 2007/08

Extended Curriculum Choice

Vocational

- A 14-24 Innovations Unit has been established within KCC to develop and implement new approaches to delivering 14-24 education and skills training programmes. The unit is responsible for the KCC element of the 14-19 implementation plan in partnership with Connexions and Learning and Skills Council and has increased and improved the range of professional education, skills and training opportunities for all 14-24 year olds across Kent
- A number of vocational centres facilities and workshops are already up to capacity and learner demand outstrips the specialist number of places available. The programme of providing new workshops will continue to be rolled out across the county, mainly through the Building Schools of the Future programme
- Almost 60% of Schools and FE Colleges are participating in the Kent Vocational Programme involving over 4,600 students in 10 different curriculum areas including fashion retail, high technology engineering, vocational sciences and languages
- Alongside the continued expansion and success of the 14-16 vocational skills and training programme there has been a significant reduction in the number of young people who are not in education, employment or training (NEETs). The figure for November 2007 was 5.03% - the lowest for four years
- Key Training Services has continued to make a major contribution to reducing NEETs by creating pathways into work for young people. A total of 659 unemployed young people aged 16 and 17 joined a 17 week Entry to Employment training programme resulting in 65% of them progressing into employment or further training
- The 14-24 Innovation Unit has successfully delivered four Master Classes to raise learners' aspirations and ensure learners' knowledge of the working world. The programme started with a highly successful weekend programme delivered by the Royal Ballet where 100 learners put on an outstanding performance of Copellia. Other

Masterclass events have included Jamie Oliver's *Fifteen* working with a group of vocational learners to provide a meal for 100 guests, Go Kart racing at Buckmore Park and a premiere of films produced by learners at Maidstone Odeon Cinema. Kent Works has also delivered four highly successful motivational master classes in partnership with Key employers.

Kent Apprenticeship Scheme

- To date 61 young people have completed their qualification on the Kent Success programme, within KCC. Placements have been offered across all Directorates departments including Legal & Democratic Services, Waste Management, the Youth Service, Adult Services as well as placements within KCC schools, nurseries and care homes
- These young people have undertaken apprenticeships in childcare, health and social care, business and administration, customer service and catering enabling them to achieve an accredited qualification whilst gaining an extensive range of skills in a supported work placement.

Skillforce Type Programmes

For those young people who feel disengaged from the traditional school curriculum outward bound style courses led by former armed forces personnel, such as those run by Skillforce enable them to develop team building and communication skills, discipline, motivation and respect for their peers and authority figures.

- 300 places have now been secured with the Skillforce programme. In addition, 50 pupils per year benefit from the Army Cadet Force Outreach programme and 550 from full time Alternative Curriculum programmes
- Pupils have also benefited from courses that offer an alternative to the full National Curriculum, covering areas such as the Duke of Edinburgh Award, Junior Sports Leader, National Navigator and St John Young Lifesaver.

Targeted Youth Support (TYS)

- A countywide strategy for Integrated Youth Support Services has been agreed by the Kent Children's Trust
- TYS is being piloted in Canterbury, Shepway and Sevenoaks.

Connexions

- Kent County Council has successfully managed the transition of Connexions to the Local Authority-the process received the highest confidence ratings from the Government of the South East (GOSE)
- Local targets have been set for the areas with the highest levels of young people not in education employment or training.

EVOLVE

The EVOLVE Project, which concluded in December 2007, saw KCC working in partnership with the Prince's Trust, Kent and Medway NHS and Social Care Trust Partnership and other partners to help lone parents, adults from black and minority communities and other vulnerable adults understand their choices for returning to work. As a result, hundreds of individuals have engaged in the range of interventions offered by the partners, with over half entering employment, voluntary work or education.

Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/09 Target
Number of Kent Apprenticeships taken on by KCC	60	130	126	200
Number of young people completing the Kent Community Programme	0	43	40	120

National Indicators	2006/07 Actual	2007/08 Est.	2007/08 Target	2007/08 PAF band	2008/09 Target
The ratio of the percentage of young people, who were once looked after, who were engaged in education, training or employment at the age of 19, to the percentage rate for all young people (BV 161)	0.67	0.75	0.70	5	

Section 6. Enjoying life Kent, a great place to live and work

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.

We must ensure that residents and visitors can discover what this county has to offer and can participate in enjoying life in Kent.

The *Towards 2010* targets in this area are set out below:

Target 21: Launch and market a new website, “*What’s on in Kent?*”, that will list sports and leisure activities and local organisations for all age ranges in the county
Target 22: Establish a biennial Kent Youth Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics
Target 23: Facilitate and enhance the development of Kent Youth Theatre activities
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV
Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county
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
Target 27: Open the Turner Contemporary gallery, Margate, in 2009
Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent
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

What will it mean for you?

Living in a county which supports and values culture, recreation and sport for everyone to enjoy.

6.1 KCC’s specific priorities for delivering improvement in 2008/09 are as follows:

Cultural development

The Turner Contemporary gallery and community outreach programmes will be a positive force in the social, economic and cultural regeneration of Thanet & East Kent. The development of the gallery will continue, and the build process is scheduled to commence in autumn 2008. Turner Contemporary will continue to present a varied range of events and workshops and this will increase significantly when the gallery opens.

Work is planned to develop the profile of the Cultural tourism offer in East Kent based on the Coastal offer and linking specifically with the Folkestone Triennial, Turner Contemporary and Canterbury is planned for 2008. The Folkestone Triennial will be the most significant international art event in the South East in 2008 and KCC is using this as a springboard to pilot a new and unique cultural tourism project. The outcome will play a part in fulfilling Kent’s potential as a premier tourist destination.

The Arts Development Unit is a key component of the Kent 2012 campaign, which is developing the County Offer for the UK Cultural Festival, part of the Cultural Olympiad, spanning the four year period from 2008 to 2012. During 2008/9 KCC will continue

coordinating plans with district councils and arts agencies to stage a broad variety of arts events and festivals over that period, to create a Cultural Olympiad to celebrate the Olympic and Paralympic Games in 2012.

Kent TV

In the coming year Kent TV will continue to work with voluntary and business groups, launch a "What's On" service for visitors and residents alike and also encourage more user generated content.

Sport, leisure and the Olympics in Kent

A key priority for 2008/9 is to build on the flourishing heats and early stages of the first ever Kent School Games, culminating in successful School Games Finals in summer 2008, before planning for the 2009/10 Games.

The Sport, Leisure and Olympics Service will continue to support high level coaches and coach development to underpin talent development, and provide enhanced sports science, coaching and competitive opportunities for talented performers.

Kent Volunteers and KCC's Sport, Leisure & Olympics Service will be launching the "Kent Events Team" project in summer 2008, which has been developed jointly with the volunteering networks in the county. The project will create a network of people willing to volunteer for one-off sport, leisure and cultural events. This scheme will help Kent's volunteers to prepare for the 2012 Olympic and Paralympic Games. Further small grants will be provided to clubs and voluntary sports organizations in order to develop more sports opportunities including links with schools.

A strategy will be devised for the development of enhanced sporting facilities on school sites, which through innovative design leads to a greater range of activities becoming accessible to a wider range of young people and community users.

Libraries and Archives

The county's schools and libraries are linking with businesses and voluntary organisations to challenge Kent's residents to get involved in the National Year of Reading. The aim is to encourage people to develop a passion for reading and to recognise that it can open doors, enhancing their confidence and skills, help them to find out information, get a better job, or escape the pressures of daily life with a good book.

The modernisation of Kent's libraries is a continuing priority, with several more due to be refurbished / rebuilt during the coming year. The rebuilt Ramsgate Library will open in autumn 2008. The Kent Library and History Centre project is progressing at an exciting pace, and is currently at the design stage working with the appointed preferred developers. New service provision in growth areas in the county is being planned and other services, both internal and external to KCC are being approached to co-locate with the Library.

The Library Service is also reviewing how it provides access to services to offer more choice to its customers. These services include the Mobile Library Service; the Open Access service to residential and nursing homes, sheltered housing, and day centres; the home delivery service for home bound customer; and the postal loan service for visually impaired customers.

Partnership working is key, one example being where KCC is moving forward with Ashford Borough Council on a range of projects. Public consultation has begun for the Ashford Gateway Plus Project, including library and registration services, with build due to start in

early 2009. Plans are also progressing for the relocation of Tenterden Library to become part of a Rural Gateway incorporating a range of services including Tourist Information and the local Post Office

Gateways

Gateways offer a convenient public service access point in a retail-based location using the latest innovative technologies and strong partnership working. The focus is on shaping services to fit around customers, and with successful *Gateways* thriving in Ashford and Thanet, the model is now being rolled out throughout Kent. A mobile Gateway is now also operating in rural areas following its launch at the County Show in 2007.

Agreements have been made for several other locations and in the coming year the following gateways will open: Maidstone, Tunbridge Wells, Tenterden and Dover.

Planning for phase 2 is advanced and is likely to feature the following locations:

- Canterbury – options around Herne Bay regeneration
- Sevenoaks/Swanley
- Gravesend
- Tonbridge & Malling
- Shepway (Folkestone)
- Dartford
- Swale

6.2 Performance and Achievements in 2007/08

Turner Contemporary

Public meetings were held at Margate Winter Gardens in June and October 2007 to inform and engage the community on the plans for the gallery. The planning application was approved by Thanet District Council in February 2008.

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

Participants in the public programme of workshops and events have ranged from the young to older people. The artistic programme continues to develop, engaging with diverse audiences and forging relationships with a broad range of partners across the region and further afield. A group of young people has had an input into the design through our Inspiring Spaces scheme which has been supported via funding through *enquire*.

Turner Contemporary opened a new project space on Margate High Street on 28 February 2008. It is anticipated that the exciting programme planned for the new space will build audience capacity and generate further interest in Turner Contemporary. Increased interest in the new space will also act as a catalyst for the regeneration of Margate High Street, and bring associated benefits for local businesses and the community.

Sport, leisure and the Olympics in Kent

The 'Kent School Games' are up and running. The first Games, including a Disability Schools Games, was launched in November 2007 at the Astor of Hever School in Maidstone, involving a mass "warm-up" for the Games with 400 young people.

Some sponsorship for the Games has been attracted through P&O Ferries and Sport England has agreed to provide funding towards the Disability Games.

By the end of January 2008, 515 local area heats, competitions and festivals had been organised and as part of the Games over 250 schools had become involved at local level.

KCC's Sports, Leisure and Olympics Service supports Kent's talented performers through a range of mechanisms, most notably via the FANS (Free Access for National Sportspeople) scheme, in partnership with districts and facilities across Kent. The scheme has provided free access to facilities for performers and has been enhanced with discounts being offered to FANS members on clothing and equipment via Kent County Supplies and Maudesport. Funding has also been secured to provide significant support for several potential Olympians and Paralympians. A Coaches and Officials Scholarship scheme has provided funding for several coaches who either already currently coach at a high level or are aiming towards this goal.

Major events, which can inspire future Olympians and Paralympians, such as the Tour de France, World Handcycling event and World Cup Archery event were supported in 2007 and major Disability Sports Events are currently being worked up for summer and autumn 2008. The Open Golf Championships will also be coming to Sandwich in 2011.

Pre-Games Training Camp submissions have been made on behalf of Kent by the Unit, with a number of the county's facilities likely to feature in the official brochure produced for Olympic Associations after Beijing 2008. The Dartford Judo Centre has already attracted teams from Canada and USA to use its facilities for training for an international event.

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

In addition, work has been undertaken with districts to establish local "Community Sports Networks" with voluntary sector sport representation, so that the local voice of sport can feed into local plans, alongside other partners.

Libraries and Archives

The ambitious Modernization Programme progressed well throughout 2007/8. Margate Library reopened in January 2008 as part of the Thanet Gateway, bringing together Thanet District Council and KCC customer services with the Library, and providing seamless access to all services on offer.

A national pilot called 'Headspace' was launched in conjunction with the Youth Service - encouraging young people to promote books to their peers at Café IT in Folkestone. The 'Time2Give' volunteering initiative continues to be used as a national exemplar, featuring in a regional toolkit and being shortlisted for the national 'Libraries Change Lives Award'. The scheme has delivered an additional 7,000 hours volunteering activity during 2007/08 compared with the previous year.

Evidence of the success of the modernization programme is growing, with improved satisfaction with libraries from adults and children in a 2007 survey. Satisfaction with opening hours has also continued to increase. Adult scores have risen from 76.8% (2003) to 92% (2007), and 86.9% (2007) children said the library was open when they wanted it to be compared with 58.3% (2003). Children's book issues increased by 11.3% (Apr – Dec 2007 against equivalent period in 2004). Web based renewals are increasing with 86,190 items renewed online in the first 9 months of 07/08; an increase of 235% on the same 9 months in 06/07.

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

£205,000 of funding has been invested in key projects across the county via the Kent Arts Investment Fund. The fund is now a rolling programme which will ensure a more customer-focused service which is able to respond to opportunities and maximise the benefits of the fund for the people of Kent.

Kent TV

Kent TV launched successfully in September 2007 with large amounts of publicity and has currently generated over 215,000 visits. A refreshed site with 15 channels and over 70 sub-channels was launched in April 08 and there are now over 800 videos on the site. Since the launch much work has been done on ensuring accessibility, building the library of films to its current level, working with the private and voluntary sectors and making it easier for individuals or groups to upload their own content.

Kent Film Office

The Kent Film Office launched the Kent Film and TV strategy in 2007, stating the aims and ambitions of the service until 2010. The office assisted various productions including Cape Wrath, The Other Boleyn Girl, Half Broken Things, Ruby Blue, Spooks, Eastenders, Eon's Winds of Change and Morrisons' 2007 Christmas campaign. The film office website was developed and location and image libraries expanded. An award at the Kent Business Awards was successfully sponsored for the first year and has been repeated in 2008.

Additionally the Film Office worked with Visit Kent to launch a movie map as part of a large marketing campaign linked to "The Other Boleyn Girl".

Over the coming year the team will continue to assist productions, increase links with Visit Kent to enhance campaigns, heighten advertising to the film and television industry and explore media training opportunities through the Kent Academy.

Gateways

Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/09 Target
Number of athletes supported to compete at a national level in the run-up to the 2012 Olympics and Paralympics	360	450	400	460
Number of libraries modernised (cumulative)	5	7	9	11
Number of sports clubs receiving services via the ClubConnect card	0	200	Not set	250

Section 7. Keeping Kent moving Tackling congestion

Traffic congestion is the bane of everyone's life, whether you 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.

We need further investment for Kent roads and will continue to press the Government to give Kent its fair share of funding for new roads and improvements. We will also press for the building of a third lower Thames crossing and to reduce the impact on Kent of Operation Stack.

The *Towards 2010* targets in this area are set out below:

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

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

Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes

Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption

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

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

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

Target 37: Improve the way we repair roads and pavements

What will it mean for you?

Quicker, safer, easier and more reliable journeys in Kent.

7.1 KCC's specific priorities for delivering improvement in 2008/09 are as follows:

Transport and public transport improvements can unlock the economic potential of areas and improve accessibility. Major transport initiatives that will be progressed this year include the Lower Thames Crossing and the Sittingbourne Northern Relief Road. We will also press for implementation of trunk road and motorway schemes on the M25 and A21 and for improvements to the A2/M2 corridor to provide an alternative route to Dover.

The de-dualling of Fort Hill in Margate begins in April 2008 and once completed will make this a more pedestrian-friendly area, improving connectivity with the Rendezvous site and unlocking land for public realm improvements. Work will also progress on the seafront to improve the lighting and facilities.

The expansion of *Fastrack* routes is planned along with the introduction of bus ticketing machines at bus stops. Building on the success of *Fastrack*, a bid is being prepared for a similar scheme in Ashford called *Smartlink*. There will be a further roll out of the Kent Freedom Pass to 11 to 16 year olds in Maidstone, Malling, Shepway and Dover, and we will be seeking to develop new Quality Bus Partnerships in Dover and Tunbridge Wells.

We will continue to lobby Government and rail service providers to ensure Kent has appropriate levels of service from all stations. Subject to funding, we will commission a study into the effects of CTRL Domestic Services (CTRL DS) on passenger flows and key business locations. KCC will act as the accountable body overseeing £10m of investment that will deliver access improvements at Dartford and Northfleet railway stations.

7.2 Performance and achievements in 2007/08

In Ashford, the ring road is now two-way enabling better traffic flows and accessibility to the town centre. Work was completed on improvements to the A2 / A282 at Dartford.

With rail passenger numbers continuing to grow, Kent will have more CTRL DS services than originally proposed in 2005. Stations at Beltring and Swale will be retained and all stations will run at least one train per hour in each direction. Off-peak services from Dover and Canterbury East to Victoria will also continue. Eurostar services from Ebbsfleet started in November.

Bus travel also continues to grow. Kent achieved national recognition at the UK Bus Awards for service improvements initiated via the Quality Bus Partnerships. We have continued to support bus services including direct financial support for 200 services and the launch of the Kent Freedom Pass aimed at school children in pilot areas of Tonbridge, Sevenoaks and Tunbridge Wells.

Phase 1 of the Transforming Kent Highway Services project is complete, with a new structure featuring a more focused front line service equipped with new technology together with streamlined operational processes.

Kent Highway Services regularly evaluates customer feedback which gives it a clear appreciation of customer expectations and this is supported by consultations carried out with both the public and County Council Members. A recent survey has shown that for a second year running public satisfaction with KHS has increased with regard to the condition of Kent's roads, pavements and streetlights.

The publication of a series of 'Understanding Leaflets' and a weekly page in the Kent on Sunday has delivered more information to the public of Kent about the services we provide than ever before and has also enabled the public to report issues to us more easily.

Several Key Targets have been achieved and nationally recognised:

- Award from Metropolitan/Kent Police for our contribution to the delivery of a successful first stage of the Tour De France
- Successfully established Quality Bus Partnerships in Ashford and Dover with National recognition
- Launch of free travel for all 11-16 year old students in Canterbury, Tonbridge and Tunbridge Wells.
- Launch of Bike-it in Ashford and Canterbury. Bike-it works directly with schools making the case for cycling in their school travel plans, supporting school champions who want to promote cycling, and demonstrating that cycling is a popular choice for children to get to school. The project adds to local investment in cycle routes and bike sheds by involving pupils, teachers and parents and enabling them to take the small steps which are necessary to make a real difference
- Secured £1million from the lottery fund for 'Connect 2' cycle network
- Launch of a 'plus-bus' rail ticket initiative

- Awarded Transport Authority of the Year at the UK Bus Awards
- Awarded Innovation and Infrastructure Awards for Fast Track at UK Bus Awards
- Kent Traffic and Travel website launched
- Replacement LED programme commenced for all traffic signals in Kent resulting in reduction in energy and maintenance issues
- A production of 'Licence to Kill' aimed at senior school pupils won the best in public service Public Relations (PRIDE) award for 2007
- Introduction of the KHS Speed Awareness Course, in partnership with the Police servicing over 5,000 customers in this, it's first year of operation.

Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/09 Target
Number of 11-16 year olds issued with a Freedom pass	-	5,100	2,000	12,000
Net satisfaction with condition of roads	+5%	+19%	+10%	TBC
Number of schools with staggered starting time	-	4	1	6

National Indicators	2006/07 Actual	2006/07 National average	2007/08 Actual	2007/08 Target	2008/09 Target
Percentage of the local authority principal road network where structural maintenance should be considered (BV 223)	6%	10%	6%	6%	tbc
Percentage of the non-principal classified road network where maintenance should be considered (BV 224a)	10%	14%	9%	10%	tbc

Section 8. Environmental excellence and high quality homes

Future generations will judge us by the quality of the environment they inherit

At the heart of our approach will be a renewed pledge to protect and enhance the beauty and diversity of our countryside. The housing growth agenda enforced by central government presents enormous challenges for Kent. Our challenge is to manage this growth sensitively so that it results in the construction of quality housing with the minimum environmental impact. Kent County Council will continue to ensure that new and existing public buildings (such as schools and offices) are as environmentally friendly as possible.

The *Towards 2010* targets in this area are set out below:

Target 38: Maximise the use of previously developed land
Target 39: Bring back into use the large number of empty homes in Kent
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes
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
Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies
Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders
Target 44: Establish a global centre in Kent that will lead the world in developing crops to provide energy, medicines and other products
Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage
Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies

What will it mean for you?

A better, safer, cleaner, more sustainable county held in trusteeship for future generations.

8.1 KCC's specific priorities for delivering improvement in 2008/09 are as follows:

Protection and enhancement of the countryside

The Kent and Medway Structure Plan seeks to ensure that development is of the highest quality balancing the need for housing and economic growth with protection and enhancement of our countryside and heritage. This means making the best use of land that is available for development. KCC will continue to work with District Councils to identify prospective brownfield sites for housing developments thus reducing the pressure for developments elsewhere.

Community infrastructure provision

Housing developments impact both existing and new communities due to the increased demand for local community services. We will continue to work with the District Councils to ensure that investment in community services is sustained by seeking developer contributions from all sites over 10 units. Also, in anticipation of the introduction of a Community Infrastructure Levy, our Development Investment Team will work with service providers to develop a robust evidence base for future service provision in order to get the best for the people of Kent.

Environmental and climate change

We will review and report against performance indicators in the Kent Environment Strategy and a final revised strategy and action plan will be launched at the Kent Environment Conference in March.

We will progress environment-led regeneration initiatives in Kent Thames Gateway, Ashford and East Kent to improve the environment, greenspace provision and countryside access in urban and rural areas. We will support the healthy living agenda through programmes such as increasing provision for cyclists.

Protecting and enjoying the countryside, coast and heritage

- KCC gives planning advice to District Councils and others on protecting and enhancing the natural and historic environment, and the public rights of way (PROW) network. KCC will manage its own estate sensitively. Planning advice on ecology will be further enhanced by the development of guidance on the consideration needed for ecology in planning applications
- In addition to its statutory function of protecting the PROW network, KCC works to encourage people to get out into the countryside and enjoy all that the natural environment has to offer. The County's Explore Kent website will be developing its on-line services to make information more widely available in a variety of formats including downloadable leaflets and iPod walks. This year KCC will be delivering the objectives set out in the Countryside Access Improvement Plan including making routes more accessible to a wider group of users by removing stiles, installing seats, and improving crossings.
- There will be further improvements to our Country Parks' facilities including improving the toilet and catering facilities at Manor Park and other on-the-ground works to enhance the visitor experience and conserve the natural environment of the parks. We will continue to promote our country parks as gateways to the wider countryside in order to improve public health and support the wider rural economy.
- We will continue to co-ordinate the Kent Biodiversity Partnership and delivery of the Kent Biodiversity Action Plan to protect and enhance the diversity of the natural environment in Kent.
- A second Kent's Coastal Week will be held in October 2008, with an increased number of events at more locations around the county, attracting an expected 1000 participants. The aim of this week is to get people onto the coast to enjoy and understand more about the facilities and natural environment that it has to offer.
- The "Kent Goes Wild" event will also be held again this year, introducing Kent's residents to wildlife recording with an emphasis on engaging younger recorders with the production of a Junior Recorders Pack.
- We will be seeking to implement the NERC Act 2006 Biodiversity duty, by enhancing and reducing the impact on biodiversity throughout our estate and within our core activities.
- We will also commence the development of an integrated action plan for Kent's coast, working with Kent's coastal stakeholders to develop a vision for a sustainable coastline and the actions required to achieve this.

Demonstrating environmental excellence in KCC and responding to climate change

- The forthcoming year should see the whole of KCC gaining the ISO 14001 Environmental Management System accreditation, demonstrating its commitment to making its business more environmentally friendly.
- £1m will be invested in energy efficiency, renewable technology and water management measures on the KCC estate, using the KCC energy and water

investment fund. Projects to include light zoning/sensors, PIR sensor urinals/taps and 20 renewable energy projects at Kent Schools.

- The multi-partner Clean Kent campaign continues in 2008/09 and is set to have new targets in the Kent Agreement 2 (LAA2) with stretched targets in respect of street cleanliness. The campaign also shares a Towards 2010 target to deal with fly-tipping hot spots and increase the capacity to deal with fly-tipping enforcement. Future years will see the fly-tipping enforcement function increasing and a maximisation of the deterrent effect with further prosecutions for this criminal offence across Kent.
- As part of its campaign to make Kent a cleaner county and reducing street crime, the Clean Kent partnership will be rolling out its drama "Streetwise" to Kent's secondary schools following a successful pilot programme. This will target young people aged 12-14, encouraging a sense of environmental responsibility and citizenship, using the experiences and examples of young offenders with young offenders themselves acting in the drama.

Managing Kent's waste

- During 2008/09 the Allington Energy from Waste Plant is set to enter full service reducing reliance on landfill for waste that cannot be recycled. A new transfer station and Household Waste Recycling Centre at Pepperhill are planned to open later in the year, and the Blaise Farm In-Vessel Composter will begin operation to a similar timescale. We will continue to work in partnership in the Kent Waste Partnership with the District Councils and others on the delivery of the actions in the Joint Municipal Waste Management Strategy
- 2008/09 marks the beginning of an ambitious investment programme upgrading existing facilities and providing new ones. Included in the 5 -year programme are works at 6 of the household waste recycling centres and the programme will be developed over the year with a view to improving householders' experience of using the sites, reducing delays at peak times, and improving recycling performance. Other works will improve the transfer station network to reduce vehicle movements thus helping to protect the environment.

8.2 Performance and achievements in 2007/08

- Completion of the ground-breaking 4 year condition survey of all Public Rights of Way in Kent, linked to an asset management programme.
- Endorsement by Members and publication of the Countryside Access Improvement plan following extensive consultation – this will guide the management of Countryside Access over the next 10 years
- £750k of capital network improvements successfully completed.
- BVPI178 (PROW) increased from 68% to 74%.
- Completion of a Ploughing and Cropping campaign in East Kent.
- Successful delivery of a £1.5m Interreg 'Greenways' project.
- The first Kent Coastal Week was held and saw over 40 events held with over 800 people attending over the 10 days.
- Kent Goes Wild 2007 held, and over 1000 people attended the events
- Completion of the BRANCH project (Biodiversity Requires Adaptation in Northwest Europe under a Changing climate), modelling the impact of climate change on Kent's wildlife and providing recommendations to how to facilitate the necessary adaptation.
- Bird boxes installed around County Hall to improve biodiversity in the built environment. Early signs indicate nesting birds in one box this spring.

- Successful pilot of eco-advice service for Sevenoaks District Council, concluding with them taking up the service for the following year.
- Two Country Parks, Brockhill and Trosley, were awarded the prestigious Green Flag award for achieving the national standards in recreational green spaces, measured against a set of key criteria around sustainability, health and safety, visitor welcome, community involvement, management, etc.
- Completion of new contracts for 12 Household Waste Recycling Centre operations and Operation CuBIT
- Implementation of improved electronic and electrical goods recycling and disposal services
- Appointment of an Executive Officer to support the Kent Waste Partnership to take forward strategic action plans
- Kent was one of a few counties who joined the “Love Food, Hate Waste” campaign to reduce the amount of food thrown away in Kent
- The percentage of Waste recycled or composted in Kent rose to just over 36% in comparison with just over 32% in 2006/7, and the amount of household waste collected per head dropped slightly from 548kg to 546kg.
- 2007/08 was a significant year for the multi-partnered Clean Kent campaign as it successfully delivered outcomes on its stretched targets under the first local area agreement (LAA1). The targets related to reducing loose rubbish fires and the numbers of fly-tipping incidents reports as well as increasing the perception of Kent as a clean county.
- Publication of the revised KCC Environment Policy
- KCC has saved in excess of 700,000kgs of CO₂ and almost £90,000 on its energy use in its buildings and estates
- The Kent and Medway Structure Plan aims for 70% of new developments to be on previously developed land (PDL). This policy received a major boost with outline planning consent for 7,250 homes at Eastern Quarry brownfield site. Additionally, agreement was reached for 700 homes on the former Leybourne Grange Hospital site.
- Our enforcement team in Planning Applications Unit (PAU) successfully defended an enforcement appeal relating to extensive importation, deposit and burning of waste at Raspberry Hill, Iwade. PAU also helped to facilitate planning permission for a wide range of community infrastructure including schools, children’s centres, sports facilities and roads ensuring they were of high quality and sustainable.

Section 106 agreements for four major housing development sites (over 500 units) across Kent have been agreed. These include:

- £9.4m financial contribution for the development of a Learning Campus at the Bridge, Dartford.
- £109m financial and direct provision for transport, heritage, education, library, youth, adult education and adult social services provision at Eastern Quarry in the Thames Gateway
- £7m financial contribution for education provision at Templar Barracks, Ashford.
- From 1 April 2007, we extended the range of services for which we seek developer contributions to include youth and community, adult social services, adult education and library services as well as education.
- In September, Paul Carter led the launch of “Showcased”, the first of a series of brochures to celebrate design excellence in Kent.
- Working in partnership, a 5km stretch of land has been secured along the A2 corridor for footpath, equestrian and cycling access. Additionally, £2.5m has been secured for greenspace and new and improved access at Shore Mead Fort, Cobham-Ashenbank

and the Darent Valley Park. At Cobham a new community woodland has been created providing 18km of public access trails and 130,000 new trees.

Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/09 Target
Section 106 developer contributions achieved – minor applications	82%	75.8%	80%	80%
Number of long-term empty properties brought back into use in Kent	172	408	330	511
Percentage of new KCC buildings designed to at least BREEAM 'very good' standard	60%	80%	80%	90%

National Indicators	2006/07 Actual	2006/07 National average	2007/08 Estimate	2007/08 Target	2008/09 Target
Percentage of household waste arisings which have been sent by the Authority for recycling (BV 82a i)	21.8%	19.6%	24.1%	23.5%	26.7%
The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion (BV 82b i)	10.6%	10.9%	11.6%	11.5%	12.8%
Percentage of the total tonnage of household waste arisings that have been used to recover heat, power and other energy sources (BV 82c i)	12.1%	12.6%	8.7%	39.4%	40.9%
The tonnage of household waste arisings that have been landfilled (BV 82d i)	55.5%	58.0%	55.6%	25.6%	19.6%

Section 9. Improved health, care and well-being

An essential part of life is staying healthy

Good health matters to all of us. Obesity, teenage pregnancy and smoking can all result in poor health and a lower quality of life. At Kent County Council we have a responsibility to give people support to make 'healthy lifestyle' decisions

The *Towards 2010* targets in this area are set out below:

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

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

Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and well-being

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

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

What will it mean for you?

More opportunities for both young and older people to enjoy a healthy lifestyle and a healthier, fulfilled old age.

9.1 KCC's specific priorities for delivering improvement in 2008/09 are as follows:

Priorities for children and young people

Being Healthy

We will support children and young people to be physically, mentally and emotionally healthy and enable them to choose healthy lifestyles. We will aim to narrow the health inequalities gap between different socio-economic groups. We will continue to work with parents and carers to ensure that all children and young people have the knowledge, awareness and understanding to adopt healthy and safe lifestyles and develop the maturity to make decisions that enable them to succeed in life.

Integrated working on health issues across the Directorate have been strengthened through the developing Children's Health Commissioning Division. In collaboration with the Kent Primary Care Trusts we continue to promote the physical and mental health of children and young people through the provision of effective services. The Division brings together a team from Health to deliver this work, as part of the new Children's Trust arrangements at both a county and local levels. The Trust will support joint projects and activities that seek to reduce child health inequalities and promote social inclusion.

Our specific priorities for the coming year include:

- Plan, commission and procure effective child health services, increasingly through multi-agency service specifications and consistent with the Children and Young People's Plan (CYPP), Joint Strategic Needs Assessment for Children's Health (JSNA) and Public Health Strategy

- We will continue to build on our successful Healthy Schools programme and implement our Personal Health Social Education strategy, launched in January 2008 to help pupils lead confident, healthy and responsible lives as individuals and members of society
- We will continue to implement the Children and Adolescent Mental Health services (CAMHS) strategy, which has already resulted in a marked improvement in waiting times for young offenders requiring access to CAMHS
- We will improve on the timely completion of health and dental assessments for looked after children and young people
- Support the development of initiatives to promote a healthy weight and tackle overweight obesity in children, young people and adults
- Preventing harm to children, young people and families affected by drug misuse
- We will continue to work hard to reduce teenage pregnancies, especially in targeted areas where the incidence of teenage pregnancy is reducing more slowly than elsewhere in the County
- Assist in improving services for disabled children with long term conditions with complex health needs through integrated management and co-location of services
- Implement the first phase Swale Early Intervention Mental Health Pilot, an innovative and creative partnership programme between Kent Safe Schools and Health
- Continued implementation and expansion of the Safe Cluster programme to support schools and clusters to effectively tackle bullying.

Health Improvement

Activemobs

Activmobs are helping residents to get fit and improve their social activity. They are small groups who carry out physical activity together on a regular basis; they choose their own activity and are given help to continue with that activity. User feedback impacts directly on service improvement in a continuously evolving loop.

The system:

- Enables people to carry out the activities that suit them rather than making assumptions about what people will want to do
- Is self organising by providing simple tools without the need to go through the filter of an organisation
- Builds on the assumption that activity is most effective when driven and sustained by individual motivation and within the context of people's everyday lives rather than in formal settings such as private gyms or organised classes.

The mobs fall within three main categories:

- Workplace mobs such as those within KCC. The walking mob has developed further into incorporation of Nordic Walking which Activmob has supported through purchase of some equipment and training. This has meant that the exercise has developed into a more strenuous dimension for those participating. It has also led to people trained in basic fitness who can now train other mobs. One member of this group has also negotiated a discount deal with a leading local outdoor pursuits equipment supplier for members of Activmobs. The Nordic Walking connection has led to the Kent Country Parks unit wanting to adopt Activmob as the mechanism to promote greater public involvement with the country parks including health walks and green gyms
- Social inclusion mobs such as those developed to help people with a mental health problem or in recovery from drink or drugs problems. The golf and allotment mobs are good examples of new activity of this type

- Public mobs such as the singing mob, the ramblers and RELAXercise.

For more information visit: www.activmob.com

9.2 Performance and achievements 2007/08

The Kent Healthy Schools Programme

The Kent Healthy Schools Programme, delivered in partnership by Kent County Council and NHS in Kent provides the strategic and operational lead to ensure all schools in Kent are supported in working towards Healthy Schools Status and the national targets are delivered to time.

Achievement has been assisted greatly by the very strong engagement of Cluster Teams and multi-agency working in localities. This has included the innovative practice of engaging trainee Education Psychologists to support school's initial audit of practice and working closely with Client Services on the Food in Schools agenda.

- 377 or 64 % of schools in Kent achieved Healthy School status, with 99% or 591 participating in the programme
- 90% of primary aged children know that eating fruit and vegetables is healthy (Children and Young People of Kent Survey)
- Thanet 1 Cluster was the first district to achieve 100% of schools reaching Healthy Schools Status

Health Improvement

The Children's Health Commissioning Division has already seen the delivery of:

- One of the first Joint Strategic Needs Assessments for Children and Young People's Health which has been produced jointly by KCC and Health. This document will be used to support planning and commissioning of services at both county and locality level by the Kent Children's Trust
- A Public Health Strategy and Action Plan for Children and Young People
- A CAMHS (Children & Adolescent Mental Health Services) Strategy for Kent
- Improvements to School nursing services and improved health checks for LAC
- Between 1998 and 2005 (the latest figures available) a 10.3% reduction in teenage pregnancy was achieved across Kent
- Kent has looked to innovative methods of delivering Sex and Relationship Education (SRE) to vulnerable groups and this year has commissioned the training of Charlton football coaches in SRE and condom distribution
- The School Drugs Education Service is targeting young people who would otherwise be excluded for drug use or receive a Police caution
- Better integration with co-location of midwives, specialist health visitors and therapists in multi-agency settings such as children's centres is leading to:
 - More children accessing speech and language therapy services
 - More pregnant women attending & completing birth and parentcraft workshops

Activemobs

Activmob has reached the end of its first stage development. A number of important milestones have been reached including:

- A critical mass of 20 mobs (some 200 mobbers) with more in development. These range from a singing mob to an allotment mob with sports such as football and golf included

- A properly functioning website that links prospective mobbers and motivators to mobs and trainers
- Enthusiastic adoption of the concept by others as a mechanism for promoting their own activity
- Elements of a tangible rewards structure are developing

The Kent Public Health Department (KPHD)

The KPHD is a small department of 7 people and the Director of Public Health (equally and jointly funded through the 2 Kent PCTs and KCC) to give the strategic direction and leadership to the public health function in Kent. It is also to recognise and bring together the contributions that each organisation and its partners make to the public health priorities jointly identified (and expressed through the Public Health Strategy and articulated in mechanisms such as the LAA or Kent Agreement) and to co-ordinate their efforts to address them.

The Kent Public Health Board with representatives from all KCC Directorates, District Councils, PCTs and others has been established and is chaired by the Director of Public Health.

Public Health Strategy

Live Life to the Full is the Public Health Strategy for Kent is the agreed strategy for public health in Kent as agreed by the County Council, the PCTs and the District Council. It describes the health of the Kent population in general terms, identifies key issues and priorities for action and gives examples of some effective ways these priorities have been addressed. It is more concerned with the promotion of good health, reductions in risky behaviour, and particularly health inequalities than some of the other aspects of public health like health protection and service quality.

Public Health Champions

People's health is dependent upon an enormous range of factors from the individual's genetic makeup and their personal characteristics, through the lifestyle choices they make (about smoking, drinking, diet, exercise etc), the health services they have accessible to them, the environment they live in - including things like air quality and water purity, and the conditions they live in - housing and working environments etc, as well as how educated they are, whether they have a job, how rich they are, and up to national and global issues such as climate change, biodiversity etc. Anyone working in these fields, pretty much anyone in the public sector and beyond can legitimately claim to be part of the influence on "public health". The public health champions course takes people from all these sectors across the NHS and Local Authorities who are interested in developing the public health aspects of their, and their organisations, role and gives them the opportunity to explore these issues and promote them back in their organisations.

The Kent Public Health Observatory (KPHO)

The KPHO was established during 2007 and recognises that there is, within several organisations, information and data relevant to the health status of the population, being collated and analysed. These organisations will include the NHS, KCC, other Local Authorities, the Regional Public Health Observatories, and others. The KPHO is a virtual organisation where all this existing activity and information can be shared and the analysis co-ordinated so that the best quality information and analysis can be obtained from the various sources involved.

The Health Inequalities Action Plan

In partnership with District Councils and others the Health Inequalities Action Plan Identifies the health inequality issues that are most prominent in the county and what is being done at a strategic and local level to reduce them. It outlines issues and actions and is designed to demonstrate what is currently being done. It is a dynamic document that will be used with our colleagues, particularly in the districts, to develop approaches to the local problems of health inequalities as they are found in different localities around the county.

The new KCC Smoking Policy

Is designed to go further than mere compliance with recent legislation and to be a proactive policy that encourages people to stop smoking and improve access to the support and assistance they require to do so. It has been commended by the Department of Health National Support Team as "Gold Standard" and as an exemplar for other organisations.

The Tobacco Control Strategy

This strategy is aimed at ensuring that the smoke-free legislation introduced last year for public places is effective. It also applies to counterfeiting of tobacco products, sales regulation and legislation, smuggling, advertising and promotion.

Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/09 Target
5-16 year olds taking 2 hours of high quality sport and PE weekly	76%	84%	80%	87%
Percentage of schools which have achieved Healthy School status as at December (both new Healthy Schools status and old level 3 status)	38%	65%	55%	75%

National Indicators	2005 Actual	2006 Actual	2006 Target	2006 National average	2007 Target
Reduction in rate of teenage pregnancy since 1994-98 (BV 197)	-9.7%	-11.8%	-22.9%	-13.3%	-29.7%

Section 10. Improved health, care and well-being

Helping older people and those with disabilities to be independent

People are living longer. This provides major opportunities as well as challenges. We will encourage people to plan for their health, social and economic well-being in old age and champion senior citizens. We will lead by example to promote a positive image of older people and the value their contribution makes to community life.

Most 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. We 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

The *Towards 2010* targets in this area are set out below:

<p>Target 52: Increase the number of people supported to live independently in their own homes. This will include:</p> <ul style="list-style-type: none">• Encouraging the development of more housing for older people, disabled people and those with special needs• Encouraging more people to take control of their care/support through <i>Direct Payments</i>• Taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes <p>Target 53: Strengthen the support provided to people caring for relatives and friends</p> <p>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</p> <p>Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence</p> <p>Target 56: Improve older people's economic well-being by encouraging the take-up of benefits</p>
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What will it mean for you?

More older people and disabled people enjoying a happier, healthier life in their own homes, contributing to community life and planning for a secure old age.

10.1 KCC's specific priorities for delivering improvement in 2008/09 are as follows:

The priorities for the Directorate are to an extent shaped by the national agenda. Set out below are the actions to meet the national and local priorities:

National and Local Context

'*Our Health Our Care Our Say*' – published two years ago has underpinned a major programme of change focussed on independence, personalisation and partnership working particularly with the Health Service. This programme of change is now moving into a further phase.

Recently, Government has published a range of key documents including '*Putting People First*', '*Transforming Social Care*' and '*Valuing People Now*'. In the summer 2008 the Government are expected to launch two key national strategies on carers and dementia. Furthermore, a Green Paper is expected shortly on the '*future funding of social care*'.

On 12 May 2008 Gordon Brown, The Prime Minister and Health Secretary Alan Johnson today launched a public debate about the future of the care and support system for England. This will lead to a Green Paper on the future of social care in 2009. The website address for the consultation is: <http://www.careandsupport.direct.gov.uk/>

All continue to underline the core values of:

- Promoting Independence
- Personalisation
- Prevention
- Partnership.

Aligned to this is a new performance framework being developed to focus on these priorities. This framework will be overseen by the new Care Quality Commission, and will stretch beyond the new 198 national indicators and Health's 'Vital Signs' to focus jointly on Health and social care. Annual Assessments will continue to be a key feature, and will feed directly into the new Comprehensive Area Assessment (see Appendix 5).

Adult Social Services nationally continue to face major demographic challenges – people living longer, more people with more complex needs and people's expectations are growing. These issues have been highlighted in the recent report from the Commission for Social Care Inspectorate 'The State of Social Care 2006-07'. The report also notes that this has led to 75% of Local Authorities raising their eligibility criteria to substantial or even critical, with more planning to do so. *Kent is therefore unusual in maintaining moderate eligibility criteria.*

Within a Kent context, a key driver to deliver the national and local priorities as set out by Towards 2010 will be **Active Lives for Adults** (ALfA). This is a major cultural change, which will see a shift in emphasis away from 'managing care packages' and towards personalisation - supporting people in identifying how best to meet their own needs and it will transform all front line services. Already, as part of this initiative, new and more effective ways of working have been developed and further major pilots will take place this year.

Putting people first - Personalisation and Choice

Personalisation and Choice are key drivers for the Directorate and are fundamental to ALfA. We continue to increase the numbers of people who are using Direct Payments and are developing personalised budgets, which expands on the ideas behind Direct Payments. A range of initiatives will underpin these, which includes increasing take up of the Kent Card. In developing ALfA and other initiatives to promote personalisation, we have involved the public, particularly those who use our services.

A significant theme in the drive for 'personalisation' is ensuring that the issues of equality and discrimination are championed. In line with the Council's Equalities Strategy, the Directorate has developed an Equalities Work Programme (Oct 2007-Mar 2009) to address the needs of staff, service users and carers. It sets out how Kent Adult Social Services will promote equality of opportunity, enhance community cohesion and tackle unfair discrimination. Currently work is taking place with the Partnership Board, District Groups and other agencies to tackle issues of 'hate crime' that people with Learning Disabilities have experienced. This was an issue which was highlighted during the work with the public on developing Active Lives – The Directorate's 10 year vision.

Carers

The Directorate is committed to implementing the recommendations of the recent KCC Select Committee report, and a National Carers Strategy is expected this year which will further promote the major role carers play.

Customer Care

The Directorate has a strong customer care ethos. Outcomes and trends from complaints feed directly into the business planning process. A major development for the next year is the possible introduction of a single complaint process for Health and social care.

Following a recent consultation '*Making Experiences Count*' the Department of Health are identifying several areas to pilot this process with a view to full implementation in April 2009. There is a possibility that Kent will be one of the pilot areas.

Other initiatives include:

- Improving access to information and services including web based technologies such as the self-assessment website, the on line care directory and Kent TV
- Continuing to meet our ongoing commitment to protecting all vulnerable adults from abuse. This work is supported through the multi-agency Adult Safeguarding Committee for Kent and Medway
- Involving the public in the development and improvement of services.

Ensuring the availability of high quality services

- Developing preventative services to enable people to remain at home, continues to be the focus across all client groups. Last year Kent was successful in bidding for the £1.5 million Government funded **Partnerships for Older People Project**. The Project is called **Invoke**. It is a two-year joint project with the Eastern and Coastal Kent Primary Care Trust and the voluntary sector and has three strands to it:
 - Employing 18 Community Matron Support workers to work with people with Long Term Conditions, supporting them to remain in their own homes, using TeleHealth and Telecare technology
 - Helping people access care where they need it
 - Providing accessible information for communities on available services
- The implementation of the Private Finance Initiative (PFI) project – Better Homes Active Lives. Over the next three years the project will deliver 340 high quality apartments and communal facilities for vulnerable people across Kent
- Continuing the work of Supporting People to enable people to live independently
- Making Valuing People, for people with learning disabilities, a reality. The Partnership Board, district partnership boards and the district-based integrated teams with Health will drive this in the Directorate
- Transitional Planning: we are working with disabled young people and their families to ensure that plans are in place to enable them to fulfil their full potential
- The continued development of the Telecare and TeleHealth projects which will demonstrate integrated working with Health through the application of assistive technology.

Partnership and Joint Working

The future development of seamless health and social care is dependent on the close working relationship between KCC and the NHS. The new Primary Care Trusts (PCT) arrangements in Kent offer excellent opportunities for partnership working, building on a successful history of close working relationships with the health service.

In developing shared priorities and joint commissioning arrangements with Health, the

Joint Strategic Needs Assessment with Health will strengthen joint commissioning, which is essential to make best use of resources to achieve outcomes as determined by the assessment of need. Another significant driver for KCC's working relationship with Health is the Public Health Strategy, the implementation of the action plan stemming from the Strategy, and the Annual Public Health Report.

Currently the Mental Health Trust is in the process of seeking Foundation Status and the outcome of this will have implications for the Directorate and the future working relationship.

The Directorate has a strong relationship with the Voluntary and Private Sector. Around 85% of services are purchased from outside the Directorate. We will continue to build upon partnerships with the Private and Voluntary Sector, working closely to develop the new commissioning arrangements that are needed as more people choose to direct and control their own support.

The Directorate now also works more closely than ever with District and Borough Councils over housing issues, sustainable development (including ensuring good community infrastructure in the growth areas), and social inclusion.

Valuing, developing and supporting the social care workforce

Kent Adult Social Services continues to have a skilled and stable workforce. Staff Care package, Training and liP have all contributed to maintaining this healthy position. As outlined already, the future holds a range of challenges and to meet these the Directorate will need a skilled, committed workforce with the right 'skill mix'. Within ALfA, workforce development is a major workstream. The issues regarding workforce extend beyond Kent Adult Social Services to the Private & Voluntary Sector and the NHS. We have been working now for sometime with the Private and Voluntary Sector to develop the wider social care workforce as evidenced by such initiatives as 'Training 4 Care'. We are working with the PCT's to look at some of these issues. The Directorate has developed a detailed workforce plan to address these and other issues such as succession planning and continuous improvement.

Making the best use of our resources

We face growing challenges. As resources are not likely to increase sufficiently to meet new demand, it is imperative that we continue to make the most efficient use of resources through innovation and modernisation. We have embarked on a major programme of modernisation overseen by the Modernisation Board. A key driver is ALfA (already described above) and other initiatives include:

- The residential change programme with the NHS to enable people with learning disabilities to live fulfilled lives, as outlined in 'Valuing People Now'
- Development of mobile working
- A Strategic Review of Older People Services
- The 'Sustainable Communities' work is critically important to ensure that there is the right community infrastructure in large new developments.
- Maintaining the Directorate's robust financial, planning and performance systems to ensure we continue to perform at a high level and develop efficient services. A new focus is meeting the wider responsibility for adults that the Managing Director has been given by recent guidance. We are currently developing a 'cross-cutting' older people's strategy with full engagement from older people in Kent. Furthermore, we are exploring how support and information can be offered to those people who do not

come into contact with the Directorate, particularly those who 'self-fund' the support they receive. This is a major challenge in a county the size of Kent.

10.2 Performance and Achievements 2007/08

Putting people first - Personalisation and Choice

During the last year we have continued to make Direct Payments more accessible and the number of people using them has increased to 1518.

The Kent Card was launched last year. As with many new initiatives it takes time for people to recognise the benefits, but already 100 people have taken up this option.

Funding for the Brighter Futures Group (BFG) project has been successful in encouraging active older people to provide support to older people who need it. The Government funding ceases at the end of September 2008. The BFG Board and project staff are developing a future funding strategy to assist projects to remain sustainable once funding ceases. As projects have evolved, some have diversified and expanded e.g. Internet cafes, more exercise classes, and Healthy Lifestyle sessions.

The Mental Capacity Act 2005 provides a framework to empower and protect people who are not able to make their own decisions. Last year a major task was to implement the Act. This was successfully achieved and as part of this, an Independent Mental Capacity Advocacy (IMCA) service has been established.

Ensuring the availability of high quality services

Last year we began the initial development of ALfA. Already this has begun to make a difference to our services. For example, along with the Duty Service we have developed fast track assessment and provision of community equipment and minor adaptations. This provides a quick response to enable people to receive essential services to prevent falls and enable greater independence. Trusted Assessors are trained to allow provision of equipment through one assessment approach.

Whole Systems Demonstrator

Kent was picked as one of only three areas in the country to pilot a multi-million pound scheme to support older people. This is a major achievement, as Kent competed with many Authorities across the Country to win the bid. The Department of Health (DoH) awarded Kent a £5.1m budget to enable health and social services to make new technologies available to many more people and enabling them to live independently.

East Kent was selected as DoH Demonstrator Sites for Urgent Care. Again this is in full partnership with the Health Service. The programme aims to treat people closer to home, to prevent hospital and long term care admissions and to provide better, integrated care in a person's own home. A rollout programme of Intermediate Care for East Kent is part of the project and this is aimed at providing care and rehabilitation in the person's own home where possible. This project is now operational and beginning to have positive outcomes.

Working in Partnership

Many of the achievements outlined above have been in partnership with others. A significant achievement has been the work we have undertaken with Health in developing the Joint Strategic Needs Assessment. This outlines the agreed areas of need and prioritisation for Kent. This is soon to be published and the challenge will be the future development and implementation of the assessment.

Working with others to create equality of opportunity

During the last year the Adult Social Services Directorate has contributed to the KCC being awarded level 3 of the Equality Standards for Local Government. This included a process of undertaking Equality Impact Assessments on all policies, practices and procedures, which underpin the running of the Directorate. In general this identified that we provided sensitive services. Some improvements were identified to make services more accessible and inclusive and these are being worked upon

We continue to place more emphasis in involving people in the planning of new services. For example the active involvement of deaf blind people in the planning of services that affect them.

We have also commissioned accessibility and usability studies over 60 social care websites. This is leading to real improvements for those with manual dexterity difficulties and for people whose first language is not English.

Our target for the year is to build upon these achievements and to gain level 4 of the Equality Standard.

Local Indicators	2006/07 Actual	2007/08 Actual	2009/10 Target
Number of people supported by community based services to live independently	31,990	32,086	34,027

National Indicators	2006/07 Actual	2007/08 Est.	2007/08 Target	2007/08 PAF band	2008/09 Target
Percentages of items of equipment delivered and adaptations made within 7 working days (BV 56)	92%	93%	93%	5	
Adults and older people receiving direct payments at 31st March per 100,000 population aged 18 or over (age standardised) (BV 201)	130	150	156	4	

Section 11. Stronger and safer communities

We must make sure that everyone feels safe in their communities

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. Our work with Kent Police, the Kent Community Partnership and Local Crime and Disorder Reduction Partnerships (CDRPs) are key to solving these issues.

Crime and antisocial behaviour is often worse in areas that are economically deprived, isolated or in need of regeneration. Vandalism, graffiti, litter, abandoned cars and fly-tipping all degrade 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 provide services to reassure local people and reduce the fear of crime.

KCC is committed to helping to maintain Kent's low level of burglary and car theft and to working with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, antisocial behaviour and domestic abuse. The county council will work with the police to tackle crime and with local people to create stronger communities.

The *Towards 2010* targets in this area are set out below:

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

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, antisocial behaviour and domestic abuse

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

Target 60: Support young people to reduce the risk of them offending

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

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

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

What will it mean for you?

A reduction in crime and antisocial behaviour across the county and improved quality of life for communities.

11.1 KCC's specific priorities for delivering improvement in 2008/09 are as follows:

Integrated Youth Services

The Integrated Youth Support Strategy is part of the development of integrated children & young people's services in Kent, overseen by the Children's Trust in Kent. The aim of this strategy is to ensure that young people can influence and have access to opportunities and services that will support them in becoming excellent young citizens, who contribute to the energy, development and diversity of the county.

Services across KCC will be working in partnership with District Councils and agencies in the private and voluntary sectors to take forward this strategy, along with other priorities and actions within the plan which target young people at risk or with specific needs. The focus is on:

- Positive Activities
- Targeted Youth Support
- Information, Advice and Guidance.

A key objective is to increase the number of young people participating in positive activities. Initiatives include:

- The launch of a new website www.ToGoGo.info, which will provide young people between 13 and 19 with a comprehensive, accurate and up-to-date listing of positive activities available for them in Kent
- The roll out of the 'Freedom Pass' to assist young people's ability to move around the county (see Section 7 – Keeping Kent Moving)
- The development of a Leisure Pass for young people, enabling them to secure cheaper access to positive leisure activities.

A new team of Youth Service staff will be introduced across the county, delivering a programme of structured, 'Positive Activities for Young People', during evenings, weekends and school holidays, that focus in particular on the most vulnerable young people aged 13-19.

Youth Offending Service

The Youth Offending Service will work with its partners to implement a revised prevention strategy with a move towards an assessment-based model of Youth Inclusion and Support Panels, to help identify those young people most at risk of offending and divert them away from entering the youth justice system. It will focus on implementing recommendations stemming from the Service inspection that took place in January 2008.

A wider countywide approach to Youth Inclusion programmes (YIPs) will be developed in the coming year to enable a much greater number of children and young people to be engaged in preventative activities.

Drugs & Alcohol

A new ten year drug strategy became effective from 1 April 2008. The new strategy provides a greater focus on families and communities – how drugs impact upon neighborhoods and how communities can tackle the issues of the harm caused.

The national strategy is delivered across five main headings:

1. Families and communities
2. Enforcement
3. Treatment
4. Prevention
5. Communications

The Kent Drug and Alcohol Action Team (KDAAT) will develop services within this framework and ensure that the local Kent perspective is reflected in service provision and the broader strategic aims.

A key strand of work in 2008/9 will be to develop a Kent-wide alcohol strategy that responds and supports the implementation of recommendations from the KCC Alcohol Select Committee.

The “Dual Diagnosis” pilot project for young people with both substance misuse and mental health issues will continue throughout 2008/9, and a needs assessment of services for children of substance misusing parents will be conducted and presented to the KDAAT Management Board and Kent Children’s Safeguarding Board.

KDAAT will work to increase retention rates for substance misusers in treatment services through robust care planning, case management and exit planning arrangements.

Community Safety

KCC’s Community Safety Unit works with partners throughout the county, particularly via Crime & Disorder Reduction Partnerships (CDRPs) to ensure the co-ordination and delivery of safer and stronger communities for the people of Kent. In the coming year, work will continue to focus on anti-social behaviour, domestic abuse and alcohol-fuelled violence.

The established and successful Community Warden scheme will continue to provide a comprehensive, uniformed presence across the County, building confidence and reassurance in local communities, acting as the eyes and ears of the Police.

HandyVan / HomeSafe Schemes

This Senior Safety Scheme makes vulnerable older people’s homes safer and more secure, thus reducing the risk of loss through burglary and providing peace of mind.

KCC and Partners are looking to build on the successful HandyVan scheme by widening its remit to enable additional work to be done within the home to ensure the safety of the householder, i.e.: the installation of hand rails or minor adaptations, as well as opening up the scheme to a wider age range.

The HomeSafe scheme fits a range of minor aids and adaptations for moderately disabled and older people. Provision is based on need with the majority of referrals coming from KCC’s Occupational Therapy Unit.

Trading Standards

Kent Trading Standards plays a key role in keeping members of the community safe. Its objectives include restricting access for children and young people to harmful age-restricted goods and taking effective enforcement action in relation to the storage and supply of dangerous goods. The Service is intelligence-led and targets rogue traders and doorstep sellers and will continue to develop the “Buy with Confidence” fair trader scheme as a way of giving the public reassurance when searching for reputable businesses to conduct work for them.

Road Safety

KCC’s Road Safety Officers (RSOs) operate as countywide specialists with responsibility for specific areas of concern. They focus on key concerns in areas that warrant particular attention and are able to run campaigns across the whole county and focus on local problems as they emerge.

We strive to keep road users as safe as possible on Kent roads. We do this through pedestrian, driver, rider and cyclist training, we also use traffic calming measures and of course, County-wide Road safety awareness campaigns and displays.

We constantly monitor the safety record of our roads. And we use data on casualties and crashes to create specific projects and initiatives to help us.

Cycling safety

Kent County Council provides cyclist training for Year 6 pupils in primary schools. The training is not designed to teach children how to ride their bikes, but is designed to teach them the basics of dealing with traffic.

Safety awareness

Safe driving means being aware of the consequences of your driving behaviour, and changing the way you drive so that there is less risk to you, your passengers and other road users.

Raising safety awareness among all road users is a very important part of our work. We run training days and other schemes to improve road safety awareness, especially among children.

11.2 Performance and achievements in 2007/08

Kent Community Warden Scheme

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

As part of the structured roll-out of the PaCT (Partners & Communities Together) approach, the Community Wardens are working closely with the Police Community Support Officers (PCSOs) using problem identification and solving techniques and a shared tasking and co-ordination process. The Wardens are part of the PaCT panel and by working in partnership with their police colleagues, they are able to make the best use of their local knowledge and promote the use of KCC services. In addition, Community Warden Managers are represented on the Police implementation boards, both at strategic and operational level.

Community Wardens engage with their communities in a number of ways including surgeries, informal events, public meetings and surveys. Building on its previous success in 2006/07, the Community Wardens facilitated a countywide 7 a-side football tournament in summer 2007. The tournament engaged approximately 700 'hard to engage' young people, both boys and girls, in a positive diversionary activity during the summer holidays and will be held again in 2008/09.

Kent Trading Standards

To heighten awareness of potential rogue traders and "doorsteppers", Kent Trading Standards operates an early warning email messaging system which alerts local communities to bogus trading practices. Our partners and message recipients now number over 200 and include Age Concern, Neighbourhood Watch, Kent Police, Community Wardens, Libraries and Kent Adult Social Services. In addition, alert messages are picked up by the media which means the warnings reach a wider audience.

Details about rogue traders and door steppers are often provided by the Community Wardens and Kent Trading Standards' Rapid Action Team responds immediately when the rogue trader is on the premises. When officers attend incidents they endeavour to make sure the surrounding community is warned about rogue trader activity using the Trading Standards (TS) Alert system, leaflet drops and poster campaigns.

To counter the rogues and provide a service to consumers, Kent Trading Standards has launched its 'Buy with Confidence Scheme'. Traders are only accepted on the scheme once they have been audited by Trading Standards Officers, references been verified and Criminal Records Bureau (CRB) checks completed.

HandyVan and HomeSafe schemes

This Senior Safety Scheme makes vulnerable older people's homes safer and more secure, thus reducing the risk of loss through burglary and providing peace of mind.

A new, fifth HandyVan was introduced on 1 August 2007, operating in areas of comparatively high burglary and/or fear of crime. Initially, the HandyVan has been targeted in Gravesend and Dartford and as well as fitting safety equipment, it is promoting the HandyVan service, including attending a number of events in its targeted area.

A county-wide campaign is underway to raise the awareness of the HandyVan scheme as a whole by sending letters, including posters and referral forms, to all public sector outlets including doctors' surgeries, sports centres, community centres, libraries, etc.

Kent Community Wardens play an integral role in the county-wide Handyvan scheme by raising awareness in their communities and by referring the names and addresses of people in need of the service.

Kent Volunteers

Kent Volunteers is a partnership between KCC and representatives of voluntary organizations and businesses in Kent who work together to promote the KCC target of increasing involvement in volunteering across the county.

Partnership working has developed following consultation with the Kent Volunteers Advisory Group – an established and revitalised group of statutory and voluntary organisation leads - to raise the profile of volunteering and share good practice in volunteer management. Media links and developing expertise in media relations has been provided by direct 'training the trainers' offered to voluntary & statutory organisations using volunteers.

The annual Kent Volunteers Awards scheme produced some 650 quality nominations and a gala event was held for 300 volunteers. Media interest in the volunteer stories continues to do much to encourage others to become involved. For 2008, increased business support will enable the scheme to grow.

Good practice in volunteer management is vital to retaining volunteers and providing a sustainable service to beneficiaries. Kent is piloting the application of the national Quality Standard for Investing in Volunteers. Currently two KCC schemes, Referral Order Volunteers in the Youth Offending Service and Learning Champions in Adult Education are progressing with accreditation.

KCC employee volunteering continues to benefit local charities and projects with skills and time given by our staff. A Partnership with Kent Police Special Constabulary and Community Safety aims to increase the number of KCC employees who are Special Constables.

Youth Offending Service

This Service is working with a wide range of partners such as the Police, Crime & Disorder Reduction Partnerships, Children's Social Services and the Attendance and Behaviour

Service as part of its youth crime prevention strategy. The Kent Partnership agreement with Charlton Athletic FC community scheme is providing a range of diversionary opportunities for young people at risk across the county and Kent Fire & Rescue Service has been working to reduce instances of arson, criminal damage and hoax calls associated with young people.

The number of young people entering the youth justice system in 2007/8 has reduced by 6.1% since 2005/6, exceeding the 5% reduction target set by the national Youth Justice Board. A new reduction target is being approved with local partners as part of the Local Area Agreement 2 negotiations.

Three Senior Youth Inclusion Programmes (YIPs), delivered by the voluntary sector partner, 'Crime Concern', have been in operation for 14-17 year olds in targeted areas in Gravesend, Thanet and Ashford. This is in addition to 4 Junior YIPs in Gravesend, Thanet, Sheerness and Folkestone. A wider countywide approach in the coming year will enable a much greater number of children and young people to be engaged in preventative activities.

Gravesend YIP worked with "Get hooked on fishing", a charitable trust that worked with vulnerable children and young people to teach them the benefits of fishing. As part of the programme, the YIP ran a 'Dad's and Lads' group to encourage parents / carers to share constructive time with their children. This group was so successful that a number of the participants took up fishing as a family activity, which enhanced their relationships.

Road safety

KCC's Road Safety Officers (RSOs) operate as countywide specialists with responsibility for specific areas of concern. They focus on key issues in areas that warrant particular attention and are able to run campaigns across the whole county and focus on local problems as they emerge.

This approach was at the root of the successful 3 year LPSA2 project (Kent Agreement, Local Area Agreement 2, Outcome 9), to reduce road crash casualties and thereby achieve Government targets 3 years ahead of schedule. There were 471 fewer people killed and serious injured (KSI) in Kent in 2007, compared with the baseline figure of 1194 KSI.

In December, KHS (Kent Highways Service) Road Safety supported the Kent Police Winter KSI (Killed and Seriously Injured) Suppression Initiative that led to a range of enforcement operations, including vehicle road-side checks and a general increase in high visibility Police activity. This, combined with a high profile anti-drink drive campaign that made use of innovative television advertising, strongly contributed to the lowest recorded number of fatal road crashes in December for over a decade. The drink drive campaign received acknowledgment through the Directorate's Innovation of the Year Award.

Other high profile campaigns during the year, that utilised TV and radio advertising, road side posters and press / media editorial included Grow Up Belt Up (seat belt wearing messages to drivers), Just Drive (messages on the dangers of using mobile phones whilst driving), Cut Your Speed Not Your Licence (how easy it could be for young drivers to lose their licence) and Don't Drive on Drugs (anti-drug drive messages).

Speed awareness courses, that allow motorists detected at up to 39mph in 30mph areas to opt for a training course as an alternative to prosecution, have been provided for over 4000 drivers this year. The National Driver Improvement Scheme continues to furnish an

alternative to prosecution for drivers reported driving 'without due care and attention', providing courses for around 400 drivers. Planning for a new 'diversionary scheme' for motorcyclists is well advanced and in partnership with Kent Police these are likely to start by mid-2008.

The KentRider child cyclist training scheme provided around 10,000 Year 6 pupils with basic safer cycling advice, for the second year running.

Extensive use made of Theatre in Education to deliver key messages on pedestrian safety in an interesting and engaging way was experienced by 26,600 children in 150 targeted schools (ages 4 to 12).

The Speed Limit Review demonstration project, Phase 1 review of existing limits, was completed in the pilot area of Maidstone District. Phase 2 begins shortly and roll-out across Kent is planned.

A new road safety network group was formed, with KHS being one of the lead partners. The Casualty Reduction (CaRe) network is now well established and regularly brings together KHS, Police, Kent Fire and Rescue, Highways Agency, Medway Council and other stakeholders as appropriate. A strategic group to provide co-ordination at a level above the CaRe group is planned for this year.

Partnership working with both Kent Police and the Kent Fire and Rescue Service (KFRS) has provided additional expertise and resources, with the KFRS particularly active in several key areas of work. Examples include:

- Campaign planning and enforcement support to raise awareness of key messages such as those related to drink/driving and mobile phone legislation for drivers
- Supporting Licensed to Kill, a hard-hitting theatre production for sixth form students to illustrate the consequences of bad driving
- Fit for the Road - a partnership village approach to a joint stand at the Kent County Show
- Police and fire station open days featuring a KCC road safety presence
- Grow Up Slow Down - a specific anti-speeding campaign aimed at young drivers.

Additionally both the police and fire service work have joined the road safety team in a range of multi-agency groups to discuss strategy, planning, publicity and joint working.

Local Indicators	2007/08 Actual	2007/08 Target	2008/09 Target
New entrants (offenders) into the Youth Justice system	1,897	1,919	*

National Indicators	2006 Actual	2006 National Average	2007 Actual	2007 Target	2008 Target
Number of people killed or seriously injured (KSI) in road traffic collisions (BV 99a i)	747	N/a	723	716	*
Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year (BV 99a ii)	-1.3%	-1.4%	-3.2%	-4.2%	*
Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average (BV 99a iii)	-37.4%	-32.5%	-39.4%	-40%	*

* Subject to LAA2 negotiations

Section 12. Finance

12.1 Introduction

The earlier pages of this plan outline KCC's commitment to providing the best possible services to the people of Kent. As a public body spending taxpayers' money, we have to meet these commitments from a tight budget. We work hard to ensure that budgets are spent properly and that the council gets value for money from the goods and services it buys.

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Appendices

A1 The *Kent Agreement*

A1.1 Introduction

Ministers and government spending departments acknowledge that the conventional machinery of national controls, targets, ring fenced funding, inspection and direct management from Whitehall must be reduced. This can help harness the potential of those at the front line of service delivery to make better use of resources and to improve public service delivery. At the same time the difficulties of joining up government nationally are recognised and there is a growing realisation that a new framework for local decision making and collaboration is needed. These issues have led to the development of Local Area Agreements (LAAs). LAAs are the mechanism by which government expects local authority business to be conducted in the future and all local authorities nationally are now engaged in delivering them.

Kent County Council was one of the first 21 local authorities in the country to be chosen to take part in the process. The agreement represents a further and major step forward in helping to improve the lives, and support the independence, of the people and communities in Kent.

A wide range of partners in Kent, including all of the major statutory agencies, are contributing to taking forward this far-sighted opportunity to establish a new framework for local decision making focusing on local priorities. The Kent Local Area Agreement (Kent LAA) represents a new way of doing business, and Kent partners are well placed to deliver it. The Kent LAA is delivering improvements in public services which can be difficult to realise through centralised initiatives.

A1.2 Developing the *Kent Agreement*

The Kent Agreement resulted from a decision to merge the LAA and LPSA2 processes into one combined document. The final agreement, which was signed off in March 2005 and which began on 1 April that year, comprises 18 outcomes that incorporate the 14 LPSA2 “reward” targets agreed with government.

The final document includes areas of work agreed as being important to all partners and which are seen as key factors in the development of better services for the people of Kent. Partners are now working together to maximise effectiveness by working towards common goals.

The targets are designed to be challenging but achievable and reflect a move towards preventing problems arising rather than simply tackling problems at a later stage. This continues the drive that began during the LPSA 1 period to concentrate on “prevention rather than cure”.

The agreement includes at least one target for each of the main partnerships with the health services, the police, district councils and the fire service, and all targets are linked to the key priorities of individual organisations.

A1.3 Summary of the high-level outcomes

Awaiting tables

A1.4 Taking the pilot forward with Kent's partners

The Kent Partnership has overall responsibility for the Kent LAA which is overseen routinely at county level by the Public Service Board (see Appendix 4.2). District councils are equal partners in the Kent LAA and have made similar arrangements for local delivery and co-ordination through their own partnership arrangements.

A1.5 Freedoms and flexibilities

The Kent LAA brings a much stronger focus to local priorities and will result in improved service delivery. With this in mind it also sets out a series of freedoms to be negotiated with government. In order to achieve radical improvement in service delivery the county has accepted the Government's challenge to propose a series of bold "freedoms and flexibilities". The most significant of those included in the Kent LAA are as follows:

Establish a strategic partnership with the Department of Works and Pensions (DWP) at Minister/Leader level

Kent's LAA attaches considerable importance to SIP and the value of moving people from benefits into employment. We would like Kent to become a test bed for trying out radical new ideas going beyond pilot status. To facilitate this we would wish to establish a powerful partnership with DWP, committed to meeting and exceeding the targets we have set.

The Kent Public Service Board to be given first opportunity for improving any struggling public services in the county

When acting together, Kent's partners can bring to bear a vast array of management and leadership skills. The LAA will require all partners to be fully effective and, where pockets of under performance arise, we would wish to tackle these locally.

Public services in Kent to receive a higher proportion of the value generated by development

Under all planning scenarios, Kent will continue to experience substantial housing growth but with under-investment in vital public infrastructure. We are passionate about quality of design and about creating successful communities. Many ideas have been floated proposing ways in which additional funding for infrastructure might be generated and Kent would be an ideal place to put these to the test.

A1.6 Focus on areas of deprivation

The 18 outcomes within the Kent LAA are expressed as countywide outcomes setting out improvements for all Kent residents. Kent, though, is a county with stark contrasts reflected in the disparity between neighbouring communities. The countywide and local partners to the LAA are acutely aware of this disparity and are working to reduce it. The intention is to deliver improvements in the prosperity of deprived areas through the delivery mechanism agreed with each partner.

The LAA will strengthen SIP. This is an established partnership approach to making a real difference to the poorer communities in Kent. It works in the most disadvantaged localities (as defined by the Index of Multiple Deprivation) and with the most disadvantaged groups in the population, building bespoke approaches to child poverty, worklessness and economic vitality. Many of the SIP projects and approaches strongly support the outcomes in each of the three blocks, such as the productive partnership with DWP and Jobcentre Plus which is helping people into work.

A1.7 Success criteria for the LAA

The Kent LAA is part of a journey towards greater local autonomy for public services and it continues to evolve. Although the key test will be progress towards the outcomes, the LAA is also about changing relationships and ways of working. At the end of the three-year period of the Kent Agreement 1 (March 2008) we expect to see public services not only performing better, but also having scope for variety and innovation and empowerment to do things differently and to take well-managed risks. A full report showing levels of success and illustrating new, innovative practice will be produced during 2008.

As the final monitoring report is developed interim position statement reports can be found at: <http://www.kentpartnership.org.uk/news.asp>

A2 TOWARDS 2010

A2.1 Introduction

Towards 2010 is KCC's strategic statement that sets out the authority's priorities for delivery over the four-year period from 2006 to 2010. See Section 1.1 for more detail.

In total there are 63 Towards 2010 targets which cover much of KCC's services. Delivery of some of these targets is dependent on working with KCC's partners. The 63 targets are listed at the start of Sections 3 to 11 of this Annual Plan.

At its launch in September 2006, related action plans were also published, one for each target, to aid understanding of what each target is designed to achieve and the work that's needed to deliver it.

The action plans have recently been updated and are available on KCC's website at www.kent.gov.uk.

A2.2 Monitoring progress

In order to assess progress against each of the targets a public report is published in October each year.

The first of these was published in 2007 and a copy can be found on KCC's website at www.kent.gov.uk.

A2.3 What's next?

Progress of all 63 Towards 2010 targets will be re-assessed during September and a second public annual report will be published in October 2008.

A3. Supporting Independence Programme (SIP)

SIP was set up in April 2002, inspired by Kent's first LPSA with the government. Its aim is to co-ordinate and focus the work of the public, private and voluntary sectors to assist in reducing dependency and promoting independence and well-being for the people of Kent.

The innovation and effectiveness of the programme depends on re-focusing KCC's work and that of partner organisations in the public, private and voluntary sectors to work together in a joint commitment to implement targeted and co-ordinated initiatives aimed at our shared goal of helping people to achieve greater independence. The emphasis is on generating better opportunities for all, with a long-term goal of creating sustainable solutions to the problems of dependency. The medium-term objective is to support initiatives that reduce dependence on welfare benefits.

SIP plays a critical part in helping KCC develop its vital 'community leadership' role in the way it works with partners such as district councils, health authorities, the police and criminal justice system, the fire service, Connexions, the Learning and Skills Council, voluntary and private sectors and other Kent agencies and funders.

The programme is based on four key strands of action:

- Analysing and monitoring welfare expenditure in Kent
- Assessing what is done now
- Re-focusing current efforts
- Targeting areas of need by providing real solutions

SIP is closely aligned to LPSA2 targets (see Appendix 1) and too many of the outcomes identified within the Kent LAA. LPSA2 and the Kent Agreement are seen as some of the best opportunities to deliver the aims and aspirations of SIP.

SIP continues to focus on initiatives and projects in the key areas in Kent identified as suffering from the highest levels of deprivation and on supporting the ten groups of individuals ('archetypes') identified as being in most danger of becoming trapped in a spiral of deprivation.

There has been a dynamic cultural shift within the county as the SIP initiative has been increasingly taken on board as part of the business planning, review, policy, performance, management and delivery mechanism for services throughout Kent County Council and many partner agencies.

Both location-based and archetype-based work is supported by an excellent database of relevant information and statistics. This provides a positive and sound infrastructure for assessing trends and allows direct action to be focused on individuals and communities requiring additional support.

SIP research has identified 10 main groups of people who are most in danger of becoming trapped in the spiral of deprivation and who require targeted assistance if they are to be empowered into living more fulfilling lives.

- School leavers with low educational attainment
- Young people/adults with a record of repeat offending
- Young people in care or leaving care
- Lone and Teenage parents

- Parents lacking basic life and social skills and who lack basic literacy or numeracy skills
- People with alcohol and substance addiction
- People with health problems, learning or physical disability who are applying for low-level, long-term incapacity benefit
- Transient or seasonal groups, including refugees, asylum seekers and the homeless
- The long-term unemployed over 50
- Vulnerable older people aged 70 plus

Performance & Achievements in 2007/08

Preventative Focus

The establishment of the 14-24 Innovation Unit in September 2007 has created a really focused, strategic approach in ensuring that we deliver a wide range of initiatives to support young people into positive preparation for employment. Focused task groups are working swiftly to review and evaluate the wide range of current provision for 14-24 year olds and priorities for areas of development and improvement are being established with all key partners.

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

Our innovative approach to improving services has already received very positive feedback from government inspection teams, other local authorities, and a large number of partners/stakeholders nationally and locally. Further information can be found in Towards 2010 targets 15-20.

The Kent Apprenticeship scheme within Kent County Council – Kent Success – has exceeded all expectations in regards to radical change and improvements in workforce development procedures and protocols. Major initiatives and achievements include:

- A comprehensive support package for Apprentices within KCC including peer group meetings, mentors, buddies, personal development and skills training and ensured the Apprentices get individual support when looking for a permanent job
- The development of a KCC Apprenticeship contract and model of best practice to share with other employers in Kent to help them establish Apprenticeship Programmes within their organisations
- A refreshing and vibrant approach to the recruitment of young people into our organisation which is starting to impact on KCC's working age profile
- A staggering interest and feedback from a large number of local authorities and government departments in our approach to the apprenticeship scheme and a positively high number of other authorities now using the Kent model as a springboard to develop their own schemes.

The Kent Community Programme has also proved a real success in the last year particularly in the very positive engagement of some of the most disengaged and marginalised young people across the County. Participation and achievement rates in excess of 75% for young offenders, young people in the care system and previously excluded pupils has been a real strength and dramatically changed many young peoples' lives and aspirations for the future.

Responsive/ Remedial focus

14 May 2008

SIP has been working on a number of initiatives to try and combat the issue of worklessness in some of our most disadvantaged communities. We have worked with our partners to deliver a range of services for people who are furthest away from the labour market and supported them to help themselves back into full-time employment. Over 200 people with complex needs have been helped in this way over the last two years, either into work or supported to take significant steps back towards meaningful, progressive employment.

We have worked with local, regional and national partners to push for lasting change in the way that services are delivered to those most in need of support at a local level, arguing the case for a more devolved system of welfare-to-work services. This has led to audiences with senior government ministers and has put Kent at the front of the agenda for change in welfare reform. It also means that the needs of benefit claimants remain a priority for action with our local partners. We have managed to bridge the gap between preventative work with young people and responsive work with adults – ensuring that there are positive routes into work or training and preventing them from moving onto welfare benefits, and helping to break down the cycle of dependency.

Specific achievements include:

- Positive engagement with Department of Work and Pensions (DWP), Local Government Association **and New Local Government Network (NGLN)** to explore national policy on welfare reform and the opportunity for Kent to raise impact on individuals suggest freedoms and flexibilities that Kent require for radical local request would be welcome to really drive the change and improvements on improvements to local challenges
- Ongoing delivery and involvement with Kent Agreement 1 target 15 and LPSA2 target on long term Incapacity Benefit claimants
- Working with RBLI, KASS and other partners to bring about substantial results through the Pathways to Work programme
- SIP highlighted as a national model of excellent practice and strategy in the recent NGLN publication “The Local Journey to Work – localism, welfare and worklessness”, highlighting the wide range of welfare reform innovation and strategy managed by SIP across Kent
- High level discussions and engagement with government departments to tackle the challenges and barriers encountered with the delivery of effective welfare reform initiatives. These include LGA work on devolution of welfare reform to local authorities, data sharing and local freedoms and flexibilities.

The Supporting Independence Programme has a number of priorities that will continue through 2008/09 which remain the key responsibilities of the service:

- Managing the dynamic cultural shift as the SIP initiative is increasingly embedded in the language, business planning and delivery of services across mainstream KCC Directorates and in many partner agencies
- Managing the integration of SIP principles and strategy in the implementation and impact of policy, service development and delivery of front line services. Develop and focus on both preventative and responsive strategies and approaches
- Continuing with a strong emphasis in supporting and co-ordinating service delivery to targeted individual's (archetypes) and targeted wards with significant deprivation and issues of dependency.
- Maintaining and updating an excellent database of relevant data and statistics focused at locality and archetype level. Ensure that there is a sound infrastructure of reporting mechanisms to feed constantly evolving data into a corporate system for analysis,

monitoring and action. This data is imperative if we are to continually focus efforts in the most deprived areas of our community.

- Fully supporting the government's drive for full employment and promoting work as the best form of welfare. Strategically drive forward and identify strategies and initiatives to tackle the deep rooted issues of long term unemployment
- Increasing the emphasis and focus on employability and develop clear principles and protocols for recruitment policies and strategies countywide.
- Enhancing the communication strategy to include regular updates and analysis of where SIP is making a difference to individuals within our communities. Maintain a very high level focus to the developments and outcomes of SIP associated initiatives and ensure that all stakeholders are kept fully informed of all developments, challenges and trends.
- Embracing the neighbourhood and localism agenda by ensuring that SIP is integral to the development of our communities.
- Developing stronger and more effective links with local members to develop a real ownership and responsibility for challenges, issues and worrying trends within our SIP targeted areas.
- Working alongside the Kent Public Service Board and Kent Partnership to develop effective two way communication and feedback on SIP progress and analysis.

There are also a number of new initiatives that will be taken forward this year which are to be given priority by the SIP team:

- Launching Slivers-of-Time in May 2008
- **Welfare reform – Kent's priorities and strategic focus**
This will include the development of the Kent Agreement 2 target on reducing the number of working age people on out of work benefits, and developing local partnerships to look at employability of vulnerable adults and employer engagement
- **Intensive marginalised group sessions**
Plans to develop and deliver very focused training and review sessions – perhaps as residentials – with service users and professionals, in order to improve service delivery
- **Improved data analysis and provision of evidence base**
Development of an enhanced method of data collection, analysis and dissemination in partnership with the Analysis and Information Team in E&R
- **High level, targeted geographical focus in SIP neighbourhoods**
Review and evaluation of three main target areas in the county: Thanet, Shepway and Swale. This will include the development of a targeted action plan for each area with measurable outcomes to tackle entrenched disadvantage
- **Protocols for procurement and commissioning**
Work with Corporate Finance team at KCC to identify areas of development to improve and enhance the local commitment to all areas of procurement, including better use of local labour and the employability of vulnerable groups
- **Social enterprise initiatives**
Explore the potential for a range of inspirational social enterprise models
- **Develop a formal link between SIP and KCC Environment & Regeneration Directorate's activities and vision**
Develop a process of closer working and synergy between the two units to ensure effective regeneration focused on economic and social priorities
- **Health Authority and SIP focused approach**
Explore areas of joint activity and focus particularly in relationship to tackling the challenges of worklessness and GP support (both identified as Government priorities)
- **Communication strategy**

Improve all aspects of SIP communication strategy with greater focus on areas of success, outcomes and positive trends. Review all aspects of internal and external communication opportunities including users, communities, members, partner agencies, Government agencies and international links.

A4. The *Vision for Kent* and the Kent Partnership

A4.1 Introduction

The *Vision for Kent*, the key statutory plan for KCC, was launched as the countywide Community Strategy in April 2002. Following a lengthy and extensive consultation process in 2005/06, involving partners from the public, private, voluntary and community sectors, the revised *Vision* was published in April 2006. This *Vision* is founded on guidance from Government on Sustainable Community Strategies. It required a much more balanced focus and integrated approach to social, economic and environmental issues, with particular emphasis on sustainable development and the links to Local Development Frameworks. The *Vision* pre-empted this move by undergoing an informal sustainability appraisal and focuses on how we can better join up our thinking to create the sustainable communities of the future.

The *Vision* is the overarching Sustainable Community Strategy for the county and acts as an umbrella document for the activities of all the key partners, coordinating activity to improve the quality of life for the people of Kent. The aspirational document is all about the economic, social and environmental well-being of Kent's communities over the next 20 years and focuses on long-term strategic priorities for the county. KCC's own strategic priorities reflect the *Vision*.

The *Vision* features eight themes that each has its own vision statement, baseline assessment, targets and signposts to activity that will help to achieve the overall vision.

The themes are:

- Economic success – opportunities for all
- Learning for everyone
- Improved health, care and well-being
- Environmental excellence
- Stronger and safer communities
- Enjoying life
- Keeping Kent moving
- High quality homes

There are also some key future challenges which cut across the eight themes and require a more joined-up approach.

The future challenges are:

- The growth agenda
- Economic change
- Environmental and climatic change
- An ageing population
- Diversity and choice
- Engaging communities
- Promoting independence

The *Kent Agreement* (comprising the Local Area Agreement and Public Service Agreements) is recognized as the main delivery vehicle for the *Vision for Kent*, and the long-term goals and short-term priorities in the *Vision* are closely linked to the LAA outcomes. See Appendices 1 and 3 for more details.

A4.2 The Kent Partnership

The Kent Partnership was formed as a result of the Local Government Act 2000 that required local authorities to work through local strategic partnerships. It is made up of representatives from the public, private, and voluntary and community sectors.

Responsible for overseeing progress of the *Vision for Kent*, it has a key role in encouraging community leadership, supporting new initiatives and ensuring effective delivery of services. Importantly, it recognises that defining and delivering Kent's future needs goes beyond the remit of local authorities acting alone.

The Kent Partnership team brings Kent's major players together and helps them work to achieve more as a group than they could as individuals. The combined influence of the partnership and its stakeholders has already made a significant difference in Kent.

The Kent Partnership provides a strong collective voice for the leaders of Kent's interests and therefore enhances the efforts made by individual organisations and groups. With the heads of local businesses, leaders of district councils, the heads of various major agencies and key voluntary sector representatives on board, its time is valuable but limited.

Current Kent Partnership members:

Team Manager - Natural England
Area Lead for Kent & Medway – Government Office of the South East (GOSE)
Leader - Swale Borough Council
Leader – Kent County Council
Area Manager for Kent & East Sussex - Environment Agency
Leader - Gravesham Borough Council
Chairman - Kent Invicta Chamber of Commerce
Chief Executive – Tunbridge Wells Borough Council
Area Director - Learning and Skills Council
Chief Executive – Voluntary Action West Kent
Kent Association of Local Councils
Leader - Tunbridge Wells Borough Council/West Kent
Chief Fire Officer - Kent Fire and Rescue Service
Chairman - Creative Foundation
Senior Vice President - Pfizer
Chief Constable - Kent Police
Chief Executive - Port of Dover
Group IT Director - Saga Group
Regional Chairman - Federation of Small Businesses
Area Director Kent and Medway – South East Economic Development Agency (SEEDA)
Director of Public Health
Chairman - Kent Community Action Network
LSP Manager – Medway Council
Executive Director – Kent Economic Board (KEB)
Vice Chancellor – University of Kent
Chairman - KEB
Chief Executive – Kent County Council
Director - Land Securities Development
Jobcentre Plus
Director - North West Kent Racial Equality Council

Bishop of Canterbury/Churches Together in Kent
Leader - Dover District Council/East Kent LSP
Leader – Maidstone Borough Council
Cabinet Member – Children, Families & Educational Achievement, Kent County Council
Chairman – Eastern & Coastal Kent, PCT
Chief Executive – West Kent PCT
Managing Director – Children Families & Education Directorate, Kent County Council
Founder, MORI and Chancellor University of Kent

The main partnership meets formally every three months while its Executive arm, the Public Service Board, meets bi-monthly. In between, four working groups, aligned to the *Kent Agreement* blocks address the key issues. The working groups are as follows:

- Kent Children's Trust
- Safer and stronger communities
- Health and well-being
- Kent Economic Board

There are also three additional groups:

- Leaders' and Chief Executives' Forum
- Planning Group
- Kent Partnership Support Group

The work of the Kent Partnership is focussed on issues and outcomes rather than on procedures and processes. It works closely with the district Local Strategic Partnerships (LSPs) and other groups focussed on specific subjects. It seeks to add value at a strategic level.

A main area of activity is delivering the *Kent Agreement 1* and the associated performance reward grant which will be received and distributed during 2008-2009. The development of the second *Kent Agreement* was the major partnership task during 2007-2008.

A4.3 Progress

In autumn 2006, the Kent Partnership completed a review that saw a wide range of partners participate in a series of workshops on the partnership, key challenges facing the county and the delivery of the *Vision for Kent*. The review of the *Vision for Kent* identified seven "future challenges" which were defined by partners as the most important challenges facing the county over the next 20 years. They were the growth agenda, economic change, environmental and climatic change, an ageing population, diversity and choice, engaging communities and promoting independence. These challenges are central to the quality of life for the people of Kent and cannot be tackled by any one organisation alone. The ongoing commitment of all partners in delivering programmes and services that raise standards in Kent has been impressive. Working together continues to be more effective than working alone as the Kent Partnership matures and develops.

The Kent Partnership is widely recognised as one of the most successful and dynamic partnerships in the country. Key to that success has been the active commitment of its members to partnership working in Kent.

A4.4 Long-term goals and short-term priorities

The current *Vision* sets out eight themes which each have an aspirational vision statement. This statement introduces the theme and a series of long-term goals that focus on the next 20 years. These are in turn supported by a series of short-term priorities that identify planned activity over the next three to five years. Many of these have links with *Kent Agreement* outcomes. A supplementary document called *Making It Happen* was produced in May 2006 and clarifies the detail on how the *Vision* will be delivered for all our partners, including signposting to related partner plans and strategies.

The revised *Vision* has not created additional targets on top of the plethora imposed on partner agencies by central government. Instead a detailed action plan will be developed to ensure that all the long-term goals and short-term priorities are supported by partner activity. The action plan adds value by focusing on drawing together existing targets and monitoring activity. An activity-based mapping tool was developed in May 2006 and enables partner strategies and plans to be developed in synergy with the long-term aims of the *Vision*. Now recognised as an essential partner tool and an efficient means of aligning strategies and plans in pursuit of shared aims, it has been used to model the framework for the second *Kent Agreement*.

The Kent Partnership has responded to the need for collective action on these issues and will continue to do so during the coming year. During 2008-2009, the Partnership will take time to reflect on its top 5-7 "big" priority aims. This will be achieved through facilitated workshop meetings with input from its four working groups. This will enable the Partnership to: respond to external change drivers (such as the 2007 Local Government Act and new statutory guidance); the new national performance framework (Comprehensive Area Assessment); its new governance arrangements for the Kent Agreement 2; and, ultimately its position, direction and focus of efforts and activity.

A4.5 Monitoring the *Vision for Kent*

Each theme in the *Vision* features detail of progress by partners since the last progress report in 2003. The Kent Partnership has expressed its ongoing commitment to overseeing the delivery of the *Vision* through an annual conference with partners and progress reports every two years which will be planned to dovetail with the Kent Agreement 2 refresh requirements. There will also be a full review and refresh every five years.

The Kent Partnership has established a multi-agency steering group - the Kent Partnership Support Group - to oversee the delivery and monitoring of both the *Vision* and the *Kent Agreement*.

A5. Comprehensive Performance Assessment

A5.1 What is it?

Every year the Audit Commission, the independent watchdog for public services, carries out an assessment of English upper tier and county councils and awards them a star rating of between nil and *four stars* (previously categorised as Poor through to Good, Excellent, etc).

The purpose of CPA is to inform residents and the Government about how well councils are performing. It is designed to allow reduced regulation for higher performing councils as well as being a mechanism to drive further improvement in services for local people.

CPA has been in existence since 2001 and in 2005 the methodology was revised to make it a harder test. CPA is due to be replaced in 2009 by a new area assessment that will look at wider outcomes including those delivered in partnership.

The constituent blocks of the current CPA framework are shown on the next page.

The overall rating is made up of four parts:

- Progress made in the past year - direction of travel
- Management of finances and value for money - use of resources
- Main service performance - service performance
- How well the council is run - corporate assessment

The direction of travel complements the star rating and is provided as an additional and separate assessment. Each of the other parts is scored from one to four, with four being the highest, and these contribute to the overall star rating that is arrived at by combining these scores through a set of rules.

A5.2 Direction of travel

The Audit Commission made changes to CPA from 2005 onwards in order to provide a more structured way of reporting progress on improvement. It added a 'direction of travel' label to the overall CPA category to apply from December 2005.

The labels are as follows:

Score of 4	Improving strongly
Score of 3	Improving well
Score of 2	Improving adequately
Score of 1	<i>Either</i> Not improving adequately <i>Or</i> Not improving

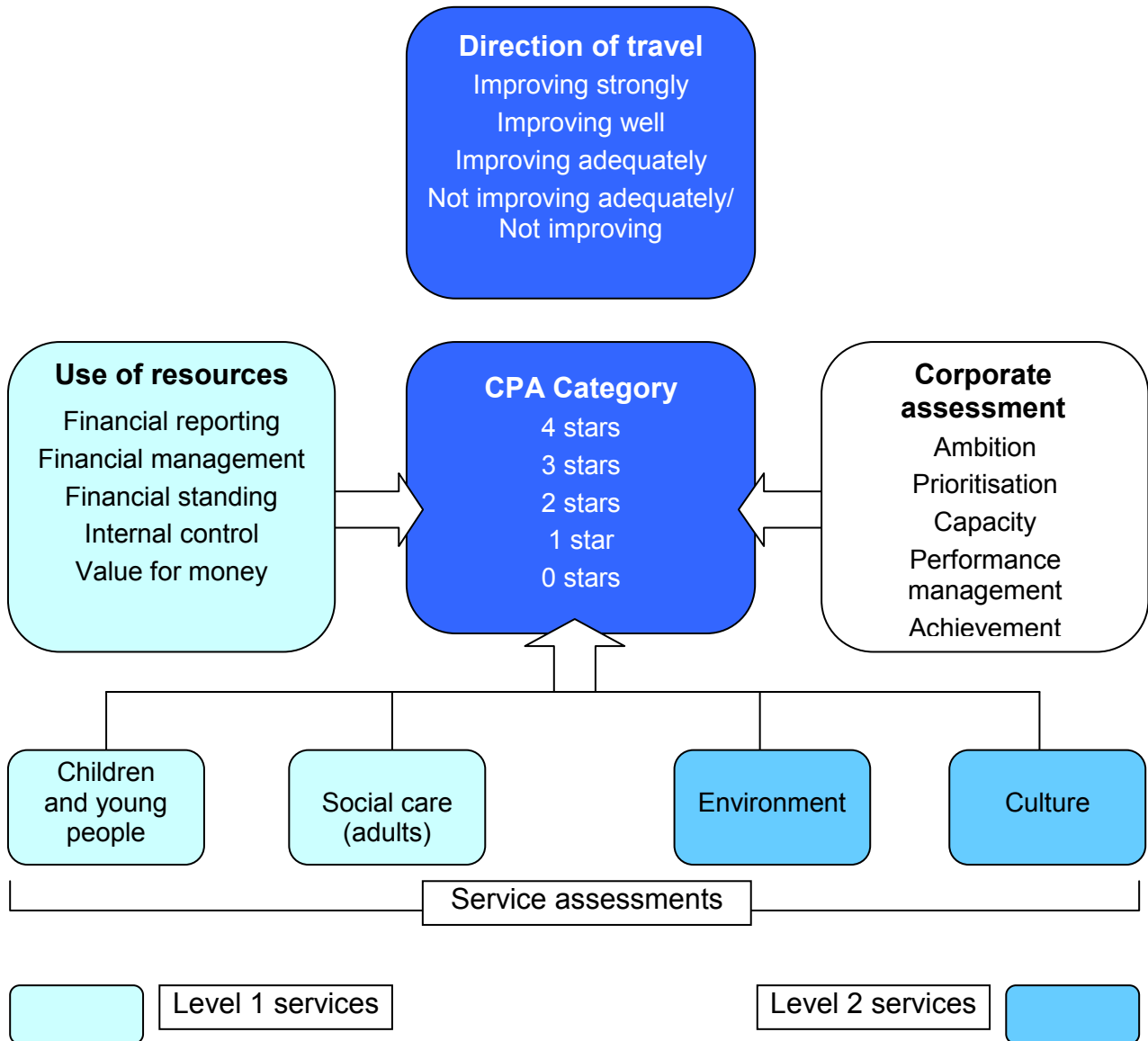
The direction of travel is based on two elements – the council's track record of improving outcomes and the progress made in implementing improvement plans to sustain future improvement.

A5.3 KCC's assessment

KCC's latest overall results for CPA, announced in February 2008, were as follows:

This a council that is **improving strongly** and demonstrating a **four star** overall performance.

CPA Framework 2006 to 2008



Below is the extract from the February 2008 scorecard from the Audit Commission:

Direction of travel	2006	2007
This assessment indicates the progress being made, or otherwise, to achieve improvement.	improving strongly	improving strongly

The following summary has been provided to support this direction of travel assessment:

Kent County Council is improving strongly. The Council continues to make significant improvements against local priorities. Children's education is good, including the attainment of the lowest achieving children. It has also helped vulnerable and older people so that they can live independently and reduced admissions to residential care. It has been successful in creating new jobs and reducing the number of people killed or seriously injured on the road. Securing value for money and improving efficiencies is at the heart of service improvement. Fifty-nine per cent of the Council's key performance indicators improved in 2006/07, such as the percentage of 15 year olds achieving five or more GCSEs grade A* to C. The Council's track record of delivering improved services is strong. It has achieved 76 per cent of the targets set out in the KCC Next Four Years document. Prospects for improvement are excellent with robust improvement plans in place to continue developing innovative services, including the current high costs for waste disposal. It is building its capability to deliver its priorities by continuing to deliver efficiencies and strengthening partnership working.

Use of resources	2006	2007
We have assessed how well the council manages its finances and provides value for money.	4	4

This use of resources judgement is drawn from five individual judgements provided by the council's appointed auditor:

Auditor judgements	2007
Financial reporting	4
Financial management	4
Financial standing	4
Internal control	3
Value for money	4

Service performance	2006	2007
Children and young people - The council's performance in providing children's services such as children's education and social care. The joint assessment is made by the Commission for Social Care Inspection and Ofsted following a review of the council's overall performance and key indicators.	3	3
Culture - The council's performance in services such as libraries and leisure, as assessed by the Audit Commission.	4	3

Environment - The council's performance in services such as transport, planning and waste, as assessed by the Audit Commission.	4	3
Social care (adults) - The council's performance in adult social care services. The assessment is made by the Commission for Social Care Inspection following a review of the council's overall performance and key indicators.	3	3

Corporate assessment	2007
In assessing how the council is run, the commission considers what the council, together with its partners, is trying to achieve, what the capacity of the council, including its work with partners, is to deliver what it is trying to achieve and what has been achieved.	4

Score used is from the 2002 corporate assessment.

A5.4 Corporate Assessment

KCC underwent a full corporate assessment inspection, combined with an inspection of services for children and young people (a joint area review) at the end of January 2008. These inspections were the most significant external review the council has undergone since 2002. The results of these inspections will be used for the next CPA assessment in 2008.

A6. Performance Indicators and information notes

6.1 Statutory National Performance Indicators (BVPIs) required by national government

National indicators included in Sections 3 to 11 are not repeated here.

Definitions of these indicators are published by the Audit Commission and are available at: <http://www.audit-commission.gov.uk/performance/guidance.asp>

This is the last year for BVPIs which are abolished as of April 2008, with a new set of indicators called the National Indicator Set replacing them. The council will be required to report on all of the 198 National Indicator Set next year, and a selection of these indicators are also subject to target negotiation with government in the new Kent Agreement. The new National Indicator Set relates to area outcomes involving all local partners and do not specifically focus on services provided by the council.

Corporate Health	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability (BV 2a)	M	2	3	2
The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application (BV 2b)	AM	84.2%	84.2%	84.2%
Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms (BV 8)	AM	93.9%	93.5%	100%
Percentage of top-paid 5% of staff who are women (BV 11a)	AM	46.5%	50.3%	47%
The percentage of the top 5% of local authority staff who are from an ethnic minority (BV 11b)	AM	2.2%	2.5%	2.2%
Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools) (BV 11c)	BM	1.8%	2.6%	2.2%
The number of working days/shifts lost to the Authority due to sickness absence (BV 12)	UQ	8.0	8.2	7.6
The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force (BV 14)	UQ	0.11%	0.2%	Below 0.2%
The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce (BV 15)	UQ	0.11%	0.1%	Below 0.3%
The percentage of local authority employees with a disability (BV 16a)	BM	1.8%	1.8%	2.0%
The percentage of local authority employees from ethnic minority communities (BV 17a)	BM	2.5%	2.7%	2.6%
The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people (BV 156)	AM	76.9%	81.2%	78%

Education – attainment & absence from school	2007 Quartile	2006 Actual	2007 Actual	2007 Target
<i>In schools maintained by the local education authority (KCC) :</i>				
Percentage of 15 year old pupils achieving 5 or more GCSEs or equivalent at grades A*-G including English and Maths (BV 39)	AM	89.6%	90.5%	91%
Percentage of 11 year old pupils achieving Level 4 or above in the Key Stage 2 Mathematics test (BV 40)	LQ	72%	73%	81%
Percentage of 11 year old pupils achieving Level 4 or above in the Key Stage 2 English test (BV 41)	LQ	77%	77%	80%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 test in English (BV 181a)	BM	72%	73%	77%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 test in Mathematics (BV 181b)	BM	76%	74%	78%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 test in Science (BV 181c)	MED	72%	72%	77%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 teacher assessment in ICT (BV 181d)	BM	70%	70%	77%
Percentage of 11 year old pupils achieving Level 5 or above in the Key Stage 2 English test (BV 194a)	MED	31%	32%	32%
Percentage of 11 year old pupils achieving Level 5 or above in the Key Stage 2 Mathematics test (BV 194b)	MED	32%	31%	33%
Percentage of half days missed due to total absence in secondary (BV 45)	BM	8.1%	8.2%*	7.8%
Percentage of half days missed due to total absence in primary (BV 46)	MED	5.7%	5.2%*	4.7%

* Collected on a different basis and not directly comparable with previous data or target set

Education - other	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Percentage of proposed statements of special educational need issued that were prepared within 18 weeks excluding 'exceptions' (BV 43a)	BM	99.6%	100%	99%
Percentage of proposed statements of special educational need issued that were prepared within 18 weeks including 'exceptions' (BV 43b)	BM	88.1%	94.6%	90%
Percentage of integrated early education and childcare settings funded or part-funded by the local authority where leaders have a qualification at Level 4 or above (BV 222a)	AM	33.9%	29.7%	33.9%
Percentage of integrated early education and childcare settings funded or part-funded by the local authority that have input from staff with graduate or postgraduate qualifications in teaching or child development (BV 222b)	LQ	15.8%	19.3%	15.8%

Youth services	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Percentage of young people aged 13-19 who participate in youth work gaining a recorded outcome (BV 221a)	LQ	14.0%	50.3%	20%
Percentage of young people aged 13-19 who participate in youth work gaining an accredited outcome (BV 221b)	LQ	10.7%	13%	13%

Children's Social Care	2007/08 PAF Band	2006/07 Actual	2007/08 Est.	2007/08 Target
The percentage of Looked After Children at 31 March with three or more placements during the last financial year (BV 49)	5	10.6%	11%	11%
The percentage of child protection cases which were reviewed regularly as a percentage of those cases that should have been reviewed during the year (BV 162)	4	98.4%	100%	100%
The percentage of children looked after who were adopted during the year (BV 163)	5	11.8%	12%	9%

Adult Social Care	2007/08 PAF Band	2006/07 Actual	2007/08 Est.	2007/08 Target
Households receiving intensive home care per 1,000 population aged 65 or over (BV53)	3	11	11	11
Older people helped to live at home per 1,000 population aged 65 or over (BV 54)	2	75	76	76
Of new clients aged 65 years or over, the percentage for whom an assessment was completed within recommended times (BV 195)	5	94.5%	94.5	94.5
Of new clients aged 65 years or over, the percentage for whom the time from assessment to provision of service was less than or equal to four weeks (BV 196)	5	97%	97%	97%

Planning Applications	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Percentage of total applications determined within 13 weeks excluding those where an environmental assessment had taken place (BV 109a)	LQ	63.2%	66.7%	70%
Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme? (BV 200a)	N/a	Yes	Yes	Yes
Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out? (BV 200b)	N/a	Yes	No	Yes
Did the Local Planning Authority publish an annual report by 31st December each year? (BV 200c)	N/a	Yes	Yes	Yes

Trading standards	2005/06 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Score against a checklist of best practice for Trading Standards (BV 166b)	UQ	100%	100%	100%

Waste collection	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Number of kilograms of household waste collected per head of the population (BV 84a)	LQ	548	534	547
Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population (BV 84b)	AM	-0.8%	-2.7%	-0.2%
Cost of waste disposal per tonne of municipal waste (BV 87)	N/a	£61.23	£67.30	£69

Waste Tonnage	2006/07 Actual	2007/08 Actual	2007/08 Target
Total tonnage of household waste arisings sent by the Authority for recycling (BV 82a ii)	163,704	178,175	177,617
The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion (BV 82b ii)	79,957	85,729	86,672
Total tonnage of household waste arisings that have been used to recover heat, power and other energy sources (BV 82c ii)	90,848	738,233	297,488
The tonnage of household waste arisings that have been landfilled (BV 82d ii)	416,722	410,274	193,233

Highways	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Percentage of the unclassified road network where structural maintenance should be considered (BV 224b)	LQ	19%	18%	20%
Number of days of temporary traffic controls, or road closure, per km on traffic sensitive roads, caused by council roadworks (BV 100)	BM	0.59	0.6	0.6
Number of local bus passenger journeys originating in the authority area (BV 102)	Not applicable	47.1m	tbc	48m
The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the local authority area (BV 165)	AM	95.1%	Tbc	99%
Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered (BV 187)	BM	23%	26%	23%
The average number of days taken to repair a street lighting fault that is under the control of the local authority (BV 215a)	LQ	15.9	7.5	10
The average time taken to repair a street lighting fault, where response time is under the control of a DNO (BV 215b)	LQ	39.0	48	15

Road Safety	2006 National	2006 Actual	2007 Actual	2007 Target
Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions (BV 99b i)	N/a	74	61	N/a
Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year (BV 99b ii)	-6.7%	+57.4%	-17.6%	-5.6%
Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average (BV 99b iii)	-51.5%	-49.7%	-58.5%	-50% by 2010 *
Number of people slightly injured in road traffic collisions (BV 99c i)	N/a	5,748	5,743	N/a
Percentage change in the number of people slightly injured in road traffic collisions since the previous year (BV 99c ii)	-5.4%	-1.5%	-0.1%	-0.9%
Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average (BV 99c iii)	-16.9%	-3.4%	-3.5%	-10% by 2010*

National target levels, already exceeded for KSI

Culture and leisure	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
The percentage of the length of rights of way that are easy to use by the general public	BM	67.4%		70%
The number of visits to/uses of local authority funded or part-funded museums and galleries per 1,000 population (BV 170a)	N/a	117	202	117
The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population (BV 170b)	N/a	99	152	99
The number of pupils visiting museums and galleries in organised school groups (BV 170c)	N/a	9,417	9,974	9,400
Compliance against the Public Library Service Standards (PLSS) (score out of 4) (BV 220)	N/a	3	3	3

Community Safety	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Domestic burglaries per 1,000 households in the Local Authority area (BV 126)	AM	10.7	8.5	10.7
Violent crime per 1,000 population in the local authority area (BV 127a)	AM	17.9	16.6	Not set
Robberies per 1,000 population in the local authority area (BV 127b)	AM	0.8	0.7	Not set
The number of vehicle crimes per 1,000 population in the local authority area (BV 128)	AM	10.3	8.6	10.3
The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population (BV 174)	N/a	57	65.2	Not set
The percentage of racial incidents reported to the local authority that resulted in further action (BV 175)	UQ	100%	100%	100%

6.2 Indicator Notes

As well as showing performance trends and performance against target the indicator tables also include comparative data in columns such as '2006/07 Quartile', with the year used for comparison dependent on what is the most recently available comparable national data set. The quartiles are explained as follows:

UQ	Upper Quartile - KCC's performance is among the best 25% of authorities
AM	Above Median - KCC's performance is above average but not in the best 25% of authorities
M	Median - exactly in the middle with as many councils performing better as there are performing at a lower level

BM	Below Median - KCC's performance is below average but not amongst the worst 25% of authorities
LQ	Lower Quartile - KCC's performance is among the worst 25% of authorities

For consistency purposes, the comparison is made for national indicators against all upper tier and county councils.

Care is required when interpreting quartiles. In some cases the difference between the lowest performing and highest performing council is minimal and for some indicators many councils perform at the same level with only a few outliers. On the other hand there may be large differences in performance between all councils. In order to obtain a fuller picture of performance, the maximum and minimal performance levels should be examined and also the distribution of all councils.

In some tables, the Commission for Social Care Inspectorate (CSCI) banding system rating is shown as the appropriate comparative benchmark. The explanation of CSCI banding is as follows:

Band 5	Very good
Band 4	Good
Band 3	Acceptable, but possible room for improvement
Band 2	Ask questions about performance
Band 1	Investigate urgently

It is possible for all local authorities to be in Band 5 for an indicator.

A7. Reviews, audit and inspection

A7.1 Introduction

KCC has a programme of topic reviews carried out by select committees as well as internal and external audit plans. It is also subject to some external inspections. Some of the detail relating to these processes is set out in this appendix.

A7.2 Value for Money (VfM) reviews

The reviews are designed to challenge the costs and outcomes but can compare the service strategy with other authorities and with emerging best practice.

The reviews completed in 2007 are listed below:-

Review Topic	Completion Date
Schools Clusters	January 2007
Highways	January 2007
Waste	August 2007 but Peer Review TBA
Libraries Stage 1	May 2007
Day-care for Learning Disability	September 2007

The 2008 programme is currently under development. The following sets out the three steps used in developing a corporate approach to value for money and a programme model:

- **Mapping the service priorities** – using the corporate strategy and benchmark information on comparative service performance, where does the Council want to focus first in terms of value for money, service development and continuous improvement? To determine whether the service adds value, consideration should be given to the Council's corporate, financial and service plans, plus a judgement on whether each service is of importance to residents, Members and/or the corporate health of the organisation. The initial service risk assessment has begun using the process previously approved by Cabinet.
- **Making decisions for service improvement** – what changes will be required to achieve improvement in outputs or outcomes? Are they short or long term changes? Are they "quick wins" or do they require transformation of the service inputs or processes?
- **Implementing a balanced VFM Programme** – over the period of the programme, what is deliverable, and sustainable for the organisation to put in place?

Monitoring of the programme delivery and outcomes takes place at the VFM Board.

A7.3 Performance reviews

Policy Overview Committees (POC) review performance through routine POC agenda items, through other Informal Member Group (IMG) work and through the Topic Review programme. This means there is no need for a separate performance review programme.

A7.4 Topic Reviews

KCC's Policy Overview Co-ordinating Committee (POCC) co-ordinates the preparation of an annual programme of topic reviews. These reviews are allocated to Policy Overview Committees (POCs) that appoint Select Committees to carry out the reviews on their behalf.

During 2006/07, KCC's five POCs – Adult Social Care, Children, Families and Education, Corporate, Communities and Environment and Regeneration plus the NHS Overview and Scrutiny Committee - completed a number of significant reviews. The work of the Select Committees has been of a very high quality and experience has shown that the reports produced add significant value to the work of the authority. Two important select committees have reported on Obesity and Alcohol problems in Kent. Both have produced a raft of recommendations that form the basis of strategies designed to address the issues identified. Kent is well ahead of many other authorities in this work.

The following topic reviews were completed in 2007/08:

- Transitional Arrangements
- Flood Risk
- Alcohol Misuse
- Carers in Kent

Copies of Select Committee reports are available on KCC's Website at <http://www.kent.gov.uk/council-and-democracy/democracy-and-elections/overview-and-scrutiny/select-committee-reports.htm> or by emailing overviewandscrutiny@kent.gov.uk or phoning 01622 221876,

Transitional Arrangements

This review looked at how young disabled people and those with a learning difficulty, (including those In Care) made the transition from services provided by Children's Social Services to services provided by Adult Social Services and how this transition could be improved.

Flood Risk

This review looked at the management of flood risk in the County.

Alcohol Misuse

This review looked at the issues of alcohol misuse with an emphasis on public health impacts.

Carers in Kent

This review considered all carers, including young carers and what support a carer requires, how their needs are met and delivered and what needs to change to improve outcomes for carers.

Topic Review 2008/09

- Accessing Democracy
- Autistic Spectrum Disorder (ASD)
- Accessing Healthcare

A7.6 Inspections

Audit Commission

Kent had the following reviews in 2007/08:

- Audit Commission Comprehensive Performance Assessment Corporate Assessment
- Annual Performance Assessment and Joint Area Review of Children's Services
- Supporting People Inspection
- Youth Service
- Young Offenders' Service

Audit Commission Comprehensive Performance Assessment Corporate Assessment

Results expected 6 June 2008

Annual Performance Assessment and Joint Area Review of Children's Services External Inspections

Results expected 6 June 2008

We know from the results of our Annual Performance Assessment (APA) that Ofsted judged the overall effectiveness of children's services as good and improving and recognised that integration of children's services is making a significant contribution to improving the health and wellbeing of children and young people

Supporting People Inspection

The Audit Commission undertook a full inspection of the Kent Supporting People Programme in September 2007. The report of this inspection was published on 29 November 2007 and judged the service to be 'good with promising prospects for improvement'. For further information <http://www.kent.gov.uk/SocialCare/adults-and-older-people/supporting-people/latest-news-audit-result.htm>

Youth Service

Results expected 6 June 2008

Young Offenders' Service

Results?

Commission for Social Care Inspection (CSCI) - Adult Social Services

For the sixth year running, Kent Adult Social Services was awarded *three stars* (excellent). The CSCI conclusion was that it was good at delivering outcomes and had *excellent* capacity for improvement.

Kent is now one of only four authorities nationwide which has had three stars awarded every year since the system began six years ago.

Public Health IDeA Peer Review

In October 2007 the IDeA Peer review of the public health function in KCC was highly complimentary of the progress made so far and concluded that the department was at the forefront of public health practice. Recommendations for improving still further are being now being actively pursued.

A7.7 Internal audit

Internal audit is an assurance function that provides an independent and objective opinion to the county council on the arrangements put in place by management for achieving service objectives and proper stewardship. The internal audit opinion covers the adequacy and effectiveness of the:

- Control environment
- Risk management arrangements
- Governance framework and compliance with best practice.

Assurances are provided in terms of an "audit opinion", which provides one of four defined standards ranging from "high" to "minimal". The overall annual opinion for 2006/07 was

that there is substantial assurance as to the level of control for the management of financial risk in the council and substantial assurance that business objectives are achieved. The main areas for improvement are the governance of partnerships and business continuity planning.

Recommendations to improve the control of risks identified through internal audit activity have been discussed with, and accepted by, relevant managers and will be followed up by Internal Audit.

The Audit Plan for 2008/09 covers controls in relation to established financial and management information systems (as required by statute) as well as the audit of the controls in place to ensure the council can deliver its business objectives. Internal Audit consults with directorates, external auditors and other relevant inspection bodies to ensure that duplication is minimised and that audit resources are used effectively. As well as providing an assurance for each area of review, Internal Audit provides management with practical recommendations for enhancements where necessary. In order to ensure its independence, Internal Audit not only reports to management but also to an independent Governance and Audit Committee on both its findings and its performance.

A7.8 External audit

In the summer of each year, KCC's external auditor issues a *Report to those charged with Governance*, known as ISA 260, which summarises findings from the past year's external audit. It contains comments on Kent's performance, including the results of value for money studies, as well as an opinion on the authority's accounts, financial standing and governance arrangements. The purpose of this is to assist the authority in achieving its objectives as well as monitoring its financial health and management practices.

In July 2007 the auditor issued an unqualified audit opinion on the authority's Statement of Accounts, Pension Fund and Statement of Internal Control.

Available from?

A8. Improvement and Engagement

CPA Corporate Assessment

Following the publication of the Audit Commission Corporate Assessment report in June 2008, we will develop, consult on and implement an improvement plan responding to issues raised in the report.

Despite being only the second county council to have scored 4 out of 4 for both CPA corporate assessments, we are not complacent about the need to continue to improve in key areas and services.

We will also use this improvement plan to identify key actions needed to ensure that KCC is well-placed to meet the requirements of the new assessment framework replacing the CPA – the Comprehensive Area Assessment (CAA).

Diverse Communities

As a consequence of the preparations for KCC's successful corporate assessment against the Equality Standard for Local Government we have widened contact with diversity organisations across Kent. This work is part of a wider process to seek views and comments on our services from local residents and from community groups as well as from direct service users. Organisations contacted as part of the initial phase of this work range from the Sagamatha Gurkha Community to the Rural Disability Group from Margate Mosque to VSU Youth in Action. The first phase of this work was focused on establishing communication with groups we may not previously have been in contact with.

Community Cohesion

As part of KCC's collective activities to create stronger and safer communities, we continue to meet our obligations to strengthen 'community cohesion'. Unlike a number of other authorities, we have chosen not to promote this as a top-down, centrally-driven strategy, but a series of practical actions routed in our partnership work with local Crime and Disorder Reduction Partnerships, linked to core services such as Adult Education and under-pinning our responses to regeneration and growth area projects and partnerships. The details of action to build safer, stronger and more cohesive communities are therefore contained in the relevant service sections of this plan.

Listening to service users and residents

In addition to KCC's own commitment to involving and engaging service users and residents in the development and delivery of high-quality personalised services, there are a range of central Government initiatives encouraging all authorities to do the same.

These all stem from the Local Government and Public involvement in Health Act, the Sustainable Communities Act and will be followed this summer by the 'Empowerment White Paper'. They include initiatives such as Participatory Budgeting (currently being piloted) and Community Calls for Action and Citizens' Juries. KCC can meet most of the requirements flowing from this legislation through the adaptation and strengthening of work already underway, rather than by creating additional bureaucracy.

For example the existing Kent Residents' Panel, is being re-vamped as a joint project with partners to form a bigger, better Kent and Medway Citizens' Panel. Our existing Consultation Strategy provides a strong basis for the Comprehensive Engagement Strategy required under the new duty to inform, consult and involve.

Because of the excellent existing practice within KCC, our principal challenges on this agenda are to ensure that all services operate to the high standards set by our own best practice and to create the means by which customer and resident insight gained by one part of KCC is learnt from across the rest of the organisation.

Customer response

The expectations of residents and businesses as consumers of public services are changing. KCC is responding to the fact that service users increasingly see themselves as customers, expecting greater choice and services tailored to their needs and those of their families and businesses. Residents want to access services that meet their individual needs at convenient locations and at times that suit them.

KCC is committed to excellence in customer response for all the diverse people and communities of Kent. Whether people access the council's services face-to-face, electronically or by phone the council is determined to make every contact a positive experience. Increasingly this will part of process of working with partners to improve access to all public services by all appropriate channels of contact.

Much of this is rightly led by individual services in contact with their own customers. The corporate responsibilities are for setting and supporting coherent standards, challenging under-performance and creating the framework for work with partners on this agenda.

Personalising services

KCC is committed to personalising services to ensure they meet the needs of the people of Kent. This means continuing to support services to innovate and improve by:

- Giving individuals and communities a stronger voice in the design and transformation of services – mainstreaming the approaches developed by the Social Innovation Lab Kent (SILK) into everyday KCC practice
- Ensuring that we continue to improve access
- 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.

Leadership and co-ordination

KCC's Personalisation and Community Engagement Board, chaired by the Managing Director of Kent Adult Social Services, supports directorates 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. The Board will be supported in this by the re-structuring of existing resources in the Business Solutions and Policy division of the Chief executive's Department.

Local Boards

Active in your community

There are 12 Local Boards in Kent, each one covering a district/ borough council area. Each board holds regular public meetings across Kent for the public to have their say about issues that affect their community. They also fund local projects.

Local Boards provide an opportunity:

- for elected members of the county council to work more closely with the public, and with voluntary and private sector partners locally, to meet the aspirations of local people

- for a regular forum for community consultation and participation that will encourage discussion and debate on matters of particular local interest
- to consider the need for services in local communities, and look at the effectiveness of existing services
- for KCC's Cabinet and Cabinet Members to consult on strategic issues affecting a Local Board's area.

For information about your Local Board and how to apply for money for community projects visit or to find out how Local Boards have been working in your community (April 2006 to March 2007) by reading the annual report for your area visit: www.kent.gov.uk/council-and-democracy/democracy-and-elections/local-democracy/ or <mailto:local.boards@kent.gov.uk>

Kent Youth County Council

Kent Youth County Council (KYCC) is a non-party political organisation, focusing on the issues of young people. Any young person aged 11-18 years inclusive, living within KCC boundaries, may vote or stand for election.

There are seats available for 48 young people - four from each of the 12 local district or borough councils within the Kent County Council area.

Candidates may stand for election in either the district or borough where they live or the one in which they go to school, college or work. Members are elected for one year with the option of continuing for a second year to support newly elected members.

In 2007, there were 74 candidates, 132 polling stations and 30241 votes cast. The 48 new KYCC Members were announced on 1 December 2007. They will be joining the young people who were elected last year and who have chosen to serve a second year in office.

Members of KYCC:

- work closely with officers and elected members of the KCC, informing them of young people's issues and concerns
- Kent members of the UK Youth Parliament (UKYP) are elected from the KYCC by the members to take Kent issues to the national sitting
- there are 10 formal sittings of KYCC each year that take place in County Hall. There are also optional work groups and other meetings. Members are expected to attend at least 10 meetings per year.

To become a member of KYCC, a young person must:

- Write a brief statement saying why people should vote for them, and list three issues that they would like to campaign for
- Attend a filming session to record their statement (this can be a silhouette or shadow if preferred)
- There is an option for contact numbers for the candidates to be passed to the KCC press office. The number will not be published, but the KCC Press Officer may pass it to local media representatives so that they can arrange interviews with the candidates.

The next elections will be held in schools, colleges and youth centres/ projects across Kent in November 2008. Voters can choose their preferred candidate from the DVD and posters displayed at the polling stations. Details on how to stand for election or how your organisation can register as a polling station will be available from May 2008.

For more information and to view the results of the latest elections go to:
www.kent.gov.uk/council-and-democracy/democracy-and-elections/kycc/

Kent Residents' Panel

The Kent Residents' Panel was started in spring 2004 when some 700 Kent residents accepted an invitation to join and take part. Being a member involves answering up to three or four short surveys a year on important issues affecting the quality of life in the county. Members choose whether to answer their surveys by post or by e-mail or by receiving a phone call from KCC's modern Contact Centre on whatever day and at whatever time they choose. The phone option is currently the most popular and is chosen by some 36% of members. A further 34% choose post and 30% choose e-mail as their preferred method of contact.

Membership of the panel has steadily increased. There is an open invitation for Kent residents to join, and existing panel members are encouraged to recommend a friend or family member to join. The panel now has 1,150 members.

Eight Residents' Panel surveys have been carried out - in summer and autumn 2004, spring and autumn 2005, spring and autumn of 2006 and spring and winter of 2007. After each survey panel members receive a copy of *Opinion* newsletter, which highlights the answers given to the questions asked. A copy of each edition of *Opinion* is available on the Kent Residents' Panel area of the kent.gov.uk website.

The spring 2007 survey covered a variety of topics:

- visits to museums and heritage sites
- interest in family history and archaeology
- information on KCC, local media and radio
- attitudes to climate change
- alternatives to fossil fuel.

In addition the opportunity was taken to conduct an "instant" poll on the impact of the Tour de France cycle race, which visited Kent on 8 July 2007.

The topics covered in the winter 2007 survey were all connected with residents' past experiences and future preferences for the setting up of a Local Involvement Network (LINK) for Kent. The views collected have been used to inform the specification that KCC has developed for procuring the host organisation to run the LINK.

For both these surveys the results were published in editions of the KRP newsletter *Opinion* – edition 7 for the spring 2007 survey and edition 8 for the winter 2007 survey.

SILK

SILK (Social Innovation Lab for Kent) is a new approach to strategic policy development for KCC who have a well-earned reputation for developing and incubating radical innovations in policy. Recent years have seen a growing interest in how to manage innovation, given its increased importance in the future.

To ensure that KCC remains at the forefront of local government, with the shifting role for Councils and a new assessment framework in mind it set about developing a more creative approach to tackling some of the most tough challenges that the Council faces. This was an approach that explicitly starts with people and aspirations, rather than existing services and problems with the aim to understand how to build capacity to work in a truly

citizen-centric way across the Council, on the basis of lessons learnt from SILK's pilot projects.

SILK has two core missions:

- it aims to provide a 'safe space' and a creative approach to tackling any number of strategic challenges, in order to develop new responses to apparently intractable problems, based on the realities of people's lives
- it aims to build the capacity and skills of staff across the council – and indeed its partners – to focus on citizens and experiences, rather than services and organisations, when developing strategy and implementation plans.

Generating innovations from gaining a deeper understanding of how people's everyday lives work is not easy and KCC successfully obtained funding from the national Innovation Forum for local government for a pilot, reflecting the growing national interest in these issues.

The pilot tested thinking in practice through two 'demonstration' projects. The first focused on families at risk in Kent, and the second on how people access information about social care, and the role of the online directory in this.

Learning from what worked and what didn't in these projects, a 'person-centred methodology for local government' has been created. This is unique – a first for the UK – and is garnering real interest in Communities and Local Government (CLG), IdeA (Improvement and Development Agency for local government), the Local Government Association (LGA), as well as other parts of the public sector such the Cabinet Office.

KCC were the first council to host The Public Office – a two day installation, using video ethnography and facilitated discussions to bring together over 100 senior managers in Kent. This work has enabled KCC to participate in a series of national conversations about local government's role in generating social innovations. Our work has fed into CLG/LGA thinking about a national framework for incubating and scaling up social innovations; we have showcased the work at a variety of major conferences, most recently the Cabinet Office Transformational Government event for 400 civil servants.

Early successes of this approach include:

- the families at risk project has shaped thinking on the Parents Strategy, and it formed the basis of our application to become a pathfinder authority for the Social Exclusion Taskforce's work in this area.
- a partnership with the Digital Inclusion team at CLG (including £20k of funding) to explore ways in which technology can better support families at risk
- focused work with the Sheerness Children's Centre to find new ways of engaging fathers in family life, which could inform thinking about how to do this across the county

A9. Strategic risk management

A9.1 Introduction

Local Authorities are required to have appropriate arrangements for the management of risk embedded in all strategic, operational and programme / project management related activities. Kent County Council has developed a risk management framework that is aligned with the culture of the Authority as a high-performing and innovative organisation. The framework requires the identification, assessment and appropriate mitigation of all risk which could adversely affect the organisation while supporting the development of opportunities which are aligned with the Authority's priorities through well-informed risk taking.

A9.2 Management of risk

Directorate risk registers are updated annually when threats to objectives are identified during the annual business planning process. Risk registers are used by Internal Audit to inform the development of the annual Internal Audit Plan. The management of risk takes place at every level within the Authority through a combination of operational procedures with inbuilt risk assessments and controls, and mitigating actions to control business risks identified during business planning. To enable this each directorate has a risk champion who is responsible for supporting and communicating good practice in the management of risk within the Directorate. Risk champions are supported by the Authority's Risk and Insurance Manager, as a 'centre of expertise' in the management of risk.

The Authority has taken steps to strengthen the management of risk in its key partnerships as formal risk management arrangements are not yet in place in all key partnerships. However risks are actively considered in governance and management of partnerships, and partnership activity.

Training has been provided to over 200 officers on the Authority's risk management framework and how it should be applied within Directorates. Risk management training was also provided to the Governance and Audit Committee, after which the Members of the Committee discussed their views of the Authority's key risks.

Additionally, guidance documents to support the management of risk are available to all officers. Guidance includes a:

- Business Risk Management Toolkit which sets out the risk management framework and how it should be implemented
- Business Risk Management Strategy which sets out the risk management process and roles and responsibilities in relation to risk management
- Risk Management Framework which explains how all risk management activities interconnect and support each other.

A9.3 Overview of risk management framework

The Authority is confident that risk is well managed and as a learning organisation, the Authority learns from its experiences and applies its new learning to its management of risk.

Organisations cannot eradicate risk; and different risks require different management approaches. The Authority is risk aware, taking risk when appropriate, effectively mitigating risk when required. However the management of risk is an ongoing activity and the Authority is committed to the continuous strengthening of its management of risk.

A10. Annual Efficient Statement (AES) and Value for Money (VfM) 2008/09

A10.1 Strategy for securing efficiency gains

KCC has received four stars CPA rating for the use of resources and is the highest performing county in the country in terms of Value for Money.

The efficient management of resources continues to be one of Kent County Council's highest priorities and there is an ongoing search for savings that can be reinvested in front-line services.

The council has set and delivered annual efficiency savings of at least two per cent for more than a decade and the redirection of resources away from back office functions to front-line services has been well documented.

The Comprehensive spending review 2007 (CSR07) requires that each local authority to produce 3% efficiency savings for the next three years some £95m for KCC. There is no longer a requirement to provide central government with an AES and Local Authorities are only required to report "Total Efficiency Savings". However, the VfM Board has agreed that they will keep the process as it is useful in tracking efficiencies across the authority.

This (and the AES) reflects a determination on the part of members and officers to build on past successes, to focus on areas for improvement, to secure continued excellent VfM and to take the lead on developing new and better ways of delivering quality public services. KCC acknowledges the significance of providing VfM services and understands that the authority must constantly look to provide services more effectively, efficiently and economically.

Central to KCC's Efficiency Strategy is the agreed Medium Term Financial Plan, which sets out a commitment to deliver more than £62m of budget savings over the next three years.

In constructing the AES the following principles have been applied:

- Priority areas for targeted efficiency gains have been identified through strategic analysis and operational debate across the whole organisation.
- There is clear business ownership of the resulting targets through the MTFP

These gains need to be seen in the light of the large additional pressures that are being placed on the authority amounting to £95m in 2008/9. These include pricing, the effect of government and legislative changes and demand/demographic pressures. The effect of these pressures means that the importance of delivering efficiencies is now even greater and even more challenging for us. Demand for and delivery of services has risen considerably in the past 12 years, outstripping our increase in funding.

A10.2 Key actions to be taken during the year

KCC has established a VfM Board to help identify and deliver efficiency gains across the authority. This board is led by the Director of Finance and includes the Cabinet Member for Finance. It is responsible for ensuring that efficiency gains are identified and realized.

The board is currently putting together a new programme of reviews and projects that will take place throughout the three-year period, each led by a named officer. CSR 07 has

place an additional burden on the authority for efficiencies and this need to be considered in the new programme

Kent is continuing with its *transformation programme* aimed at finding further efficiencies by maximising the use of technology and eCommunication channels.

A11. Policy Framework

PLANS AND STRATEGIES INCLUDED IN THE POLICY FRAMEWORK

Requiring Council debate and approval

Name of Plan
Annual Plan
Towards 2010
Vision for Kent (Community Strategy)

Requiring Committee approval and Council ratification

Adult Services Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Active Lives	No	10 year vision from 2006, originally published in 2000	2016	Policy document revised in 2006 with the new Directorate
Adult Services Framework	No	3 yearly with an annual review		New document re integrated services
Better Care, Higher Standards	Yes	Reviewed in 2 years	2010	Charter of standards rather than plan
Mental Health National Service Framework Local Implementation Plan	Yes	3 yearly		Reviewed annually
Our Health Our Care Our Say	Yes	Permanent	tbc	White paper - DOH
Supporting People	Yes	5 yearly Updated annually	April 2010	
Workforce Strategy	No	Annual		Social Care personnel document
A new Ambition for Old Age: Next Steps in Implementation of the Older People National Framework.	Yes	Reviewed in 3 years	April 2009	
Joint Strategic Needs Assessment	Yes			

Children's Services Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Accessibility Strategy	Yes	Three years, 2003 to 2006 2007-2010	March 2010	Reviewed annually
Children's and Young People Plan	Yes	Three years, 2006 to 2009 – (2010) being refreshed due for publication September 2008	2010	Multi-agency plan
SEN Policy and Action Plan	Yes	Four years, reviewed annually	Sept 2011	SEN Code of Practice

Communities Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Adult Education Service Strategic Plan 2008-2011	No	3 years	2008	New plan currently being drafted
The Strategic Framework for Sport in Kent 2008-2012	No	4 years, 2008-2012	2012	Monitored by a Kent and Medway Sports Board involving partner organisations
Kent Strategy for the 2012 Games	No	2007 – 2012	2012	Plan is phased – 2 nd phase is 2008 –2012, 3 rd phase is 2012 itself , 4 th phase is beyond 2012.
Children's & Young People Plan	Yes	3 years 2006-2009	April 2009	Multi Agency Plan
Community Safety Framework	No	3 yearly	2008	Currently being drafted

Cultural Strategy for Kent	No	TBC	July 2009	New Document
Youth Justice Self-Assessment & Improvement Plan	Yes	Annual	Autumn 2008	New Youth Justice Planning Framework 2008/9
Adult Treatment Services Plan	Yes	Annual	Early 2009	Drug Action Plan

Environment & Regeneration Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Environment Strategy	No	10 years	Before 2013	
<i>Kent Prospects</i>	No	2000 to 2006	2006	
Local Transport Plan	Yes	Five years	March 2011	Annual performance report produced
Minerals Local Plan (being replaced by Minerals Local Development Framework)	Yes	N/A	Before 2007	
The Joint Municipal Waste Management Strategy	Yes	20 years	2006	
Structure Plan (including the deposit consultation draft)	Yes	20 years		Current plan will be the last, being replaced by South East Development Frameworks
Waste Local Plan (to be replaced by Waste Local Development Framework by 2007)	Yes	Five years		

A12. KCC contracts

Regulations from Communities and Local Government (CLG) state that authorities must include in their Best Value Performance Plan a statement on procurement involving transfer of staff as follows:

The council confirms that it has complied with the *Code of Practice on Workforce Matters in Local Authority Service Contracts* for all transfers that have taken place between April 2007 and March 2008 and will continue to do so.

A copy of the *Code of Practice on Workforce Matters in Local Authority Service Contracts* is available on request from KCC's Performance Management Group, Sessions House, County Hall, Maidstone (phone 01622 221981 or email performance@kent.gov.uk).

A13. More information

One of the few freedoms and flexibilities offered by the Government for our *four star* status is a reduction in the amount of performance information that must be included in the Annual Performance Plan. For that reason, this plan does not contain operational information that may be obtained from other sources, such as:

- Detailed financial schedules – these are included in the council's Budget Book. A headline summary is available in the publication *Your Guide to the Performance, Council Tax and Business* which has been sent to all residents.
- More detailed performance targets and service priorities, which are detailed in our Departmental Business Plans for 2008/09.
- Further details of the *Vision for Kent*, Supporting Independence Programme, Kent Area Agreement and our various projects and initiatives.

All the above are available on our website at www.kent.gov.uk

A13.1 Obtaining alternative versions of the Annual Plan and how to comment on it

KCC's website

A copy of this plan is published on our website at www.kent.gov.uk. This site also holds information and relevant contact names for our services and functions.

Obtaining alternative versions

KCC's Annual Plan is also available in alternative versions. Please contact Georgina Pearce in KCC's Corporate Communication Unit on 01622 694044.

Your comments

We are always trying to ensure that we improve the services that we provide for the people of Kent. We would be glad of your views on any part of this document and will use them in preparing future plans and developing our services.

Please complete the short feedback form on the next page and return it to Janice Hill, Performance Manager, Kent County Council, Room 1.64, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ.

If you would rather give your views by telephone, you can call 01622 221981. Alternatively email: performance@kent.gov.uk.

Thank you

Your Comments

1. Your name/address:

2. What comments do you have on the priorities for delivering improvement set out in Sections 2 to 11

3. How useful did you find this document? Did you find anything particularly helpful?

4. Was there anything missing? If so, what?

5. Did you find it easy to read and understand? If not, why?

6. Any other comments?

Glossary

Academies	A new type of school. An all ability school established by sponsors from business, faith or voluntary groups working in highly innovative partnerships with central Government and local education partners.
Active Lives	The 10 year vision for Adult Social Care in Kent.
Aiming High	Kent has been chosen as one of twenty one local authority areas to lead the way in transforming short break services for disabled children
ALfA	Active Lives for Adults - an Adult Social Care modernisation programme designed to deliver cultural change in service delivery in order to reduce the emphasis on managing of care packages, to be replaced by an emphasis on supporting people on how best to identify and support their own needs.
APA	Annual Performance Assessment
Back office	Part of the organisation where tasks dedicated to running the organisation itself take place.
BSF	Building Schools of the Future programme
Bus Plus	It's a discount price ticket for unlimited bus travel that you buy with your train ticket. So you pay for your complete train and bus journey in one easy transaction
Business incubator	Programs /workspace provision designed to accelerate the successful development of small and micro companies through an array of business support resources and services
DCSF	Department for Children, Schools and Families
CDRP	Crime and Disorder Reduction Partnerships - statutory partnerships created by the Crime and Disorder Act 1988. The partnership membership includes the responsible bodies of local authorities, police authorities, fire and rescue authorities and PCTs as well as other local partners. CDRPs are based at district level and duties include working with other local agencies and organisations to develop and implement strategies to tackle crime and disorder including anti-social and other behaviour adversely affecting the local environment as well as the misuse of drugs in their area.
Children Centres	At the heart of the Government's strategy to deliver better outcomes for children and families, Children's Centres where children under 5 years old and their families can receive seamless holistic integrated services and information, and where they can access help from multi-disciplinary teams of professionals.
Children's Trust	Group bringing together organisations delivering children's services to focus on improving outcomes for all children and young people.
CLG	Communities and Local Government
Clusters	A formal structure representing a geographic group of schools which ensures : <ul style="list-style-type: none"> • de-centralisation of decision-making processes and funding allocations from county level to local level • better sharing of skills, experience and best practice between schools

Common Assessment Framework	A standardised approach to conducting an assessment of a child's additional needs and deciding how those needs should be met designed to promote more effective, earlier identification of additional needs, particularly in universal services. All local authority areas are expected to implement the CAF between April 2006 and the end of 2008.
ContactPoint	The 'information sharing index' for children, will hold basic identifying information for all children in England (aged up to 18) and for their parent/ carers: name, address, gender, date of birth and a unique identifying number, as well as contact details for services involved with the child: as a minimum, educational setting and GP practice, but also other services where appropriate.
CRB	Criminal Records Bureau – An executive agency of the Home Office which vets applications for people who want to work with children and vulnerable people.
CYP	Children and young people.
Direct Payments	Direct Payments are cash payments made in lieu of social service provisions, to individuals who have been assessed as needing services providing individuals with greater choice and control over their lives, to make their own decisions about how their care is delivered.
Family group conference	A process which can be used by the council, after a referral to children's social care which allows members of a family the chance to meet and explore and understand what is happening with the family and plan what needs to happen next to overcome any problems.
Fastrack	The new public transport system for Kent Thameside.
Gateway	A convenient public service access point providing multi-agency presence located in a retail setting.
ICT	Information and communication technology
IDeA	Improvement and Development Agency for local government
KCA	Established in 1975 and having grown steadily over the years is now one of largest providers of community drug and alcohol services in the South East. It employs over 200 people and operates in the London Boroughs of Ealing, Bromley, Greenwich and Bexley, in East Surrey and in Kent.
Kent Agreement	Kent's Local Area Agreement signed with national government in 2005
Kent Card	A new scheme which can be used by older or disabled people who buy their own support with direct payments from KCC. The CHIP and PIN card allows those using it to pay for services face to face, through the internet or on the telephone.
Kent Children's Fund	Provides funding to support local projects in targeting 5-13 year olds, which either: <ul style="list-style-type: none"> • Promote attendance at school • Improve emotional & psychological wellbeing • Reduce child health inequalities & promote social inclusion • Help children & young people to achieve their potential by developing life skills & citizenship
Kent Commitment	Statement of Intent from Kent's Local Government Leaders (12 district councils and the County Council).
Kent Partnership	The county-wide local strategic partnership for Kent formed in 2002 as a result of the Local Government Act 2000. It is made up of representatives from the private, public, voluntary and community sectors.

KSI	Killed and Seriously Injured
LAA	Local Area Agreement - an agreement between local public service providers and national government, including a number of different targets across many service areas to be delivered over a three period through the activity of local partnership work.
LAC	Looked after children.
Lead professional	A key element of integrated support, the Lead Professional coordinates provision and acts as a single point of contact for a child and their family when a range of services are involved and an integrated response is required.
LCSPs	Local Children's Services Partnerships
LGA	The Local Government Association
LGiU's	Local Government Information Unit
LGIPH Act 2007	Local Government and Public Involvement in Health Bill
LSA	Learning Support Assistants
NEET	Not in education, employment or training (usually refers to age group 16 to 19).
NERC	The Natural Environment and Rural Communities
NLGN	New Local Government Network
PCT	Primary Care Trusts - at the centre of the NHS and controlling 80 per cent of the NHS budget. Primary Care is the care provided by people you normally see when you first have a health problem. It includes doctors, dentists, opticians, pharmacists, NHS Walk-in Centres, and the phone line service NHS Direct.
PFI	Private Finance Initiative
PSA	Public Service Agreement - a specific and stretching target for the improvement of a service outcome, agreed with national government
Public realm	Public realm is the space between and within buildings that are publicly accessible, including streets, squares, forecourts, parks and open spaces
SEEDA	South East England Development Agency - a government funded regional body with responsibility for economic development.
SEN	Special Educational Needs
SILK	Social Innovation Lab for Kent
Smartlink	The new public transport system for Ashford.
Supporting People	This national government programme is locally administered by local authorities and offers vulnerable people the opportunity to improve their quality of life by providing a stable environment which enables greater independence. It delivers high quality and strategically planned housing-related services which complement existing care services.
Telecare	A service of older and vulnerable clients which through the use of automatic sensors in the home, linked to a 24 hour monitoring centre, allows potential crises such as falls, low or high room temperatures, or forgetting to take medication to activate the service through the telephone line, so that trained staff can speak to the client and / or arrange for appropriate assistance.
Telehealth	Telehealth technology allows individuals to monitor their own vital signs at home. Telehealth equipment can take the same measurements that the nurse or GP take at the surgery, therefore avoiding frequent visits to the surgery. Measurements are automatically sent through the telephone line to a nurse or GP who is able to read those measurements from their desk at the surgery.

TCP	Total Contribution Pay
Towards 2010	KCC's local priorities and targets to be delivered, based on wider Vision for Kent outcomes, to be delivered between 2006 and 2010.
Urban programme	A European Funded Programme with a total value of £20M covering 2002-2008, specifically covering 10 wards in Dartford and Gravesend which have been designated as deprived.
Valuing People	A government White Paper from which outlines the government's plan for making the lives of people with learning disabilities and their families better.
Vision for Kent (V4K)	Kent's community strategy.
YJB	Youth Justice Board for England and Wales is an executive non-departmental public body. Its 12 board members are appointed by the Secretary of State for Justice. The YJB oversees the youth justice system in England and Wales and works to prevent offending and re-offending by children and young people under the age of 18, and to ensure that custody for them is safe, secure, and addresses the causes of their offending behaviour.

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

To: Corporate Policy Overview Committee – 28 May 2008

Subject: New National Indicator Set

Classification: Unrestricted

Summary:

2007/08 was the final year for BVPIs. They have been replaced by a new National Indicator set from April 2008.

This report seeks to provide background information for Members on the development of the new National Indicator set as well as set out those indicators that fall into the remit of this committee.

FOR INFORMATION

1. Introduction

Government is committed to reducing the burden of information collection and performance management on local government and its partners. The recent publication of the new National Indicator set represents a major milestone in this journey.

In total there are 198 indicators. All previous indicator sets for local government such as BVPIs are now abolished.

2. Reducing Burdens

The new 198 National Indicators meet many of the requirements that Kent argued for within the presentation given by the KCC Chief Executive to Treasury staff in 2006. We have a streamlined set of indicators, which all partners, agencies, quangos and government departments will be working to, tied to the national PSA targets of government, and consistently implemented throughout all public services. This is a significant step forward and provides a much more simplified and coherent framework.

All previous indicator sets such as BVPIs are now abolished. From 1 April only the new national indicators will be used for performance management arrangements and target setting in relationships between local areas and government departments.

All 198 National Indicators will need to be collected and reported upon and they will become a major evidence source for inspectors in the new Comprehensive Area Assessment (CAA) which replaces CPA from 2009.

Government will still require many detailed information returns covering financial, statistical and contextual information, which represent a greater collection burden than the 198 indicators and therefore there are concerns that this burden is potentially increasing.

However, government has made a clear commitment in the Comprehensive Spending Review 2007 to reduce these types of collection burdens by 30% by 2010.

3. Discontinuities

While a large number of the 198 indicators are available from current data collections, most do, however, represent new indicators to be tracked within performance management processes. By way of example, the key crime national indicators for many years have been vehicle crime, domestic burglary and violent crime, whereas the new framework focuses in the main on particular forms of violent crime: guns, knives, murders etc with no indicators on crime car or burglary.

A number of indicators require new data collection processes as the government has set new priorities. Definitions for the new indicators were only finalised at the start of April 2008 and a number of ambiguities still require clarification. This means that for many indicators we are not yet in a position to establish baselines or consider whether performance requires attention as we don't have comparative benchmarks.

It will probably require 18 months for a number of the new indicators to bed down and for useful comprehensive data to be available for all indicators.

4. Corporate Related National Indicators

Set out on Appendix 1 are those National Indicators which have a direct relevance to this Committee.

5. Conclusion

The initiative of the new National Indicator set should be welcomed, and is exactly the sort of framework KCC has argued for very strongly. However, the major changes represented by the re-structuring of national indicators, and the move towards area assessment under CAA, represents a significant challenge as we adapt to the new framework over the next 18 months.

6. Recommendation

Members are asked to NOTE the report.

Contact details:

Richard Fitzgerald
Performance Management Group Chief Executives
01622 (22)1985

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New National Indicator Set – Indicators of Corporate Interest

Council Wide Indicators

Ref	Indicator	Comment
NI 14	Avoidable contact: The average number, of customer contacts per received customer request	Requires a lot of development work – measurement starts in October 2008 and this is not just calls to the contact centre
NI 179	Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year	Replaces Annual Efficiency Statements
NI 185	CO2 reduction from Local Authority operations	Led by KCC climate change programme (Chief Executive's Dept and Corporate Environmental Performance Group with Laser)
NI 186	Per capita CO2 emissions in the LA area	
NI 188	Adapting to climate change	

Place Survey Indicators – Community Cohesion and Participation

Ref	Indicator	Comment
NI 1	% of people who believe people from different backgrounds get on well together in their local area	Chief Executive's Department is currently leading on all these perception indicators in this Place Survey list
NI 2	% of people who feel that they belong to their neighbourhood	
NI 3	Civic participation in the local area	
NI 4	% of people who feel they can influence decisions in their locality	
NI 5	Overall/general satisfaction with local area	
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	CFE will jointly lead on this
NI 23	Perceptions that people in the area treat one another with respect and dignity	
NI 138	Satisfaction of people over 65 with both home and neighbourhood	
NI 140	Fair treatment by local services	

Voluntary and Community Sector

Ref	Indicator	Comment
NI 7	Environment for a thriving third sector	Chief Executive's Department is currently leading on this indicator which is a survey question

Public Health Indicators

Ref	Indicator	Comment
NI 39	Alcohol-harm related hospital admission rates	The indicators in this list relate primarily to the work of PCTs, with Public Health Department being the KCC lead on these issues
NI 53	Prevalence of breastfeeding at 6 – 8 weeks from birth	
NI 55	Obesity among primary school age children in Reception Year (Two indicators)	Joint lead with CFHE
NI 56	Obesity among primary school age children in Year 6 (Two indicators)	Joint lead with CFHE
NI 113	Prevalence of Chlamydia in under 20 year olds	
NI 119	Self-reported measure of people's overall health and wellbeing	
NI 120	All-age all cause mortality rate	
NI 121	Mortality rate from all circulatory diseases at ages under 75	
NI 122	Mortality from all cancers at ages under 75	
NI 123	16+ current smoking rate prevalence	
NI 126	Early access for women to maternity services	
NI 129	End of life access to palliative care enabling people to choose to die at home	
NI 134	The number of emergency bed days per head of weighted population	
NI 137	Healthy life expectancy at age 65	

By: Mike Austerberry, Director of Property

To: Corporate Policy Overview Committee - 28 May 2008

Subject: Property Disposals

Classification: Unrestricted

1. Introduction

This report provides the Corporate Policy Overview Committee with information on the property disposal process, followed by a commentary on the disposals outturn for 2007/08 and the indications for the Medium Term Plan period in the light of the sharp and continuing fall in the property market in recent months.

2. Property Disposal Process

2.1 Property disposal decisions, and the process from start to completion, involve officers from Service Directorates, Property Group, Finance, Legal and Members. There are two categories of property disposal, which are accounted for differently:

2.1.1 Earmarked or 'back to back' disposals, where the disposal is promoted by a service directorate for reinvestment in a new capital project to provide replacement/enhanced services. The Directorate releases operational land whose capital value goes wholly or partly towards the capital investment project. The identification of this operational land with potential for sale involves joint working between Property Group and Service Directorates in the context of the latter's development planning/MTP process for new capital projects, and there will be ongoing joint working on the timing and manner of the disposal.

2.1.2 Non-earmarked disposals. These concern the release for sale of non-operational land and property which is surplus to Directorate requirements. KCC owns a significant number of sites of this nature, typically relatively small in size and of small-medium capital value (by comparison with most earmarked disposals), but in aggregate representing significant opportunity for reinvestment of the disposal receipts in new value generating investments or debt repayment. Receipts from sale of this category of disposals are placed in the Property Enterprise Fund, established by County Council in November 2006.

2.2 Prior to a decision to market a site for disposal, the potential suitability of the land/property for other KCC operational purposes by other directorates is assessed. In considering the disposal of any school land, regard is had to the need to retain sufficient provision for current and forecast educational need. Any land disposal (including playing fields) or closure of a school requires central government approval. This involves a rigorous analysis of the remaining land to establish its sufficiency in this context. While there is a need to generate funding locally as far as feasible to resource new school projects, the interests of the local community are taken account

of in this review process. Officers from CFHE and Property have consulted with a number of districts in recent years with a view to transferring the occupation and/or management of part of surplus playing fields to districts or town councils.

2.3 Consultation. The Property Management Protocol requires the Director of Property to consult with the Cabinet Member for Finance on all disposals and to inform him/her of the comments of local Members before final decisions are taken. Accordingly, Property Group send out consultation letters to local Members no less than 6 weeks before a sale of any property interest is due to be concluded. In the case particularly of earmarked capital receipts, the capital projects to which the disposal of land is inextricably linked will typically have been several years in gestation, and the subject of consultation with users and local Members and in the public domain generally.

2.4 In all cases, Property Group ensures that best value is achieved through competitive, open marketing via sale at auction or marketing through external property agents.

3. Disposals in 2007/08

3.1 Earmarked disposals. The property market began to slow down in the third quarter of last year, and this accelerated steeply in the fourth quarter. A number of previously agreed sales were lost or renegotiated by the purchasers during February and March. Nonetheless, some £23m of disposals were completed by the year end. With one of these disposals, following consultation with the Cabinet Member for Finance, it was agreed with the purchaser to accept deferred payment of £4.5m in the current financial year. Contracts were also exchanged on the sale of Senacre school, with an agreed completion date of September 2008 which will bring in a further committed £21.63m.

3.2 Property Enterprise Fund. Property Group has embarked on a vigorous disposals strategy aimed at unlocking the Council's non-operational asset base. By the end of 2007/08, a total of 100 surplus, non-operational sites had been disposed of with a value of £9.4m. This achievement was helped significantly by an extremely buoyant market for small development sites at auction for the first half of the year. Three investments have so far been made via the Property Enterprise Fund. Two are designed to stimulate regeneration and economic development in East Kent through the acquisition of the Manston Business Park and the forward funding of the Eurokent spine road, in the vicinity of Westwood Cross. The third is the acquisition of a strategic land parcel at Upper Stone Street, Maidstone to add KCC's ownership of Wren's Cross. A comprehensive redevelopment is now being worked up.

4. MTP and current property market

4.1 The 2008-11 Medium Term Plan sets a challenging programme of earmarked disposals, notably in support of the CFHE capital programme. The Appendix to this paper lists the principal sales which Property Group are currently working on, representing some £140m of receipts over the three year period of the MTP, based on estimates in January 2008 prior to the finalisation of the MTP for Cabinet and County Council Approval. A further £40m of receipts over the medium term plan

period were at that time identified on an aspirational basis by Directorates, but which were not yet in a position to be actively worked up by Property Group.

4.2 Until the autumn of last year, the property market had enjoyed successive years of growth in values and volumes, supported by a strong economy, pent-up demand for new housing, and relatively easy credit terms. As noted above, a change in market sentiment was evident by the end of the last year, but was generally assumed at that time to represent a market adjustment to values which had become over-inflated. The adjustment was reckoned to be between 5%-15%, and some disposals at the end of the last financial year were concluded on this basis (and/or by accepting deferred payment of receipts as also noted above) following a judgment call on the opportunity costs and risks of withdrawing sales and going through the marketing process a second time. At this point all predictions indicated a relatively short dip in the market with recovery through the remainder of 2008.

4.3 The collapse of Northern Rock, and the well publicised difficulties of other financial institutions with major exposure to property lending and adverse press coverage regarding market sentiment, catalysed not only a further rapid fall in values but a crisis of confidence across all sectors of the property market and a severe tightening of lending terms (the "credit crunch"). In March house prices experienced their biggest monthly fall since 1992. The number of transactions has fallen rapidly, and some major housebuilders have ceased work on new starts. Most housebuilders (who have been the mainstay of KCC's earmarked sales in recent years) have now withdrawn from acquisitions at the present time. We have local market evidence of a major site where bids have recently been returned at only 60% of predicted value. Not surprisingly given this rapidity of change over such a short period, there is little agreement by market analysts on the likely length and depth of the downturn, although the general prediction is at least a 2 year period. It is therefore conceivable that it could last for much of the period of the MTP. Even if lending terms to new borrowers are eased in a shorter timeframe, this will not of itself restore pre-2008 property values (or capital receipt expectations) given the prognosis for the health of the wider UK economy.

4.4 Property Group's response to the current realities of the property market will be broadly characterised over the coming months by the following factors and approaches:

- i) Each property site has different characteristics in the market and will not be equally affected in terms of value. Careful assessments will be made over the optimum approach to taking each site to the market, and in the light of remaining alert to changing market conditions and sentiments. This will include greater willingness to enter into transactions which spread the receipt across financial years, and negotiation of higher levels of overage (a further return to KCC once development is complete, in recognition of a lower initial receipt).
- ii) Joint decisions will need to be made with directorates over the priority they attach to different levels of potential capital receipt over different timescales, in relation to their capital project commitments and aspirations. In some cases, directorates may have the straight choice of deferring capital projects which depend on a level of capital receipt unachievable currently. Judgements will need to be made in each case over the pros and

cons of holding on to the asset versus selling now, and then whether to accept the reality of what the market bids for sites.

- iii) Directorates may also be able to discuss with Finance proceeding with the capital project on the basis that funding can still be provided now (eg from prudential borrowing) pending sale of the property asset at a later, more favourable date.
- iv) The approaches at ii) and iii) are considered inherently preferable to undertaking 'fire sales' at less than the real underlying value of the county council's assets.
- v) Although many investors and purchasers, including most of the major housebuilders, have withdrawn from the market we are already seeing a return of those investors who were active in the 1990s such as private property companies, private and overseas investors and overseas funds. We will be crafting development and marketing briefs to draw in these potential purchasers. The Housing Association sector also remains an active purchaser of sites (and has bought a significant number of unsold completed private housing units)
- vi) The current market, with its time lag before building activity will realistically start, lends itself to exploring joint venture arrangements under which the county council could share with a third party investor the costs and risks of working up more complex property sites (including securing planning consents) and then sharing in the value created by the eventual disposal or joint development when the market returns. A number of sites are being considered for this approach with those known to operate in the market.
- vii) This approach has the advantage of potentially releasing a capital receipt now in return for an enhanced shared capital value. The disadvantage which needs to be assessed is the extent of the risk premium required by the JV partner, and the superiority of the arrangement in enhancing asset value compared to the county council simply retaining the asset for disposal itself when healthy market conditions eventually return. The establishment of a Special Purchase vehicle to package a number of sites together to facilitate such JV's is also being considered. The legal and tax implications of this option will need to be carefully evaluated.
- viii) There are a number of complex sites in the MTP whose capital receipt is not scheduled until years 2 and 3. This applies especially to those identified as part of the Building Schools for the Future funding. Property Group are working closely with CFHE and the Cabinet Member for Education to conclude the work necessary to secure certainty on site availability and to maximise site values before actual marketing can start in, possibly, more favourable market conditions.
- ix) All the issues listed above will be the subject of ongoing meetings with senior officers and Cabinet Members as appropriate across Directorates and with Finance. They are also due to be fully addressed at the next meeting of the Property Board chaired by the Chief Executive in early July.

Mike Austerberry
Director of Property

2008-11 MTP CAPITAL RECEIPTS**EARMARKED SALES AGREED WITH PROPERTY GROUP**

Sturry Depot site, Canterbury
Preston Depot (Faversham)
Middlefield/Rusthall, Tunbridge Wells
SS Housing Portfolio, across County
Houses on the former Edenbridge School site (once new community is built)
Newington Library (once vacated), Ramsgate
Associate House, Ashford - Linked to new Ashford Gateway Plus
Memorial Hall, Gravesend (once service ceases)
Southdowns Respite Centre - property now closed, Doddington
Former St Leonard's Junior School, Hythe
Swinford Manor, adjacent to Goldwyn School, Ashford
22 Skinners Rd (Right to Buy application), Lydd
Land adjacent to Herne Bay Junior School, Herne Bay
Land adjacent to Hugh Christie School, Tonbridge
Doddington Primary school - closed school
Dartford Campus Site 3
Former Millstream Junior School, East Malling
Senacre Site (Surplus school) - exchanged
Land adjacent to Pembury School
land next to Minster in Sheppey Primary School
Leigh City Tech College, Dartford
South School, Ashford
Crockenhill CPS (Red House), Swanley
Land adjacent to Downsview School, Swanley
South Deal School (once closed)
Former Birchwood School, Swanley
Kingsmead - inc 9 St John Place, Canterbury (linked to new school)
Surplus land following Isle of Sheppey School review
Montgomery/Spires Academy (linked to new Academy)
Land adjacent to Phoenix School, Ashford
Surplus land to be decided at Beaver Green/Hopewell School, Ashford
Axton Chase School (surplus land linked to new school), Longfield
Surplus land at Foxwood & Highview Schools following new school construction, Folkestone
Land adjacent to the former Channel School, Folkestone
Hereson School (following amalgamation with Ellington School), Broadstairs
The Mount, Wilmington
Mountwood/Horizons , Westerham

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By: Graham Gibbens

To: Corporate Policy and Overview Committee - 28th May 2008

Subject: **KCC Health Inequalities Action Plan**

Classification: (Unrestricted)

Summary:

FOR DECISION To agree the progress and development of the Health Inequalities Action Plan since the report was agreed at the Corporate POC on 8th November and the Cabinet Meeting on 19th November 2007.

Introduction

1. (1) The KCC Health Inequalities Action Plan has continued to be developed as '*work in progress*' with its primary aim to reduce Health Inequalities and raise the life expectancy of the most socially disadvantaged people in Kent. The Plan has not incurred any new targets or initiatives but has assisted in raising awareness of health inequalities in Kent and help to focus attention on the need to target interventions effectively. The Plan has also identified inequalities in life expectancy across all district localities.

(2) Comments and amendments arising from Corporate POC on the 8th November were reflected in the report submitted to and agreed by Cabinet on the 19th November 2007.

(3) Further contributions to the Health Inequalities Action Plan are still being made and updated as an ongoing process. However, contributors have been asked to submit their final updates by the 15th July 2008 so that the Plan can be published and shared as a guidance and informative resource. This report will provide further and more detailed information on the changes and amendments made to the revised Health Inequalities Action Plan.

Amendments to the Health Inequalities Action Plan

(1) Foreword to clarify the purpose of the Action Plan; that the Plan is a KCC document setting out the KCC's position and vision and welcomes the contributions of District Councils, Kent PCTs and other stakeholders to demonstrate partnership working (page 2)

(2) Clearer definition of health inequalities (page 2)

(3) Further detail on the variance of life expectancy by local authority in Kent

- (4) Greater emphasis on the need to target interventions to groups vulnerable to health inequalities (page 4)
- (5) Emphasis on the 17 Kent Agreement indicators relating to Health Inequalities (page 8)
- (6) Section included on Gypsies and Travellers (page 13-16)
- (7) Crime and Disorder Reduction Partnerships – their role and how local strategies can assist in reducing health inequalities (page 8)
- (8) Dentistry – currently working with PCTs to identify the relationship between health inequalities and access to dental services.
- (9) Identified potential shared indicators and targets (Kent Agreement – page 8, National Target – page 16, National Key indicators – 18)
- (10) Greater support to tackle inequalities through sharing resources (highlighting access to Community Health profiles, acquisition of Health Inequalities tool kit currently only available for Spearhead authorities and PCT data analysis to monitor progress of the 12 key national indicators at a local level).
- (11) Summary boxes under each of the headings to highlight the imperative issues under those headings.
- (12) The Health Inequalities Action Plan is being referenced with the Local Strategic Partnerships and the Health and Wellbeing sub-groups to drive forward health inequalities and ensure that the plan is being implemented at a local level.

Awaiting responses for further updates and details of more recent commitments to tackle health inequalities from:

- (13) KCC Directorates (pages 8-11 and page 20 onwards)
- (14) The Kent Joint Policy and Planning Board (pages 12-13 and page 20 onwards)

Recommendation

3. POC is invited to discuss and comment on the progress of and to approve the revised Health Inequalities Action Plan (still work in progress). Pages 1-20 of the Draft Action Plan are attached, reflecting recent changes. Pages 21 onwards publishes the table of examples from each of the KCC Directorates and Local Authorities and is currently awaiting updates through the consultation process.

Meradin Peachey
 Director of Public Health
 Kent Department of Public Health

Debbie Smith
 Policy Manager
 Kent Department of Public Health

Kent County Council
Health Inequalities
Action Plan 2008



Kent County Council Health Inequalities Action Plan

Foreword

The Kent County Council Health Inequalities Action Plan is the Kent County Council document indicating the position on Health Inequalities in Kent and sets out the County Council's vision on how inequalities can be reduced. The Action Plan identifies the commitment across the County Council's directorates and illustrates how initiatives to tackle inequalities are delivered in partnership with other agencies and organisations. Kent County Council recognizes that in order to address and reduce inequalities effectively, campaign messages and service development must be delivered at a local level that serves the specific needs of local people. To highlight this approach, District Councils and Kent Primary Care Trusts have been invited to contribute to this Action Plan to demonstrate the shared focus and priority of health inequalities and how partnership working is operating holistically, addressing the wider determinants of health and tackling health inequalities at a local level. Further consultation is being undertaken with stakeholders to share good practice and update examples of local programmes and initiatives within the Action Plan.

Introduction

The Kent Health Inequalities Action Plan was first produced in 2007 as a "live" working document that would record and lead the way forward to raise awareness of health inequalities across Kent and work in partnership to identify the problems and solutions to tackle and reduce the inequalities that exist. The purpose of this Plan is to provide a strategic vision and shared focus and commitment to Health Inequalities and also to provide clear examples of local action that is being undertaken, in partnership with District Council Local Authorities, Kent Primary Care Trusts, the Strategic Health Authority, Private and Voluntary Sector and across Directorates within the County Council. These examples demonstrate the shared ownership and endorsement for this approach and the Action Plan was agreed by Kent County Council Cabinet in December 2007.

The IdeA review undertaken in January 2008 supported the Kent County Council Health Inequalities Action Plan and recommended that it should be instrumental to adding value to a targeted approach to reduce the health gap in Kent. Consequently, the 2008 Action Plan will invigorate the commitment of all partners and provide a clear strategic vision to combat the inequalities faced in Kent societies today and to help identify the resources required to achieve this at a local level.

The Health Inequalities Action Plan 2008 has not be re-written but revised and re-energised. The aim is to ensure that health inequalities is considered and addressed in all aspects of the County Council and other organisation's work at all levels from policy to delivery.

What is Health inequalities?

Tackling health inequality is about reducing the gap of health variations between the worst off and better off in society to aim towards the same life expectancy

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

At present some people of Kent will live less long and suffer more disease and debilitating conditions because of where they live or the conditions in which they live. More evidence of the disparity of life expectancy across Kent is shown on page on the table below.

Why is this important?

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

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

District	Lowest Life Expectancy	Highest Life Expectancy	Years difference
• Ashford	74.1	85.6	11.5
• Canterbury	75.7	85	9.3
• Dartford	75	89	14
• Dover	73.5	82.2	8.7
• Gravesham	74.6	83	8.4
• Maidstone	76.1	85	8.9
• Sevenoaks	77.6	85.1	7.5
• Shepway	73.6	84.1	10.5
• Swale	74.2	82.4	8.2
• Thanet	72.4	81	8.6
• Ton & Malling	76.3	85	8.7

- Tun Wells 76.7 83.5 6.8

It is recognised that there needs to be a targeted approach to identify the needs of those who live in small deprived communities within wards. These small areas of deprivation are sometimes masked by the affluence of the communities that surround them.

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

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

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

Defining and Targeting Health Inequalities:

It is clear that developing and promoting health and well-being messages and programmes alone are not enough to reducing the health inequalities gap that exists between socio-economic and other vulnerable groups. Evidence suggests that, in the main, it is the those from higher socio-economic groups living in more wealthier areas that are more likely to access health care messages and services and exercise self-responsibility to take advantage of the promotion of good health for themselves and their family

It is essential, therefore, that programmes and activities should be targeted at more vulnerable groups (whether this be ethnic groups, groups targeted to specific age or gender, areas of deprivation or economic status etc.) to ensure that take up and activity of healthier lifestyles are accessible and amenable to people of that group. It is only through effective targeting and engagement the 'inequalities gap' that currently exists will start to reduce. Effective and popular delivery campaigns accessed only by more affluent groups will purely serve to increase the gap in health inequalities.

What are the key policy drivers?

There is a range of local and national policy drivers that put reducing health inequalities to the forefront of the public agenda. Those identified within the County Council are:

Putting Kent First – Key Objectives

Making Kent a great place to live and work

- Promoting a healthy lifestyle for all

Recognition of the importance of tackling health inequalities is reflected throughout KCC and its strategies and plans. KCC and each of its directorates should work together to directly address the issue of health inequalities and embed tackling health inequalities into the mainstream policy of all parts of KCC.

The Public Health Strategy for Kent

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

- i) Reduce the number of poorer people who smoke
- ii) Preventing and managing risks of coronary heart disease, cancer and many chronic illnesses by improving diets and increasing levels of physical activity levels
- iii) Reducing hypertension (high blood pressure) and by better primary care and public health action
- iv) Improving housing quality by tackling cold and dampness
- v) Reducing accidents at home and on the road
- vi) Help reduce the differences for some people in how likely their infant children are to die :
 - a) by improving the quality and accessibility of antenatal care and early years support for people in disadvantaged areas
 - b) Reduce Smoking by parents and improve nutrition for children in their early years
 - c) Reduce the number of teenagers who become pregnant and support teenage parents better
 - d) Improve housing conditions for children who live in disadvantaged areas or circumstances.
 - e) Increase levels of breast feeding

Vision for Kent

Improved health, care and wellbeing

Long-term Goals (Inc.):

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

Short-term Priorities

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

The Vision For Kent “Opportunities for All” Wheel



Towards 2010

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

- Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes
- Target 48: Increase opportunities for everyone to take regular physical exercise
- Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing
- Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex
- Target 51: Encourage Healthy Eating by providing nutritious lunches through the Healthy Schools Programme and launch a range of community based healthy eating pilots

The Kent Agreement

The Kent Agreement is the partnership Local Area Agreement for Kent. The Kent partnership represents key partners and stakeholders working together to achieve a common commitment to improve the wellbeing of the people of Kent. For 2005-2008, the Kent Agreement Outcomes have included:

- 16 To promote and improve the health of Kent's residents and reduce health inequalities by addressing variations in health across the county
- 1 To promote the physical, emotional, social and intellectual development of young children so they flourish at home and at school
- 7 To improve participation and engagement by all children and young people in youth, cultural and community activities
- 11 To reduce the harm caused by illegal drugs, including substantially increasing the number of drug misusing offenders entering treatment through the criminal justice system
- 13 To increase the capacity of local communities so that people are empowered to participate in local decision making and delivery of services
- 15 To promote independence through employment for those who are able to work
- 17 To improve Kent's residents' access to homes of excellent quality, in the right place, at the right time, and at the right cost
- 18 To promote independent living for all

The new Kent Agreement for 2008 to 2011 identifies 35 new indicators, many of which concentrate on tackling health inequalities in Kent. We will work in partnership to ensure health inequalities are addressed in each of these indicators

while also working to ensure that the remaining priorities do not inadvertently result in increased health inequalities for some groups:

17 of the indicators can make positive contributions to tackling health inequalities:

- Working age people on out of work benefits
- Learners achieving a level 1 qualification in literacy
- 16-18 year olds who are not in education, employment or training
- All age all cause mortality rate
- Obesity in primary school age children in Reception
- Rates of Hospital Admissions per 100,000 for Alcohol related Harm
- Number of drug users recorded as being in effective treatment
- Effectiveness of child and adolescent mental health (VAMHs) services
- Serious violent crime rate
- Dealing with local concerns about anti-social behaviour and crime by the local council and police
- Adult participation in sport and active recreation
- Young People's participation in positive activities
- Access to services and facilities by public transport, walking and cycling
- People killed or seriously injured in road traffic accidents
- Tackling fuel poverty
- Number of affordable homes delivered
- Percentage of vulnerable people achieving independent living

Crime and Disorder Reduction Partnerships

[add]

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

Children, Families and Education:

- All Kent schools to be participating in the Healthy Schools programme by December 2009 with a specific focus on PSHE, Healthy Eating, Physical Activity and Emotional Health and Well Being.
- Undertake projects that reduce child health inequalities and promote social inclusion.
- To improve the education of young people in care
- Achieve economic well being so that children and young people: engage in further education, employment or training on leaving school, are ready for employment, live in decent homes and sustainable communities, have access to transport and material goods and live in households free from low income
- Sure Start Local Programmes and local Children's Fund projects are examples of how targeted services have been developed in more deprived areas of the county with critical contributions from the Voluntary and Community sector and Faith groups. Pockets of deprivation, not necessarily reflected by national deprivation statistics, present a particular challenge, particularly where rural isolation is a factor in service accessibility.

In accordance with the Children Act 2004, CFE is designated Children's Services Authority and has a duty to promote co-operation across services to improve the health and well being of all children and young people in Kent. The plan to achieve this includes:

- The development of Children's Trust arrangements in Kent and the delivery of the 'Every Child Matters' agenda.
- Promoting healthy and active lifestyles for all children and young people.
- Reducing health inequalities for children and young people in Kent.
- Improving the emotional and mental health, resilience and self-confidence of children and young people.
- Reducing the use of harmful drugs and alcohol among young people and increase access to drug/alcohol-targeted prevention and treatment services.
- To reduce unwanted teenage conceptions and sexually transmitted infections and improve access to young people's sexual health services.
- Improving joint planning, services and outcomes for vulnerable groups of children and young people such as 'looked after' children, young carers, young offenders, children with disabilities and others.

Kent Adult Social Services

Active Lives:

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

Environment and Regeneration:

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

Communities

Utilising KCC resources to support the three core principles:

- To continuously improve locally delivered services
- To involve communities in shaping them
- To extend the positive impact they have, especially in our more disadvantaged communities.

Chief Executive's Department:

The Supporting Independence Programme is one of KCCs principle visions and policy drivers to support, co-ordinate and refocus the work of the county council and other partners within the public, private and voluntary sector to increase the number of individuals leading independent lives. Specific aims include :

- to enable those who are reliant on benefit to lift themselves out of dependency into a more meaningful existence where they are able to support themselves and their families
- to identify initiatives that tackle the root causes that create dependency and improve individual's life chances to prevent them becoming dependant in the first place.
- To bring together a range of agencies and stakeholders to share and understand the common goal of developing and using their resources to improve service delivery and enhance the effectiveness and outcomes of their services for the individual end users

SIP through both preventative and responsive strategies is focused on working alongside others to reverse the spiral of dependency and therefore the vision and priorities are closely aligned to those identified within the health inequalities action plan.

It is important for us to work together particularly in areas that relate specifically to health initiatives to provide a joined up and supportive approach which enhances provision and positive outcomes.

SIP is currently supporting a number of health initiatives with particular vulnerable groups . These include:

- The development of a countywide employer engagement strategy which will support and improve access to employment for a large number of individuals who are experiencing health or other barriers to securing permanent employment.
- Conducting a review on drug and alcohol service support provision across the county
- Working alongside jobcentreplus to improve support and information provided to teenage parents
- The delivery of a number of programmes working with long term incapacity benefit claimants to identify and find solutions to their long term health issues and find positive initiatives to enable them to rejoin the labour market
- To continue to review the growing number of young people and adults experiencing an increase in mental health problems and severe depression linked to their dependant lifestyles

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

Health and Housing

There is strong evidence that the quality of housing and accommodation can impact upon an individual's health and wellbeing, particularly for vulnerable groups. These are likely to be older people, low income households, people with chronic illness, teenage mothers, homeless people and people in temporary accommodation, refugees, asylum seekers and gypsies and travellers. Affordable housing, regeneration, growth, rural housing and quality of housing are all wider determinants of people's health and wellbeing and therefore continue to be priorities for the Supporting people agenda, for primary Care Trusts, Local Strategic Partnerships, Community Strategies and for the District and County Local Authorities.

In Kent & Medway there are over 646,300 households. One quarter of these are pensioner households, and over 50% of these households are of lone pensioners. 5.6% of households have no central heating (compared with 4.9% in South East). In 2004, 8.1% of households had no central heating and a resident with limiting long term illness (compared with 7.4% in the south east).

There are a number of partnership initiatives to improve the health and living conditions of peoples. Examples of these are:

- Safety in home
- Energy efficiency and heating
- Improving design
- Involving residents in plans
- Access to parks and green spaces
- Homelessness strategies

Case Study

Kent Better Homes Active Lives project

The groundbreaking Kent Better Homes Active Lives (BHAL) project brought together a number of district councils, housing providers and social services to deliver 340 new homes for vulnerable people over the next 2-3 years. Using a Private Financial Initiative model with the support of government credits the BHAL is the largest single partnership to deliver new housing in this way. The majority of homes delivered will be extra-care housing for older people that will enable older people to live more independent lives in their own home. In addition the project will bring forward a significant number of homes for people with a learning disability and also mental health problems.

There are many key partners and stakeholders involved in the multi-disciplinary approach to tackling poor health and housing issues. The Kent Energy Centre has been instrumental in mustering support from key organizations and Teams in PCTs, KCC Social Services, district council and the private and voluntary sector. Key partnership contributions are identified in the *Kent Affordable Warmth Strategy*. The Strategy addresses problems such as energy inefficient homes, under-occupancy, income and fuel poverty. By collectively tackling these issues, there can be a significant reduction in preventable illnesses such as respiratory infections, arthritis and rheumatism, accidents, strokes, coronary heart disease, hypothermia and mental health issues.

The importance of future proofing housing for a changing demography is a challenge that cuts across health, social services and housing. Work is already underway in encouraging the delivery of 'life-time' homes that are built to an industry standard which means future adaptations can be carried out more easily and at less cost. We need to engage in describing our vision for housing that will meet the expectations of the generation and incorporate new technology such as Tele-care and Tele-health.

The Kent Joint Policy & Planning Board brings together professionals from a wide range of disciplines; including housing, health, social services, probation and youth offending services. The Board provides a unique arena to develop the delivery mechanisms for cross cutting strategies and policy. A number of important protocols have been developed through the JPPB to assist vulnerable people:

- Mental Health & Housing Protocol
- Young Person's Homelessness Protocol
- Intentionally Homeless Families with Children Protocol

The Board is currently working on a protocol for Offenders & Housing in conjunction with the Prison Service and with the involvement of serving prisoners.

KCC Directorates are engaged in a number of local housing initiatives and programmes that seek to address identified problems specific to that Directorate. Youth Offending Service, for example have identified concerns for young people accessing housing following custodial sentences.

Gypsies and Travellers

The communities that perhaps experience the most extreme health inequalities are gypsies and travellers. However, very little authoritative data (including health data) on these populations exist, either nationally or locally. The national census does not include categories for these communities, although we understand that that should change in time for the next survey in 2011. Kent has a history of involvement with English Romany Gypsy communities, evidenced by connections with agricultural work, including hop-picking. Many of those families have settled and integrated substantially into housed communities, but the numbers can only be guessed at, and many of those who are now settled would not necessarily self-declare as English Romany Gypsies or Irish Travellers. However, it is important to note that settlement in housing and integration with the surrounding population does not mean that there are no remaining issues about lifestyle and support needs.

Numbers in caravans or mobile homes

As a result of Gypsy and Traveller Unit monitoring of countywide unauthorised encampment data over the last four years, and data collected as a by-product of the Government's bi-annual caravan count, we can estimate that there are approximately 3,000-4,000 gypsies and travellers living in caravans in Kent.

Numbers in housing

There is strong evidence – for example through the relatives and connections of those who live on private and public sites - that the majority of the Kent Gypsy and Traveller population live in houses. Our best estimate, assuming 0.6% of the population is gypsy or traveller is that there would be 9,600 people in total, and

thus 5,600 to 6,600 in housing. However, in Kent, with its history of connections with, and settlement of, English Romany Gypsies, that figure is likely to be much higher, and it could conceivably be double or treble that number. Many of those in housing are probably living in forms of social housing. Whilst a few housing forms include a category of Gypsy or Traveller, many are reluctant to declare themselves as such, for fear of discrimination. The Pupil Level Annual School Census (PLASC) also collects ethnicity data and whilst response rates are improving, there is still a general reluctance amongst Gypsy and Traveller parents to declare their children as members of these communities. The numbers of Irish Traveller children recorded by PLASC data in Kent are very small indeed, and do not appear to reflect the total numbers either of Irish Traveller children in school, or numbers overall.

Which communities?

The principal gypsy and traveller populations would currently appear to be English Romany Gypsies and some Irish Travellers, and we estimate that the split is approximately 85%/15%. Very rarely does the Gypsy and Traveller Unit encounter Scottish, Welsh and New Travellers, although we cannot rule out the possibility that populations exist.

The Gypsy and Traveller Unit manages eight of the seventeen permanent public caravan sites that are provided specifically for Gypsies and Travellers. The location of these sites are spread across the county. Pitch turnover on most of sites managed by the GTU is very low, with most families staying on our sites for long periods.

The majority of caravans are on land owned by Gypsies and Travellers, both with planning consent and without. These families are generally more independent, content and self-sufficient than those without a base. Although they may well encounter long difficulties in establishing their own sites, and they may be unsuccessful and have to leave such land, otherwise they are unlikely to have specific needs that are linked, for others, with accommodation problems and shortage.

We do know that there are about eight to ten families that are permanently travelling around the county (and have been doing so for at least four years, particularly in Swale and Canterbury Districts) that would appear to have no permanent base to live on. Some of the families used to live on a publicly-run site in Canterbury District that was closed in 1998.

About half of the unauthorised encampments that occur in Kent are Gypsies and Travellers visiting from outside Kent, who are thought to have settled bases elsewhere.

What do we know about the health of these communities?

There is very little reliable scientific and statistical data available about the health of the gypsy and traveller populations, both nationally and locally. Perhaps the most significant and reliable information nationally is a 2004 report produced for the Department of Health by the University of Sheffield.

Most commentators accept that life expectancy is considerably less than that of the settled community - perhaps by as much as 10 years or more. Complications in

pregnancy including still births and miscarriages are more prevalent, as well as the incidence of breathing problems such as asthma. A paper published by the Commission for Racial Equality in 2004 reported that Gypsy and Irish Traveller mothers are 20 times more likely to experience the death of a child than other mothers.

Locally, there is no separate ethnicity category for Gypsies and Traveller in health monitoring data. That makes it different to ensure that services are designed to meet the cultural and lifestyle needs of these communities. Kent's Public Health Strategy contains the following short paragraph in its Health Inequalities section:

"Gypsies and Travellers: A travelling lifestyle makes getting routine health care more difficult. Continuity of care and preventative measures, like vaccinations, are particular problems. One study showed life expectancy is 10 years shorter than average in traveller communities and complications in childbirth are 20 times more likely. Kent has more Gypsies and Travellers than most other counties."

From its various dealings with Gypsies and Travellers, the Gypsy and Traveller Unit is aware that health is an important and significant issue among these communities, particularly those on unauthorised encampments. Being able to access healthcare when mobile, and continuity of care appear to be the main issues, particularly for Gypsies and Travellers that are mobile. There is also a fear or mistrust of vaccination programmes, and a perception that it can be difficult to access GPs.

A multi-agency workshop on gypsy and traveller health took place on 11 January 2008. A number of workstreams emerged from that meeting.

- Investigate whether the Health Observatory could collate currently available Gypsy and Traveller health data, so that partners can identify what is missing and consider how best to fill that gap.
- Investigate whether this issue could be included within the remit of the Access to Healthcare Select Committee.
- Improve continuity of care for gypsies and travellers when they are mobile, be introducing a Gypsy and Traveller Health Passport more widely as other areas have done.
- Improve awareness amongst health and social care professionals of these communities and their needs.
- Identify those healthcare professionals that have expertise and awareness of gypsies and travellers, their culture and their medical needs.
- Improve awareness of immunisation programmes and their uptake in the community.
- Investigate the extent to which the Department of Health's Pacesetter scheme can be used to fund work in this area.

Aiming to Achieve the National Targets

The government set national target:

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

In Kent we have seen that whilst overall life expectancy in Kent is better than the England average there are significant differences between and within districts. The partners of the Kent Health Inequality Action Plan will need to ensure that there is strong strategic and local delivery commitment to both the agreed short-term and long-term outcomes of this Plan:

Short-term:

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

Long –term:

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

Kent County Council’s Strategic priorities are:

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

The Kent Agreement 2
T2010 successor

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

Changing lifestyle priorities:

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

- Smoking is the biggest single cause of premature death and smoking rates are higher in lower socio-economic groups (including the number of pregnant mothers who smoke). Page 204

- Teenage pregnancy is associated with poorer health outcomes for children and their mothers. Teenage conception rates are higher in areas of

What Resources are there to assist with targeting delivery?

The Action Plan reflects examples of activities to tackle health inequalities at a County and Local level. The most successful initiatives are those that are delivered in partnership at a local level focussing on particular local needs, which is why there will be further work to implement the activities at a local level and ensure they are aligned to the district community strategies. Local Strategic Partnerships and Health and Well-being subgroups are in a strong position to oversee the delivery of initiatives that tackle health inequalities at a local level. Kent County Council is contributing its resources in local partnerships to assist with the delivery.

The Health Inequalities Action Plan is to provide a focus for targeting health inequalities to ensure that all agencies and directorates are working towards reducing the inequalities gap and it is acknowledged that applying this in Kent is a complex procedure due to the varying needs and concerns at a very local level, either at a district but often at a ward level. Therefore, each locality needs the flexibility and support to identify their area of need and set out in their Local Community Strategy a process for identifying, delivering and monitoring progress to tackle inequalities.

In order to reduce health inequalities, local services and interventions need to be appropriate and targeted to the right people, in the right place at the right time. There are a number of ways that groups or localities can be targeted effectively (through surveys and data sources for example). Other ways in which local health data can be sourced includes accessing **Community Health Profiles** which help identify local problems and potential examples of health inequality within each local authority area. The Community Health Profiles can be accessed from the Community Health Profile website :

http://www.communityhealthprofiles.info/find_profiles.php . Other resources being explored include the government's health inequalities tool-kit currently only available for Spearhead Areas. Once Kent can access this toolkit, the results will reveal how potential changes in lifestyle behaviour can result in health impact changes for the whole of that community. This resource helps calculate the benefit of targeted service interventions to end

Key indicators

The Department of Health reports annually on the national progress of health inequalities in 12 key areas. The Kent Health Inequalities Action Plan is closely aligned with the Kent Primary Care Trusts' approach to health inequalities. Primary Care Trust data systems can provide consistency to assist with targeting, delivery and monitoring across the national recommendations for improvement in 12 key areas. This provides a single, shared Health Inequalities focus for local programmes that contribute towards these indicators and also statistical and analytical resource support to assist in monitoring progress.

The 12 key indicators identified are:

- 1a: Age-standardised death rates per 100,000 population for the major killer diseases ages under 75 – Cancer
- 1b: Age-standardised death rates per 100,000 population for the major killer diseases ages under 75 – Circulatory Diseases
- 2: Rate of under-18 conceptions
- 3: Road Accident casualties
- 4: Number of primary care professionals per 100,000 population
- 5: Percentage uptake of flu vaccinations by older people (aged 65+)
- 6: Prevalence of smoking among people in manual social groups
- 6b: Prevalence of smoking among pregnant women
- 7: Proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A*-C
- 8: Proportion of people consuming 5 or more portions of fruit & vegetables per day in the lowest quintile of household income distribution
- 9: Proportion of households living in non-decent housing
- 10: Percentage of schoolchildren who spend a minimum of 2 hours each week on high-quality PE and school sport within and beyond the curriculum.
- 11: Proportion of children living in low – income households
- 12: Number of homeless families with children in temporary accommodation.

These indicators are a reflection of many of the priorities and agenda shared by many agencies and directorates throughout the KCC, some of which also exist as current or new PSA targets and/or are prioritised in the Kent Agreement; already being delivered as part of a partnership approach to reducing inequalities and promoting the health and wellbeing of those in the most vulnerable groups. Of course, other areas of work that sit outside these indicators may also be effectively contributing to tackling inequalities at a local level.

The Way Forward

Tackling Health Inequalities still remains an exceptional national challenge, with evidence revealing an increase in the gap in health inequalities in many cases and very few examples of successfully reversing the trend. The Health Inequalities Action Plan for 2007/8 demonstrated a strong partnership approach and commitment to drive down inequalities and have sought clarification on the existence of health inequalities across local areas and also support in identifying resources to target services and initiatives to ensure they are effective and result in real differences.

The Health Inequalities Action Plan 2008 demonstrates partnership working through a shared approach to tackling Health Inequalities, the sharing of resources to help identify local issues and monitor effectiveness of delivery programmes.

The Kent Health Inequalities Action Plan 2008

1. Understand extent of local health and wellbeing issues and extent of health inequalities through consultation, surveys and other resources.
Suggested Resources: Community Health Profiles (http://www.communityhealthprofiles.info/find_profiles.php) and acquisition of Health Inequalities tool kit
2. Engage communities in the planning and development of targeted services and ensure that existing services and initiatives are appropriately targeted to those most in need and are effective in reducing health inequalities. *Examples of local and strategic initiatives shared in the Action Plan.*
3. Continue to work collaboratively with other agencies on shared indicators such as relevant Kent Agreement indicators (page 8) National key health inequalities indicators (page 18) and the national target (page 16).
4. Monitor and evaluate progress and effectiveness of interventions.
Progress from the 12 national indicators identified at a local level may assist
5. Ensuring policies and strategic plans continuously challenge health inequalities and that local priorities and strategies do not implicitly increase the gap in health inequalities

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By: Graham Gibbens, Cabinet Member for Public Health

To: Corporate Policy Overview Committee - 28th May 2008

Subject: IDeA Healthy Communities Peer Review
10 – 12 October 2007

Classification: Unrestricted

Summary: This report updates Corporate POC on progress against the recommendations of the IDeA Peer review of healthy communities in October last year.

It also lists the contributions to public health and wellbeing identified by the various KCC directorates.

For Information

1. INTRODUCTION

The IDeA completed a peer review of the Public Health function in KCC last October. The feedback from the review was generally very favourable but eleven issues that would benefit from further development were identified. There has been significant progress in many of these areas as listed below.

The contributions made by the different directorates in KCC to improving the health of the population are also described.

2. The recommendations of the IDeA review and progress made since last October.

2.1 The Health Inequalities Action Plan should demonstrate “added value” by articulating a structured approach to tackling health inequalities and targeting to reduce the health gap. This should include a means of effectively auditing progress.

The first health inequalities action plan for Kent has been produced and has been accepted by both PCT Boards and KCC Cabinet. It details the actions being taken by KCC directorates and partners, including all 12 District Councils that are impacting on health inequalities across the county. This plan is designed to evolve and adapt in response to progress and changes and in consultation with partner organisations. The latest iteration of the Health Inequalities Action Plan is being presented to the Policy Overview Committee today.

Key targets to reduce health inequalities are contained within the Public Health Strategy for Kent. Monitoring of progress against these targets and generally improving the health of those most disadvantaged is the responsibility of the Public Health Board that includes representation from KCC, the PCTs, district councils and other partner organisations. The terms of reference and lines of accountability for the Public Health Board have recently been reviewed to ensure it can discharge its functions (including monitoring of progress against Health Inequalities) most effectively and these proposals are currently being consulted upon.

Further evidence of progress will be contained within the Director of Public Health's annual reports that are presented to both PCT Boards and KCC Cabinet. The first annual report for Kent was prepared last year. This report contains detailed information about the health status and major public health issues for people in Kent. It also describes changes to the health of the population including how health inequalities are being addressed. The DPH Annual Report is also open to the scrutiny procedures of all three organisations (KCC and PCT's) including the Health Overview and Scrutiny Committee.

As detailed in the Health Inequalities Action Plan there are numerous activities being undertaken throughout the PCTs, the District Councils and KCC to address health inequalities. Examples of these include:

- Promotion of Health Walks in East Kent as a joint initiative between the PCT and KCC that have been very well attended.
- Use of KCC facilities such as libraries to run smoking cessation services in partnership with the PCTs.
- The Bien Etre project in Dover designed to improve the lifestyles of schoolchildren and their families – especially diet and exercise – in Dover and Northern France.
- Piloting new approaches and reducing teenage pregnancy rates in Maidstone and Shepway.
- 100% of schools in Thanet are part of the Healthy Schools programme.

Further articulation of the prominence given to addressing health inequalities is contained in the new Kent Agreement (Local Area Agreement) where 17 of the 35 selected targets can be seen to impact on health inequalities in some way. This demonstrates the importance with which this issue is being regarded across the public sector in Kent.

2.2 Ensure that all the most deprived areas have clear programmes which address health inequalities backed by specific delivery mechanisms.

Each PCT area now has a high level Partnership Board, chaired by the PCT Deputy Director of Public Health and with representation from KCC and district councils that is responsible for co-ordinating the approach to health inequalities in their area. The Board will also report to the relevant Local Strategic Partnerships. (LSPs have recently reviewed their structures and these relationships are being established). LSPs will be crucial to the delivery of targeted approaches and KCC will play a full part in developing these through the Partnership Boards, the Public Health Board, LSPs, and Children's Trusts.

Health and Wellbeing subgroups of LSPs are the means by which districts and others can access *Choosing Health* funding (the allocation given to the Kent PCTs by the Department of Health for the public health priorities identified in the *Choosing Health* White Paper). Health and Wellbeing subgroups will be responsible for identifying and targeting resources to the key health inequality issues at district level.

The emphasis on Health Inequalities within the new Kent Agreement will ensure that these issues are clearly prioritised in mainstream delivery programmes and will be monitored robustly.

2.3 Develop a structured approach to embedding the public health agenda within the whole organisation and ensuring that "health is everyone's business".

Clear and formal links with all KCC service Directorates have been established with the Department of Public Health and the contributions each directorate can make, both generally and specifically, to public health in Kent will continue to be discussed and developed. The activities that each directorate has identified as involvement in public health and wellbeing are appended to this report and clearly demonstrate that improving health is now accepted as a core priority across KCC.

All directorates actively contributed to the Public Health Strategy and the Health Inequalities Action Plan.

Visits to authorities that display best practice in this area (such as Greenwich and Wiltshire), as recommended by the IDeA Peer Review team, have been held or are being arranged.

Approaches that have been successful elsewhere are being planned for further development in Kent. These will include a training strategy for staff and Members in KCC and partner organisations to increase awareness and understanding of public health throughout the organisations. The production of high quality information and publicity materials will also be a priority based on experience in other areas.

2.4 Adopt a programme management approach to health related activities that includes a clearly costed and performance management approach to the programme.

The Public Health Board will play a major role in ensuring that public health activities are delivered within a consistent and coherent approach. The Public Health Strategy, Health Inequalities Action Plan, Kent Agreement, departmental annual operating plan (from 08/09) and related documents are all key elements in ensuring that a directed programme of intervention is delivered.

All KCC and partnership initiatives will be subject to the usual rigorous KCC performance management processes. Where activity is aligned with the Kent Agreement or Towards 2010 targets (as many will be) there are also clear requirements that apply.

2.5 Ensure there is rigorous performance management of the Annual Health report to judge whether the activities of the council and its partners are having an effect on the key health issues.

Performance oversight of the Annual report will be through the Public Health Board in the first instance.

In addition the Annual Report of the Director of Public Health is subject to the usual scrutiny processes of both KCC and the PCTs. The Health Overview and Scrutiny Committee will also have oversight of the report. The Annual Report will also inform the Strategic Joint Needs Assessment that will influence the commissioning decisions of KCC and the PCTs. These processes will also be subject to rigorous performance management through the usual processes.

The Joint Strategic Needs Assessments for children and older people will also provide important evidence of changes to the health of people in Kent.

2.6 Allied to the above, ensure a structured scrutiny programme of the public health agenda including relevant partnerships and that KCC health activities are part of the remit. This programme should include explicitly the tackling of health inequalities.

The change of name of the Overview and Scrutiny Committee to “Health Overview and Scrutiny Committee” reflects this recommendation. The work programme of the committee is currently being reviewed and issues of public health and health inequalities are expected to feature prominently in the future. Access to Healthcare (a key issue for Health Inequalities) is already scheduled for consideration by a select committee of the HO&SC this year.

The Alcohol Select Committee has recently reported and details of how its recommendations will be taken forward are before Corporate Policy and Overview Committee today, as is the latest version of the Health Inequalities Action Plan.

Public Health proposals that have been through Cabinet decision, such as for the Kent Public Health Observatory, have been called before the Cabinet Scrutiny Committee.

2.7 Evidence during any CPA or similar process that Districts Councils and voluntary/community groups feel actively engaged as part of the partnership arrangements.

Most public health interventions are actually delivered at a local level and so partnerships with the District Councils and the Voluntary sector are essential for effective delivery of Public Health. The successful Big Lottery Fund application for c £990,000 last year was a partnership between KCC, the PCTs and district councils. Funding was secured for a number of projects across the county to encourage healthy eating, taking more exercise and improving mental health.

District Councils are represented on all public health bodies including the Partnership Boards and the Public Health Board. The organisation of LSPs now includes Health and Wellbeing subgroups that bring together the district councils, PCTs and KCC with others. These subgroups will determine local priorities and oversee the allocation of some resources, including Choosing Health funding, to address them.

District councils are fully engaged in the preparation of all strategic documents and initiatives such as the Public Health Strategy, the Health Inequalities Action Plan and Select Committee Reports.

The health and wellbeing priorities in the Kent Agreement will also be delivered in full partnership with the district councils.

A programme of annual visits to Leaders and Chief Executives of all district councils by the Cabinet Member, Director of Public Health and other officers from the KDPH has been established and is ongoing.

The voluntary sector is engaged in many activities that benefit public health and better engagement with them, and how to achieve this, is part of the agenda of the Public Health Board.

At the time of writing the full results of the recent CPA have not been published but it is anticipated that this issue will still be a priority for KCC as a whole.

2.8 Ensure and evidence that partnerships are managing health performance as distinct from receiving information.

As the group where the key agencies responsible for delivering partnership working meet, the Public Health Board will have a critical role in ensuring that partnerships are managing performance effectively. The linkages with the Kent Agreement will also be crucial.

A more co-ordinated approach to the information and analysis provided to all those concerned with public health through the new Kent Public Health Observatory (see below) will assist this process.

2.9 Examine how to enhance joint approaches to capacity building for the voluntary sector to help the sector become more fit to design and compete to provide services.

This is on the forward agenda of the Public Health Board. It is also being considered by the PCT partnership boards and the LSP Health and Wellbeing subgroups.

2.10 Establish the role of the Kent Public Health Observatory and co-ordinate the information strategies of KCC, PCT, Observatory and other partners.

The proposal to establish the observatory has been accepted by both PCT Boards and KCC Cabinet. The Observatory has begun to operate and is being launched in October this year.

2.11 Develop a resourced programme of health impact assessments.

A proposal for mainstreaming Health Impact Assessments into core KCC business is being drafted for consideration by COG and Cabinet at KCC next month.

Discussions have been held with the County Planning Officer concerning this, and related issues, and a joint workshop with Planning colleagues, including the district councils will be held later this year to determine how Health Impact Assessments can be integrated into planning processes.

The use of Health Impact Assessments in the Thames Gateway and the Dover Pride initiative has been extended and significant funding (c£100k in Dover) has been secured from the PCTs to do this.

3. The contribution from KCC directorates to public health in Kent

The details of the public health interventions made by each of the KCC directorates are attached as appendices.

These are the activities that the directorates themselves have identified as impacting on public health. (Many activities will also be highlighted in the Kent Inequalities Action Plan also before Corporate POC today).

They are interesting in themselves but also because they reveal the extent to which the different parts of KCC now understand the critical role they play in promoting and maintaining the health and wellbeing of the population. It is now evident that KCC as a whole identifies itself as a major stakeholder in delivering public health. The number of public health items on the agenda of this meeting also demonstrates how significant public health has become for KCC.

4. Recommendation

(i) Corporate Policy Overview Committee is asked to NOTE the progress made since the IDeA Peer Review.

Background documents:

IDeA Healthy Communities Peer Review
Report October 2007

Contact:

Mark Lemon
Head of Policy
Kent Public Health Department
Ext: 4853

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Environment & Regeneration Contribution to Public Health Agenda

The underlying theme of Kent's *Public Health Strategy* to reduce health inequalities across the county underpins the work of KCC's Environment & Regeneration Directorate, whose overall mission is to "make Kent a better place to live, work and visit". Indeed, this is also a key underlying theme of the forthcoming KCC Regeneration Strategy.

The directorate is involved in a range of activities which together contribute to improving the physical and mental wellbeing of Kent's population. These range from interventions to step up the economic health of an area, for example through sector skills development or the encouragement of inward investment; to increasing opportunities for exercise in Kent's green spaces; or encouraging modal shift from car to public transport or walking and cycling.

The table attached (Appendix 1b) details some of the projects currently being undertaken across the Directorate.

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Environment & Regeneration Contributions to Public Health Agenda – May 2008

Project/Activity (Provider)	Detail
Regeneration Strategy for KCC (E&R)	E&R directorate is leading the development of a first Regeneration Strategy for KCC. A key priority of the strategy is to address health inequalities across the county with partners and communities. The need to promote healthier lifestyles particularly in Dover Shepway, Swale and Thanet where health is below the national average has been identified as a key issue.
Management and protection of Kent's countryside access estate (E&W Countryside Access Group)	Asset management of 4200 miles of public rights of way, including 1000 miles of promoted walks and rides, 2,075ha of statutory open access land, 19 Country Parks and 5 visitor centres. All of these assets are heavily used by the public for physical activity, with country parks alone receiving visitor numbers of 1,272,485 for 2005/06.
Community Paths Programme (E&W Countryside Access Group)	This project recruits and facilitates volunteers to carry out minor physical improvement work on Kent's public rights of way network following the 'Green Gym' concept. Working in partnership with local community groups and parish councils, the project supports over 25,000 hours of community physical activity per annum across the county.
Country Parks Service (E&W)	E&W owns and manages 19 country parks and picnic sites across the county, offering opportunities for recreation, relaxation and education. Five country parks have visitor centres. New 'trim trails' are now available at 4 country parks. Tackling Obesity through range of programmes to enable participation in outdoor activity Delivering outdoor environmental education for schools at Shorne Wood & Lullingstone Country Parks & Canterbury Environmental Education Centre. Providing opportunities for people with physical & learning disabilities through the Branching Out programmes. Programme of country walks within and from KCC country parks includes: i) Naturally Active ii) Walking for Health initiative iii) Nordic walking, a whole body exercise using poles Developing Outdoor activity programmes with Maidstone BC; Developing fund-raising walks; Programme of conservation volunteering, teaching new outdoor skills whilst working in the countryside

<p>Countryside Management Volunteering (E&W Partnerships)</p>	<p>Kent's Countryside Management Partnerships operate a number of successful volunteer activities aimed at introducing people to outdoor physical activity. The activities include fencing, scrub clearing and habitat creation. Volunteering promotes physical, social and mental wellbeing. The N.W Kent Countryside Project has over 50 active 'conservation volunteers' providing over 4,500 volunteer hours per annum</p>
<p>Warden Schemes (Medway Valley Countryside Partnership & The North Downs Way)</p>	<p>This River Medway project is a new scheme involving members of the public 'adopting' sections of the River. Wardens benefit from physical activity carrying out surveys and undertaking clean up work. The NDW warden scheme involves members of the public 'adopting' sections of the National Trail. Wardens benefit from over 600 hours of physical activity per annum carrying out surveys and undertaking minor physical improvement work.</p>
<p>'Naturally Active' Project (North West Kent Countryside Project)</p>	<p>This is a Big Lottery funded project aimed at deprived wards in North West Kent. The scheme will provide a range of activities and opportunities to use the natural environment to promote physical, social and mental wellbeing. The PCT are partners in this and the project will work with GP's.</p>
<p>School Projects (E&W) a g N N</p>	<p>The Countryside Access Service has produced 'education packs' for schools to encourage exploration and enjoyment of the countryside as part of school learning. Countryside Management Partnerships work with schools to promote healthy lifestyles and physical exercise for school children, mostly primary age. Work includes walks, creation of wildlife gardens and outdoor classrooms. For example a suite of 'Welly Walks' have been created starting and finishing by primary schools. Guided walks on this have involved an entire school getting out and enjoying their local countryside.</p>
<p>Guided Walks and Events (Many teams in E&W)</p>	<p>A wide range of guided walks and events are organised and promoted throughout the county, many from country parks. These encourage individuals, groups and families to get out and enjoy the countryside and explore green space. Events are also run that involve 'Green Gym' activities, and art and crafts. Holiday activities are also provided for children. Outdoor archaeological events (digs) are run at Shorne Woods Country Park.</p>
<p>Advice and Support (Kent's Countryside Management Partnerships)</p>	<p>CMP's provide a range of advice and support to community groups helping them to set up their own committee, 'friends of' or volunteer groups. By providing support we enable communities to set up and maintain their own activities that promote healthier lifestyles.</p>
<p>North Downs Way National Trail (E&W Countryside Access Group)</p>	<p>Working in Partnership with Natural England, Surrey County Council, and Kent Downs AONB, E&W hosts the NDW National Trail office and financially contributes towards development of the Trail. The Trail is used by 353,650 people per annum (2005), 68% are over 60 years old and are a priority for engaging in physical activity.</p>
<p>'Explore Kent' (E&W Countryside Access Group)</p>	<p>'Explore Kent' is the lead Kent brand which covers all information about opportunities for walking, cycling, horse riding, exploring country parks and the wider countryside from a wide range of partners. The brand is supported by a large basket of promotional products all of which are targeted</p>

	<p>to encourage and facilitate physical activity. The number of 'page views' on the nationally acclaimed Explore Kent website (www.kent.gov.uk/explorekent) has increased by 100% from 2007 to 2008. (66,000 page views in February 08)</p>
<p>East Kent Health Walks (Eastern & Coastal PCT and E&W Countryside Access Group)</p>	<p>Since August 2005, E&W has worked in partnership with the NHS Eastern and Coastal Health Promotion Service to develop and promote a volunteer Health Walks scheme in East Kent. This successful initiative now has 1140 walkers subscribed to the scheme, of which 207 are trained as Volunteer Health Walk Leaders running weekly health walks from 18 locations across East Kent. The E&W Countryside Access Group and Countryside Management Partnerships attend numerous events every year to promote physical activity.</p>
<p>Events and Roadshows (E&W)</p>	<p>This plan sets out a 10-year strategy to improve access to the Kent countryside for residents and visitors in order to increase participation in physical activity. The plan was published in November 2007 and formally adopted by the County Council on 6th February 2008. The plan has 42 key objectives, and contains many health-related targets.</p>
<p>Love Food Hate Waste Campaign (E&W)</p>	<p>Kent County Council and all the 12 district councils have joined forces to promote the environmental benefits of not wasting food that we buy through the major Love Food Hate Waste campaign. The main focus is the link to reducing CO2 impacts. However, a related issue links the campaign to health benefits by stressing the importance of eating the fruit and the vegetables consumers buy. For example, this week (w/e May 9th 2008) we are issuing a News Release that identifies over 1million apples a day are thrown away ... and wouldn't it be a lot better if those apples were eaten.</p>
<p>Home Composting Service (E&W)</p>	<p>The Waste Mgmt Changing Attitudes & Behaviours Team manages the sale of compost bins to residents for all 13 councils in Kent. The main focus is on reducing the amount of waste residents put into their bins. A related link, however, are the health benefits of working in the garden and the promotion of home-grown fresh produce. The service is a £1 /2 million a year business with sales of bins to over 10,000 households. Our publicity materials reach well over 90% of households in Kent with messages around the benefits of home composting.</p>
<p>Home Compost Advisors Service (E&W)</p>	<p>The Waste Mgmt Changing Attitudes & Behaviours Team manages the Compost Advisor volunteer service for all 13 councils in Kent. The main focus is on providing residents with high quality advice, and practical suggestions, on managing household waste. A related link, however, is the promotion of the health benefits of being active outdoors. There are currently around 200 Compost Advisors across Kent. A major step forward in 2008 will be the creation of a wide 'Green Champions' volunteer scheme. This will enable greater links between activities in the home and environmental issues, including the impacts of CO2 within the community. We shall also be looking at how the scheme will link to other agendas the Council supports, including health.</p>

<p>Behaviour Change Programme (E&W)</p>	<p>The Waste Mgmt Changing Attitudes & Behaviours Team is currently developing a 'behaviour change programme' on waste and recycling issues for all 13 councils in Kent. This is likely to expand to include other environmental issues over the coming year. However, in relation to health, initial contact has been made with Deborah Smith (Public Health, KCC) to start considering the means by which joint-working will help to deliver public messages that assist a number of linked agendas (including health and environment).</p>
<p>Increasing levels of walking and cycling to school (KHS Sustainable Transport)</p>	<p>Developing walk to school initiatives including walking buses, Walk on Wednesday and the KM Green Footsteps Challenge. The target is to ensure that 25% of all Kent Primary Schools are engaged in a Walk to School initiative in each academic year. This has been achieved in 2007/08 with some 50 walking buses (over 1,000 children) operating across the county and 120 schools engaged in other walk to school initiatives. Early indications suggest that a downward trend in walking to school, spanning some 3 decades, is being turned around. KHS are also working with Sustrans to increase the level of cycling to schools as part of the Bike IT initiative. The Kent Bike It officer is currently engaged with 12 schools in the Ashford area but KHS are seeking to expand the scheme to other parts of Kent from 2008/09.</p>
<p>Working with businesses and public sector organisations to develop Travel Plans (KHS Sustainable Transport)</p>	<p>KHS are also working with partners in the districts to ensure that workplace/residential Travel Plans are an integral part of all new developments and that they are developed and monitored to a consistent standard. Travel plans developed with Pfizer, Crossways Business Park, Fairview New Homes.</p>
<p>Smarter Travel Choices (KHS Sustainable Transport)</p>	<p>A wide range of innovative initiatives are being developed to facilitate people making 'smarter' travel choices which benefit their personal health and wellbeing as well as contributing to reduced congestion and an improved environment. For example, incentivising public transport (e.g. Kent Freedom Pass) and more innovative and efficient use of the car e.g. car clubs and Kentcarshare which seek to reduce levels of unnecessary single occupant car trips. Such initiatives recognise that walking is the 'glue' which holds all transport trips together and that a relatively short walk to and from the bus stop can help individuals reach the DoH physical activity target. Car sharing and car clubs also facilitate more affordable and sustainable use of the car.</p>
<p>Reducing road injury and death (KHS Road Safety)</p>	<p>Success in reducing the number of people killed or seriously injured on Kent's roads owes much to innovative partnerships. The Kent and Medway Safety Camera Partnership is an alliance of KCC, Medway Unitary, the Highways Agency, Kent Police and Her Majesty's Courts' Service. Safety cameras, coupled with effective education campaigns have reduced deaths and serious injury crashes by more</p>

	<p>than 58%, comparing three years before installation of cameras with three years after. Total injuries across all camera sites have reduced by 394 per year which means that more than one person per day in Kent now arrives home unscathed that would previously have been injured.</p>
<p>Improving safety on the road (KHS Road Safety)</p>	<p>The Road Safety team delivers two national Driver Diversionary Schemes in partnership with Kent Police (National Driver Improvement (NDIS)) and Kent Police and Medway Council (National Speed Awareness (NSAC)). Practical elements of the schemes are delivered in partnership with local driving instructors. The schemes deal with drivers referred by the Police for either ‘driving without due care and attention’ or ‘exceeding the speed limit’. NDIS deals with 450 drivers annually, whilst NSAC has recently completed its first year of operation and dealt with over 4,000 drivers.</p>
<p>Natural East Kent (Regeneration & Economy)</p>	<p>Working with partners on the re-branding of East Kent to promote the green assets within this area to improve its economic and social well-being – includes green tourism – encourage residents and persons outside the area to view as a destination for cycling and walking and experience the countryside.</p>
<p>Green Grid (Regeneration & Economy)</p>	<p>A series of projects within North Kent and Ashford to improve local environments improve access to green spaces, improve provision for active and informal recreation. Includes: -</p> <ul style="list-style-type: none"> • North Kent A2 corridor (Kent Thameside Green Grid) • Project with Gravesham BC to relocate A2 to improve air quality (area designated as an air quality action zone). • A2 redevelopment – major redevelopment of former A2 route to provide cycling event centre and opportunities for active and informal recreation e.g BMX, skateboarding – bidding for up to £9million to fund this initiative • Further projects being undertaken in Ashford to promote Green Grid
<p>Dover health-related initiatives (Regeneration & Economy)</p>	<ul style="list-style-type: none"> • Dover Pride Initiative to regeneration Dover town urban areas • Redevelopment of former coalfields – specific projects - Develop proposals for construction training facility related to housing development at Aylesham • Partnership work with SEEDA to develop new country park - Fowlmead (Betteshanger) , now providing support and advice for development of future leisure activities e.g take up of cycling. • Redevelopment and extension of the new Dover Sea sports centre • Working with the KCC Public Health team to develop health impact assessments for specific projects within the Dover Pride regeneration initiative

<p>Swale health-related initiatives (Regeneration & Economy)</p>	<ul style="list-style-type: none"> • Queenborough/Rushenden – supporting new community health provision through S106 agreements. • Queenborough – supporting provision of new community café to provide new job opportunities for persons with learning difficulties • Church Marshes – development of country park – bid being made to CLG to develop second phase that will see expansion with new walk/cycle ways from Sittingbourne to the Swale estuary. • Working with SEEDA for the provision of new employment sites on the Isle of Sheppey • Faversham masterplan – provide more mixed use sites to include employment opportunities and environmental improvements around the Faversham Creek area.
<p>Enterprise Skills/Start up business initiatives (Regeneration & Economy)</p>	<ul style="list-style-type: none"> • With Kent Foundation, deliver programme targeting young people developing their enterprise skills • Subject to funding, target specific Enterprise Gateway projects targeted at disadvantaged communities • Work with property to identify four potential opportunities to develop new workspace provision facilities including Manston Park. • Subject to funding, 10 secondary schools targeted for enterprise skills development (200 students) • Subject to funding, 3 deprived communities targeted for enterprise skills development – 90 people drawn into programme with 458 completing programme • Subject to funding, work with Ashford Borough Council in developing a skills strategy
<p>Environment & Regeneration Staff Well-being initiatives (Health & Safety/ Work & Wellbeing Group)</p>	<p>The activity within the directorate has been directed by reference to two key documents, <i>Choosing Health</i> (DoH) and <i>Revitalising Health and Safety</i> (HSE). Both these documents contain recommendations on how local authorities are able to contribute to the public health agenda targets.</p> <p>The main target groups for activity in this directorate have been those who perceive they have a weight problem, those who wish to improve their lifestyles to achieve better fitness levels and those who feel the need to build in 'de-stress' time to their life and those who might benefit in 'back to work' activity after prolonged absences. Walking activity lead by the directorate has also been offered to a growing number of members of the public in Country Parks and on the footpath network (cf: attached document for full list of activities offered to E&R staff.)</p> <p>As an employer the activities offered demonstrate a positive approach to our 'duty of care' to employees as well as recognising the productivity benefits in having a fit, healthy and happy workforce</p>

PUBLIC HEALTH AGENDA

CONTRIBUTION MADE BY ENVIRONMENT AND REGENERATION

HEALTH AND SAFETY / WORK AND WELLBEING

INTRODUCTION

Activity in this directorate has been lead by the Health and Safety Manager together with the directorate Work and Wellbeing Group for the past 4 years.

The activity within the directorate has been directed by reference to two key documents, *Choosing Health* (DoH) and *Revitalising Health and Safety* (HSE). Both these documents contain recommendations on how local authorities are able to contribute to the public health agenda targets.

The main target groups for activity in this directorate have been those who perceive they have a weight problem, those who wish to improve their lifestyles to achieve better fitness levels and those who feel the need to build in 'de-stress' time to their life and those who might benefit in 'back to work' activity after prolonged absences. Walking activity lead by the directorate has also been offered to a growing number of members of the public in Country Parks and on the footpath network.

As an employer the activities offered demonstrate a positive approach to our 'duty of care' to employees as well as recognising the productivity benefits in having a fit, healthy and happy workforce.

ACTIVITY

A) Obesity targets

Weight loss challenges have been run for the past 2 years. These encourage workplace teams to participate in sociable weight loss projects over a 6 month period with regular weigh ins and newsletters to participants. Participants are provided with help and advice on weight loss through the 'social circle' which develops. The current project involves 50 staff members at Invicta House with a cumulative weight loss of 15 stone since mid January. This activity has been run at minimal cost for the provision of digital scales for the participating groups to use in the workplace.

B) Fitness and lifestyle targets

Dance is a popular activity at lunchtimes and after work. The directorate has run salsa, line dance sessions and more recently belly dance sessions for staff. These prove popular for short term programmes and so tend to be run in 10 week rotas and change according to popularity. Participants all achieve and report improved fitness as well as weight loss not to mention improved motivation.

In the past 6 months participation has been approximately

Salsa – 30 participants registered

Line Dance – 28 participants registered

Belly dance – 30 participants registered.

Walking is organised on an ad hoc basis or as part of a programmed range of activity. The Country Parks Service and Public Rights of Way teams regularly publish self-guided walks information and offer led walks in different parts of Kent for the general public. These have led to the establishment of local walking groups around the county and have assisted in the success of the ActivMobs programme. Links have been made with GP surgeries for referrals for health and mobility improvement when the service has provided leaders to facilitate local groups.

Nordic Walking has been spearheaded by E&R in Kent. A project was started 4 years ago and has taken some while to become established. The directorate has 6 trained instructors who can lead sessions for:

Staff groups for team teambuilding or general fitness sessions.

Public participation at taster sessions run monthly from country parks during the summer or Sunday morning led walks from different venues.

Two self-sustaining groups now walk on a weekly basis using Nordic walking poles as a result of E&R facilitation. ActivMobs Kent have Nordic walking as one of their registered activities.

This activity involved the purchase of poles (Approx £500 total) but revenue is made from the taster sessions and the sale of poles through country parks.

Approximately 250 plus people have signed up to Nordic walking programmes over the last 2 years including taster activity, one off events and group activities.

Walking Challenges. Two walking challenges have been sponsored in the past 2 years – Walk the Equator and the Pole to Pole Walk. These are specifically staff based and have engaged approximately 30 – 40 people each time with a challenge to complete a specified cumulative distance in a set time. Minimal costs for pedometers issued to staff. Substantial outcomes from fitness levels and lost weight have been achieved.

Sports / team activities. The directorate contributed to the refurbishment of the Invicta squash court which is now seeing extensive usage. Additionally the directorate has ‘ sponsored’ 5 a side football, netball and rounders teams by buying equipment and shirts (approx £300 total).

C) Relaxation / Mental health

Stress Audits. The directorate carried out a stress audit 2 years ago and action plans were drawn up to assist in correcting failures at that time. A new stress management programme is due to start as part of this year’s health and safety business plan to introduce the concept on ‘Management Standards’, a rolling

programme using a nationally based HSE benchmarking tool which should assist managers in building good stress control strategies.

Yoga / Neck & Shoulder Massage / Reflexology / Chiropody A monthly visit to a number of offices round the county by a trained masseuse has been very popular for the past 3 years. This is run by professional masseuses who charge for the service but are subsidised by the directorate H&S and WWB funds. Room hire charges are also incurred for HQ activity. Yoga runs twice a week at HQ. Reflexology, Indian head massage and chiropody sessions run once a month at HQ, are run by professional therapists who charge for the service but are subsidised by the directorate H&S and WWB funds. The yoga sessions attract a core group of attendees each week whilst the therapies are usually fully booked each month (18 persons per therapy per day).

Positive Health Day. An annual event which identifies new activity / therapy which might be offered. People can try the therapies for free on the day and are then asked to complete a questionnaire on lifestyle and therapies or activities they may wish to see offered in future. This is reported back to H&S and WWB management groups who then decide whether to expand on provision the following year.

Flavio Walker
H&S Manager

May 2008

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CFE Brief Update for POC progress against Idea Peer Review Report

There are many activities undertaken by the CFE directorate designed to improve health and wellbeing of children and families. The main priorities are listed in the attached table. Other points to emphasise include:

The Children and Young People's Health Commissioning Team (C&YPHCT): The 2 Kent PCTs have signed up to a formal agreement enabling CYP health services to be commissioned by a single team for Kent as part of Kent's Children's Trust arrangements. This team is co-located with KCC, with the Director of Children's Health an associate Director of both PCTs and of KCC CFE. This is enabling improvements in planning, commissioning and delivery of community and some acute health services.

The Kent Health Inequalities Action Plan includes key actions from CFE to support Public Health. Supporting greater 'joining up' of approaches from different Directorates.

A Joint Strategic Needs Assessment for Children has been produced and widely circulated in CFE and partner agencies. This offers an easy to use way of accessing both the facts and figures relating to children and young people's health and puts this information together with best practice identified through research findings.

The JSNA, along with MOSAIC and other data, is informing the Kent Children's Trust Children and Young People's Plan and the 23 Local Children and Young People's Plans.

(From September 23 Local Children and Young People's Partnerships will be established covering the whole of Kent. These partnerships are charged with improving outcomes for children and young people through multi-agency working with key agencies. Each Partnership is currently in the process of carrying out a local needs assessment and developing a local plan to achieve this.) see

http://www.kenttrustweb.org.uk/Children/kct_countydata.cfm and http://www.kenttrustweb.org.uk/Children/kct_newsletter.cfm for further information.

The updated Kent CYPP, which is currently under development, seeks to reduce the number of priorities Kent Children's Trust (KCT) is tackling and identify clear outcome measures for each of the 9 Priorities. All of the priorities will impact on the wider determinants of health where they do not directly seek to impact on health.

Appendix 2a

The priorities in the Kent CYPP refresh are as follows:

1	To reduce the impact of poverty (generational and situational) on children lives by tackling the underlying causes and mitigating the effects.
2	To draw on and improve resilience in C&YP to help them make informed and healthy/safe choices and develop coping strategies. To include a focus on C&YP with emotional and/or mental health problems.
3	To improve parenting by implementing every Parent Matters and developing more effective multi agency support and early intervention for families experiencing problems. To include: <ul style="list-style-type: none"> • taking action to increase fathers involvement in their children's upbringing • reducing the incidence & impact of domestic violence and substance misuse on children and families • improving the communication & interaction development of younger children
4	To improve the quality and stability of housing provision for vulnerable Children & Young people through to early adulthood.
5	Supporting Vulnerable Children to improve their life chances including improving the achievement and quality of life for young carers by implementing the Kent Young Carers Strategy.
6	To ensure more young people have things to do and safe places to go in their leisure time and improve outcomes for adolescents at risk to themselves and potentially others, through for example implementation of the Integrated Youth Strategy.
7	To increase engagement and participation by young people in education, employment and society in order to prevent disaffection and improve security.
8	Children and Young People are safe and feel safe in the communities where they live, go to school, play, and work – with a focus on taking action to reduce the incidence and impact of bullying in school and the community
9	Leadership and Collaboration in place to ensure aspirations can be delivered

The Government's Change for Children programme: The development of integrated front-line services for those children who need them, improving professional information sharing, use of the Common Assessment Framework, Lead Professional, and Contact Point, as well as other government initiatives including Workforce Reform and Targeted Youth Support and our Parenting Strategy are also all contributing to

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improving multi-agency working to improve outcomes for children and young people are all well underway in Kent.

Although our Joint Area Review (JAR) report has not yet been published, we understand it will be very positive about the way Kent is taking forward the whole children's agenda. Although we know there are still improvements to make, we are making good progress in improving outcomes across the 5 Every Child Matters key outcome areas:

- Stay Safe
- Be Healthy
- Enjoy and Achieve
- Achieve economic well-being and
- Make a positive contribution

We recognise that we need to further develop the way we performance manage this work and work to tackle this is underway.

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Strategic Actions Planned

Priority	Actions	Timescale	Lead
To promote healthy and active lifestyles for all children and young people.	<ul style="list-style-type: none"> Develop an integrated Youth Strategy to provide co-ordination of direction for integrated youth support services 	2007-2010	CMY Director of YOS and KDAAT
	<ul style="list-style-type: none"> Roll out the Kent Early Support Programme to provide more co-ordinated multi agency responses for children with a disability/developmental delay who are under 5. Provide parents with information and advice they need to make choices for under 5s Further develop Children’s Centres across Kent to, in the 30% most deprived communities. Integrate them with Sure Start programmes to deliver holistic and integrated services to children under 5, which will include child and family health services and antenatal care. Continue to develop extended services in and around schools to meet the needs of children, their families and the wider community. All schools will offer access to these services by 2010. This will include breakfast clubs, parenting support, family learning and other activity. 	2007-2010	Kent Early Years, Childcare and Extended Services Board Director of Strategy, Policy and Performance Director of Operations
	All Kent schools to be working towards Healthy schools status by December 2009 With 75% of schools achieving Healthy schools status by this time. The programme focuses on four key areas: PSHE, Emotional Health and Well Being, Healthy Eating and Physical Activity.	2007-2009	CFE Director of Strategy, Policy and Performance

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Priority	Actions	Timescale	Lead
	<p>The following indicators will also apply:</p> <ul style="list-style-type: none"> ➤ 50% of all schools achieving Healthy Schools Status by December 2006 ➤ 55 % of all schools achieving Healthy Schools Status by December 2007 ➤ 65 % of all schools achieving Healthy Schools Status by December 2008 		
	<p>Ensure all schools have School Travel Plans to increase the number of young people who walk or cycle to school</p>	2007-2010	SP Director of Environment & Regeneration
	<p>Develop and implement a comprehensive PSHE strategy that reflects the recommendations of Select Committee reports on PSHE / Sexual Health (2007) and Alcohol Abuse (2007)</p>		Director Standards & Achievement
<p>To reduce health inequalities for children and young people in Kent.</p>	<p>Encourage healthy eating by providing nutritious school lunches through the “Healthy Schools” programme and launch a range of community-based healthy eating pilots</p> <p>Increase the uptake of healthier school meals including free school meals</p> <ul style="list-style-type: none"> • Encourage people of all ages to take responsibility for their health and wellbeing • Support parents and carers receive support to keep their children healthy • Assessments of young offenders by the Children and Adolescent Mental Health Service within Youth Justice Board target. 		<p>Director Strategy, Policy & Performance</p> <p>CFE Director of Resources</p>
		2007-2010	<p>Director of Public Health,</p> <p>Director of Children’s Health</p>

Priority	Actions	Timescale	Lead
	<ul style="list-style-type: none"> Target resources to improve health outcomes to areas of highest need (Thanet, Swale and Shepway and other areas where outcomes are poor). 		
	Further develop the school nursing service in relation to healthy lifestyles and prevention with particularly reference to vulnerable groups.	2007-2010	Director of Children's Health
	Extend and enhance support to children and young people caring for relatives and friends to deal with the challenges they face in their caring role and flourish outside of their caring role.	2007-2010	Director Children's Social Services
	Implement co-ordinated, multi-agency health promotion programmes in settings for children, young people and families including early years settings, GP practices, clinics, youth centres including a focus on: <ul style="list-style-type: none"> healthy eating, physical activity, improve sports and play facilities including in schools 	2007-2010	Director of Children's Health, Director of Operations, CFE
To improve the emotional and mental health, resilience and self-confidence of children and young people.	Implement a Personal Social and Health Education (PSHE) strategy to improve the delivery of PSHE in primary and secondary schools and other educational settings and build resilience in children and young people to deal with stress, bullying, domestic violence, drugs, alcohol and other pressures in their lives.	2007-2010	Director of Advisory Service Kent
	Introduce Secondary SEAL into a pilot group of secondary schools, evaluate its implementation and support introduction into	2007-2010	Director, Standards &

Priority	Actions	Timescale	Lead
	additional schools in subsequent years Continue to promote the implementation of SEAL in Primary schools through Cluster developments		Achievement
	Implement the Kent Anti-Bullying strategy in all schools All schools adopt the Kent Model Anti-Bullying policy	2007-2010	Director, Standards & Achievement
	Develop an integrated training programme focussing on risk and protective factors and enabling young people in vulnerable groups to develop resilience	2007-2010	KDAAT Young People's Service Commissioning Manager
To identify children and young people (aged 0-15) with emotional and/or psychological difficulties at the earliest possible stage and respond with the most effective support.	Promote emotional health, well being and tackle bullying by: <ul style="list-style-type: none"> • implementing a preventative multi-agency strategy to promote children's mental health and emotional wellbeing; • expanding Primary Care Child and Adolescent Mental Health Services, with a focus on early intervention and support; • increasing the availability of services for vulnerable groups of young people; • implementing a training programme in emotional wellbeing across all schools and settings; • delivering training to improve the understanding and skills of professionals working with children and young people to better support emotional health within their own settings (Solihull and other training) 	2007-2010	Chair of CAMHS Steering Group Director of Children's Health
To improve the co-ordination, availability and	<ul style="list-style-type: none"> • Develop a phased approach to delivery of the multi-agency Child & Adolescent Mental Health Services (CAMHS) Strategy, engaging partners in joint training and other activities to gain 	2007-2010	Director of Children's Health

Priority	Actions	Timescale	Lead
<p>accessibility of child and adolescent mental health services.</p>	<p>greater understanding and support for delivery</p>		<p>Chair of CAMHS Steering Group</p>
<p>To reduce the use of harmful drugs and alcohol among young people and increase access to drug/alcohol treatment and targeted prevention services.</p>	<ul style="list-style-type: none"> • All schools ensure PSHE delivered to a good or better standard. • All agencies to work together to reduce drug and alcohol misuse, including smoking and provide integrated programmes of treatment, care and support for young people with substance misuse and alcohol problems. • Improve access to community-based early intervention services, including smoking cessation. Campaign to stop sale of alcohol or cigarettes to under age young people. 	<p>2007-2010</p>	<p>Director Standards & Achievement Head of Young People's Team KDAAT Director of Commissioning CFE Director of Children's Health Head of Trading Standards</p>
<p>To reduce unwanted teenage conceptions and sexually</p>	<p>Improve support to reduce teenage pregnancy:</p> <ul style="list-style-type: none"> • improve the quality of sex and relationships education both within the PSHE curriculum at school and in other educational settings including college and in work based learning; • target areas of high need and young people in "at risk" groups; 	<p>2007-2010</p>	<p>Teenage Pregnancy Co-ordinator Director Standards &</p>

Appendix 2b

Priority	Actions	Timescale	Lead
transmitted infections and improve access to young people's sexual health services.	<ul style="list-style-type: none"> • improve access to information an advice and services in schools • increase the number of school nurses • provide more young people friendly sexual health services • develop community GUM services with 48 hour access by January 2008 • Extend the PSHE CPD Programme to provide high quality training to secondary school teachers and other professionals 		Achievement Director of Public Health Director, Children's Social Services Director, Children's Health Director, Standards & Achievement
Improve joint planning, services and outcomes for vulnerable groups of children and young people.	Bring together services in multi agency teams to jointly assess and plan services for C&YP who are disabled, those with learning difficulties and for other vulnerable groups to improve outcomes for them across the 5 Every Child Matters outcomes	2007-2010	Director of Children's Services (Managing Director CFE)
	Develop effectiveness of participation programmes with children and young people	2007-2010	Managing Director of CFE/Children's Services

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Priority	Actions	Timescale	Lead
	Improve the care pathways for disabled children and young people and those with complex health needs ¹	2007-2010	Director Children's Health
	Work with parents and carers to strengthen support to encourage families to make healthy choices for themselves and their children, including through Children's Centres and extended schools.	2007-2010	Head of Extended Services

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Kent Adult Social Services

The vast majority of the work of the Kent Adult Social Services Directorate impacts on the health and wellbeing of the people that use their services. Much of this is detailed in the Improved health, care and wellbeing section of Towards 2010 (Targets 52 – 56). The KASS description of how they are addressing those targets is attached.

In addition there are a number of other points to highlight:

- Better Homes Active Lives, the PFI programme, has recently won an award in recognition of the sheer scale of what Kent has done in transforming accommodation for older people and those with disabilities.
- Telehealth/Telecare and the Whole Systems Demonstrator project.

The Kent Telehealth Pilot team was the winner of the Telehealth award at this year's Health Business Awards. Held at the Royal College of Physicians on 13 December, the awards, organised by Health Business Magazine and Public Sector Publishing, concentrate on innovation, dedication and teamwork and recognise and celebrate the significant contributions made each year by NHS Trusts and the individuals they employ. First, second and third places in all the other award categories went to NHS Trusts and teams, so it was a remarkable achievement for a team led by staff in Kent Adult Social Services to take first prize in its category.

- Brighter Futures Group (older people helping to support other older people, often in ways that promotes their health and wellbeing such as exercise classes) - this 'Invest to Save (ISB) budget funded programme supports older people living in their own homes in the districts of Ashford, Maidstone, Sevenoaks, Tonbridge & Malling and Tunbridge Wells. The programme is delivered via a range of volunteer services designed to reduce avoidable admission into hospital or long-term care, as well as keeping older people healthy, promoting social inclusion and independence and producing other benefits to the volunteers and their communities. There are currently over 170 dedicated volunteers working within seven projects. During the period April to June 2007, over 950 older people were supported to receive a service via these projects.
- Another initiative is IMCA - KASS is leading the implementation of the Mental Capacity Act 2005 across Health, Social Care, the Criminal Justice System and District & Borough Councils. We have

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established training strategies for ensuring all paid and professional workers work in accordance with the MCA. We have commissioned an Independent Mental Capacity Act service.

- Joint Strategic Needs Assessment – this is being considered as a process rather than a product. The PCTs and KCC worked well together on this, and are now involving Districts. The Adults JSNA has been approved by Cabinet and by the PCTs, and has already influenced business plans and commissioning strategies and is continuing to do so. The next step is to build up the information available from the Public Health Observatory so that commissioners have ever more sophisticated information (including MOSAIC) upon which to base their judgements about targeting resources.
- Considerable Section 106 developer contributions have been secured for community infrastructure

Improved health, care and wellbeing (targets 52-56)
Helping older people and those with disabilities to be independent

Introduction

People are living longer. This provides major opportunities as well as challenges. We will encourage people to plan for their health, social and economic wellbeing in old age and champion senior citizens. We will lead by example to promote a positive image of older people and the value their contribution makes to community life.

Most 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. We 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.

52. Increase the number of people 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.**

Why is this a priority for action?

Promoting independence means that older people, or people with physical or learning disabilities or mental health problems:

- live in their own home (or live as independently as possible within a residential home).
- have a choice over the support or services that they get.
- are in control of the support or services that they get.
- control how their health needs are met - particularly if they have long-term illnesses or conditions (e.g. diabetes).
- are supported and encouraged to be in paid work, voluntary work, education or training if they are of working age.
- are encouraged to have active lives and be full members of the community.

Although people are living longer, some are not getting the full benefits of a long life because they become ill and dependent. Kent's population is ageing, and by 2010 there will be an additional 27,000 people over 65. Most will be very healthy and independent, but some

will need help to stay that way, and others will need services. Because of welcome improvements to medical care, the number of people with physical or learning disabilities is increasing too. When people are helped to live independently, they have a better quality of life. Evidence also shows that people who are helped to stay independent need less support from Health, Adult Social Services and voluntary organisations in the future. This means that promoting independence is good for individuals AND reduces the future burden on taxpayers and communities.

Appropriate housing is vital in promoting independence and wellbeing. Kent County Council will continue to work closely with District and Borough Councils to ensure housing is provided for vulnerable groups with special needs. This links with target 40 (ensuring that new housing developments have the right infrastructure), with its emphasis on Lifetime Homes.

Technology to support people with particular needs is developing rapidly and we must continue to make the most of the opportunities that it brings.

What have we done so far?

- We currently support about 30,000 people to live in the community through providing domiciliary care, day care, respite care and other support through the voluntary sector. In the past many of these people would have had no choice but to go into residential and nursing care.
- We provide 27,000 people with housing-related support.
- Worked with Health and the voluntary and private sectors to develop services which help people:
 - who are coming out of hospital to regain their independence.
 - to be treated at home instead of going into hospital.
 - with increasingly severe and complex conditions to remain in their own homes.
- Developed Direct Payments (where people are given money to buy the support services they want), to give people more freedom, flexibility, choice and control over their lives. We have put enormous effort into making it as easy as possible for people to use Direct Payments. For example, we developed a Client Money Service where KCC manages people's finances whilst enabling them still to have overall financial control. Over 1,000 people in Kent have now taken up direct payments.
- Direct Payments are being actively promoted, leading to a significant increase in take up. There are now 1518 people using Direct Payments in Kent. The Kent Card is now being used by 100 people as a banking option for Direct Payments.
- Recognised that technology can be used to help people to live independently. For example, we have developed Telecare, which

uses technology to alert and call people if a person needs help, and Telehealth, which lets people monitor and look after their illnesses. Telecare reduces the risk for people who want to remain independent at home. Telehealth is an opportunity for people across Kent with a clinical or social care need to get involved with a monitoring system that aims to reduce the number of times they need to visit their GP or go into hospital.

- The Kent Telehealth pilot was deployed across the county and is now being mainstreamed in partnership with Health and will contribute to Local Delivery Plans of the Health service. The pilot laid the foundations for the Whole Systems Demonstrator.
- The Kent Telecare Project has reached 976 clients across Kent. The service is ongoing in the 6 Districts in which the service has been rolled out and is viewed locally as a mainstream service option.
- Whole Systems Demonstrator (WSD) is a DoH programme which will examine the effect of TeleHealth and Telecare. The programme is of national significance and will be evaluated by a team of independent academics commissioned by the DoH. This is a partnership programme with both West Kent and Eastern Kent & Coastal PCTs. Under this programme there will be 1333 *new* recipients of TeleHealth and 1333 *new* recipients of Telecare. We are now beginning to roll this out.
- The Brighter Futures Group (BFG) is a partnership between KCC, PCTs and voluntary and community organisations aimed at helping older people remain independent. It is funded with £1.38m from HM Treasury. The programme targets those people aged over 75, who are living alone, in poor housing and on a low income. It seeks to reduce the isolation and loneliness that older people can face and help them stay comfortably and independently in their own homes. The programme currently runs in the Ashford, Maidstone, Tunbridge Wells, Tonbridge & Malling and Sevenoaks areas. The BFG website can be accessed via the following link: www.kent.gov.uk/bfg and is updated on a regular basis. The website also has links to many of the partner organisations websites. A film has recently been produced of the BFG services which will be used as a means of showcasing the services to assist in seeking future funding, as well as marketing the services. A formal evaluation of the project is being carried out by LSE.
- Through the Supporting People Programme, we have helped develop and fund about 1,200 units of short-term accommodation, just under 1,000 units of longer-term supported housing, and a range of 'floating support' services for vulnerable people living in their own accommodation.
- We are already delivering 344 supported housing apartments for older people, people with learning disabilities and those with mental health problems. This is in partnership with 10 district councils and one of the most unique PFI projects in the country.

- Work is progressing well on developing more housing for older people, disabled people and those with special needs. Accommodation for older people and for people with mental health problems are areas where we are making particularly good progress and there will be schemes developed by 2010 and more planned for development.
- Based on current work, we fully expect there to be at least 417 new housing units built and ready for occupation by 2010. Of these, 40 will be built in 08/09 and 377 will be built in 09/10. District Council partners and KASS continue to work together, even more closely and as a result some excellent developments are planned in the housing growth areas to agreed design standards.

What extra work do we need to do between now and 2010?

We want to help even more people to gain from the benefits of living independently, and to encourage people to do what they can to stay healthy and independent in the future.

We will therefore increase the number of people living independently by 3,000 by:

- Reducing the number of people going into hospital as an emergency admission.
- Further increasing the take-up of Direct Payments.
- Giving more disabled people and those with long-term conditions (including mental health problems) the chance of paid employment.
- Giving more people the chance to take part in activities they enjoy regardless of their age or impairment.
- Making new technology available to more people who would benefit from it.
- Expanding delivery of personalised equipment and adaptations to disabled people in their own homes.
- Provide preventative services.

How we will do this:

Services to help people live at home

- Provide simple information in easy-to-understand language, and in different formats, which is easy to find, so people know where to get help when they need it.
- Work with Health, voluntary organisations and the private sector to develop more services to help people to live at home. In doing this it will be vital that we all work together to find the extra money that will be needed to do this.
- Provide more services to help people recover at home from strokes, accidents and other illnesses including recuperative care within people's own homes.

- Improve support to carers (see **Target 53**).
- Improve the support we give to young disabled people as they leave school and become independent adults (see also **Target 55 on Transition**).
- Increase the number of people accessing equipment through direct provision.
- Work with the voluntary and community sector and other partners to increase opportunities and support for people to participate in the community, including taking up meaningful employment where desirable, regardless of their age, disability or illness.
- Increase community participation and volunteering so that more active people are encouraged to help those who need support.
- Help people with long-term illnesses and conditions to develop a greater understanding of their illness so that they are not always dependent on professionals to make decisions about their illness.
- Promote the 'social model' approach to disability, which looks at how barriers can be taken away so that people can have equal access to their community and the same opportunities as their non-disabled peers.
- Implement and roll out the Brighter Futures Group project, which encourages active older people to provide support to older people who need it and their carers.
- Funding for Brighter Futures Group ceases at the end of September 2008. The BFG Board and project staff are developing a future funding strategy to assist projects to remain sustainable once funding ceases. As projects have evolved, some have diversified and expanded. E.g internet cafes, more exercise classes, and Healthy Lifestyle Sessions.

More suitable housing

- Increase provision of more stable, longer-term accommodation of a decent standard with flexible support to enable people to participate in the community.
- Work closely with district councils to encourage the building of new accommodation. Furthermore through closer links with district councils and other agencies, develop a more effective usage of existing stock (for example bringing back into use empty homes – see Target 39 - or private sector leasing).
- Enable/facilitate shared ownership for vulnerable service user groups, e.g. the disabled and those with mental health problems.
- Identify new housing developments and refurbish existing housing to meet standards and need.
- Deliver a further Housing PFI with four District Councils (Ashford, Dover, Thanet and Tunbridge Wells) for 182 Extra Care and Supported apartments for vulnerable people.

- Work with partners in housing growth areas (Dartford, Gravesham and Ashford) and identify opportunities with other District Councils to maximise the target and pursue joint partnership working opportunities.

New Technology

- Expand TeleHealth and Telecare and, given their success, seek new ways of using technology to promote independence.
- As people usually know themselves better than many of the professionals dealing with them, they can assess their own needs at a time and place that suits them. We will do this by expanding and developing the self-assessment website www.kent.gov.uk/selfassessment and other such projects.
- From April 2008, it is planned to roll-out the technology of both Telecare and TeleHealth to intervention groups totaling 833 for each and to identify delayed delivery groups totaling 500. The anticipated completion date is July 2009. These will be county wide and will be over and above the figures already receiving the service.

Direct Payments

- Launch the Kent Card and continue to make it easier for people to take up Direct Payments (Direct Payments website is www.kentdp.co.uk and telephone number 01304 841987). The Kent Card has been developed with the Royal Bank of Scotland. Money will be loaded on to a Visa card and individuals will be able to use this to purchase support to meet their identified eligible need.
- Develop 'In-Control' (an approach to enabling the individual to have control across all the resources available to them so that they decide how to access any support they need) and other ways of giving people greater control across a wider range of services.
- In the future development of Direct payments, individual budgets and personalisation, Active Lives For Adults (ALfA) will play a significant part. This is a major cultural change, which will see a shift in emphasis away from 'managing care packages' and towards personalisation and self directed support. We are working towards a position over time when every person will have a personal budget. We are also implementing the In-Control model, which will give people greater choice and control over their lives.
- A resource allocation system based on self-assessment is being developed, so that people can be told how much money is available to them at the start of the process i.e. at the assessment stage. By knowing how much money is available over the period of a year, people can plan their lives in a better way and achieve identified outcomes.

- We are developing a co-ordination role within KASS and independent brokerage within the community to support people in planning and managing their personal budget. People can choose to manage the money themselves and therefore receive a Direct Payment or have the money and support managed for them.

What will it mean for you?

More older people and disabled people enjoying a happier, healthier life in their own homes, contributing to community life, and planning for a secure old age.

For further information, please contact our Heads of Adult Services - Chris Belton (01732 525221) or Anne Tidmarsh (01233 652130) or).

53. Strengthen the support provided to people caring for relatives and friends

Why is this a priority for action?

Carers provide unpaid care for partners, relatives and friends who need help because they are ill, frail or disabled. A substantial amount of care is provided in Kent by both adult and young carers. Whilst many receive some support, others do not, so it is crucial that we carry out assessments for carers at an early stage and then provide the support needed, either directly or by signposting them to other agencies.

To ensure the right support is provided we must involve carers in the planning and design of services and encourage and facilitate other statutory and voluntary sector organisations to do the same.

What have we done so far?

We have recognised the critical importance of carers. We have begun developing support services which offer carers such things as 'short breaks'. In developing services for carers our close work and investment in the Voluntary Sector has been and will continue to be crucial.

Young carers have played an active part in not only developing a multi-agency young carers strategy, recently launched for consultation, but also the launch event itself. Carers and carer support organisations regularly meet to discuss adult protection issues and are involved in a variety of consultation events. Carer support organisations regularly ask for feedback via carers forums and questionnaires and pass this information to us.

KCC, in conjunction with some DoH funding, has commissioned the Personal Social Services Research Unit (PSSRU), University of Kent, to undertake a research study to develop a quality of life survey that is sensitive to carers. This survey will focus upon exploring the key aspects of quality and outcomes that are important to carers who are in receipt of services. The learning from this will inform the DoH Personal Social Services User Experience Survey for 2010, which may be a carers satisfaction survey.

A Carers Steering Group, chaired by a carer, with several other carers on the group as well as representatives from Carer's forums and voluntary organisations, has been established to oversee this work.

Ten focus groups were conducted in Kent: four with adult carers via existing support groups; four with young carers via Young Carers Projects; and two with care managers. Twenty adult carers volunteered from four support groups, which supported groups for carers of people with dementia, carers of people with learning disabilities, carers of people with severe and enduring mental illness, and a mixed group. Twenty one young carers (of secondary school age) took part from four Young Carers Projects. Care manager group interviews were held with ten care managers from East and West Kent. Some one-to-one interviews with carers from the Black and Minority Ethnic community are in the planning stage.

We have collected descriptive information about the participating carers, so will be able to describe various characteristics, including age, gender, ethnicity, the needs of the cared for person and the cared for person's experience of help and support. We have recruited 30 carers to take part in the cognitive testing of the Survey questions, which is scheduled to take place during late February – April 2008.

KASS continues to provide a range “short breaks” which mutually benefits carers and the people they support. These include day care, support in the home, overnight care, adult placements and emergency breaks.

The Kent Children's Trust County Board ratified the Young Carers Strategy, Implementation Plan and Commissioning Strategy on 31 January 2008. Funding to support the implementation of the Young Carers Plan, focused on developing work with schools, is in place. A survey of all schools has taken place, requesting schools to identify the number of known young carers, how these young people are supported and whether the school would like more support. Guidance for schools on how to support young carers has been developed. A Governor training package regarding the needs of young carers and how schools can support them, is in development and plans to brief governors in place.

170 anonymous Kent young carers have been identified and their educational achievements and attendance is being tracked. Young carers aged 16+ who remain at school and who attend carers projects are now able to access the Learning Support Grant. A multi-agency training DVD has been commissioned to support all agencies in developing a better understanding of the needs of young carers. Young carers over 11, who attend a local young carer's project, will be given the opportunity to have access to a local leisure centre.

In Mental Health, a carers support group is funded in each locality in Kent. These provide advice, support and information to carers of people with functional mental health problems. This is both one to one support and also support groups that meet regularly. Carers are also supported to participate in the decision making meetings about the commissioning of mental health services, so that their views are heard and taken account of in planning services. A robust structure to ensure participation has been put in place in partnership with the Kent and Medway NHS and Social Care Partnership Trust.

We have, in partnership with the NHS, developed the role of carers assessment worker within Community Mental Health teams. These workers ensure that carers' requirements are considered and assessed as part of each service user's care plan. Carers are put in touch with the carers support service that can arrange respite using specially identified carers breaks money.

What extra work will be done between now and 2010? We will:

- Improve the information we give to carers. We will be clear about what support is available where, for whom and by whom. Information will be accessible and available via websites as well as leaflets. Carers will be signposted in the right direction.
- Pilot the City and Guilds "Learning for Living" Programme for carers. This is an e-learning programme aimed at breaking down the barriers to learning and work for unpaid carers. The pilot is between Kent Adult Education, the Adult Services Directorate, North West Kent Carers Support and Dartford, Gravesham and Swanley MIND.
- Develop the Expert Patient Programme (EPP) and "Looking after Me" programme for carers. The EPP is a course for anyone with a long-term health condition and aims to help them take more control over their health and therefore manage their condition better. The "Looking after Me" programme is a similar course for people with long-term health conditions and who also care for a relative, or friend with a disability or illness.
- Implement the Kings Fund Quality Standards for Local Carer Support Services. These standards, developed with carers and based on carers' views of quality are designed for services aimed

at supporting carers. They include information, providing a break, emotional support, support to care and maintain carers' own health and having a voice.

- Involve and regularly consult with carers, evidencing how the consultation and their involvement has made a difference.
- This target is linked with other targets including: through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits (no.9), 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 (no.13), listen to young people's views and opinions and develop their ideas to improve life in Kent (no.14), support and encourage the large number of local and voluntary groups in Kent (no.28) and expand the Kent Volunteers Programme (no.63), increase the number of people supported to live independently in their own homes (no.52), work with colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and wellbeing of the people of Kent (no.54) and improve older people's economic well-being by encouraging the take-up of benefits (no.56).
- During the next year the focus on work with carers is going to have an even greater profile. In the Summer the Government are going to launch a national Strategy for Carers. This has been a major piece of work involving carers and carers organisations across the country, including Kent. The Carers grant will be allocated as part of the Area based grant through the Local Area Agreement framework.
- Within KCC, the recent Select Committee Report "Carers in Kent" has had a major impact on planning future work. We are developing an implementation plan to take forward the recommendations from the "Carers in Kent" report by the Select Committee.
- Continue to develop services, which meet the needs of carers in line with the Select Committee recommendations.
- Progress the expansion of the "Learning for Living" Programme for Carers which was successfully tested in north west Kent. A multi-agency group has been established to plan, develop and implement the Kent Adult Carers Strategy, which will be informed by the national Carers Strategy.
- We propose to set up a Carers Advisory Group to inform services planning and commissioning with the aim of enhancing choice and flexibility for adult carers as part of the personalisation of adult social care. An annual carers report will be produced to demonstrate the state of carers support arrangements.
- Continuously update accessible information about carers rights and services available to them. KASS will work together with Health to support carers in delivering requirements of the NHS operating framework. We will also ensure that policy on people

who fund their own care reflects carers rights and support, as those financially supported by KCC and the NHS. We will explore how a national information line can link to local carers information sources.

- We have been successful in reducing the use of inpatient facilities for people with functional mental health problems, but recognise that people spend more time in the community and this may mean additional burden on carers. We will provide additional funding for carers support services in mental health, so that more carers can be better supported and have greater opportunities for training through carers educational and support programmes.
- Between now and 2010 we will also further develop our capacity to offer carers breaks to ensure that a funded carer's break can be accessed in all localities in Kent.

What will it mean for you?

Carers will be assessed and receive a range of support services to help them in their caring roles.

For further information, please contact Mary Silverton, Policy Manager (01622 694895).

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.

Why is this a priority for action?

We want to improve the level of care in the community and the quality of services and to increase people's choice over how and where they receive support. The NHS and the social care sector in Kent need to work closely to:

- share resources and thus free up resources to re-invest in frontline care.
- ensure that people are treated in the most appropriate place and only those that need to go to hospital do so.
- help people to leave hospital as soon as possible once they are ready to be discharged.

In order to ensure that effective discharge of patients takes place at all times, joint working will address the risk of bed blocking and prolonged hospital stays.

What have we done so far?

KCC and the NHS in Kent already have a very good record of working closely together, for example:

- Adopted a fully integrated Mental Health Service. The Trust is currently making application to gain 'Foundation Status'. Should this application be successful, it will add another significant dimension in our working relationship with the Health Service
- Adopted a fully integrated Learning Disability Service.
- Jointly worked in preventative services, such as providing intensive community support care packages to reduce the number of people going into hospital.
- Appointed a seconded Director of Public Health with commitments to a permanent appointment.
- Joint Strategic Needs Assessment. This is a joint assessment undertaken in partnership with Health to identify the future needs of the population of Kent and thereby facilitate joint planning and commissioning. The Assessment has recently been presented to cabinet.
- The Public Health Department is now firmly established in KCC. A Public Health Strategy and an action plan flowing from it has been published and this is now being implemented.
- Active Lives for Adults (ALfA). This is a major cultural change, which will see a shift in emphasis away from 'managing care packages' and towards personalisation - supporting people in identifying how best to meet their own needs. It will transform all front line services. Integral to this project is the joint work with the NHS and there is a dedicated Health workstream as part of the project.

At an operational level, a wide range of initiatives continue to be developed in partnership with Health. These include the following projects and initiatives:

- Close working with Intermediate Care teams across East Kent has ensured that people are able to access therapeutic interventions without hospital admission, either in the Registered Care Units or in their own homes. The Intermediate Care teams now include the Occupational Therapists who work in Recuperative Care.
- Fast Track Assessment and provision of community equipment and minor adaptations provides a quick response to enable people to receive essential services to prevent falls and enable greater independence. Trusted Assessors are trained to allow provision of equipment through one assessment approach.
- INVOKE (Independence through the Voluntary action of Kent Elders) is the project that has been developed out of the successful POPs bid. It is a project that has been developed in partnership with East Kent and Coastal PCT. Community matrons have a significant role. The project has 18 Community Matron support workers linked to it. The project is designed to give older people greater independence, enhance

self-management through increased choice and control. It also aims to reduce hospital admissions. The feedback from the project, which has been recorded in articles in a range of Newsletters, is very positive.

- 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.
- We continue to work closely with the Health Service in the investment of the re-imburement grant into community schemes to avoid people having to be admitted to hospital. In partnership with Health this has enabled small, local, community based schemes to be set up – for example falls schemes’, which support old & disabled people who might well have ended up staying in hospital after experiencing a fall.
- East Kent has been selected as DoH Demonstrator Sites for Urgent Care. Again this is in full partnership with the Health Service. The aim of the programme is to treat people closer to home, to prevent hospital and long term care admissions and to provide better, integrated care in a person’s own home. A rollout programme of Intermediate Care for East Kent is part of the project and this again is aimed at providing care and rehabilitation in the person’s own home where possible. This project is now operational and is beginning to have positive outcomes.

What extra work will we need to do between now and 2010? We will:

- Develop a still wider range of services. For example, work with GPs to make ‘practice based commissioning’ a success. This in effect will mean working with GPs to ensure that commissioning of primary care services take into account the social care needs of patients.
- Joint working with the Primary Care and Acute Trusts, GP practices, the voluntary and community sector, Districts and Boroughs will ensure that the relevant specialist equipment is available to health and social care practitioners, ultimately making the equipment available to the people who need them.
- Work with Children, Families and Education and the drug and alcohol services to ensure that vulnerable young people receive the support, advice and counselling required whilst providing Education, prevention and treatment.
- Next year there will be an even greater emphasis on close working with the Health Service. On a National Level, there have recently been a series of publications from the Government, ‘Putting People First’, Transforming Social Care and Valuing People Now – all of which put a firmer emphasis on the close working relationship with Health.
- The summer will also see the launch of National Carer and Dementia Strategies, which will have similar expectations.

- Within Kent, the Joint Strategic Needs Assessment described above will be important. This has recently been presented to Cabinet and the actions from it will be key to the delivery of this target. For example, it will be critical in how and what services are provided jointly to the people of Kent.

The outcome of the application for Foundation Status by the Mental Health Trust will also have an impact on future work with the NHS.

At an operational level we will:

- Expand the Fast Track service to the twelve Districts on an ongoing basis and more training of Trusted Assessors will take place between now and 2010.
- Continue with the development of INVOKE, & Urgent Care Demonstrator.
- Continue with the implementation of TeleHealth & Telecare as outlined in target 52.
- Continue to develop preventative services, such as providing intensive community support care packages to reduce the number of people going into hospital.

A major piece of work for this year, as outlined in 'Valuing People Now', will be the transfer of responsibility of those people with a Learning Disability being looked after by the NHS to the Local Authority.

What will it mean for you?

More people treated in their home or in the community, rather than in hospital, and people having the right level of support, based on need, to prevent admission to hospital or ensure they make a full and rapid recovery upon discharge.

For further information, please contact our Heads of Adult Services - Chris Belton (01732 525221) or Anne Tidmarsh (01233 652130) or Jan Harker, Head of the Occupational Therapy and Disability Sensory Unit (01622 221835).

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

Why is this a priority for action?

Growing up, leaving school and learning to become independent is a challenge for all young people. But for young people with disabilities it can be harder still, and we need to ensure that the right support is available to enable them to be as independent as possible. If we get it wrong, there is a danger that they will not achieve their potential or

the quality of life that they are capable of having. We want to make the transition experience better and to enable young people to live as independent adults.

What have we done so far?

We have strong processes in place for transition planning but feedback from our service users demonstrates that transition planning needs to be further improved for young people with disabilities and their families. The following are now in place:

- We have established a working group which involves Health, Education, Social Care, Connexions and the Learning and Skills Council to improve service planning and the delivery of educational, social care and health services.
- All the partner organisations have signed up to a common set of key principles and values which will inform how we would improve services for young people with disabilities.
- The Partnership has developed multi-agency Transition Protocols, which are in the process of being signed off by each organisation. These will ensure that there is a clear process as to what support young people will receive through transition and how the different services will interact.
- Work is ongoing in identifying all Kent young people who may need additional support with their transition into adult life. With the young people and their carer's consent, this will link together basic identifying information held by Education, Health and Social Care agencies. It will ensure that no one who needs and wants support through transition will be missed.
- KCC has commissioned independent research into young adults and their recent experiences of transition and the quality of the support they received. This will form a baseline for this target. The research will also develop tools that will enable an annual survey to be conducted. This will provide the annual measure of young people's satisfaction with the support they receive during transition.
- Kent has been short-listed as a "Getting a Life" pilot site. This is a cross-departmental Government project, co-ordinated by the Office of Disability Issues, to improve the life chances of young people with learning disabilities. Successful short-listing is an indication of how Kent's partnership approach to transition is viewed nationally.

What extra work will we need to do between now and 2010? We will:

- Improve partnership working to ensure all organisations have information on all young people with disabilities who will be becoming independent.

- Work with young people with disabilities and their families to make transition more integrated and tailored to individual needs.
- Ensure that there is continuity of care and support for disabled children and young people which enables them to have equality of opportunity with their peers to participate in education, training and employment opportunities.
- Encourage the take-up of Direct Payments, as this is becoming popular with young adults because of the flexibility and control it gives them over their lives to enable them to live independently.
- Work with housing departments and associations, employers and training providers (including training in independent living) are all key elements of this target. Key partners in delivering this target include the Learning Skills Council, District Councils, Connexions, Social Enterprise and Supported Employment schemes and other voluntary and community sector partners (such as RPS Rayner (16+) and Upfront).
- Ensure that the outcomes are supported by other targets particularly: listen to young people's views and opinions and develop their ideas to improve life in Kent (no.14), increase the number of people supported to live independently in their own homes (no.52), and strengthen the support provided to people caring for relatives and friends (no.53).
- Implement the Transition Protocols across all agencies, which will be phased in from April 08, with full implementation by April 09. An annual survey of young people who have gone through transition, based on research tools developed by the Tizard Centre, University of Kent, will take place. This will give a robust measure of satisfaction, by the people who are best placed to say if the support in their transition was good.
- Develop Young People, Carer and Easy-Read Guides to the Transition Process. This will ensure that every young person and their families will know what support they will receive and how to access it. We will continue the encouragement of the take up of Direct Payments for both Young People aged over 16, and for Adults. This increases both flexibility and control for individuals, enabling them to live their lives more independently.
- Widen the Transition Partnership 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.

What will it mean for you?

Better experiences for young people with disabilities and their families through the transition period, resulting in greater opportunities for their independent living and participation in community life.

For further information, please contact Michael Thomas-Sam, Head of Policy and Service Development in Adult Services (01622 694843) or Colin Feltham (Head of Additional Educational Needs and Resources in Children, Families and Education (01622 605729).

56. Improve older people's economic wellbeing by encouraging the take-up of benefits.

Why is this a priority for action?

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

What have we done so far?

- Older people receiving social care services are already offered information, advice and, if necessary, assistance by their care manager to claim the relevant benefits. Since April 2007, all areas within Kent Adult Social Services are covered by our new Specialist Finance Teams which include visiting officers specially trained to provide benefit advice and assistance with claims. If cases become complex or there is a need to challenge a decision of the Department of Work and Pensions (DWP), service users are referred to one of our Area Benefit Officers who will assist with this including representing service users at appeal tribunals.
- The KCC County Benefit Service also operates a Benefits Helpline and provides training in benefit issues to staff. Both of these services are available to voluntary organisations. They also have a Benefits site on KCC's public website www.kent.gov.uk/benefits-information. This provides information on all the major benefits with links to relevant government and District Council sites.
- Kent has been working with the DWP and District Councils and is working towards the creation of joint teams. This should lead to a better experience for service users who will not need to provide financial information to so many agencies and a higher take-up of the relevant benefits.
- Kent has, with the District Councils and DWP, set up the Kent Benefits Partnership to increase the take up of council tax benefit amongst the older residents of Kent. They are now helping clients to claim other benefits to which they are entitled.

What extra work will we need to do between now and 2010? We will:

- Carry out media campaigns to increase take up of specific benefits. Such new avenues as Kent TV will be helpful in this.
- Build upon the work of the Kent Benefits Partnership to increase the range of benefit advice.
- Build upon the successful Finance and Benefit Teams, for example furthering the development of joint working with the Pension Service and District Councils. This should lead to a better experience for service users who will not need to provide financial information to so many agencies and a higher take-up of the relevant benefits.
- Be involved with joint take-up campaigns with the voluntary sector.

What will it mean for you?

- Older people in Kent receiving all the benefits they are entitled to, with the various agencies involved working together to make accessing benefits simpler, less time consuming and less stressful for older people.

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

The activities of the Communities Directorate support health and wellbeing in numerous ways. Below are the actions contained within the business plans of the various components of the directorate as well as more detailed explanations from some of the key units.

Public Health – Communities Business Plans 07/08

Unit	Targets/references relating to public health
Policy & Resources	No direct public health references.
Youth Offending Service	<ul style="list-style-type: none"> • YOS has targets relating to the speed of access for acute and no acute referrals to CAMHS for both assessment and treatment services. • Dual Diagnosis project (Thanet) – for young people with mental health needs and problems with substance misuse. • YOS & CAMHS – utilising the anticipated opportunities provided by the agreed CAMHS strategy to improve access for children and young people known to YOS to the mental health services appropriate to their known needs.
KDAAT	<ul style="list-style-type: none"> • KDAAT is responsible for the local implementation of the Government’s drugs and alcohol strategies to tackle substance misuse and its harmful effects on people and communities. • Young people – KDAAT works closely with partners to ensure that: <ul style="list-style-type: none"> - All children receive effective drug and alcohol education at school - Training, information and advice is provided to parents, teachers and youth services to <ul style="list-style-type: none"> enable those young people most at risk to be identified - Young people from vulnerable groups are engaged in prevention initiatives - Young people most at risk of developing serious drug problems receive appropriate

Unit	Targets/references relating to public health
KDAAT (cont.)	<p>help and advice</p> <ul style="list-style-type: none"> - Young people experiencing problems as a result of drug or alcohol misuse receive effective Treatment <ul style="list-style-type: none"> • KDAAT plays a direct role in offering solutions to substance misuse issues and indirectly contributing to economic development and sustainability of communities in Kent. • KDAAT is committed to provide assistance to partner agencies such as the police and the NHS in Kent in order to reduce the harm which results from the misuse of alcohol. • Healthy Schools project • Drug Use Screening Tool (DUST) training • Open access drug interventions • Structured community based treatment
Community Safety	<ul style="list-style-type: none"> • Breakfast club opened to ensure all pupils receive proper nutrition and supervision before school. • Project implemented aimed at reducing alcohol related crime and disorder through knowledge and early intervention. A rapping and poster competition was held with ten youth clubs in Thanet. • HomeSafe scheme for vulnerable, disabled and elderly people.
Contact Centre	<ul style="list-style-type: none"> • Social Services Drug Intervention service

Unit	Targets/references relating to public health
Trading Standards (including food service plan)	<ul style="list-style-type: none"> • Education of young people about the dangers of age-restricted products, such as alcohol and tobacco. • Maintaining food standards and assisting people to make informed and healthy choices by: <ul style="list-style-type: none"> - monitoring the market place - providing advice to businesses - helping people to understand and adopt healthier lifestyles • Working with providers of school meals advising on healthy eating. • Trading Standards have contingency plans in place which will be used in the outbreak of disease, <ul style="list-style-type: none"> Such as Avian Flu or Blue Tongue Disease. • Food and agriculture enforcement work • Food and feeding stuffs safety and promotion
Kent Scientific Services	<ul style="list-style-type: none"> • KSS aims to continue towards healthy lifestyles and educating young people to eat healthily. Promotion of food nutrition model. • Food analysis for health and safety purposes
Registration & Coroners	No direct public health references.
Emergency	<ul style="list-style-type: none"> • Emergency plans for epidemics, pandemics and other specific risks that could impact

Unit	Targets/references relating to public health
Planning	Kent's population
Sport, Leisure & Olympics	<ul style="list-style-type: none"> • The mission of the Sports Development Unit is 'to enable people of Kent to fulfil their sporting potential' – promoting sports and physical activity for all • Development of school sport and the increase in physical exercise – 14 Specialist Sports Colleges and 13 School Sport Partnerships
Libraries & Archives	<ul style="list-style-type: none"> • Promotion of the 'Books can Help' and MacMillan collections in cooperation with partners from the health and voluntary sectors (07/08 target). • Organise/host 6 health events aiming to actively promote resources available in libraries and raise awareness (07/08 target). • In association with MLA South East and other partners, contribute to the increased awareness of health information for library staff within and outside Kent.
Youth Services	<ul style="list-style-type: none"> • Work with District Councils and other partners to ensure that young people have opportunities to take part in sporting, cultural and educational programmes that promote their well-being and personal and social development. • Outdoor education
Cultural	

Unit	Targets/references relating to public health
Development	<ul style="list-style-type: none"> • The arts can contribute to creating healthier communities (e.g. combating obesity and promoting positive mental health)
Turner Contemporary	<ul style="list-style-type: none"> • No direct public health references

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KCC Libraries and Archives Contribution to Public Health in Kent

KCC Libraries & Archives are working towards the **KCC Towards 2010** target aiming to improve health, care and well-being of the people in Kent by working in partnership with public, private and voluntary sectors to help people lead healthy lifestyles.

We do not view health and well being as being just about illnesses, nutrition and exercise. Most of our contribution is around mental well being (fighting stress to take up a new hobby, investigating alternative therapies), general happiness and intellectual improvement (learning new skills, volunteering or engaging in the community).

Health Promotion - General

We have 103 libraries and 11 mobiles providing neutral non-judgemental environments. They are a safe place to meet, or just be around, other people- they are often a lifeline for the elderly and the mentally ill, job seekers and those wishing to pursue interests outside of recognised learning environments.

- Sources of Information- signposting/first stop shop leaflets, books and links to local providers) and access to more in-depth if needed.
- Displays of health related issues eg:- Salt awareness week at Maidstone Library, 'Mind, Body Spirit' book display at Cheriton Library
- On-line Reference library with links to Health & Wellbeing website at <http://www.kent.gov.uk/leisure-and-culture/libraries/online-library-services/libraries-health.htm>
- Health related reading lists are available via our online catalogue at <http://libcat.kent.gov.uk/05 Reading Lists/05 001 BrowseReadinglists.aspx>
- Regular activities held in libraries such as baby bounce and rhyme times, storytimes, homework clubs, reader development events (eg reading groups etc) encourage people's emotional literacy and benefit their mental, and therefore their physical, wellbeing.
- Working in partnership with Kent & Medway Cancer Network and Macmillan Cancer Support, 13 collections of materials were launched in July 2007 - suitable for adults, children, ethnic minority and visually impaired users - in main town centres. List of materials are held in all libraries, mobiles and on our website <http://libcat.kent.gov.uk/05 Reading Lists/05 001 BrowseReadinglists.aspx>. Bookmarks promoting this are available in service points. The Kent and Medway Cancer Guide website was launched in Nov 2007 and the link is available on our on-line reference library health website at <http://www.kent.gov.uk/leisure-and-culture/libraries/online-library-services/libraries-health.htm>

Health Promotion – Events

Working in partnership with local practitioners- nutritionist, GP surgeries, health sector librarians, healthy schools, Trading standards, Adult education and self help/voluntary organisations:-

- Eg 'Get Healthy' Healthy Eating week at Dartford library working with Trading Standards, NHS Dietician/Nutritionist and Dartford Borough Museum.
- Healthy eating activities during the Summer Reading Challenge at Swanley Library
- Adult Learners Weeks working with Adult Education- various locations- activities included Indian head massage, declutterin , look good/feel good, healthy lunch boxes, knittorama, be healthy/stay healthy.
- Adult Learners Week events in Maidstone SIP wards in partnership with Adult Ed, NHS, Maidstone Museum, St Johns Ambulance and others.
- 'Health on the web' at Tunbridge Wells library working with PCT Health librarians to introduce the public to health resources on the internet.
- Working with Kent Teenage Pregnancy partnership by distributing and promoting to libraries their CD Rom for young people 'the Edge' which covers the topics of sexual health, drugs, alcohol and provides service information for Kent.

- Healthy weekly walks with PCT Health promotion and in places local district authorities at Ashford, Folkestone, Birchington, Westgate, & New Ash Green- extremely well attended (eg at Ashford about 20 walkers each week).
- Family nature walks from Summerhouse Drive Library with Joydens Wood Support Group
- Town walks eg explore your past at Dartford working in partnership with Dartford Borough Museum
- Countryside walk promoting library services at Gravesend in partnership with Gravesend Historical society.
- Walks around Gravesend for particular groups eg ESOL students with Adult Ed, walks for older people and Boys Grammar School History Tour.
- Historical guided walks eg around Higham parish with Higham Village History group.
- Book displays working with partners eg Parkinson's disease awareness display- books leaflets at Herne Bay Library with Parkinson's Disease support group,

- First time Mums clinic working with health visitors at Herne Bay library.
- Health Visitors check up at Dover library

- Hearing Tests at Hive House Library working with Sure Start
- Poetry and prose sessions to Kent association for the Blind during make a Noise in Libraries week.
- Yoga & Dance classes at Westgate Library in partnership with the PCT health authority.

We have promoted our services relating to health to partners eg The Local and Planning monitoring group, Mental Health Promotion Eastern and Coastal Kent PCT.

Planned Activities

- Silver Surfers day (May 23 2008) 9 library districts will be taking part offering IT taster sessions to the over 50s.
- Promote the library service at events eg Eastern and Coastal Mental Health Promotion 'Active Recovery- Olympic' event on July 22 at Pfizers.
- Promote the library service at The Community Health Day with partners in Tonbridge North Trench Ward on May 25 (SIP ward).
- 2008 National Year of Reading. Successfully bid for authors who have just published a book on beating stress to talk at a library in July (venue and date TBA)
- 'Recovery through Reading' –possible bibliotherapy pilot project working with the Librarian at St Martins Hospital and the Occupational Therapist at the Arundel unit William Harvey Hospital Ashford, to start a reading group at the Arundel unit – possibly in the autumn.
- Deliver a programme of library service information/awareness to Health Trainers in East Kent in July with the local PCT.

Health Prevention

- KCC Libraries & Archives have worked in partnership with health practitioners in Eastern and Coastal PCT, West Kent PCT and the Kent & Medway NHS and Social Care Partnership Trust to develop 'Books can Help'. This scheme aims to assist people with mild to moderate mental health problems and collections are now available in 39 libraries. Leaflets and bookmarks are available in libraries and on line at <http://www.kent.gov.uk/publications/leisure-and-culture/books-can-help.htm>
- Have extended the scheme to include bereavement and stop smoking working with the specialist bereavement library at

St Christopher's Hospice, London and the local PCT Stop Smoking Advisors.

- Intend to widen the scope of the scheme by incorporating materials suitable for young people, people with learning or other disabilities and those from ethnic minorities.
- Already established a MIND Reading group which meets monthly at Maidstone Library. This has been running for about a year- discuss books eg RaW Quick Reads- also involves a coffee and chat- about 10 people attend accompanied by MIND helpers.
- Established links with Mental Health Carers Support Group Maidstone- delivered a talk and visit planned to Maidstone library on June 10 during Carers week.

Planned activities

- Working with The Social Care Commissioner for Mental Health in East Kent to establish walks and talks groups with Mental Health service users possibly in Thanet/and or Whitstable during 2008 National Year of Reading
- Working with KCC Trading standards colleagues to promote salt awareness to the public. Displays planned at Cheriton (May) and Ashford library (September)
- Working with KCC Healthy Schools Programmes Manager to assist in the promotion of the healthy eating/weight agenda to parents/carers through libraries.

Harm reduction

- Working with KCC Policy Officer in the Public Health Department and Stop Smoking Advisors in the local PCTs to promote our library buildings as possible suitable venues for stop smoking sessions. At present these have been held at Tonbridge, and also continuing at Newington and Margate Library Gateway. The Stop Smoking Advisor in Gravesham uses Coldharbour library for awareness sessions to signpost people to sessions held at the Gr@nd Gravesend.

Public Health initiatives / projects

KCC Communities, Sport Leisure & Olympics, Kent Sports Development Unit

- **Public Health / Leisure Action Group** - Established to determine and share priorities for joint working between health and leisure sectors in Kent. Draft paper produced on rationale for enhanced joint working and sharing of resources between leisure and health sectors.
- **Kent School Games** – Working with School Sport Partnerships, Competition Managers, NGB's, facility providers and many others to deliver the Kent School Games during June 2008 (currently 515 area heats/competitions organised, plus 52 finals events in 21 different sports for children and young people aged between 7 and 16)
- **Kent & Medway Physical Activity and Healthy Eating Alliance** – Work with Claire Martin, Eastern and Coastal Kent Coastal PCT to set agenda for meetings and ensure input from a sport / physical activity angle. Meeting held in March 2008 included parallel sessions focussing on healthy eating and physical activity initiatives.
- **South East Physical Activity Co-ordinating Team** – Collate update and examples of good practice from local authorities on physical activity projects taking place across the county, for example, GP Referral programmes, MEND programmes. The Kent Sports Development Officer represents the County on this group along with Claire Martin.
- **Community Sport Networks** – Assisting with the setting up of 13 CSNs across the County. A Community Sport Network is a collection of people who have a desire to develop and promote sport and physical activity in their locality. A typical Community Sport Network may include representatives from a local authority, school, health sector, sport clubs, sports centres, leisure providers, volunteer networks and wider community groups such as disability groups.
- **Research into sport and mental health** has recently commenced and will focus on benefits, barriers and specialised provision for people with mental health issues.
- Worked with a number of **Governing Bodies** to secure funding for posts and participation initiatives in Golf, Athletics, Squash, Netball, (focus in Canterbury and Ashford) Disability Football, Badminton

- Initial planning commenced for implementation of **Extending Activities programme** to develop participation for young people as part of the “5 hour offer”
- Developed **health, sport and physical activity webpages** on the Kent Sports Development Unit website, detailing policies, examples of good practice and useful contacts.
- **Charlton Athletic Social Inclusion Programme** – KSDU represented on the steering group to discuss and agree social inclusion work across the County in partnership with other agencies/partners such as Youth Offending Team, KCC Education, Police, Fire & Rescue, LAs.
- **ASDA Sporting Chance scheme** – Proposal for a National summer voucher scheme which will include distributing vouchers to shoppers enabling them and their families to participate in free sports sessions at local sports centres. KSDU has been asked for assistance by Sport England in identifying sports facilities in the vicinity of Asda stores that would be willing to take part in the scheme.
- **National Reading Challenge** – KSDU and Kent libraries are working together to link into the National Reading Challenge scheme and the year of sport. Proposal is to use the Kent 2012 Campaign and the context of the Beijing Olympics/Paralympics this summer to promote this scheme and offer a free swim at facilities in Kent for children who complete all six books.
- **Chances 4 Change** – 12 projects in the County have been selected to receive Big Lottery Funding over the next 4 years to help address health inequalities. They are community driven and focus on 3 strands – improving mental health, encouraging physical activity & healthy eating. KSDU were involved in the selection of projects for the final portfolio.

Contribution to Health Agenda - Trading Standards

Submission of food and animal feed samples for analytical testing by Kent Scientific Services – over 1700 samples were submitted last year. Analysis varies dependent on the product but includes testing for contaminants e.g. mycotoxins, metals, pesticide residues and nutrients e.g. fat, sugars, salt. This data is used to ensure food safety and check label compliance e.g. accuracy of nutrition information and nutrition claims. The information is also used to identify trends in products for health promotion activity; both as information to consumers to make informed food choices and to support caterers and manufacturers reformulate foods. Results of special interest are forwarded to the Food Standards Agency to consider for national and European standards setting.

Food Standards Inspections and advice to Kent food businesses – to achieve legal compliance for food composition and labelling so consumers can rely on the information provided by the manufacturer. Also to promote good practice e.g. advising of Food Standards Agency salt reduction targets in staple foods.

Working Towards Less Salt - a partnership project with the Food Standards Agency to reduce salt intake based at workplace restaurants/canteens in the County. There were 2 elements to the project, an educational to enable employees to acquire the knowledge, skills and motivation to drive healthy salt behaviours and support to caterers to reduce the levels of salt in meals served in the workplace restaurant/canteen.

Healthy Eating Fun Days – promotion of 5 A Day and the Eatwell Plate through activities to pupils at primary schools.

School Food Ambassadors – one officer is a designated School Food Ambassador under the School Food Trust's scheme. Working with 5 other Kent Ambassadors from KCC, PCTs and other agencies to help improve food provision in schools.

Talks to citizen groups and library events – to inform consumers to enable them to make informed food choices explaining of food labelling and the Food Standards Agency's signpost traffic light labelling. Promoting specific healthy eating messages e.g. 5 A Day, salt reduction.

Trading Standards website with pages dedicated to food – results of analysis, information about salt reduction, interactive food label.

Local campaigns – focussing on particular food issues e.g. fat, salt and energy levels of self-service salad bars, artificial colours in take-away foods. Results are used to raise awareness among consumers

and either to gain legal compliance or to seek voluntary recipe reformulation or provision of voluntary nutritional labelling by food businesses.

TS Alert Messaging - An email based alert system used to alert agencies e.g. Neighbourhood Watch, Community Wardens immediately of suspected current rogue trader activity to prevent other consumers, usually the elderly from becoming victims and the resultant financial losses and mental wellbeing issues.

Rogue Traders Rapid Action Team – A team of officers designated across the county to respond to incidents of doorstep rogue trading working with other agencies to tackle rogues and provide support to victims.

Provision of consumer advice – supporting vulnerable consumers or consumers with complex problems that may impact mental health & wellbeing e.g. debt and consumer credit agreements, scams and unsolicited calls and mail.

Involvement in discussions around a proposal for a Kent Credit Union – subject to feasibility study.

Underage sales – advice is provided to retailers to reduce the sales of cigarettes, alcohol, fireworks and other age restricted products. Using Intelligence, test purchase operations are conducted to take enforcement action against those traders who break the law.

Tobacco products – We are undertaking some joint work with the local PCTs and HM Revenue & Customs looking at counterfeit cigarettes and the potential more serious health issues associated with these, and their availability.

Safer Socialising Award – working with partners in assessing applications for the Award. The scheme is aimed at improving the night time economy and the safety felt by those using establishments nominated under the scheme.

Accident prevention – sale and storage of petroleum and explosives including fireworks. Safety testing of consumer products e.g. toys, furniture, candles, and electrical items including second hand goods. Provision of advice and support to Kent businesses on safety regulations and best practice. Provision of advice to consumers about safe and appropriate purchases, for example toys. Roadworthiness checks on second hand cars from roadside sales and business premises. Free electric blanket testing for residents.

Chief Executive's department

The main contributions to public health from the Chief Executive's department are made through the Kent Public Health Department and the Supporting Independence Programme.

Kent Public Health Department

The Kent Public Health Department is part of the Chief Executive's Department at KCC. Its purpose is to:

develop the priorities of the people of Kent, the County Council and its partner organisations and stakeholders by ensuring that the promotion of health and wellbeing is a major consideration in all future plans and developments. It will aim to harness the joint resources of the County Council and other organisations, especially the NHS, to support communities, involve the public and give greater control and choice to individuals in order to improve their health and lifestyles.

Greater independence will mean less reliance on the NHS and local authorities across a wide range of services enabling more efficient and effective use of resources. These benefits should accrue to all KCC directorates and NHS organisations.

The Director of Public Health (DPH) for Kent (Meradin Peachey) is a joint appointment between KCC and the two PCTs that cover the Kent county area. The DPH is responsible for the whole public health function in Kent, managing the Deputy Directors of Public Health in the two PCTs and the Kent Department of Public Health sited at KCC. The DPH sits on both PCT Boards reports to the Chief Executives of both PCTs and KCC and chairs the multi-agency Public Health Board.

Since it was established in November 2006 there have been a number of achievements for the Department so far:

- Communities For Health money, granted by the DH to local authorities for innovative work towards the Choosing Health priorities, has been secured for three initiatives:
- The Kent Lifestyle Survey (£75k)
- Activmobs (£100k)
- Private sector partnership for smoking cessation (£50k)
- Activmobs, in partnership with the Design Council, has been showcased nationally by the Communities For Health programme and by the IdeA. It was also featured at the National Health Promotion Conference in March, and is currently being adopted by the Innovations Unit for national funding and expansion.

- A successful Big Lottery fund bid (in partnership with district councils, the voluntary sector, and the PCTs) for projects to promote physical activity, better diet and nutrition, and mental health and wellbeing across the county resulted in the award of £991k.
- For the first time the PCT “Choosing Health” funding (£4.1m) has been fully allocated to public health priorities. The process for allocation has also become far more transparent with a much greater emphasis on partnership working including KCC.
- The Public Health Strategy, the DPH Annual Report and the Health Inequalities Action Plan have all been published.
- The Joint Strategic Needs Assessments have been produced.
- The Public Health Library received Stage 2 accreditation with identified areas of excellence from external assessors
- The new KDPH smoking policy for KCC – was commended as “gold standard” and an exemplar for other authorities by the DH National Support Team.
- The Kent teenage pregnancy/sexual health outreach workers won the national Brook Exceptional Achievement award,

The key activities of the Public Health Department for 08/09 are:

Project or development	Objective
Health promotion in former mining communities (Betteshanger Ward)	Increase in number of people taking regular physical exercise Increase in consumption of healthy foods and better nutrition
Interreg IVa Project - Coastal Deprivation	Identify models of intervention to reduce health inequalities in coastal towns
Smoking cessation- Private sector and PCTs	Increased number of 4 week quitters through new models of working with young people
Physical activity for adults	Increase in number of people taking regular physical exercise
Public Health	Improve and increase the amount of data,

<p>Observatory for Kent</p> <p>Towards 2010 target 50</p>	<p>information and analysis available to the public health workforce</p>
<p>Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drug and early or unprotected sex.</p>	<p>Reduce the numbers of young people engaging in behaviour potentially damaging to their health</p>
<p>Charlton Athletic activity programme for adults</p>	<p>Increase in number of people taking regular physical exercise and more people taking responsibility for their own health to prevent the onset of chronic conditions</p>
<p>Implementation of Health Inequalities Action Plan</p>	<p>Establishing partnerships to reduce the inequalities in health within and between Kent districts</p>
<p>Kent Health Watch</p>	<p>Establish Kent Health Watch</p>
<p>Implement Alcohol Strategy</p>	<p>Reduce number of people suffering from the harmful effects of alcohol</p>
<p>Develop KCC policy on Health Impact assessment</p>	<p>Increase numbers of HIA's completed</p>

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The Supporting Independence Programme

The Supporting Independence Programme (SIP) was set up in April 2002 and evolved from Kent's first Public Service Agreements 2001/4.

The aim of SIP is to support, co-ordinate and re-focus the County Council's work and that of our partners in the public, private and community sectors in order to help people achieve greater independence and lift themselves out of dependency and reduce the welfare spend across Kent.

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

KCC's Supporting Independence Programme (SIP) is working to address this situation both through preventative measures, working with young people to prevent them from slipping into a life of dependency, and remedial activities to try to reduce the burden of welfare benefit expenditure and lift significant numbers of working-age people out of worklessness and into meaningful, sustainable employment.

By targeting people affected by disadvantage and deprivation SIP impacts on key wider determinants of health inequalities and public health.

Achievements in 07/08 included:

The Kent Apprenticeship scheme within Kent County Council – Kent Success - has exceeded all expectations in regards to radical change and improvements in workforce development procedures and protocols.

The Kent Community Programme has also proved a real success in the last year particularly in the very positive engagement of some of the most disengaged and marginalised young people across the County. Participation and achievement rates in excess of 75% for young offenders, young people in the care system and previously excluded pupils has been a real strength and dramatically changed many young peoples lives and aspirations for the future.

SIP has been working on a number of initiatives to try and combat the issue of worklessness in some of our most disadvantaged communities.

We have worked with our partners to deliver a range of services for people who are furthest away from the labour market and supported them to help themselves back into full-time employment. Over 200 people with complex needs have been helped in this way over the last two years, either into work or supported to take significant steps back towards meaningful, progressive employment.

Other successful initiatives have included:

1. Positive engagement with DWP, Local Government Association and NGLN to explore national policy on welfare reform and the opportunity for Kent to raise impact on individuals suggest freedoms and flexibilities that Kent require for radical local request would welcome to really drive the change and improvements on improvements to local challenges.
2. Launching Slivers-of-Time in March 08
3. Ongoing delivery and involvement with Kent Agreement 1 target 15 and PSA 2 target with long term Incapacity Benefit Claimants
4. Working with RBLI, KASS and other partners to bring about substantial results through Pathways to Work programme
5. SIP highlighted as a national model of excellent practice and strategy in the recent NGLN publication NLGN "The Local Journey to Work..Localism, welfare and worklessness" 2008 highlighting the wide range of welfare reform innovation and strategy managed by SIP across Kent.
6. High level discussions and engagement with government departments to tackle the challenges and barriers encountered with the delivery of effective welfare reform initiatives. These include :- LGA work on devolution of welfare reform to Local Authorities ; Data sharing ; local freedoms and flexibilities.

The key developments and actions for 08/09 are:

Project or development	Outcomes planned for 2008/09
Welfare Reform - Kent's priorities and strategic focus	KA2 target agreed Local employment partnerships linked to LSP'S Kent Employer Engagement Strategy Employer engagement conference
Intensive archetype and marginalised groups sessions	Develop and deliver very focused training and review sessions /residential with end users and professionals
Develop use of data and analysis	Develop an enhanced method of data collation, analysis and communication strategy with SPAIT
High level targeted geographical focus in SIP wards.	Review, and evaluation of 3 target areas...Thanet, Swale and Folkestone Targeted Action plan for each area with measurable outcomes to tackle deprivation and poverty
Protocols for procurement and commissioning	Work with Corporate finance team KCC to identify areas of development to improve and enhance the local commitment to all areas of procurement
Social enterprise initiatives	Explore potential for a range of inspirational social enterprise models
Develop a formal approach to SIP and Economic Regeneration Directorate activities and vision	Develop a process of closer working and synergy between the two units to ensure effective regeneration focused on economic and social priorities
Health authority and SIP focused approach	Explore areas of joint activity and focus particularly in relationship to tackle challenges of worklessness and GP support (both identified as govt priorities)
Communication strategy	Improve all aspects of SIP communication strategy with greater focus on areas of success, outcomes and positive trends. Review all aspects of internal and external communication opportunities including , users, communities, members, partner agencies, govt agencies and international links

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By: Graham Gibbens Cabinet Member for Public Health

To: Corporate Policy Overview Committee – 28th May 2008

Subject: Corporate Policy Overview Committee Select Committee on Alcohol

Classification: (Unrestricted)

Summary:

FOR INFORMATION To inform Corporate POC of progress towards implementation of the recommendations of the Alcohol Select Committee Report

Introduction

1. Corporate Policy Overview Committee commissioned a select committee to investigate issues concerning the use of alcohol in Kent. The Select Committee reported on the 7th March this year and made 28 recommendations.

The alcohol select committee was unique in the way it engaged public health in developing its terms of reference; the Primary Care Trusts in identifying evidence; and the wide range of partners and people that were involved; to produce a very authoritative report. This paper updates the committee on progress that has been made in implementing the recommendations and the multi-agency approach taken.

The Select Committee report was published in March, just over two months ago. Work towards implementing the recommendations is therefore at a very early stage and much more needs to be done over the months ahead. However, significant progress has been achieved in a number of areas and much of the groundwork for a successful partnership approach to tackling the issues raised by the report has been done.

Progress

2. The Kent Drug and Alcohol Action Team (KDAAT) and the Primary Care Trusts (PCTs) in Kent have commissioned a needs assessment specifically on alcohol . This assessment, which will outline the services and approaches required to address the issues concerning alcohol including those raised in the Select Committee report will be available in the first week of July 2008.
3. The needs assessment will inform the development of an alcohol strategy. Alcohol Concern (a voluntary sector organisation with extensive experience in the field) has been commissioned by KDAAT to co-ordinate the production of the strategy. A launch/conference event will be held on the 10th July 2008. Details of the event are still being finalised but a draft programme is attached to this report for information.
4. The launch/conference event on the 10th July will be planned and held in partnership with the Government Office for the South East (GOSE), the Kent PCTs, District Councils, Kent Police, a school and KCC. It is part of the new partnership arrangement formed to tackle alcohol issues called Kent Action on Alcohol.

5. The launch/conference event will raise awareness of the issues, highlight key initiatives and use the opportunity to canvas more views on how we should take forward the recommendations in the Select Committee report. There will also be a focus on the Kent Agreement target to reduce alcohol related admissions to Accident and Emergency units where alcohol related problems are a major concern.
6. Additional views from young people will be sought from the Youth Parliament and at the Kent County Show. This will contribute to the Towards 2010 “hard hitting” campaign for young people designed to reduce their damaging and risky behaviour
7. A pilot of “Health Bites”, a private sector initiative to deliver on-line health messages, information and campaigns will be run in 2 colleges in East and West Kent during June 2008 to assist in the development of on-line materials for young people. The evaluation will be available at the launch/conference event. This will also form part of the Towards 2010 “hard hitting” campaign aimed at young people.
8. Discussions are underway between the Directors of Human Resources and Personnel from KCC and the PCTs to review alcohol policies across the public sector.
9. KCC is in negotiations with the Institute for Public Policy Research to sponsor a seminar and publication on Alcohol as part of their programme to develop health policy
10. A cross party steering group to oversee progress on the implementation of the Select Committee report’s recommendations, Chaired by the Cabinet member for Public Health, has been established and held its first meeting. Further meetings will be quarterly and KDAAT have been charged to progress and report back initially on 7-9 of the 28 recommendations at the next meeting. The steering group expects to sit for approximately two years and will cover all recommendations during its term.
11. The budget for the needs assessment, strategy, launch/conference, and materials will be jointly funded from GOSE, the Kent PCTs, KDAAT and the Kent Public Health Team.

Recommendations

7. Policy Overview Committee is asked::

- a) To note the progress on the implementation of the Alcohol Select Committee Report and agree the approach proposed.

Background documents:

KCC Alcohol Select Committee Report 7th March 2008

Safe, Sensible Social, The next steps in the The National Alcohol Strategy, June 2007

Contact:

Meradin Peachey

Director of Public Health
Ext 4293

Kent Action on Alcohol – Launch Event 10th July 2008.

The launch event for Kent Action on Alcohol will include the new Alcohol Strategy being developed. It will be based upon the needs assessment commissioned from Alcohol Concern and the recommendations of the Select Committee report.

The event is being co-ordinated as a partnership between the major organisations involved including KCC, KDAAT, GOSE, the Kent PCTs, Kent Police and young people themselves.

A draft programme has been produced but details are still being finalised.

Proposal for a “Kent Action on Alcohol” launch

Aims

- To launch a new partnership “Kent Action on Alcohol”
- To run an interactive session with senior people in Kent to improve co-ordinated action
- To launch the KCC select committee report on alcohol
- To raise awareness of the health effects of overuse of alcohol consumption in Kent
- To showcase some of our Kent initiatives for children, young people and adults
- To raise awareness of the role of KDAAT
- To get new ideas on how to reduce alcohol consumption

The programme

Time: 10-4

Venue: Kings Hill, Greenwich University

Numbers: 100 senior representatives from PCTs, KCC, District Councils

10-11 opportunity for people to view draft marketing materials and give comments, view Kent initiatives, talk to people in the field.

- Display on the results of pilot social marketing online information in 2 colleges one in East and West Kent, Thanet and Tonbridge, plus results of NW college
- Information and materials on KDAAT
- YP materials with feedback forms
- Schools materials from health schools team

11-12 Youth Theatre on alcohol-winners from recent schools competition

12-1 lunch

1-2 launch

2-4 competition to find best initiative to reduce hospital admissions due to alcohol

Budget

Kent public health department	3.5k
KDAAT needs assessment and co-ordinator	
T2010 college pilots	4k

To arrange

Feedback forms

Invites

Delegate packs

By: Overview, Scrutiny and Localism Manager

To: Corporate Policy Overview Committee
28 May 2008

Subject: **SELECT COMMITTEES - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the Select Committee Topic Review programme.

Select Committee: Alcohol Misuse

1. (1) The report of the Alcohol Misuse Select Committee under the Chairmanship of Mr Hirst was presented to County Council on 3 April 2008 where it was well received. The report before the County Council included an appendix which was in effect the start of an action plan which will be built upon. The Cabinet Member for Public Health, Mr Gibbens, has already established a working group to take forward the recommendations of the Select Committee

(2) As part of the agreed monitoring process for Select Committee Topic Reviews i.e. there will be an action plan submitted to the POC in September/November and the Select Committee will be re-convened in April 2009 to receive a report on the progress with its recommendations on year after it was considered by Cabinet.

(3) Linkages have been made with the Working Group taking forward to the recommendations of the PSHE Select Committee

(4) A Conference on Alcohol Misuse is being organised to take place before the summer recess. This will be a launch opportunity for the Select Committee report

Select Committee: Accessing Democracy

3. This Select Committee under the Chairmanship of Mrs Angell is currently gathering evidence. They are using a number of methods to do this, in addition to the established hearing sessions, County Councillors have also carried out insight gathering exercises, using the Gateways, libraries and attending forums/meetings. Also a hearing session was held Bristol Council using Video Conference which is the first time that we have used this in the Select Committee process. The Select Committee is currently aiming to complete this phase of its work by the end of June 2008.

Policy Overview Co-ordinating Committee

4 The Policy Overview Co-ordinating Committee is due to meet on 23 May 2008 to discuss the topic review programme and other issues including , building

additional capacity for Policy Overview Committees and programming of POC's in 2009. There will be a verbal update on the outcomes from this meeting.

Recommendation

4 Recommended that the update be noted.

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Background Information: *Nil*