

CABINET SCRUTINY COMMITTEE

Wednesday, 20th October, 2010

10.00 am

**Medway Room, Sessions House, County Hall,
Maidstone**





AGENDA

CABINET SCRUTINY COMMITTEE

Wednesday, 20th October, 2010, at 10.00 am
Medway Room, Sessions House, County Hall, Maidstone

Ask for: **Peter Sass**
Telephone: **01622 694002**

Membership

Liberal Democrat (1): Mrs T Dean (Chairman)

Conservative (11): Mr R Brookbank, Mr A R Chell, Mr G A Horne MBE,
Mr E E C Hotson, Mr R F Manning, Mr M J Jarvis, Mr R E King,
Mrs J P Law, Mr R L H Long, TD, Mrs J A Rook and Mr J E Scholes

Labour (1) Mr L Christie

Independent (1) Mr R J Lees

Church Representatives (3): The Reverend Canon J L Smith, The Reverend N Genders and
Dr D Wadman

Parent Governor (2): Mr B Critchley and Mr P Myers

Refreshments will be available 15 minutes before the start of the meeting

Timing of items as shown below is approximate and subject to change.

County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.

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UNRESTRICTED ITEMS

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

A. COMMITTEE BUSINESS

- A1 Substitutes
- A2 Declarations of Interests by Members in Items on the Agenda for this Meeting
- A3 Minutes of the meeting held on 15 September 2010 (Pages 1 - 12)
- A4 Follow-up Items from Cabinet Scrutiny Committee (Pages 13 - 20)
- A5 Notes of the Informal Member Group on Budgetary Issues held on 8 October 2010 (to follow)

B. CABINET/CABINET MEMBER DECISIONS AT VARIANCE TO APPROVED BUDGET OR POLICY FRAMEWORK

There are no items for consideration

C. CABINET MEMBER DECISIONS

- C1 Kent Connexions and Work Related Learning Services Contract 2010-2013: Budget Saving Options (Pages 21 - 28)

Mrs Sarah Hohler, Cabinet Member for Children, Families and Education, Ms Joanna Wainright, Director, Commissioning and Partnerships and Mr Sean Kearns, Chief Executive of Connexions Kent and Medway have been invited to attend the meeting between 10.15am and 10.45am to answer Members' questions on this item.

D. CABINET DECISIONS

- D1 "Equity and excellence: liberating the NHS" (Pages 29 - 80)

Mr Roger Gough, Cabinet Member for Corporate Support Services and Performance Management, Ms Katherine Kerswell, Group Managing Director and Mr Martyn Ayre, Senior Policy Manager have been invited to attend the meeting between 10.45am and 11.30am to answer Members' questions on this item.

- D2 Towards 2010 Closedown Report (Pages 81 - 322)

Mr Alex King, Deputy Leader of the Council, Ms Katherine Kerswell, Group Managing Director, Ms Sue Garton, County Performance and Evaluation Manager and Mr Richard Fitzgerald, Performance Monitoring Officer have been invited to attend the meeting between 11.30am and 12.15pm to answer Members' questions on this item.

Members are asked to bring their hard copy of the Towards 2010 Closedown Report from the County Council papers to the meeting due to the size of the report.

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

Tuesday, 12 October 2010

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

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KENT COUNTY COUNCIL

CABINET SCRUTINY COMMITTEE

MINUTES of a meeting of the Cabinet Scrutiny Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 15 September 2010.

PRESENT: Mrs T Dean (Chairman), Mr R Brookbank, Mr A R Chell, Mr L Christie, Mr R F Manning, Mr M J Jarvis, Mrs J P Law, Mr R J Lees, Mr R L H Long, TD, Mrs J A Rook, Mr J E Scholes, Mr K Smith (Substitute for Mr E E C Hotson) and Mr J N Wedgbury (Substitute for Mr G A Horne MBE)

PARENT GOVERNORS: Mr B Critchley and Mr P Myers

ALSO PRESENT: Mr R W Gough, Mr N J D Chard, Mrs J Whittle and Mr P Francis

IN ATTENDANCE: Ms K Kerswell (Group Managing Director), Mr J Burr (Director of Kent Highway Services), Ms D Exall (Head of Strategic Policy), Mr C Feltham (Head Of Additional Educational Needs & Resources), Mr R Fitzgerald (Performance Monitoring Manager), Mrs S Garton (Head of County Performance and Evaluation Manager), Ms C McKenzie (Greener Kent Manager), Ms R Turner (Managing Director Children, Families and Education), Mr P Sass (Head of Democratic Services and Local Leadership), Mrs A Taylor (Research Officer to Cabinet Scrutiny Committee) and Mr A Webb (Research Officer to the Cabinet Scrutiny Committee)

UNRESTRICTED ITEMS

64. Minutes of the meeting held on 21 July 2010

(Item A3)

(1) Regarding Item 4 paragraph 4 on the Kent Digital Service, Mr Gough clarified that a cross-party group would be set up to be led by Tanya Oliver, not Jane Clarke.

(2) RESOLVED: that subject to the amendment of Item 4 paragraph 4, the minutes of the meeting held on 21 July 2010 are correctly recorded and that they be signed by the Chairman.

65. Follow-up Items from Cabinet Scrutiny Committee

(Item A4)

(1) The Chairman explained that all Members had received hard copies of a letter from Mr Burr and a map depicting the routes for gulley emptying but that the Committee was still awaiting the gulley emptying schedules, which would begin to be supplied to Members within four weeks.

(2) On the Kent Design Guide, it was noted that the Chairman and Vice Chairmen were due to meet with Mike Austerberry shortly to discuss the content of the notes that went to the Environment, Highways and Waste Policy Overview and Scrutiny Committee following the Seminar.

(3) In relation to the redeployment of Community Wardens, it had now been clarified that local Members would be consulted about redeployment decisions before they were made. Discussions were ongoing, however, with regard to that status of these decisions, i.e. Key or Non-Key.

(4) RESOLVED: that Members note the follow up items report and the responses to previous recommendations

66. Notes of the Informal Member Group on Budgetary Issues held on 10 September 2010 (to follow)

(Item A5)

(1) Members were advised that the Informal Member Group on Budgetary Issues held on 10 September had been cancelled, and that the next meeting was scheduled to take place on 8 October.

67. Transparency Programme: How We're Spending Your Money

(Item C1)

Mr R Gough, Cabinet Member for Corporate Support Services and Performance Management, Ms K Kerswell, Group Managing Director and Ms D Exall, Head Of Strategic Policy, were present for this item.

(1) The Chairman reminded Members that the Committee that a decision to call in a particular item could be made to celebrate good progress, not just when something might have gone wrong. She added that page 22 of the report mentioned that local media would be very interested and possibly very critical, and so this is why she had decided to invite Paul Francis, of the Kent Messenger Group to this meeting as a witness.

(2) In response to concerns that invited witnesses from the media could appear at all public meetings and ask questions of witnesses and Members, Mr Sass clarified that the Constitution does allow the Committee to invite witnesses, but suggested that he and the Chairman and Committee Spokespersons meet to discuss a protocol for witnesses. Mr Christie and Mr Manning acknowledged the need for a protocol.

(3) Ms Kerswell introduced the report as part of a 'journey', and emphasised the Programme was a learning process for the organisation; a cultural as well as a technical challenge. Ms Kerswell expressed a desire to be ahead of the Government and the recommendations in the report would ensure this. The programme will begin with the Environment, Highways and Waste Directorate and will form part of the learning process.

(4) Early conversations with Cabinet Members had shown there is strong support in taking the next step. There was acknowledgement that the data would need to be put into context to help the public understand what the Council does with their money and to help them be more aware and informed citizens.

(5) The report was welcomed but some risks were underlined: If the Council does not deliver information promptly it may face criticism that it is hiding something; the number of transactions that would be questioned through Freedom of Information

(FOI) requests was difficult to predict; and what were the workload implications for staff?

(6) The fact there would be risks was acknowledged, such as the danger of publishing personal information, or losing the confidence of the public, but it was felt that the media could help the Council and public understand the cultural change that would be required. There was also an acknowledgement that it would be important to get things right first time so extra staff were not required to correct mistakes; all transactions would need to go through Oracle so they could be tracked. There was no evidence of an increase in FOI requests in other councils which had already delivered similar programmes, and publishing information may actually avoid having to constantly respond to requests; Mr Francis suggested that this would be a channel for the media and public to clarify data, but that if the data was already accessible the Council would be able to signpost people to it instead.

(7) In response to a query from a Member whether the next Council Tax Leaflet could be presented as money spent per household on each service to be more meaningful, it was explained that the communications team had devised something that showed what services one could buy with £200,000 (the average cost of a house in Kent). This would feature in the next edition of Around Kent, which would inform the public of challenges facing Kent in the upcoming Comprehensive Spending Review (CSR).

(8) A Member questioned whether there should be parity between Members and officers in relation to publishing salaries, because of their different status. The differences were acknowledged, but the public nature of a senior officer's job meant it was in the public interest to be transparent and that the public should be able to see how these senior officers were serving them. There was a feeling that the world was changing in this regard, and that the change should be embraced.

(9) Responding to a query about the 'bubble diagrams' mentioned in the report, Ms Kerswell made reference to a similar depiction published in the Guardian showing a breakdown of Government spending. The intention was to do something similar, by Directorate, to show different elements of spending and this had the potential to reduce FOI requests, as the public would be able to see what elements of expenditure related to. A request was made for a copy of the bubble diagram to be made available to Members; it was noted that this would be appearing on the website shortly and an email would be sent to all Members alerting them when this had been done.

(10) In response to concerns about the publication of data as Excel spreadsheets and how accessible this format would be, it was explained that it would be consistent with the spirit of the Transparency Programme to ensure the data could be easily manipulated and analysed, and publishing in both Excel and pdf formats was a sensible starting point.

(11) A concern was expressed that transparency might drive decision-making underground, whereas the whole culture of the organisation should be transparent. Referring to the fact there could always be exempt items on the agenda at meetings; the suggestion was made that Members should be more challenging of exempt items. There was also a concern that Informal Member Groups (IMGs) could proliferate and there was the potential for Select Committees to be set up instead, which were held in public. It was acknowledged that sometimes private discussions

needed to take place, but these should not pre-empt decisions. Mr Gough mentioned that he was happy to look into the subject of exempt items, which were in fact mentioned in the report, and did not rule out looking at IMGs. The timetable for consultations meant that they cannot always be brought to public meetings but ultimately the Council's response would be published.

(12) A Member pointed out the potential for the Council to pay multiple invoices under £500 to avoid publication, to which Ms Kerswell replied that, rather than 'gaming', officers and Members as public servants should be transparent about how public money is being spent.

(13) It was queried why officers and Members should explain why offers of hospitality have been declined; Ms Kerswell stated that this would demonstrate that proper judgement had been exercised and individuals were acting with principles.

(14) Regarding decisions not to publish data and whether there would be a mechanism for Members to challenge specific decisions around this, Ms Kerswell indicated that she would be happy to explore suggestions of how this could be scrutinised but would need to avoid a time lag to ensure the data published was timely and still relevant.

(15) A question was raised in relation to Open Kent querying how far down the road the Council was with development of the platform; whether a budget had been identified and if there was a risk that costs escalate; whether we were talking to our partners about sharing it; and whether there were plans to charge for accessing it. It was explained that Open Kent, previously known as 'pic 'n' mix' had already been developed with IBM and that what was involved was adding data sets, so there was no question of costs escalating. It was confirmed that access would be free, and it was emphasised that this was Government policy, and about engaging with the public and their ownership of the data. No decisions would be taken about costs until investigations about broadening the use of the platform, paying for licences, and taking forward the project with IBM had been completed. District Councils had already been approached as partners, as the desire was for the platform to be used across Kent.

(16) The Chairman was interested in the synergy between the report and the Member Information Group, and welcomed the support it received at the highest level and also asked that when the pattern of proposals emerges it be taken through Policy Overview and Scrutiny Committees for Member input.

(17) In response to a request for clarification of paragraph 4.5 and the treatment of Commercial Services in the transparency programme it was confirmed that as an arms length organisation it would be treated like any other supplier

(18) Paul Francis stated that he welcomed the report and principles it outlined. Mr Francis suggested the public would want to know the value as well as cost of any services procured by the Council, and that when contracts go out to tender the other tender prices received should also be published.

(19) A Member expressed disappointment that although the report suggested the media would be interested and potentially critical of the programme, it did not suggest it should be undertaken with their cooperation, particularly as they had a critical role

on behalf of the public. A question was posed to Mr Francis on how he thought the media would put questions and disseminate answers in relation to the data on behalf of the public, to which he replied that it would not be possible to say until it was published, but the Council might want to consider briefing local media in advance of publication of the data.

(20) Mr Francis made the point that the media would be asking questions about items of expenditure and he had already seen this happening in other Councils. There was a danger of misinterpreting data, and media would be asking pointed questions, so there was a role for the media in helping the Council be more transparent. In response to concerns that the media may put a certain angle on the data, Mr Francis suggested that the Council had the opportunity to be the source of the data, and it would therefore be more difficult to 'spin' the information and in fact this would be an incentive for the Council to be more transparent. Asked if he had any criticisms of the report, Mr Francis responded that he broadly supported it, but that expenditure was only one aspect of transparency, and that local authorities could look more widely at being more open.

(21) RESOLVED: that the Cabinet Scrutiny Committee:

(22) Thank Mr Gough, Ms Kerswell, Ms Exall and Mr Francis for attending the meeting and answering Members' questions.

(23) Welcome the introduction of the Transparency Programme, as outlined in the report to Cabinet

(24) Ask the Cabinet to monitor the effectiveness of the various reporting mechanisms to ensure that they were cost-effective and delivering genuine value to KCC in terms of the objectives of the programme and that the Cabinet should receive regular monitoring reports; the first such report being in December 2010 and then six-monthly thereafter

(25) Ask that the Policy Overview and Scrutiny Committees should be involved in the monitoring process to ensure that they were given the opportunity to suggest improvements to the programme.

(24) Ask that Members be notified when the bubble diagrams were published on the website.

(25) Ask that ways of scrutinising decisions not to publish specific items of expenditure be explored.

68. Core Monitoring *(Item C2)*

Mr R Gough, Cabinet Member for Corporate Support Services and Performance Management, Ms K Kerswell, Group Managing Director, Mrs S Garton, County Performance And Evaluation Manager, Mr R Fitzgerald, Performance Monitoring Officer, Mr N Chard, Cabinet Member for Environment, Highways and Waste, Mr J Burr, Director of Kent Highway Services, Ms C Mckenzie, Greener Kent Manager, Mrs J Whittle, Deputy Cabinet Member For Children, Families & Education and Ms R Turner, Managing Director Children, Families & Education were present for this item.

(1) It was confirmed that each of the elements of the report was scheduled to go to the relevant Policy Overview and Scrutiny Committee, and this would be the practice henceforth.

(2) A Member made the point that although the Red Amber Green (RAG) system was useful, the standard by which each rating was determined could change over time and made historical and contextual comparison difficult. It was pointed out that if a position was restated it was possible to restate the historical position and there were also objective criteria that could be used for comparative purposes. Furthermore it was emphasised that although the RAG system gave a good starting point, the Group Managing Director's report, each individual Managing Director's report and the running commentary on each of the figures were also important context, particularly as there may have been progress made in one particular area or it may be representative of the national position.

(3) The Chairman recommended the Fire Authority report as a good model, since it has been established for a number of years and provided good comparator data from other Authorities along with contextual information. Mrs Garton pointed out that the covering report did contain areas that would be looked at in the future which included comparator groups as well as making graphs easier to read. In response to a query about the accuracy of the data provided, Mrs Garton responded that the section on Data Quality in the covering report contained detail around this point, as well as the source of national data.

(4) The report represented an overview pulled together by the Chief Executive's Department (CED), but the data came from the Directorates and the individual commentaries were signed off by Senior Management Teams (SMTs) in each Directorate, although it did also refer to national data. Members expressed a desire to be able to scrutinise the report at POSCs in the future, and asked that if this was the case, it was ensured the timing of publication facilitated this.

CO2 emissions from KCC estate

(5) It was explained that 70% of energy use took place in the school estate, and that schools energy usage had increased by 50%, particularly due to the increased use of ICT. However, across the whole KCC estate, CO2 emissions had fallen by 4% over the last 6 years. Furthermore there had been an increase in the physical estate with more air conditioning being used, higher specification lighting and a growth in ICT use in schools, and longer opening hours. There needed to be a step change in how the Council funded energy management and capital investment in the estate and there would be a report on this later in the autumn.

(6) It was asked if there was investment of the superannuation fund in the use of renewable energy in the corporate estate or in schools, particularly since the Council was allowed to sell power to the National Grid. The officer responded that there were risks and issues as well as benefits, and that the Council was currently looking at the feeding tariff as well as ways of funding the investments and had been approached by a number of companies. The various risks and issues were currently being looked at to formulate a strategy, particularly as individual schools are already starting to be approached by companies.

Routine highways repairs

(7) The question was raised why, with all the additional investment, this indicator had gone from amber to red. The response was that safety repairs undertaken as part of the 'find and fix' programme, planned repairs and those identified by highways inspectors had not influenced this indicator. Instead, performance represented on this graph depicted the percentage of small, non-safety repairs phoned in by the public that had been cleared on a month by month basis.

(8) A further question was asked about Average Time to Repair Potholes (days), regarding the fact that there had been a steep rise in June, yet the RAG had remained at amber. This was because a backlog of pothole repairs had recently been cleared, and as longstanding repairs were carried out this increased the average repair time.

Children's Social Services - Referrals and Social Worker Vacancies – Qualified Case Workers

(9) The two items Children's Social Services - Referrals and Social Worker Vacancies – Qualified Case Workers were discussed together, in conjunction with the recent Ofsted letter which followed the unannounced inspection of contact, referral and assessment arrangements with KCC children's services, due to the fact that both were closely related to the points raised in the letter

(10) It was noted that the Cabinet Member would continue to provide details of Ofsted feedback and a response to the safeguarding report to October County Council, and would also report to the Vulnerable Children POSC. CFE were currently preparing for Ofsted's annual judgement of children's services performance in December.

(11) The Ofsted letter was distributed to all Members, who were reminded that the letter should be read in conjunction with the statement released by Mrs Hohler on the results of the inspection. The letter identified areas of strength, many areas that were satisfactory, some areas for development and one area for priority action based upon a small number of referrals not dealt with in an appropriate timescale. It was noted that the Director for Specialist Children's Services had taken immediate action to ensure that these were dealt with and the service also conducted an internal audit.

(12) Members endorsed the view that Kent's social workers undertook a very valuable job under difficult circumstances, and deserved recognition and support. A member also made the point that a child had not been harmed as a result of the actions identified in the Ofsted report as being in need of addressing.

(13) It was noted that referrals to Children Social Services were continuing to increase and there was also a 20% vacancy rate in social workers, which was a nationwide issue. Other Councils had received similar judgements due to a lack of capacity (evidence of which could be made available to members), and the Government had commissioned Professor Eileen Munro to carry out a national review of Child Protection. CFE faced three key issues: recruitment and retention, bureaucracy faced by social workers and the negative perception of the profession in the media.

(14) Children, Families and Education (CFE) had put in place initiatives to tackle social worker vacancies and other pressures, including:

- working with partners across Kent to manage number of referrals and to ensure early intervention.
- appointing 12 preventative services managers to manage demand and increase capacity
- convening an improvement team involving members, officers and partners
- ensuring rotation of staff between functions to reduce burnout
- recruiting additional social workers from Europe and the United States

(15) There were areas that could be looked at to increase efficiency, including reducing high cost placements, working with other councils to drive down costs and more use of call-off contracts, as well as looking at policy areas, such as the use of independent fostering agencies and raising awareness in communities to reduce the number of referrals. Ms Turner stressed that Kent had less looked-after children than its neighbours and comparators, but did have a higher proportion of child protection cases.

(16) In response to a query on what actions had been put in place in the shorter term it was stated that the Director for Specialist Children's Services had met with operational managers and reiterated minimum standards, including having a manual tracking system. There had also been an appraisal of the contact and assessment service to ensure referrals were being tracked and processed, and staff had been asked to come up with an improvement and development plan and identify what resources were required to action it. In response to a specific area identified in the Ofsted report, there was also a need to evidence decision-making more effectively.

(17) A member noted the difficulty in delivering Government targets without adequate funding, which was likely to worsen with impending cuts, and suggested CFE should make representations to Government. It was unclear whether the budget would be protected going forward, but more would be known after the CSR in October. Ms Turner acknowledged the political nature of the resourcing issue, and confirmed that CFE were working with limited funds under more regulation, which had led to professionals being burdened with administration. Similar modernisation which had taken place in education to address this had yet to happen in the social care arena e.g. allowing social work assistants to take on casework under the supervision and support of a qualified social worker.

(18) On a specific query around a child protection referral that was still waiting to be actioned after a month, Ms Turner responded that teams were having to make judgements and prioritise cases and might not always comply with the seven working day timescale.

(19) Responding to a specific query about the difference in qualifications between social workers from the UK and abroad, Ms Turner responded that this was something that was checked prior to appointment.

(20) RESOLVED: that the Cabinet Scrutiny Committee:

(21) Thank the Members and officers present for this item for attending the meeting and answering Member's questions.

(22) Welcome the assurance that the relevant parts of the Core Monitoring Report would be submitted to the Policy Overview and Scrutiny Committees at the most appropriate time, i.e. during the meetings cycle immediately after the report has been considered by the Cabinet.

(23) Ask the Cabinet Member to examine the format of the performance monitoring reports submitted to the Kent and Medway Fire and Rescue Authority, as it was felt that these reports were particularly clear and helpful to Members, to see if any improvements could be made in the format of the Core Monitoring Reports.

(24) Ask the Managing Director, Children Families and Education to ensure that the Council's responses to the areas for development and areas for priority action, contained in the letter from Ofsted dated 9 September 2010, were included within the report due to be considered by the County Council on safeguarding, so that they could be debated by all Members.

(25) Ask that comparative information on Ofsted's assessment of safeguarding in other Councils be supplied to Policy Overview and Scrutiny Committee Members.

(26) Ask that the opportunity be made available to scrutinise elements of the Core Monitoring report at Policy Overview and Scrutiny Committees in the future, and that the timetable for publication facilitated this.

69. Review of SEN Units - Outcome of the Evaluation of the Lead School Pilot
(Item C3)

Mrs J Whittle, Deputy Cabinet Member for Children, Families and Education, Ms R Turner, Managing Director, Children, Families and Education and Mr C Feltham, Head of Additional Educational Needs & Resources were present for this item.

(1) The report considered lead school implementation and the evaluation of a new Special Education Needs (SEN) strategy informed by the lead school and SEN reviews. It proposed that the lead school programme not be taken forward past September and the pilot be terminated in March 2011, when the funding expired, and sought agreement to the SEN strategy, which included the development of new funding arrangements and a new communication strategy for parents. There was an SEN steering group and sub-groups, supported by mainstream and SEN headteachers, officers across the Council and colleagues in Health to take this forward, and meetings were currently taking place.

(2) The pilot met with challenges, including the shortage of occupational and speech and language therapists to make mainstream schools more inclusive. Over £1m had been invested in outreach centres to support mainstream schools with SEN children and there was further capacity to develop these. On the termination of the pilot, there was unanimous support for this decision given the evidence that had been collected during the process.

(3) In response to questions about how headteachers of lead and other schools would be involved in the consultation process, it was stated that the SEN steering

group and sub-groups had headteacher representatives from the full range of schools, and they also had responsibility for representing the other headteachers not on the group.

(4) It was questioned whether the level of questionnaire responses (101 out of 1651 parents and carers contacted) was acceptable and what other efforts were made to engage. The response to this was that several meetings were held in each area, the voluntary sector were enlisted to help engage with people and Partnership with Parents were also involved in organising meetings.

(5) Questions were raised around budget implications, specifically: whether these would be made clear to consultees, the response being that they would be taken to the devolved formula funding group and relayed to the SEN steering group; and whether the pilot had failed due to insufficient funding, the response to which underlined that there had been an increase in funding over the last 5 years for SEN children, while the amount of children with statements in mainstream schools had fallen, and that there had been a 39% increase in funding for special schools while the number of children attending these schools had increased by 17% in the same period.

(6) In response to a query as to whether there would be an increase in special school placements including for those with behavioural difficulties due to increasing demand, it was suggested that the number of SEN children who had their needs met by special schools may increase, but this might also include children in mainstream schools who were supported by special schools.

(7) The subject of the cost of the pilot was raised, and it was confirmed that each lead school received £39,000 in start-up costs in addition to existing funding. It was emphasised that some of these schools were already meeting the needs of other children in the locality, and that the funding had been used in innovative ways to support children and this would need to be maintained going forward.

(8) It was questioned whether, due to a lack of moderation between schools, it was not possible to compare the level of SEN support they were delivering and that this could mean funding was not distributed effectively. The response to this question was that there was no requirement for this moderation to take place, since proxy indicators were used to distributed the £33 million that was delegated to mainstream schools to meet the needs of children at school action plus, and it was not related to the number that schools individually identify.

(9) In Kent, the number of statements had reduced by 12%. When asked whether this was a good thing, it was stated that this was factual and that this could only be answered from a parental perspective.

(10) A query was raised around the overview proposals on a possible funding option that would be presented to the schools funding forum in September 2010, specifically how the costs could be known before service provision had been agreed. The response to this was that the forum needed to be informed as soon as possible on matters of principle on delegated funding, and that options needed to be developed with finance colleagues for the schools forum to look at moving forward to January, particularly in relation to pressures arising from an increase in special schools places causing a transfer of funding from mainstream schools.

(11) A concern was raised about the reduction of residential places, to which the response was that the aim in recent years had been to look at meeting the needs in a particular locality and increasing capacity in day schools, rather than reducing residential provision.

(12) A point was raised around the challenge that had arisen due to the increase in children with autism and emotional difficulties in special schools, the negative effect on mainstream schools of those with behavioural and emotional difficulties and the effect of profound physical needs in special schools. Mr Feltham agreed that the Council needed to look at how needs could be met within mainstream schools when parents and carers want this, and how special schools support mainstream schools, and also raised the point that some autistic children are placed out of county, and that there was a need to look at how special schools in Kent met those needs.

(13) There was a discussion around the aggregation of GCSE results within schools with special units as a disincentive for them to take children with special needs because of the effect on national league tables. It was confirmed that there were some national challenge schools across the country that had not met the required 30% threshold of 5 or more good GCSEs because of this. Mrs Whittle confirmed that an approach had been made to the previous Secretary of State on this issue, and that a letter will be sent to the current Secretary of State. This was something that could be pursued if the impending green paper on SEN and disability did not deal with this issue. There was a suggestion that following the example set in adult social services around personalisation, direct payments and choice might be a suitable way forward.

(14) RESOLVED: that the Cabinet Scrutiny Committee:

(15) Thank Mrs Whittle, Ms Turner and Mr Feltham for attending the meeting and responding to Members' questions

(16) Ask the Managing Director, Children, Families and Education to ensure that the CFE (Vulnerable Children and Partnerships) Policy Overview and Scrutiny Committee was given a formal opportunity to monitor progress of the SEN review at all appropriate stages.

(17) Ask the Cabinet Member Children, Families and Education to ensure that during the formal consultation process, consultees were made aware of the budgetary implications associated with the proposals as well as the policy implications, and that all headteachers were engaged in the consultation process.

(18) Welcome the assurance given by the Managing Director, Children, Families and Education, that KCC would continue to lobby central Government to ensure that, where there were SEN units in mainstream schools, exam results of SEN pupils were disaggregated. This was to avoid these results affecting league table positions and dis-incentivising mainstream schools admitting SEN pupils.

70. Supporting Vulnerable Learners into Apprenticeships *(Item C4)*

The Committee noted that this item had been withdrawn from the agenda.

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By: Peter Sass - Head of Democratic Services and Local Leadership

To: Cabinet Scrutiny Committee – 20 October 2010

Subject: Follow up items and Decisions from Cabinet Scrutiny Committee –
15 September 2010

Classification: Unrestricted

Summary: This report sets out the decisions from the Cabinet Scrutiny Committee and items which the Committee has raised previously for follow up

Introduction

1. This is a rolling schedule of information requested previously by the Cabinet Scrutiny Committee.
2. If the information supplied is satisfactory it will be removed following the meeting, but if the Committee should find the information to be unsatisfactory it will remain on the schedule with a request for further information.
3. The decisions from the meeting of the Cabinet Scrutiny Committee on 15 September 2010 are set out in the table below along with the response of the relevant Cabinet Member.

Recommendation

4. That the Cabinet Scrutiny Committee notes the responses to the issues raised previously.

Contact: Peter Sass
peter.sass@kent.gov.uk

01622 694002

Background Information: *Nil*

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
Highways Business Plan IMG 10.12.08	To scrutinise the Highways Service Plan	Cabinet Member during 2008 – Mr Ferrin Managing Director – Mike Austerberry	Highways Business Plan IMG 02.12.08 - A list of gully schedules be supplied to all Members after the elections	21.07.10 – The gully emptying schedules would be issued to Members in the next few weeks. 15.09.10 – Members have received a map showing gully emptying routes and schedule information would be available in the next few weeks 11.10.10 – Members will begin to be provided with the gully emptying schedules from 18 October onwards.
Kent Design Guide 09.12.09		Mr N Chard Mr M Austerberry Mrs B Cooper Mr B White	Kent Design Guide Interim Guidance Note 3: Residential Parking	A report was presented to Environment Highways and Waste Policy and Overview Committee on this issue at its meeting on 29 July 2010. The following recommendations were agreed a) Endorse the testing of the robustness of IGN3 described in Section 4 and receive a report on the outcomes when they are available. b) Acknowledge the concerns of the Kent Developers' Group, and the work that is being undertaken to address

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
				<p>these concerns, and encourage further dialogue at appropriate levels to understand the actual implications of and opportunities presented by IGN3, and its interpretation at local level.</p> <p>c) Note that public consultation on Ashford Borough Council's draft Residential Parking SPD offers developers and designers an opportunity to make further representations on the implications of 'IGN3 based guidance', having regard for the need to address the problems of some past approaches.</p> <p>d) Acknowledge the widespread concern among residents concerning parking in recent residential developments, and the social and cost implications arising from the problems caused, and welcome collaborative working approaches that are seeking to avoid replication of these problems in future developments.</p> <p>15.09.10 – The Chairman and Vice-Chairmen of the Cabinet Scrutiny Committee are due to discuss this issue with the Director of Environment,</p>

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
				<p>Highways and Waste</p> <p>08.10.10 – The Head of Transport & Development has met with the Chairman and Vice-Chairmen of the Cabinet Scrutiny Committee. Concerns have been raised by several development companies and members and officers of KCC about the discounting of garages and tandem parking from the minimum guidance levels for certain areas. In particular, it has been argued that this will have the ‘unintended consequences’ of reducing densities of development and degrading the quality of the streets. As a consequence, there has been some pressure for IGN3 to be amended. Because the Kent Planning Officers Group (KPOG) owns IGN3, any review would only be meaningful if it was commissioned by KPOG. After all, IGN3 was endorsed for interpretation at LPA level. A report to address these issues will be taken to KPOG on 29 October, and the Chairman and Spokesmen have been asked to be kept informed of the results of the</p>

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
<p>Transparency Programme: How We're Spending Your Money 15.09.10</p>		<p>Mr R Gough Ms K Kerswell Ms D Exall Mr P Francis</p>	<ol style="list-style-type: none"> 1. Thank Mr Gough, Ms Kerswell, Ms Exall and Mr Francis for attending the meeting and answering Members' questions 2. Welcome the introduction of the Transparency Programme, as outlined in the report to Cabinet 3. The Cabinet be asked to monitor the effectiveness of the various reporting mechanisms to ensure that they are cost-effective and delivering genuine value to KCC in terms of the objectives of the programme and that the Cabinet should receive regular monitoring reports; the first such report being in December 2010 and then six-monthly thereafter 4. The Policy Overview and Scrutiny Committees should be involved in the monitoring process to ensure that they are given the opportunity to suggest improvements to the programme. 	<p>discussion.</p> <p>Agreed and will be actioned</p> <p>Agreed and will be actioned</p>
<p>Core Monitoring Report 15.09.10</p>		<p>Mr R Gough Ms K Kerswell Mrs S Garton Mr R Fitzgerald Mr N Chard Ms C Mckenzie</p>	<ol style="list-style-type: none"> 1. Thank Mr Gough, Ms Kerswell, Mrs Garton, Mr Fitzgerald, Mr Chard, Ms Mckenzie, Mr Burr, Mrs Whittle, Mrs Turner and Mr Feltham for attending the meeting and responding to Members' questions 	

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
		Mr J Burr Mrs J Whittle Mrs R Turner Mr C Feltham	<ol style="list-style-type: none"> 2. Welcome the assurance that the relevant parts of the Core Monitoring Report will be submitted to the Policy Overview and Scrutiny Committees at the most appropriate time, i.e. during the meetings cycle immediately after the report has been considered by the Cabinet 3. The Cabinet Member be asked to examine the format of the performance monitoring reports submitted to the Kent and Medway Fire and Rescue Authority, as it was felt that these reports were particularly clear and helpful to Members, to see if any improvements can be made in the format of the Core Monitoring Reports 4. The Managing Director, Children Families and Education be asked to ensure that the Council's responses to the areas for development and areas for priority action, contained in the letter from Ofsted dated 9 September 2010, are included within the report due to be considered by the County Council on safeguarding, so that they can be debated by all Members. 5. That comparative information on Ofsted's assessment of safeguarding in other Councils be supplied to Policy Overview and Scrutiny Committee Members. 	<p>Agreed and being actioned</p> <p>This has been actioned and is contained in the County Council report for 14 October.</p> <p>This will be provided to the Vulnerable Children & Partnerships POSC at the next meeting.</p>

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
Review of SEN Units – Outcome of the Evaluation of the Lead School Pilot 15.09.10		Mrs J Whittle Mrs R Turner Mr C Feltham	<ol style="list-style-type: none"> 1. Thank Mrs Whittle, Mrs Turner and Mr Feltham for attending the meeting and responding to Members' questions 2. Ask the Managing Director, Children, Families and Education to ensure that the CFE (Vulnerable Children and Partnerships) Policy Overview and Scrutiny Committee is given a formal opportunity to monitor progress of the SEN review at all appropriate stages. 3. Ask the Cabinet Member Children, Families and Education to ensure that during the formal consultation process, consultees are made aware of the budgetary implications associated with the proposals as well as the policy implications, and that all headteachers are engaged in the consultation process. 4. Welcome the assurance given by the Managing Director, Children, Families and Education, that KCC will continue to lobby central Government to ensure that, where there are SEN units in mainstream schools, exam results of SEN pupils are 	<p>A report will be taken to the CFE (Vulnerable Children and Partnerships) Policy Overview and Scrutiny Committee</p> <p>Full consultation on budgetary issues will be undertaken through the Schools Forum</p> <p>Full consultation on budgetary issues will be undertaken through the Schools Forum</p>

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
			disaggregated. This is to avoid these results affecting league table positions and disincentivising mainstream schools admitting SEN pupils.	

By: Peter Sass: Head of Democratic Services and Local Leadership

To: Cabinet Scrutiny Committee – 20 September 2010

**Subject: Kent Connexions and Work Related Learning Services Contract
2010-2013 (Cabinet Member Decision)**

Background

(1) Members would like more information on the basis for the decision that was taken under urgency procedures to reduce Connexions funding by £5 million over the final two years of the contract.

(2) Unrestricted versions of the report and record of decision are attached for Members' information.

Guests

(1) Mrs Sarah Hohler, Cabinet Member for Children, Families and Education, Ms Joanna Wainright, Director, Commissioning and Partnerships and Mr Sean Kearns, Chief Executive of Connexions Kent and Medway have been invited to attend the meeting between 10.15am and 10.45am to answer Members' questions on this item.

Options for the Cabinet Scrutiny Committee

(1) The Cabinet Scrutiny Committee may:

(a) make no comments

(b) express comments to the Cabinet Member or Managing Director

Contact: Adam Webb Tel: 01622 694764

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By: Rosalind Turner, Managing Director for Children, Families and Education

To: Sarah Hohler, Cabinet Member for Children, Families and Education

Subject: Kent Connexions and Work Related Learning Services Contract 2010-2013; Budget Saving Options

Classification: Unrestricted

Attachments: Appendix 1 – Background and Overview

Summary

1. (1) This paper outlines the proposed budget saving options for the Kent Connexions and Work Related Learning Services Contract 2010-2013.

(2) In order to implement changes as a result of budget reductions by 1 April 2011, a Connexions Kent & Medway Partnership Board meeting has been scheduled for 9th September. KCC officers will be required to inform the Board of members' agreed budget savings at that meeting.

Financial Context

2. (1) The Secretary of State for Education wrote on¹ 16 June to all Directors of Children's Services and Chief Executives about reductions in government spending on education. The letter set out that it will be for local authorities to manage the reduction in the Area-Based Grant across their funding sources to protect frontline services, and details the measures taken to protect formula grant and remove ring-fences in order to give local authorities increased flexibility to do so. Funding for Connexions Services falls under the Area-Based Grant.

(2) There has been *no assurance* from the DfE that there will be sufficient funding for the Connexions Grant to remain the same for 2011/12 and later years. The definitive financial future of Connexions funding can only be clarified following the Comprehensive Spending Review this autumn. For savings to be achieved for 2011/12 and beyond, all negotiation would need to be undertaken in time to enable change to be effected in April 2011, i.e. well developed in the autumn.

(3) Connexions Kent and Medway has received the full national grant from KCC. It is, therefore, both a high performing and high cost organisation relative to other Local Authority services, which have not fully passported the grant to their services, or have merged Connexions with other in-house services. However, several authorities have had considerable financial problems with these approaches e.g. regarding pension commitments of staff returning to the LA workforce.

(4) The Comprehensive Spending Review in October may identify (specifically or generically) further budget reductions impacting on the Area Based Grant (ABG) or other funding elements relevant to the Connexions contract.

Proposed Targeted Savings

¹ REACT Bulletin 6th August 2010, page 1.

3. (1) Kent County Council anticipates at least a 20% reduction in baseline funding including the Area Based Grant hence targeted savings proposed would seek to make savings over the final two years of the contract period.

(2) It is proposed that there is a higher saving in year 2 to allow lead in time to plan for changes.

(3) These proposed budget savings would see a saving from the current allocated budget in 2011/12 and current allocated budget for 2012/13. Therefore in line with anticipated public sector reductions Connexions will have experienced a 20.2% reduction from the original proposed total over the 2 years and KCC would wish to prioritise the maximum possible retention of front line delivery.

(4) Connexions as a Charity can, and does undertake other work than that for KCC.

Opportunities to Achieve Savings

4. (1) In line with an outcomes focused specification and contract, discussion and negotiation will need to be had with the Connexions Kent & Medway Partnership Board in order that they can propose their own changes to fit within a reduced budget. These discussions commenced at the Connexions Kent and Medway Board Meeting on 9th September and a group will be set up asap between Connexions and KCC to develop saving options and investigate risks. All options would need to comply with the national specification for Connexions.

Proposed Timeline

5. (1) The following timeline is proposed

Table D

Late August/ Early September	Discussions with Chair and Chief Executive of Connexions
9th September	Savings discussions to be taken to Connexions Kent & Medway Board meeting
October to December	Connexions to consult with Staff and VCS partners on proposed savings
September to October	Further meetings as necessary to reach agreements on savings delivery
December	Issue at risk notices if appropriate

The Cabinet Portfolio holder for Children, Families and Education **is requested to agree:**

8. (1) the proposal already identified through the Budget Savings Options process to make savings from the Connexions budget over a two year period.

(2) Approve the proposed timeline, noting that Connexions are holding an emergency board meeting on 9 September, and so financial proposals need to be approved by KCC as soon as possible

(3) Further identify proposals for savings through meetings with the Connexions Board, Chair and Chief Executive of Connexions as well as other stakeholders where appropriate.

Joanna Wainwright
Director Commissioning & Partnerships
01622 696595
Joanna.wainwright@kent.gov.uk

Background Documents

None

APPENDIX 1 - Background and Overview

1. From April 2008, responsibility for the Connexions Service transferred from Government Office for the South East to Kent County Council (KCC). Following legal advice, a contract for two years with a new specification was awarded to the existing provider, Connexions Partnership Kent and Medway.

2. On 1 December 2008, Cabinet agreed that the Connexions Service should be commissioning as a whole via a European tender process. Subsequently, to this decision, the DCSF announced that responsibility for the commissioning of work related learning would transfer from the LSC to Local Authorities in April 2010. Those elements previously delivered by Kent Works were incorporated into the service specification and contract for tenderers.

3. In September 2009, following an in depth evaluation process, KCC awarded the Kent Connexions and Work Related Services Contract 2010 - 2013 to the incumbent supplier Connexions Partnership Kent and Medway Ltd.

4. The Connexions Service provides a package of support young people aged 13-19 years (up to 25 years for young people with LDD) including impartial information, advice and guidance (IAG); careers, education, information, advice and guidance (CEIAG); support for young people who are not in education, employment or training (NEET); NEET prevention services; work related learning services and support for professionals working with young people. None of these services are delivered exclusively by Connexions but do form a significant part of the multi-agency support within Kent.

5. The Connexions Service is able to deliver an integrated, and importantly, an impartial service. There are 12 IAG quality standards, each with evidence indicators against which performance against the standards can be assessed. Responsibility for the delivery of the standards falls to Local Authorities, learning providers, Connexions and other external information, advice and guidance providers working together collaboratively under the leadership of the Local Authority. Under these standards 'processes for commissioning impartial information, advice and guidance services must be effective and result in services that meet the needs of parents/carers and young people'. Connexions have developed a programme of IAG health checks for schools to support schools in developing robust IAG standards.

6. The provider has a good record of reducing the NEET percentage compared with other Local Authorities, has won awards and has one of the best NEET records in the South East. The NEETS comparison for England and the South East for 2009/2010 data over the 3 month average shows current performance above that in England or the South East:

	Nov 09	Dec 09	Jan 10	Average
England	6.5	6.4	6.2	6.4
South East	6.0	5.8	5.6	5.8
Kent	4.9	5.0	4.9	4.9

7. As part of the ongoing monitoring and evaluation process of the Kent Connexions contract, KCC coordinated a full Stakeholders' Evaluation of the services provided by Connexions Partnership Kent & Medway under the Kent Connexions 2008-2010 contract. A total of 1866 young people, 30 schools, 43 partner organisations, and 19 employers participated in this Stakeholders' evaluation. Overall the feedback was very positive.

KENT COUNTY COUNCIL - RECORD OF DECISION

DECISION TAKEN BY

Sarah Hohler, Cabinet Member for Children, Families and Education

DECISION NO.

10/01547

Subject:

KENT CONNEXIONS AND WORK RELATED LEARNING SERVICES CONTRACT 2010-2013; BUDGET SAVING OPTIONS

Decision:

As the Cabinet Portfolio holder for Children, Families and Education I **agree to**;

(1) the proposal already identified through the Budget Savings Options process to make savings from the Connexions budget over a two year period,

(2) approve the proposed timeline, noting that Connexions are holding an emergency board meeting on 9 September, and so financial proposals need to be approved by KCC as soon as possible

(3) further identify proposals for savings through meetings with the Connexions Board, Chair and Chief Executive of Connexions as well as other stakeholders where appropriate.

Any Interest Declared when the Decision was Taken

No.

Reason(s) for decision, including alternatives considered and any additional information

The Secretary of State for Education wrote on¹ 16 June 2010 to all Directors of Children's Services and Chief Executives about reductions in government spending on education. The letter set out that it will be for local authorities to manage the reduction in the Area-Based Grant across their funding sources to protect frontline services, and details the measures taken to protect formula grant and remove ring-fences in order to give local authorities increased flexibility to do so. Funding for Connexions Services falls under the Area-Based Grant.

There has been *no assurance* from the DfE that there will be sufficient funding for the Connexions Grant to remain the same for 2011/12 and later years. The definitive financial future of Connexions funding can only be clarified following the Comprehensive Spending Review this Autumn. For savings to be achieved for 2011/12 and beyond, all negotiation would need to be undertaken in time to enable change to be effected in April 2011, i.e. well developed plans are needed in the autumn.

A report setting out the background and details leading to this decision is attached. Due to the timescales involved there is insufficient time for an entry to be added to Kent County Council's Forward Plan of key decisions.

In undertaking consultations in respect of this matter in accordance with the urgency procedures set out in the Council's Constitution the following views were received

Mrs Dean agreed with the proposal but raised concerns about how this would affect the young people in generational poverty.

Mr Christie had concerns about whether this area of work should be cut at all and that it should be a priority area.

Mr Manning supported the proposal and the taking of the decision

A report is attached as appendix 1.

Background Documents:
None.

.....
signed

.....
date

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Decision Referred to Cabinet Scrutiny			
YES		NO	

Cabinet Scrutiny Decision to Refer Back for Reconsideration			
YES		NO	

Reconsideration Record Sheet Issued			
YES		NO	

Reconsideration of Decision Published			

By: Peter Sass: Head of Democratic Services and Local Leadership
To: Cabinet Scrutiny Committee – 20 September 2010
Subject: “Equity and excellence: liberating the NHS” (Cabinet Decision)

Background

- (1) This consultation document has been brought to the Committee at the request of the Chairman and two of the Vice Chairmen of the Cabinet Scrutiny Committee.
- (2) There were information items on the White Paper at Health Overview and Scrutiny Committee on 3 September and at Corporate Policy Overview and Scrutiny Committee on 24 September. The response submitted to the main consultation was presented at Cabinet on 11 October, along with the proposed responses to the individual consultations.
- (3) Cabinet Member and Officers have been invited to guide Members through the consultation documents and answer any questions they may have.

Guests

- (1) Mr Roger Gough, Cabinet Member for Corporate Support Services and Performance Management and Ms Katherine Kerswell, Group Managing Director and Mr Martyn Ayre, Senior Policy Manager have been invited to attend the meeting between 10.45am and 11.30am to answer Members’ questions on this item.

Options for the Cabinet Scrutiny Committee

- (1) Members may:
 - (a) make no comments
 - (b) express comments but not require reconsideration of the decision
 - (c) require implementation of the decision to be postponed pending reconsideration of the matter in the light of the Committee’s comments by whoever took the decision or
 - (d) require implementation of the decision to be postponed pending consideration of the matter by the full Council.

Contact: Adam Webb Tel: 01622 694764

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By: Paul Carter, Leader of the County Council.
Roger Gough, Cabinet Member for Corporate Services
and Performance Management.
Katherine Kerswell, Group Managing Director.

To: Cabinet, 11 October 2010.

Subject: “**Equity and excellence: liberating the NHS**”

Classification: Unrestricted

Recommendation:

Cabinet are asked to AGREE the commentaries appended to this report as representing the views of Kent County Council in respect of the Coalition Government’s White Paper “*Equity and excellence: liberating the NHS*” and its associated consultation reports.

Introduction

1. In July 2010, the Coalition Government published for wide consultation a White Paper setting out proposals for a radical transformation of the National Health Service. The White Paper was supplemented by a set of more specific consultations on commissioning, local accountability, regulation and outcomes. Subsequently, in mid September a further consultation report regarding children’s healthcare services has been published.
2. The appendices to this report set out the proposed responses on the specific consultations, together with the response made to the main White Paper itself, which had an earlier deadline of 5 October.
3. The forthcoming Health Bill, which will be informed by this consultation, will pave the way for extensive changes to how the people of Kent will be served by health services in the future and the role of the County Council in achieving this. Although the consultation process on the White Paper formally closes on 11 October, the Coalition Government has signalled a clear intent to keep stakeholders engaged in what is an emergent policy.

Alignment with Council priorities.

4. The Health Bill will have impacts on virtually all of the council’s services and on how the council works with partners in the NHS. With the abolition of the Primary Care Trusts in Kent by 2013, the council will need to forge new relationships with the GP consortia that will be the new primary care bodies at the heart of the reforms – and at the heart

of a much more localised commissioning of healthcare services from 2013.

5. The Health Bill will also create the statutory framework for a new national Public Health Service – specifically, the transfer from the NHS to local government of the health improvement functions of the current NHS, working in collaboration a national Public Health Service dealing with health protection and tackling health inequalities. These changes, and the council's role in their successful delivery, are fully consistent with the current Medium Term Plan and Vision for Kent. These proposals are informing the dialogue with all partners over the refresh of partnership arrangements in Kent.

Financial and legal implications

6. Until the Comprehensive Spending Review is published and the Health Bill has been published and completed its passage through Parliament, the financial implications can not be readily quantified, although it is anticipated they will be significant.
7. The White Paper makes proposals which will bear directly on the council's statutory functions and its governance and constitutional arrangements as the Bill is enacted, At this stage, until the Bill is published, it has not been thought necessary to seek formal legal advice.

The NHS White Paper – “no decision about me, without me”

8. The White Paper's proposals are far-reaching. If enacted as outlined, there will be fundamental changes to how healthcare is commissioned, organised and performance-managed. The abolition of Primary Care Trusts and Strategic Health Authorities is to be followed by their replacement by GP consortia, working in much closer collaboration with local government, and an NHS Commissioning Board at arm's length from the Secretary of State, together with reconstituted arrangements to strengthen local patient and public 'voice'.
9. By these means, it is intended to put healthcare commissioning strategy and decision-making much closer to those making the everyday clinical decisions – and much closer to those affected by those decisions. The enhancement of the local authority role in, for instance, the functions of local Health & Well-being Boards, marks a significant reintroduction of local democratic accountability in an NHS that has been increasingly seen as remote and unaccountable.
10. Such changes are not without risk and in anticipation of the Health Bill, arrangements are already in place for Members of Cabinet to be fully engaged with GP and NHS colleagues in co-designing the future arrangements for Kent, strongly supported by the Group Managing Director, the Managing Director for Adult Social Care and the jointly-appointed Director of Public Health, to ensure there is a work programme in place to deliver these transformational changes.

Consultation and communication

11. The County Council is a formal respondent to the Coalition Government's White Paper proposals. The Department of Health, primarily through the agency of the Strategic Health Authorities, has organised and led a series of engagement events, in which Cabinet Members and senior officers have actively participated. The Group Managing Director, the Managing Director for Adult Social Care and the Director of Public Health, in particular, have established open lines of communication with NHS colleagues on a day-to-day basis. The consultation period from mid-July has been accompanied by a steady flow of supplementary correspondence from the Department of Health, as well as briefings and other materials from the many stakeholders.
12. The White Paper is intentionally light on many aspects of the detail as the clear intent is to focus on outcomes and leave the detail of local interpretation of 'what works best' to local determination as the changes are rolled out. Nevertheless, many officers across the County Council have been involved in helping draw together the council's responses and this has in turn depended on extensive internal consultation with Members and others. This consultation stage is just the first part of what will be an extended period of engagement – the Programme Board will ensure that an effective communications strategy will support this.
13. Members of Cabinet have already held two constructive meetings with PCT Chairmen, Chief Executives and Medical Directors and at the time of publication, plans were being finalised for a further meeting with GP leaders in Kent in November.

Managing the transition

14. The County Council will wish to work collaboratively with NHS colleagues and establish robust joint programme management arrangements to ensure continuity of 'steady-state' business during a period of organisational flux for the NHS and that changes already planned and in the pipeline are reviewed to assess how those plans are consistent with the new direction and arrangements set out in the White Paper. The programme will seek to secure opportunities for closer service integration and improved efficiency.
15. The Council's Health Overview & Scrutiny Committee will have a key role to play during this interim period, even though scrutiny arrangements themselves will need to adapt to a different set of accountability arrangements, subject to the legislation.
16. These are issues that will be of importance to all Members of the County Council. As Leader, I have asked that further briefings are arranged so that all Members have the opportunity to contribute to how these developments progress.

Conclusions

17. The White Paper proposals set out the Coalition Government's vision of healthcare more closely designed around local need, with services and care pathways designed by those who best know their patients and their localities. Together with the prospect of a White Paper on Public Health in the near future that will enhance the role of local government in improving the health of residents and communities, and a Localism Bill which is intended to empower local communities and councils, the County Council is well placed to play a strategically significant role in shaping future arrangements and also to support the successful launch of GP consortia, if the right 'paving' and enabling legislation is passed.

Recommendations

Cabinet are asked to AGREE the commentaries appended to the report as the views of Kent County Council in respect of the Coalition Government's White Paper *"Equity and excellence: liberating the NHS"*.

Cabinet are asked to AGREE to publishing the consultation responses on kent.gov.uk and drawing them to the attention of GPs and other stakeholders.

Background Documents

"Equity and excellence: liberating the NHS";

"Liberating the NHS: commissioning for patients";

"Liberating the NHS: local democratic legitimacy in health";

"Liberating the NHS: regulating healthcare providers"

"Liberating the NHS: transparency in outcomes – a framework for the NHS";

"Liberating the NHS: report of the arm's-length bodies review";

- *all these consultation documents were published in July 2010.*

"Achieving equity and excellence for children" – this report, described as an 'engagement document', was published in September 2010.

“Equity and Excellence: Liberating the NHS.”

This document sets out the responses of Kent County Council to the four subsidiary papers to the NHS White Paper and also comments on the Achieving Equity and Excellence for Children engagement document and also draws upon the report of the Review of Arms length bodies.

“Local Democratic Legitimacy in Health”

Q1. Should local HealthWatch have a formal role in seeking patients’ views on whether local providers and commissioners of NHS services are taking account of the NHS Constitution?

Yes. It is important that the public and patients are at the heart of all decisions about the commissioning and delivery of health and social care and HealthWatch would be an excellent vehicle to facilitate this.

It would have been helpful to have more information about what responsibilities are envisaged for HealthWatch England and the links between a local HealthWatch and HealthWatch England and other links with the Regulators.

Q2. Should local HealthWatch take on the wider role outlined in paragraph 17, with responsibility for complaints advocacy and supporting individuals to exercise choice and control?

Yes. In the current system, responsibilities for ensuring the voice of the public and patients are heard and acted upon is scattered across a wide range of organisations. This has led to confusion for those trying to get help or comment on the care they have received and is a time-wasting and expensive duplication of effort. The “citizen’s advice bureau” role outlined for HealthWatch would not only unify organisations into a coherent whole from an organisational perspective but would bring much needed clarity to the public.

We would like to build on the proposals in the White Paper to include Local Authorities have the ability to commission a whistle-blowing service. KCC is also considering the commissioning of an external scrutiny function to have oversight of the Health and Wellbeing Boards (or local equivalents)

The White Paper has not been clear about where responsibility for dealing with complaints themselves will lie. Feedback in Kent has told us that the public already find it difficult to know where to start their complaint. This is exacerbated when, as is already too common, a patient wishes to complain that between their GP, the consultant to who they were referred and the treatment they eventually received, they do not feel they had the integrated service they needed. Reviews of the Health

complaints services have generally been far from positive; the transformation of the NHS should be a good opportunity to resolve these long-standing issues.

Q3. What needs to be done to enable local authorities to be the most effective commissioners of local HealthWatch?

The Equity and Excellence White Papers set out welcome proposals on freeing up commissioners and providers to ensure that services are responsive to the local population. One of the key elements in delivering locally responsive services is to ensure the public have a variety of way of making their voice heard and being supported to do so. Local Authorities need to be able to commission public engagement through a range of organisations that best reflect the voice of the local population on any particular issue. In addition to commissioning the LINKs, local authorities may also want to commission voluntary organisations that have chosen not to ally themselves with the LINKs, private survey companies, local media firms etc. It is vital that Local Authorities have the freedom to commission what is best for the population they serve and are not forced into a one size fits all contract.

The White Paper wording of “LINKs will become HealthWatch” has been interpreted differently in and across organisations. We need assurances that the commissioning freedoms described throughout the White Paper will also be afforded to Local Authorities.

Whilst statutory frameworks can become stifling a set of guidelines might be helpful. These guidelines might include issues such as whether the commissioning and management of the day-to-day operations of HealthWatch should be at arm’s length to service provision such as public health and social care, the need to strike a balance between political views and other public representation, the need to ensure that voluntary organisations are representing the views of the people they are set up to serve etc.

Q4. What more, if anything, could and should the Department do to free up the use of flexibilities to support integrated working?

To make freedoms and flexibilities work fully there needs to be an overhaul of current regulations. Limited take up as suggested in paragraph 23 is because there are still significant barriers for full joint commissioning. These barriers include funding streams, 'ring fenced budgets, regulations / legislation and governance which make it difficult for joint commissioning.

Q5 What further freedoms and flexibilities would support and incentivise integrated working?

Freedoms and flexibilities should go beyond joint commissioning and focus on making a reality of personalisation. For example:

- People on direct payments cannot purchase services from Local Authority's in house services
- There needs to be a period of reflection and learning in regards to the Personal Health Budget pilot programmes. Can Direct Payments be extended to health care needs? It is our view that an arbitrary split will hinder the development of integrated community services between health and social care.

Q6. Should the responsibility for local authorities to support joint working on health and wellbeing be underpinned by statutory powers?

In the early days of new partnerships and new roles and responsibilities for health across a range of organisations, it may be a useful spur to have statutory powers to underpin joint working. The statutory framework should spell out the minimal obligations regarding collaboration but without prescribing the form. If there are to be statutory powers, then a range of organisations should be consulted on how these should work and a date of review for the arrangements built in to ensure they are working to the advantage of all stakeholders, but most importantly the public.

Q7. Do you agree with the proposal to create a statutory health and Wellbeing board or should it be left to local authorities to decide how to take forward joint working arrangements?

We agree that there should be a statutory obligation to carry out the functions of a Health and Wellbeing Board including a reciprocal duty for GP Consortia to attend and contribute especially while the new arrangements are becoming embedded. For some Local Authorities there are already a range of Boards and other structures that could more effectively and more inclusively carry out these functions rather than set up separate structures, especially in a "slimmed down" public sector and particularly in two tier local authorities. We ask that it is left up to each Local Authority to determine how and where the Health and Wellbeing Board functions are carried out. Legislation could cover the role of scrutiny and referral, the need to hold meetings in public, to ensure there is good public voice at the meetings, to demonstrate that it is delivering the outcomes demanded by the population, etc. However, there needs to be freedom and flexibilities to set up Boards in the best way for the residents, organisations and stakeholders in an area.

Q8. Do you agree that the proposed health and wellbeing board should have the main functions described in paragraph 30?

Yes – along with a requirement to involve local communities and Healthwatch in these functions.

It would be useful to clarify that the Health and Wellbeing Boards (or local equivalents) are to ensure that the functions it is responsible for are carried out, rather than carrying them out themselves. Some tasks, such as producing the

JSNA are too detailed for a high level Board to concern themselves with directly, but the Board should satisfy itself that assessments have been properly carried out and the resulting JSNA truly reflects the needs of the population. Similarly the Board must ensure there is appropriate joint commissioning and partnership rather than doing it itself. These are important distinctions to make as too much direction in the minutia of commissioning will call into question the independence of the scrutiny function that will later be called in to examine it.

A further set of functions KCC advocates for the Health and Wellbeing Board is oversight of major changes proposed by local healthcare providers, such as proposals to merge or demerge, shed parts of their organisations etc. It is vital, especially during the transition period, that the freedoms proposed in the Regulation of HealthCare providers consultation document are balanced by the need for robust public accountability. The ambition of “putting patients and the public first” will not be achieved if healthcare providers can reduce local choice to suit their organisational needs without considering whether this is in the public interest.

Q9. Is there a need for further support to the proposed health and wellbeing boards in carrying out aspects of these functions, for example information on best practice in undertaking joint strategic needs assessments?

There is already adequate support for creating JSNAs through groups such as LGA, ADASS etc. In Kent and across organisations, there is already a body of knowledge / experience to take this forward.

Q10. If a health and wellbeing board was created, how do you see the proposals fitting with the current duty to cooperate through children’s trusts?

We would prefer to have the freedom to develop our own relationship between the Health and wellbeing Board and our Children’s Trust arrangements in Kent. We are currently reviewing the operation and structure for our local strategic partnership and would want to develop these arrangements in line with the outcomes of this review.

Q11 How should local health and wellbeing boards operate where there are arrangements in place to work across local authority areas, for example building on the work done in Greater Manchester or in London with the link to the Mayor?

The consultation document already allows for Health and Wellbeing Boards to be set up across boundaries where appropriate, and this makes sense. As outlined in question 7, Local Authorities will need freedom to set up structures to carry out the functions of Health and Wellbeing Boards to suit their own area. However this is done, it will need to allow for some health care, trauma, maternity, cancer etc spanning districts within a Local Authority area or crossing upper tier local authority boundaries

Q12 Do you agree with our proposals for membership requirements set out in paragraph 38 - 41?

Yes, though again there must be the flexibility to ensure that each Board has the representation that is right for it, rather than be given strict rules for membership. If there is statutory legislation to underpin the powers of the Board, then they could include a requirement to ensure and demonstrate the Board has representation from the public and those responsible for commissioning health and social care, public health etc rather than being too prescriptive as to exactly who should attend.

Q13 What support might commissioners and local authorities need to empower them to resolve disputes locally, when they arise?

Good practice guidelines would be helpful especially if backed up by case studies as the new arrangements become more settled. It could be a requirement of the Board for them to include dispute resolution as part of its governance; this could include requests for help to the Independent Reconfiguration Panel, peer review etc. A further option is a less formal appeal to CQC, Monitor or other regulator for help and advice. The good practice guidelines should make it clear that only as a very last resort should there be appeal to the Secretary of State for Health

Some form of incentive from the Department of Health or acknowledgement from the Inspection or Audit services for authorities who successfully deal with disputes locally may also be helpful.

Q14. Do you agree that the scrutiny and referral function of the current health OSC should be subsumed within the health and wellbeing board (if boards are created)?

It is important to note the difference between scrutiny and the power of referral to the Secretary of State for Health. The transfer of HOSC statutory powers to the Health and Wellbeing Board (or local equivalents) should not be taken as meaning that non-executive health scrutiny will cease and local authorities must not be prevented from maintaining effective local health scrutiny. The important role that non-executive Members have and will continue to play in overview and scrutiny should be acknowledged and local authorities should have the flexibility to establish the most appropriate systems to carry this out.

Some consideration should be given to transitional arrangements. It may be sensible to encourage shadowing arrangements from the current Health Overview and Scrutiny Committees. It is important that public and patient voice, both through elected representatives and through voluntary organisations and other routes continues throughout the transition and beyond.

Q15. How best can we ensure that arrangements for scrutiny and referral maximise local resolution of disputes and minimise escalation to the national level?

Robust governance arrangements – see Question 13

Q16. What arrangements should the local authority put in place to ensure that there is effective scrutiny of the health and wellbeing board's functions? To what extent should this be prescribed?

- Self assessment focussed on agreed outcomes for the Board
- Public and patient involvement, through HealthWatch
- Clear work plans & business plans that focus on outcomes for the public
- Regular audits of Board Activity by external auditors
- A mechanism to delegate the authority to scrutinise to either sub or overarching scrutiny panels or Boards
- External scrutiny should form part of each year's scrutiny plans, especially where services are commissioned or delivered by the Local Authority.

It is unlikely that one set of prescriptive measures will work equally well for all regions or organisations. Guidelines and the sharing of evolving effective practice will be helpful and probably more successful in running scrutiny successfully

Q17. What action needs to be taken to ensure that no-one is disadvantaged by the proposals, and how do you think they can promote equality of opportunity and outcome for all patients, the public and, where appropriate, staff?

- It is important that the JSNA focuses on all disadvantaged groups and from this robust priorities are established by the Board which are reviewed.
- The impact on Health Inequalities should be assessed; commissioning and delivery plans should focus on reducing the gaps between the least and most disadvantaged.
- Major initiatives, service reconfiguration etc should be subject to Impact Assessments

Q18 Do you have any other comments on this document?

The importance of the voice of the public, whilst made of paramount importance in some of the consultation papers, has not always seemed consistent. For example, much has been made of public voice in the need to scrutinise commissioning decisions. However there is no mention made of how this might also apply to the role of healthcare providers. Indeed, the Regulating Healthcare Providers consultation paper suggests that the public need not be represented on the Board. Our concerns would be greatly lessened if at least during the transitional period governance changes as well as service changes were still regarded as matters for local deliberations.

The issues of safeguarding and patient safety are overlooked. In this paper there is only a passing reference to the children's safeguard board and there is little indication of how vulnerable adults will be protected. We look forward to this omission being addressed during the transitional period.

“Liberating the NHS: Commissioning for Patients”

Responsibilities of GP consortia

1. In what practical ways can the NHS Commissioning Board most effectively engage GP consortia in influencing the commissioning of national and regional specialised services and the commissioning of maternity services?

GP Consortia will become engaged with this agenda by being involved in the process of decision making from the start (i.e. as Consortia begin to be formed). It is imperative that GP's and the Board begin talking early-on in the transition phase. Not only to positively engage but equally, so that the Boards' requirements can be clearly set out and the expectations of each party managed. The LA should have involvement in these early stages as they have significant knowledge and experience in commissioning practices and the engagement process. The LA should be present throughout the development stage as they will be a key stakeholder long after the PCT and SHA's have disbanded.

The Board should consider regional consultation with practices to establish how they want the commissioning of services to be implemented in order to ensure a strategic element to service provision and therefore good value for money. It would also be beneficial if the Board began a process of information gathering, assessing issues such as levels of specialist knowledge – for example, in relation to mental health or drug and alcohol commissioning - and the extent of public access to data resources.

The NHS Commissioning Board should promote the use of the Joint Strategic Needs Assessment (JSNA) (and we fully endorse proposals that the LAs lead on these). It would also be helpful if the localised Outcomes Framework reflected the commissioning plans that are based on the JSNAs

2. How can the NHS Commissioning Board and GP consortia best work together to ensure effective commissioning of low volume services?

There needs to be integration between the commissioning cultures of the NHS Commissioning Board and GP Consortia e.g. mutually constructive strategic aims, effective sharing of information and effectual access to existing services through reduced bureaucracy. This would allow for efficient commissioning decisions relating to smaller contracts. We are assuming that the Health and Wellbeing Boards will ensure that commissioning plans are coherent across their region.

3. Are there any services currently commissioned as regional specialised services that could potentially be commissioned in the future by GP consortia?

In Kent, drug and alcohol treatment services are currently commissioned by the authority-based Drug and Alcohol Action Team. This arrangement has worked exceptionally well and provided a service driven by effectiveness, value and a focus

on the service user. Under the proposed arrangements, this service should remain within the local authority in order to continue to be effective and driven by value. DAAT are looking forward to sharing learning from its commissioning experiences with GPs and it would be delighted to do the same for the NHS Commissioning Board

Children and young people's services such as CAMHS could be commissioned through partnerships with local authorities. They could work with children's services joint commissioning units.

LAs have significant experience and understanding of the opportunities and limitations found in collective commissioning arrangements. In Kent significant work has been underway for some time with PCTs and other partners in the area of joint-commissioning. As such, LAs would be a good local source of information and guidance to GP Consortia interested in pursuing such arrangements.

4. How can other primary care contractors most effectively be involved in commissioning services to which they refer patients, e.g. the role of primary care dentists in commissioning hospital and specialist dental services and the role of primary ophthalmic providers in commissioning hospital eye services?

Primary Care dentists and other specialists should sit as part of special interest commissioning groups to inform commissioning plans. In addition, Consortia could adopt the practice-based specialist interest model whereby Practices could sell the services offered by GPs with specialist interest areas to other Consortia within a localised geographical area (or if suitable across geographical boundaries).

The specialist interest group would ensure commissioning services deliver a holistic package to patients such as dental or ophthalmic representation. In addition, the needs of children and young people need to be considered holistically to minimise expenditure and maximise outcomes. Consideration should be given to linking NHS reforms with the development of services for children with SEN and disabilities emerging from the recent OfSTED review.

5. How can GP consortia most effectively take responsibility for improving the quality of the primary care provided by their constituent practices?

The design and monitoring of contracts will be an essential part of Consortia's commissioning responsibilities. LAs have experience of contract management (and re-tendering) which it could share with Consortia. Establishing a common template and specification on outcomes would inform practice decisions. Consortia could commission procurement expertise from LA's. However, for LAs to provide GP Consortia with commissioning support the DH will need to develop guidelines on the market entry requirements for LAs.

6. What arrangements will support the most effective relationship between the NHS Commissioning Board and GP consortia in relation to monitoring and managing primary care performance?

There are advantages and disadvantages to GPs monitoring what GPs deliver: peer review of work undertaken can be extremely positive and beneficial to service development, but there is a potential conflict if GPs are self-regulating. We agree that there is a need for additional scrutiny through the Health and Wellbeing Board

7. What safeguards are likely to be most effective in ensuring transparency and fairness in commissioning services from primary care and in promoting patient choice?

The introduction of best practice guidelines to ensure transparency and fairness in service development and to facilitate improved integration and effective partnerships between GP Consortia, the NHS Commissioning Board and LAs would be helpful.

Consortia should be required to be transparent in their financial dealings without breaching confidentiality – a sensitive balance must be maintained to ensure public trust in Consortia whilst not exposing practices to undue risk. Openness and honesty around finances and spend will encourage dialogue with patients in the local area.

We have commented in the Transparency and Outcomes response that the outcomes framework needs to be strengthened to ensure that the public have access to easily understood information that will help them make the choices right for them

8. How can the NHS Commissioning Board develop effective relationships with GP consortia, so that the national framework of quality standards, model contracts, tariffs, and commissioning networks best supports local commissioning?

All commissioning bodies must ensure that their financial decisions are transparent and clear. For example, it must be clear what tariffs are being imposed and what services are required to be delivered. Commissioning bodies must also state how contracts will be monitored; how outcomes will be measured; and outline any penalties which may be incurred in advance. This system would also allow for the easy identification of duplication i.e. if local Consortia are doubling up on the payment for services, such as under the old ‘unbundled tariff’ scheme.

Good reporting systems and the open sharing of information are essential to develop effective working relationships between partner organisations.

The Commissioning Board could look to identify methods of best practice and guidance e.g. from American models, that could be used to inform the development of effective commissioning relationships. Bodies could also look to examples of private commissioning to support their work.

9. Are there other activities that could be undertaken by the NHS Commissioning Board to support efficient and effective local commissioning?

Local authorities hold vital information regarding the local area, particularly in regards to health inequalities so the NHS Commissioning Board should encourage or direct the Consortia to engage with the LAs. This will enable both parties' to determine what synergies can be forged between locality models and any proposed structure and priorities.

Establishment of GP Consortia

10. What features should be considered essential for the governance of GP consortia?

Essential to the governance of GP Consortia will be a clear best practice framework setting out how GP Consortia will be accountable within their local communities. This should include the publication of commissioning spend, and the process by which public or other agencies can comment or influence the commissioning outcome.

There also needs to be a mechanism which allows partner agencies to call GP Consortia to account if their actions are having unintended or adverse consequences. For example if GP Consortia commission services which adversely drive-up elective surgery in another locality.

11. How far should GP consortia have flexibility to include some practices that are not part of a geographically discrete area?

Consortia should have significant flexibilities to include practices that are not part of their geographically discrete area. The inter-operability of practices and Consortia is key to providing effective 'value for money' commissioning arrangements.

This, combined with an analysis of the strategic aims of different Consortia, would lead to a reduction in the likelihood of commissioning duplication, especially in common service provision e.g. stoma, children with severe and complex needs, HIV and cancer care, and would avoid wasting resources (both in terms of time and money). To support this approach, clarity is needed over whether the NHS Commissioning Board will provide an analytical function and a summary of what services are provided by which Consortia.

12. Should there be a minimum and/or maximum population size for GP consortia?

No – Consortia should be configured according to the demographics of different areas. Consortia boundaries should be determined by the needs of the communities they serve, not by the size of the population they cater for. However, there is a

balance to maintain between serving the community and providing an efficient administrative service.

Freedoms, controls and accountabilities

13. How can GP consortia best be supported in developing their own capacity and capability in commissioning?

Clear regulations and outcome expectations as evidenced in the JSNA will help Consortia to establish the guidelines within which to commission services. Local Authorities have long experience in practical commissioning and would be well placed to provide commissioning support services to local GP Consortia.

Currently, PCTs can use the Framework for procuring External Support for Commissioners to gain easy access to expert suppliers. If this Framework is going to continue and be accessible to GP Consortia, KCC would recommend that Local Authorities be considered for expert supplier status. If the framework is to be replaced, then we would ask that Local Authorities not be barred from providing these services.

14. What support will GP consortia need to access and evaluate external providers of commissioning support?

GP Consortia will need transparent and comprehensive advice on what support is available such as: private company comprehensive package of commissioning provision including monitoring activity data, brokering with pharmaceutical companies and drug manufacturers, vis-a-vis a more bespoke package of tailored services offered by LAs including legal advice.

All LAs have developed sophisticated commissioning arrangements as required in the implementation of Children's Trusts. These would be useful to Consortia and KCC would welcome the opportunity to work with Consortia on this.

15. Are these the right criteria for an effective system of financial risk management? What support will GP consortia need to help them manage risk?

As the level of risk is not yet known, it is extremely difficult to offer a response to this question before roles with individual Consortia have been established.

More detail is needed to establish which body would be accountable if, for example, commissioning failures arise that harm individuals

16. What safeguards are likely to be most effective in demonstrating transparency and fairness in investment decisions and in promoting choice and competition?

The JSNA should establish what services are required. Consortia should be measured against delivery of outcomes against the needs and should be accountable to both the NHS Commissioning Board and the Health and Wellbeing Board if unable to provide evidence of this.

Consortia should be transparent in their financial dealings, without breaching commercial confidentiality. A good balance must be maintained to ensure public trust in Consortia whilst not exposing practices to undue risk. Public scrutiny will provide transparency.

An effective safeguard will be the introduction of a governance and accountability framework to ensure transparency and fairness in service development, and to facilitate improved integration and effective partnerships between GP Consortia, the NHS Commissioning Board and LAs.

17. What are the key elements that you would expect to see reflected in a commissioning outcomes framework?

The key emphasis must be on flexibility, relevance and outcomes for patients so that the indicators can be evolved on a 'fit for purpose' basis. Key to this is that each outcome framework reflects what is important to people in the area, i.e. localised outcome frameworks.

There would also need to be some indication of who will be collating the information which Monitor and CQC will collect. Currently this is a large piece of work undertaken by the PCTs, it is difficult to see how the GP Consortia will collate this information.

The framework should also take note of the need to increase investment in services for children and young people to create a truly preventive and cost effective NHS.

18. Should some part of GP practice income be linked to the outcomes that the practice achieves as part of its wider commissioning consortium?

This would be dependent on the method by which outcomes are to be measured, and over what time periods. There needs to be an equitable system which does not penalise consortia serving the poorest populations. The proposal that GPs are paid on outcomes would need to ensure that outcomes are population based rather than patient list based, i.e. that GPs are rewarded for serving the needs of all the people in their catchment area .

The provider incentives to attain results as outlined in the White Paper are to be 'paid according to the costs of excellent care, rather than average price'. This means that providers who deliver excellent care in line with commissioner priorities will be eligible to receive a 'quality increment.'¹ There is a danger that an outcomes

¹ 'Equity and Excellence: Liberating the NHS', Crown Copyright, 2010 p. 25, 3.18-3.20.

focussed payment system could result in those Consortia which have the greatest level of resources being rewarded with higher payments.

19. What arrangements will best ensure that GP consortia operate in ways that are consistent with promoting equality and reducing avoidable inequalities in health?

Currently there is a wide variation in how well GPs engage with public health issues. We hope that the NHS White Paper and the imminent Public Health White Paper will set out a clear expectation and incentivisation for GPs to become more active in preventative health care.

LAs could ask for a commitment (formal or informal) from Consortia to put equal access to healthcare at the centre of their commissioning decisions. This issue could be an integral part of the accountability framework.

Partnerships

20. How can GP consortia and the NHS Commissioning Board best involve patients in making commissioning decisions that are built on patient insight?

See below (Q21).

21. How can GP consortia best work alongside community partners (including seldom heard groups) to ensure that commissioning decisions are equitable, and reflect public voice and local priorities?

KCC is already setting up conferences and workshops with GP Consortia and the PCTs at which all partners can share experiences to ensure that when engaging with the public local priorities are always at the heart of our commissioning decisions.

KCC has a solid background engaging with other stakeholders, members of the public and patients. It has a good understanding of how to best involve and work with our community partners. For example, West Kent Adult Social Services and West Kent PCT previously organised a number of events designed to strengthen its engagement with the local BME voluntary sector as part of the commissioning process to build capacity. The feedback and learning from these events gave ‘us a better understanding of the needs of minority communities in relation to health and social care needs and...this knowledge [has]...inform[ed] commissioning activities. It [has also given]...us a better understanding of the best way to engage these different communities.’²

Another good example is Kent Teenage Pregnancy Partnership who conducted a large piece of research to explore young people’s perceptions of sex and

² ‘Engaging BME Communities in West Kent’ as part of the ‘culturally competent support’ stream sent to KASS by Maidstone and Malling Adult Services on 29-06-10.

relationship education and sexual health services. This enabled KCC to influence other partners and shape services accordingly.³

We hope that GP Consortia will capitalise on the conferences and workshops and together we can continue this work to ensure that all of Kent's population have proper input into commissioning decisions

22. How can we build on and strengthen existing systems of engagement such as Local HealthWatch and GP practices' Patient Participation Groups?

Kent Health Watch has been successfully gathering feedback and passing it onto the appropriate service areas in health and social care since it was launched. This could be developed into the HealthWatch Programme, as outlined in the White Paper. In addition, Patient Participation Groups (PPGs) create a connection between practices and their patients, allowing for open, constructive discussion and analysis of service provision, and offering an alternative perspective on many of the topics relevant to general practice. This relationship can be strengthened by increasing the breadth of engagement with the local community and integrating the feedback obtained by the practices into Consortia-wide frameworks.⁴

By their nature PPGs are a mechanism which at different times can represent the patient population to the practice, and vice versa (the practice to the wider community). The PPG role could be developed to gauge customer satisfaction with Consortia's and the effectiveness of targeted services. Such an arrangement could form the basis of an early warning system, flagging issues with the provision of services before issues develop.

23. What action needs to be taken to ensure that no-one is disadvantaged by the proposals, and how do you think they can promote equality of opportunity and outcome for all patients and, where appropriate, staff?

A formal and ongoing feedback process ought to be developed to obtain feedback from local people and partners re: equality of opportunity and outcome. Widespread consultations asking local people for their opinions would work, as would developing partnerships currently within health and social care (such as older persons forums). Ownership of this process should be joint between the GP Consortia and Health and Wellbeing Board.

We would expect the Health and Wellbeing Boards and the JSNA would have a key role in ensuring that GP Consortia do not avoid commissioning high-cost specialised service e.g. Learning Difficulties or Physical Disabilities, in order to conserve limited resources.

The needs of diverse population groups including children and young people, homeless, mentally ill, etc. should also be considered. As set out in our response to

³ CHSS, Billings, 2007

⁴ The ways in which this information is subsequently used and the manner in which it informs corporate developments should be fed back to the forums/groups consulted to ensure community engagement with future initiatives.

Achieving Equity and Excellence for Children, we would caution against too much reliance on internet feedback as this will exclude the more disadvantaged groups. Where there are specialist teams who oversee this work, this should be harnessed. For example, KCC firmly believe that the Drug and Alcohol Action Team (DAAT) should remain within the local authority. By commissioning services for the prison population (the county has 11 prisons), as well as for the general population the DAAT ensures that all its service users, however vulnerable, are in the best possible position to achieve equality of opportunity and outcome.

24. How can GP practices begin to make stronger links with local authorities and identify how best to prepare to work together on the issues identified above?

As mentioned above, in Kent we are already ensuring that GP Practices are having the opportunity to start engaging with KCC and the local districts. From these conferences and workshops together we can identify how we can build on our understanding of the local commissioning requirements in the area.

“Liberating the NHS: Transparency in outcomes – a framework for the NHS”

General comments

Whilst it is understood what the outcome framework is designed to deliver, the content and lack of clarity is disappointing. Although responses have been provided for each question, there are a few themes that run through, which are detailed below:

1. It appears that the actual concept of an outcome is not always evident in the proposed framework.
2. It is not clear how local priorities will be factored into a framework with nationally based and evidenced indicators. If the NHS is to become more person centred then local priorities must have much greater weight.
3. There is little in the framework to support patients and the public in making their health care choices and no mention of how patient information will be shared with patients if it is collected. For example, people may want to know the waiting times in their local A&E departments, they will want to know the outcomes of certain surgeries, the rate of infection etc. We need to engage with the public to find out what information *they* need to support choice and how *they* want to access it.
4. It is acknowledged that a fundamental part of the outcomes framework should be focussed on patient experience, their views, and the evaluation of whether their outcomes have been met within this vision. However, there appears to be little within the framework which will mean anything to the public, in terms of them holding the NHS to account and being clear what improvements to their local services and their outcomes have been made.
5. The consultation is unclear about how the social care outcome framework will dovetail with this. With the White Paper having such a strong focus on partnership, in particular with Local Authorities having a strengthened role to encourage partnership; it seems contradictory to have a framework which tries to evaluate only the effectiveness of the NHS. It will mean that indicators which may have been influenced by health, public health and social care will need to be picked apart to establish what contribution each party has made.
6. It is unclear whether there is still an intention to move towards an integrated performance framework, but it would seem to be a natural progression, rather than having duplicated indicators across multiple frameworks.
7. The suggestion that there is an increasing reliance on surveys to capture people’s experiences is valid. However, care needs to be taken to make sure that there isn’t a duplication of activity. For example: Social care is also

developing the Putting People First survey, and if there is not any streamlining, we could be surveying the same people twice.

8. The indicators are largely the same indicators as already being used, with some recommendation for surveys, albeit for the short term, but there doesn't seem to be any recommendations for identifying whether GP commissioning provides better outcomes for people, whether the services are more appropriate, whether the quality of services improves, as is intended. In addition, there isn't any mention of a domain that relates to efficiency.
9. There is a lack of clarity about how this information will be collected. With the abolition of the PCT's, which currently includes PCT based performance teams, it is unclear what mechanism would be in place, presumably not the duplication of processes across all GP consortia? This issue might be usefully addressed through a shared services approach.
10. It is not clear what level of flexibility there will be within the framework, in terms of having opportunities to influence what the areas of improvement will be, and having the ability to provide context to each indicator. It's assumed that if a national indicator is chosen as a top level indicator, because of comparisons with other countries, that there will be a built in flexibility if some areas of the country perform well at this, but know where there are other areas which, locally, need a focus. It is hoped that GP commissioning boards will not be asked to focus on PI's if they are not appropriate, rather use a bottom up approach to ensure that local risks and areas of underperformance are being tackled.
11. The selection of performance indicators are largely based on indicators that already exist. It is acknowledged that this is an interim arrangement, to enable the framework to begin quickly. This means that there is a lot more work to do to ensure that the more appropriate indicators are developed, and clarity around this would be helpful. It is hoped that health and wellbeing boards, GP consortia and Local Authorities are involved within this and the indicators are judged to be relevant, integrated, local, flexible and meaningful to the public.
12. It is absolutely critical that accountability for improved outcomes is held through the organisation, from GP consortia, Local council members and partners. To be able to do this effectively, the Health and Wellbeing boards will need to not just approve this framework locally, but have a role in terms of setting local priorities. In addition, it is not clear what involvement GP consortia will have in terms of agreeing priorities and signing up to these, but this will be equally important.

Responses to specific consultation questions

1. Do you agree with the key principles which will underpin the development of the NHS Outcomes Framework?

The key principles of; accountability and transparency; balance; inclusion of patients and healthcare professionals; promoting excellence and equality; influencing outcomes; working in partnership with other public services; developing internationally comparable statistics and the continued evolution of the framework is a sound basis on which to underpin the framework. However, it is difficult to agree that these should be the definitive principles until more is known about the individual frameworks for health, public health and social care, and how they will complement each other. Particularly, how these will be balanced in terms of compatible domains and indicators with the NHS framework.

2. Are there any other principles which should be considered?

Flexibility. Until more is known about the framework for health and social services the structure of the NHS framework must be flexible so that it can be amended to be fit for purpose and allow local focus to be on local risk areas. In addition, the new NHS 'agenda' is based on a model which works from the bottom-up; therefore we must make sure that we deliver a framework that can flexibly support patients' and practitioners' requirements. Patients and practitioners will have a local, pragmatic agenda when determining the relevance of the outcomes and indicators within each framework. This approach must be recognised if the new model is to be successful.

Relevance. Each principle, domain and indicator needs to be able to be contextualised. If patients and practitioners are going to 'own' the new NHS model then they need to know why certain indicators have been selected and be able to support them with local evidence. Particularly, if the 'local improvement areas' are going to be identified using these indicators.

3. How can we ensure that the NHS Outcomes Framework will deliver more equitable outcomes and contribute to a reduction in health inequalities?

We must be clear to say that the NHS Framework won't deliver equitable outcomes; it will just identify the risks and alert staff to where possible inequalities occur. Health inequalities vary across the UK, so the outcomes framework must be flexible to take account of these differences and allow regions to focus on their local risk areas. The domains, indicators and improvement areas should be driven at a local level by the Health and Wellbeing Board, GP Consortium and Health Watch Groups as they will be accountable for the delivery of these outcomes.

A local framework will inform local improvement areas for local people.

4. How can we ensure that where outcomes require integrated care across the NHS, public health and/or social services this happens.

At the very early stage of consultation there should be representation from the NHS, public health and social services in all consultation responses. There needs to be clear expectations set out by the DH which supports this view. In addition, throughout the implementation of the framework it should be mandatory that there is representation from each body on the NHS Commissioning Board and Health Watch Groups. The meetings of the Board and Health Watch group should not be deemed quorate if there is not representation from each body.

If there are to be separate outcome frameworks, even where there is strong partnership, it is critical that the same indicators flow through all the frameworks, structured so that duplication is avoided.

5. Do you agree with the five outcome domains that are proposed in Figure 1 as making up the NHS Outcome Framework?

The outcome goals of effectiveness, patient experience and safety underpin the five outcome domains.

Domain 1 – preventing people from dying prematurely (Effectiveness)

Domain 2 – enhancing quality of life for people with long-term conditions (Effectiveness)

Domain 3 – Helping people to recover from episodes of ill health or following injury (Effectiveness)

Domain 4 – Ensuring people have a positive experience of care (Patient Experience)

Domain 5 – treating and caring for people in a safe environment and protecting them from avoidable harm (Safety)

Whilst these are reasonable domains, it is not clear how they will dovetail with Social Care and Public health. There are clear areas of overlap, and we need to be certain, that there is neither duplication, nor that these domains contradict each other.

A suggestion for an additional domain would be one which focuses on Public Information, where the indicators help improve a patient's ability to make informed choices. For example, as a patient I would want to know the A+E waiting times of my nearest hospitals, I would want to know the success rate of certain elective surgeries, or the rate of infection risk. A domain which covers this off would be a welcome addition to the Framework.

6. Do they appropriately cover the range of healthcare outcomes that the NHS is responsible for delivering to patients?

The domains seem reasonable, although it's unclear why there is not a domain about:

Efficiency – how are we ensuring that outcomes are not just delivered, but delivered efficiently?

Better outcomes delivered as a result of the changes proposed within the White paper – people having greater choice, better commissioned and appropriate services. There needs to be indicators within the framework to evaluate how much better the service provided under this new framework has been.

It may also be worthwhile expanding on the patient experience goal by including a domain which covers a patient's negative experience of care. Patients and practitioners are at the heart of the new framework so monitoring how effectively negative outcomes are measured will be key to their ownership of the new system and their ability to effectively implement changes when something is not working.

7. Does the proposed structure of the NHS Outcomes Framework under each domain seem sensible?

The proposal that there is an overarching outcome indicator containing five or more specific improvement areas, and within that a suite of supporting quality standards developed by NICE is a fair proposal. The NHS Commissioning Board will commission Quality Standards from NICE, and GP Consortia will refer to the NHS Commissioning Board. If the involvement of NICE in this process is necessary, it must be evidenced that NICE have collaborated with NHS, Public Health and Social Care representatives throughout the development process to allow for the continued evolution of the indicator set.

However, as outlined in previous questions, the improvement areas do need to be flexible and relevant to the local region. GP consortia need to be accountable for tackling their own risks and underperformance, and not adhere to a national target or focus if it is not relevant.

There needs to be an allowance for local and national targets.

Also, it is not clear who will be responsible for collecting this data or collating it. Previously this would have been a joint responsibility between the Primary Care Trust's (PCT) and the Local Authority (LA). In this new structure who is responsible for this?

The consultation suggests that the recommended (and largely existing) indicators will be in place for the short term. It is not clear what "short term" means, or how quickly a new and more appropriate set of indicators will be developed.

DOMAIN ONE

8. Is 'mortality amenable to healthcare' an appropriate overarching outcome to use for this domain? Are there any others that should be considered?

'Mortality amenable to healthcare' measure the number of deaths that occur from a pre-defined set of conditions that have been judged to be amenable to healthcare interventions, and so should not lead to deaths at specified ages. Therefore, this suggests that the number of avoidable deaths will be recorded. In addition to this, perhaps we should be recording the number of patients who survived because of intervention. This would allow for greater transparency in terms of measuring the outcome for both sets of results and be comparable on an international scale.

It is not clear how the influence of public health can be separated from this.

9. Do you think this is an appropriate way to select improvement areas in this domain?

If the statistics show a high mortality rate in a specific area where deaths are thought to be avoidable then this should be reported at a national level. However, the improvement areas should not be determined at a national level. The improvement area should be determined at a local level. The NHS Commissioning Board, Health Watch group and LA will have an excellent idea of the areas of improvement in their own locality; this decision should be determined by knowledge and experience, not just statistics alone.

10. Does the NHS Outcomes Framework take sufficient account of avoidable mortality in older people as proposed?

The Framework accounts for mortality in older people in 2 ways:

- Covered by the fifth domain, treating and caring for people in a safe environment and protecting them from avoidable harm.
- suggested indicators, such as 'premature mortality from cancer' (see page 51)

11. If not, what would be a suitable outcome indicator to address this issue?

It is difficult to distinguish between health based reasons, and social and public health reasons for premature death in older people.

12. Are either of these appropriate areas of focus for mortality in children? Should anything else be considered?

The framework suggestions are: infant mortality and premature mortality from respiratory disease (0-14 years). Research from the University of Washington, Seattle found that the UK had a worse death rate – 5.3 per 1000 children – than any other country in Western Europe. In 2008, the death rate in Sweden was just 2.7 per 1000 children. The figures have been blamed on a combination of unhealthy lifestyles, poor antenatal care and a rise in the number of older mothers. It is suggested therefore, that the following indicators are included:

- infant mortality where parents are smokers
- infant mortality where poor antenatal care is identified
- infant mortality by mothers age
- infant mortality where the child is obese

It is worth pointing out that the majority of indicators suggested are traditional 'public health' areas. This again highlights the importance of making sure that the NHS,

Health and Social Services frameworks are clearly compatible and most importantly workable. Particularly if the LA's will be held responsible for the delivery of the outcomes.

DOMAIN TWO

13. Are either of these appropriate overarching outcome indicators for this domain? Are there any other outcome indicators that should be considered?

These indicators are very much about treating a condition once it has developed. There also needs to be a focus on prevention of long term conditions, for example stopping smoking, but this is traditionally an area for Health. Again, there is clear overlap with Health and Social Care i.e. day to day activity affected.

14. Would indicators such as these be good measures of NHS progress in this domain? Is it feasible to develop and implement them? Are there any other indicators that should be considered for the future?

More detailed information on quality of life for those with long-term conditions could be obtained through a PROM, or similar, for long-term conditions in general. Involving patients in this way would make sure that the indicators accurately reflect the concerns of the affected group i.e. they are not seen as a condition but as an individual. This supports the view that the framework, outcomes and indicators should evolve and be flexible. Again, however, there will be overlap with social care and Public Health.

15. As well as developing Quality Standards for specific long-term conditions, are there any cross cutting topics relevant to long-term conditions that should be considered?

An example of cross cutting topics could be the circumstances of the LTC and how this could be prevented. Again, this has significant overlap with Social Care and Public Health.

DOMAIN THREE

16. Are these appropriate overarching outcome indicators for this domain? (Domain 3, helping people to recover from episodes of illness or following injury) Are there any other indicators that should be considered?

(1. Emergency hospital admissions for acute conditions usually managed in primary care and 2. Emergency bed days associated with repeat acute admissions.)
As we are now penalising hospitals financially for repeat admission it is important that the indicators are compatible. Traditionally there has been a push to free-up beds quickly; this is exemplified in Delayed Transfers of Care. Penalising repeat acute admissions conflicts with the message that if patients are weight bearing they should be discharged. Culturally and practically there is a conflict of interests between these 2 indicators and this would need to be resolved. Currently, Social

Care has delayed transfers of care within its performance framework, so overlap would be evident here again.

All the indicators are hospital based, and do not cover community or GP based support. With the proposals outlined within the paper, it would seem sensible to demonstrate the support and specialist commissioned services that are in place to support people recuperative. In addition, this is an area where partnership working with social care is paramount, and it is not clear how this will be captured.

17. What overarching outcome indicators could be developed for this domain in the longer term?

Prevention i.e. falls and fractures, stroke etc. Again, this has cross-over with Public Health.

Integrated working and support from the community to ensure that injuries are avoided, but that people also have the choice of how they recuperate.

18. Is this a suitable approach for selecting some improvement areas for this domain? Would another method be more appropriate?

The approach of using Patient Reported Outcome Measures (PROMs) for planned care, and focusing on the main causes of emergency bed days for unplanned care is a suitable approach for selecting improvement methods. However, public feedback on how their emergency care was provided and any choice that they were given would also be important, even if asked after the event.

In addition, the improvement areas should not be determined at a national level. The improvement area should be determined at a local level. The NHS Commissioning Board, Health Watch group and LA will have an excellent idea of the areas of improvement in their own locality; this decision should be determined by knowledge and experience, not just statistics alone.

19. What might suitable outcome indicators be in these areas?

The outcome indicators proposed are suitable indicators.

DOMAIN FOUR

20. Do you agree with the proposed interim option for an overarching outcome indicator?

The short-term approach involves tracking performance on a predefined subset of survey questions. Focus will be on the five themes of access and waiting; safe, high quality coordinated care; better information, more choice; building closer relationships; and clean, friendly comfortable places to be. This approach can be applied to surveys that are due to be conducted and published in the next year or so. This is a fair proposal; however we need to be careful that there is a concerted effort to move future development forward towards the longer approach model, and not to rely on short-term solutions that are embedded in traditional practices.

21. Do you agree with the proposed long term approach for the development of an overarching outcome indicator?

The long-term approach is to develop an overarching outcome indicator that is based on a limited set of core questions. These questions would ask patients whether they received the care and services they need, whether it met their requirements, enabled them to maintain their health etc. Currently appropriate questions are not included within the existing survey programmes, so development work on the precise indicators is required. Questions focused and guided by patients' experiences will benefit the quality and breadth of data collected. The criteria of the development are not known but it is hoped that practitioners, NHS, Health and Social Services colleagues would be involved.

It is also hoped that the development of such a survey would be combined with the development of the PPF survey, which will aim to survey all people living in the Local Authority, thus avoiding duplication.

22. Do you agree with the proposed improvement areas and the reasons for choosing those areas? (Pg 33)

No improvement areas should be chosen at a local level and there needs to be flexibility within the framework to change the improvement areas when robust information is produced.

23 Would there be benefit in developing dedicated patient experience Quality Standards for certain services and client groups? If yes, which areas should be considered?

Quality standards will set out what high quality care looks like, so involving certain services and client groups in developing dedicated patient experience Quality Standards will be key to making these standards relevant.

24 Do you agree with the proposed future approach for this domain?

Yes, assessing how best to extend and improve national survey arrangements, standardising the approach to this work, and developing a better understanding of patient experience is a good basis from which to develop this domain. However, it is also important to assess whether the new NHS model is working, and also be mindful of the overlap and linkages with health and social care. It would also be beneficial to not just evaluate people's experience of care, but also to see what outcomes and choices they wanted before treatment and the review these to see whether these outcomes were met.

DOMAIN FIVE

25 Do you agree with the proposed overarching outcome indicator?

This is a very hospital based indicator and is concerned more with the process than the person. What about safety within GP surgeries and consortia responsibilities? Particularly preventing abuse in the community and monitoring the number of complaints to GPs.

26. Do you agree with the proposed improvement areas and the reasons for choosing those areas?

The proposed areas of safe treatment; safe discharge/transition, patient environment, safety culture and vulnerable groups are good areas in which to focus on improvement. As previously suggested, these improvement areas need to be suggested at a local level as there may be different focus in different regions, in addition to the national ones.

27 What action needs to be taken to ensure that no-one is disadvantaged by the proposals, and how do you think they can promote equality of opportunity and outcomes for all patients and, where appropriate, NHS staff?

Significant consultation with patients and practitioners is an absolute necessity, not only at the consultation phase but as mandatory practice throughout the creation of the NHS Commissioning Board, Health Watch Groups and Consortia. This can be done via specialist interest groups, whose involvement is the NHS Commissioning Boards responsibility, and whose involvement should be monitored. Boards should be held accountable when there is not adequate representation. This collaboration should continue throughout the evolution of the framework.

The DH also needs to acknowledge the overlap with social care and health. It is important that the NHS, Health and Social Services frameworks are clearly compatible and most importantly workable. This is particularly important if Local Authorities will be held responsible for the delivery of the outcomes. Finally, but very importantly, in view of the very recent proposals around children's health care, the Outcomes Framework must take note of the need to increase investment in services for children and young people to create a truly preventative and cost-effective NHS

28. Is there any way in which the proposed approach to the NHS outcomes Framework might impact upon sustainable development?

See covering letter

29 Is the approach to assessing and analysing the likely impacts of potential outcomes and indicators set out in the Impact Assessment appropriate?

See covering letter

30 How can the NHS Outcomes Framework best support the NHS to deliver best value for money?

The new changes to the structure will impact on delivery in a way not yet fully understood. Understanding how efficient the new model is going to be and measuring this should be key to the continued evolution of the framework, and essential if we are to understand how we achieve best value for money.

31 Is there any other issues you feel have been missed on which you would like to express a view?

See covering letter

“Liberating the NHS: Regulating Health Care Providers”

Introduction

As requested, the County Council has set out its responses below to the specific questions asked in the consultation document. However, this introduction seeks to ask some more fundamental questions about the regulation of health and social care provision in the medium to long-term.

With the Coalition Government’s stated intention of all NHS healthcare provision being governed in Foundation Trust bodies by 2013, it is clearly a major task ahead to ensure that all remaining NHS trusts acquire this status appropriately and that the authorisation process for this is one that is equitable but robust. The support previously available to NHS trusts from SHAs and PCTs to move towards FT status will diminish significantly during this period as they are downsized prior to their scheduled abolition, so there is a strong case for a single regulatory/licensing body to have this as its predominant if not singular focus during this period of change.

However, once this has been achieved, the case for Monitor as the separate, lighter-touch regulator (initially, Monitor was established as the ‘earned autonomy’ reward for the excellent amongst NHS trusts) is less compelling as, by definition, excellence becomes the norm. Also, as the Francis Report into events at Mid Staffs NHS Foundation Trust indicates, there are inherent risks from the splitting of the quality and economic regulatory functions – risks arising from the confusion of who does what as well as the risks of burdensome duplication.

There may be a superficial argument for one body being the economic regulator for both health and social care – but this consultation fails to make the case for it. The challenges to closer integration between health and social will not be overcome by the creation of a single economic regulator for them (or in the case of social care, the acquisition of an additional regulator). Nothing in the consultation paper indicates how Monitor becoming the economic regulator of social care could add value to what is currently already a mature, largely self-regulating market within the remit of OFT. Indeed, the maturity of the social care market is attributable in part to the strategic commissioning prowess of local authorities since the 1993 community care changes. The effect of this change would be counter to the policies of decentralization and would involve duplication of councils’ continuing market-shaping roles and the usurpation of some of their existing powers and responsibilities. Tellingly, there is nothing to explain what failings in the current system this change in Monitor’s role would be intended to tackle in adult social care.

We would suggest that Monitor is given the focused task of authorizing FT applications over the next 2-3 years, including licensing oversight of acquisitions, mergers and de-mergers during this period. Thereafter, we would suggest the BRE may wish to review Monitor’s regulatory functions with a view to their re-assignment to smaller dedicated units within other bodies such as CQC and strengthening the district audit/NAO role in respect of governance and risk-management audit.

One other key point we would like to emphasise is the need for public accountability for organisations who provide healthcare. As set out in our response to the Democratic legitimacy paper KCC proposes that the Health and Wellbeing Board (or local equivalent) has oversight of major changes proposed by local healthcare providers, such as proposals to merge or demerge, shed parts of their organisations etc. It is vital, especially during a potentially fragile transition period, that the freedoms proposed in this consultation document are balanced by the need for robust public accountability. The ambition of “putting patients and the public first” will not be achieved if healthcare providers can reduce local choice to suit their organisational needs without considering whether this is in the public interest

Responses to specific consultation questions

Q1. Do you agree that the Government should remove the cap on private income of foundation trusts? If not, why; and on what practical basis would such control operate?

Agreed. The principle will need to enshrine some safeguards to protect the public interest in ways that are proportionate and light touch. The issue in the public’s perception is often the fear that this might mark a first step in the “creeping privatisation” of ‘their’ NHS. Perhaps the best limitation to the removal of private income caps lies in governance arrangements that still require FTs to proactively engage with the public early in the development of proposals for change rather than in the financial ‘rules’ per se.

Another concern that has been expressed is that some Foundation Trusts might get so powerful that that they will be able, notwithstanding the tariff system, to ‘regulate’ the price they charge to the consortia rather than it being based on value for money principles ad/or stifle competition. This is of course a legitimate concern that strengthened economic regulation could be seen as countering this but our view is that this function could be discharged in the longer term by a small unit hosted **within** CQC and by effectively joining FTs into local discussions on commissioning pathways on a whole-system basis.

Q2. Should statutory controls on borrowing by foundation trusts be retained or removed in the future?

The current controls are somewhat arbitrary and inflexible. We agree there should be more flexibility. However if all controls were removed, how would a Government know that the borrowing is prudent? What is prudent at one point in time may turn out to be less so if economic circumstances change. The prudential borrowing arrangements for local authorities may offer a useful way forward. It is doubtful whether this can be dealt with satisfactorily in primary legislation the ongoing role of district should not be overlooked..

Q3. Do you agree that foundation trusts should be able to change their constitution without the consent of Monitor?

Yes. Any changes in constitutional arrangements are important by definition and therefore should be discussed with all those groups the Trust is accountable to, directly or otherwise. Therefore, local GP consortia, local HealthWatch, the local Health & Well-being Board (or equivalent) should be the prime consultees for FTs – but certainly not Monitor as the sole arbiter. This is a matter of public accountability, not regulatory detail.

Q4. What changes should be made to legislation to make it easier for foundation trusts to merge with or acquire another foundation trust or NHS trust? Should they also be able to de-merge?

This question indicates anticipation of a great deal of change in the landscape of NHS provision in the short-to-medium term. Another factor at work is the very different economics of a period of limited or no growth in the next 3-4 years and the applicability of financial criteria for FT financial ‘fitness’ that were drawn up in times of significant growth.

Given all the other changes happening simultaneously, there is an argument for greater stability on the provider side which might militate against making mergers, acquisitions and de-mergers simpler, especially during the transition. However, this is an unlikely course for the Government to take so an alternative may be to make legislative provision for a more federated approach between collaborative Trusts and FTs.

On the specifics, any such mergers should be only made if local public groups (Healthwatch), local consortia and local Health & Wellbeing Boards have signed the merger off. This is as much an issue of keeping a close eye on risk-management and business continuity during the turbulence of the transitional period as a systemic, ongoing regulatory issue. Monitor is well placed to undertake a key part of this role during the transitional period.

Q5. What if any changes should be made to the NHS Act 2006 in relation to foundation trust governance?

See above

Q6. Is there a continuing role for regulation to determine the form of the taxpayer’s investment in foundation trusts and to protect this investment? If so, who should perform this role in future?

Yes, there is a key role to be undertaken if the public are to be fully assured that it remains ‘their’ NHS. Given the current levels of mistrust, there needs to be some body to oversee Trusts and to oversee them in a way that is seen as at least semi-autonomous from ‘insider’ vested interests, to ensure that they are running effectively and to ensure that poor practice is not covered up. However, it is not necessary to crowd the market with regulators. Our view is that over time, the sole *regulator* should be CQC, with a clear focus on clinical quality and patient safety, and that safeguarding the taxpayer’s investment, governance and organisational

fitness is a matter of a more robust district audit regime, couple with that of the National Audit Office.

Q7. Do you have any additional comments or proposals in relation to increasing foundation trust freedoms?

Freedoms are good as long as they are coupled with responsibilities and are accountable. Clear accountability does not equate to heavy regulation. Trusts need to be accountable to their feeder consortia/ local HealthWatch/local Health & Wellbeing Boards and above all local public groups. Arguably, the greatest 'liberation' of healthcare providers has already been achieved by dismantling the top-down micro-management from Whitehall and the bureaucratic paraphernalia of targets and PIs – consolidating and preserving this slimming-down is important.

Whilst consortia offer new opportunities for local engagement and accountability, this is potentially at a risk of fragmentation, which could put the larger providers in a position of significant dominance and running risk of the provider tail wagging the commissioning dog!

That said, as long as the healthcare market remains immature and dominated by NHS providers to the disadvantage of private or third sector providers, there will, paradoxically, still be a legitimate complaint by FTs that when it comes to "failure", there is no level playing field and that they are much more exposed to the consequences of failure than small niche providers.

Q8. Should there be exemptions to the requirement for providers of NHS services to be subject to the new licensing regime operated by Monitor, as economic regulator? If so, what circumstances or criteria would justify such exemptions?

This is rather difficult to answer as the thrust of our argument is that licensing should rest with CQC – on a similar basis to the way in which they currently regulate social care providers.

The question also seems to ignore the circumstances that in a time of public finance restraint rather than growth, the current financial criteria for authorizing new FTs in the future may seriously disadvantage many would-be applicants so that they are more vulnerable to de-merger and acquisition. On the other hand, whilst lowering the threshold of the economic criteria in the interests of "equity" would meet the 'fairness' criteria, it might also increase risks of FT status being granted inappropriately, which is no-one's longer term interests.

Q9. Do you agree with the proposals set out in this document for Monitor's licensing role?

No. The case has not been made that, in the longer term, only Monitor can do something that others (eg CQC) could not with only a minor adjustment of their current role, although we do believe there is a strong case for Monitor in the interim. Unfortunately for Monitor's credibility, on the occasions it might have used its licensing powers more effectively (eg Basildon and Mid Staffs) it has failed to do so. It is difficult to see how strengthening its licensing powers by the addition of concurrent powers it seeks in relation to competition legislation would have any

bearing on its effectiveness, given its omissions with regard to its current powers. Concurrency would only mean further duplication.

Q10. Under what circumstances should providers have the right to appeal against proposed licence modifications?

We believe that all providers should have the right to one appeal only – whatever the circumstances. However, if in the view of the regulator the matter is of such a serious nature the regulator would have the power to suspend that service until the appeal was heard. Modifications would in any event need to be proportionate and decisions should never be taken by Monitor in isolation from other parties with an interest, such as commissioners or HealthWatch.

Q11. Do you agree that Monitor should fund its regulatory activities through fees? What if any constraints should be imposed on Monitor's ability to charge fees?

This question seems to be borne mainly of Monitor's aspiration to be perceived as another OfWat or OfGem, which are the singular regulator in their fields. If Monitor were to have a long-term future as a regulator, this would probably be the right way forward. However, for the interim role we would suggest – as FT authoriser – it would be more reasonable to see it as an NDPB, acting as an agency on behalf of DH to deliver a specific policy and costed and paid for accordingly by DH.

Q12. How should Monitor have regard to overall affordability constraints in regulating prices for NHS services?

Whilst the NHS Commissioning Board may be the best place to allocate the totality of NHS commissioning expenditure between consortia and other bodies charged with commissioning healthcare, no Government would wish to delegate the overall responsibility for deciding what resources are available to the NHS. Therefore, the responsibility for addressing issues of addressing affordability is inextricably bound up with that of responsibility for setting the budget. In this respect the price-regulation roles of Monitor and, for example OfWat, are quite different. The role of monitoring prices for healthcare services can be regulated through a combination of levers:-

- NICE sets standards upon which price are based;
- NHS Commissioning Board, with CQC support, monitors appropriate price nationally and if need be intervene/arbitrate;
- GP consortia, with the support of Health & Wellbeing Boards or equivalent will ensure a locally acceptable and affordable price can be set.

Q13. Under what circumstances and on what grounds should the NHS Commissioning Board or providers be able to appeal regarding Monitor's pricing methodology?

Given the answer to question 12 – question 13 not valid

Q15. Under what circumstances should Monitor be able to impose special licence conditions on individual providers to protect choice and competition?

We need to reserve our position at the moment. One of the main weaknesses of the 'boxed set' of consultations is the disconnect between the 'commissioning' paper on the role of the NHS Commissioning Board as resource-allocator (as well as commissioner) and the 'regulation' paper on Monitor's role in pricing methodology. Different parts of the DH/NHS seem to have different views and/or are working at cross-purposes, which are not clarified in the overarching paper. Since this will be a matter of the primary legislation the chances of unintended consequences are high.

Q16. What more should be done to support a level playing field for providers?

There is an argument that a level playing-field in healthcare provision is a laudable aspiration but something of a Holy Grail. On the one hand, larger providers will always tend have more 'clout' in the market place than smaller providers, new entrants or niche providers but on the other hand, with the present regulatory regime, it is more difficult for them to respond to changes in demand/clinical requirements and they are much more exposed to the consequential risks of regulatory 'failure'.

There is a danger of devising ever-more complicated "rules" at the expense of judgement and, importantly, transparency of decision-making.

Keeping regulation to the minimum allows space for responsible self-regulation.

Social care provides a good example. "Market management" of the social care market since 1993 has been most effective, it can strongly argued, when done via commissioning strategies, usually lead by local authorities, based on good information about demand and an inclusive engagement between commissioners and providers. Also, the introduction of personalisation into health care would provide another field-levelling approach, empowering the individual's choice.

Neither of these approaches, it should be noted, require anything other than a light-touch regulatory regime in the background.

Q17. How should we implement these proposals to prevent anti-competitive behaviour by commissioners? Do you agree that additional legislation is needed as a basis for addressing anti-competitive conduct by commissioners and what would such legislation need to cover? What problems could arise? What alternative solutions would you prefer and why?

For the following reasons, we would not support this as a longer-term role for Monitor:

1. Not convinced that Monitor necessarily has a long-term role.
2. OFT already have the necessary legislative powers – concurrency would mean duplication and/or double-jeopardy.
3. Such an approach to regulation of the social care market has the potential of being disastrous and could even see an unfunded increase in prices.
4. If the aim of the coalition government is one of deregulation, any increase in regulation would have to be evidence-based rather than ‘safety first’.
5. The problem will not solely be a risk of anti-competitive behaviour by commissioners – but the role of large Trusts in stifling fair pricing and crowding out competition.
6. Finally a drive toward personalisation, choice and ‘any willing provider’ will help to shift the power of commissioning increasingly towards individuals.

It is possible that checks and balances will be needed to safeguard against the risk of GPs being perceived as commissioning from themselves in an unwarranted way – as now, the best safeguards will lie in transparency of decision-making and local accountability.

Q18. Do you agree that Monitor needs powers to impose additional regulation to help commissioners maintain access to essential public services? If so, in what circumstances, and under what criteria, should it be able to exercise such powers?

For the following reasons, we believe these important aspects of service continuity are primarily dealt with as responsibilities for commissioners – GP consortia or the NHS Commissioning Board – rather than regulators:

1. we are not convinced that Monitor have a valid role in the longer-term.
2. in relation to social care, this would impinge on the statutory responsibilities of local authorities under a number of current social and community care enactments;
3. CQC already holds local authorities to account for service continuity as part of its inspection remit.

Q19. What may be the optimal approach for funding continued provision of services in the event of special administration?

In order for the market to work effectively those commissioning services need to be sufficiently empowered and understand the need in their communities. Personalisation offers opportunities to place commissioning decisions in the hands of individuals – this is beginning to deliver results in the social care market. As the financial as well as service risk is ultimately borne by the commissioners, they have the greatest incentive for an effective approach to risk-management that may entail combinations of consortia choosing to pool risk so whilst ‘special administration’ arrangements may always be needed as a measure of last resort, there is no a priori case for their invocation to be the sole responsibility or prerogative of Monitor, who in any event would be heavily reliant on the sector as a whole coming up with a whole-systems solution to minimise disruption.

Q20. Do you have any further comments or proposals on freeing foundation trusts and introducing a system of economic regulation?

As said earlier, the greatest 'freeing' has probably already happened with the cuts in centrally-imposed targets and their associated bureaucracy and the reduction in the number of quangos. On the face of it freeing up the FTs offers opportunities, but there do need to be checks and balances to ensure that they are working for their community. The public fear is that, if left unchecked, some FTs will focus on their development as autonomous organisations, developing their private markets instead of meeting the needs of their local communities. Therefore the consortia, Health & Wellbeing Boards and local public groups must play an extended role in the governance of the Trusts.

Q21. What action needs to be taken to ensure that no-one is disadvantaged by the proposals, and how do you think they can promote equality of opportunity and outcome for all patients, the public, and where appropriate, staff?

Proposals for this have already been outlined in the responses to the questions above, but in summary the following key factors need to be considered

- Don't overburden the market with regulators – which will cause confusion and distort the market
- Ensure local stakeholders have a key role in the governance of the trust as outlined above
- Keep alive the drive for personalisation which will empower individuals to have

Finally there is a contradiction between the White Paper and the consultation document on regulation. On page 38 of the White Paper it is stated: "Monitor will be turned into the economic regulator for the health and *social care* sectors..."

However on Page 12 para 4.5 of the Regulating Healthcare providers it is stated "Monitors power to regulate prices and license providers will only cover NHS services".

This suggests a contradiction in the powers being invested in Monitor. Furthermore, there is grave concern about Monitor becoming involved in the functioning of the well established social care market, which already has effective regulation. Finally what is proposed for shared health / social care providers – such as intermediate care?

ACHIEVING EQUITY AND EXCELLENCE FOR CHILDREN

Putting children, young people and their families first

1. Some interesting proposals are set out in this section. It would be helpful to have more information on the new 'maternity networks' referred to in 2.1 in order to understand how these will link with G.P Consortia and Children's Centres as they are a crucial part of local health provision and can play a key role in early intervention and prevention, both pre and post birth with vulnerable families.
2. We welcome the commitment to developing 'a coherent 24/7 urgent care service (2.3) which will make sense to families', is the intention that these would be developed within a national framework or left to local determination?
3. On 'Listening to the voice of children, young people and families' and the proposed role of local Health Watch (2.5) – and as detailed in the Democratic Legitimacy paper, Local Authorities need to be given the freedom and flexibility to make the most effective arrangements for how public engagement around health is carried out. In Kent, as I am sure is the case with other Local Authorities, there are many well-developed systems that represent the voice of children, young people and families and we would like to network these into the local HealthWatch This would both enrich the contribution of Health Watch and ensure an efficient approach to representing the voice of children, young people and families. We do have examples of good local best practice and would be delighted to provide these on request.
4. Health Watch England and the CQC would also be able to take account of local voice through dialogue with local authorities.
5. We are pleased to see acknowledgement of needs of vulnerable children and young people. Many local Authorities will already have commissioned advocacy services for children with additional needs. The issues are less around advocacy and more around **sufficient capacity** in relation to CAMHS and speech and language therapy. (2.8)
6. We welcome the move to providing choice so that children and young people can access treatment and care in age-appropriate settings. This is a particular issue for teenagers who fall between the provision in children and adult settings (2.12).
7. We strongly agree with the establishment of the right to register with any GP. The development of "specialist" practices needs to be carefully monitored to ensure geographical spread, and ease of access for all, including the most vulnerable (who are less likely to be mobile or take the initiative) and those in rural areas. It is hoped that the Health and Wellbeing Boards could take a

strategic overview of health provision across their area taking account of evidenced need and priorities within specific localities. (2.14).

8. We presume that the pilot of individual budgets for disabled children and their families will be reflected in the SEN Green Paper (2.15) and look forward to its publication.
9. We agree that information alone is not enough (2.22) and fully support the crucial role of Health Visitors. We would like to explore in more detail the important role of GP Consortia and Health Visitors in the context of changing expectations around Children's Centres.
10. Most local authorities, including Kent, already have strong relationships with voluntary, community and private sector partners and commission them to provide a range of services – from direct provision of services to advocacy, mediation, support and information related to children's services. HealthWatch and Health and Wellbeing Boards (or local equivalents) need the freedom to build on and link with the arrangements already in place for children's services. (2.23)
11. We support the idea of a national signposting service (2.26) and agree with the importance of good information sharing arrangements. We feel that an area that is not being addressed sufficiently at this stage is the sharing of any relevant information around the parents/carers so that a holistic family based approach can be implemented around a child or young person.
12. We welcome the greater voice for children and young people nationally, especially those of the most disadvantaged sectors of our communities. We would like to see more emphasis on growing local leaders in communities to really galvanise local areas to rise to the challenges of changing behaviours. You have mentioned internet feedback, and whilst this is positive, it must be recognised that many disadvantaged families do not have access to the internet at home, and do not access computers in community settings. Feedback from these parents needs to be facilitated by our third sector partners as they are an excellent interface with local communities and we should use them more in formal consultation.
13. The introduction of personalised budgets is welcome and we have seen the benefits of families being able to drive the decision making in their own and their children's care. However thought needs to be given to how local authorities can be supported to manage this expensive transition of allocating funds to families whilst maintaining services through central commissioning for those families who choose not to take up the initiative. This is especially important in the current economic climate where there is no slack in budgets. As detailed in the Democratic Legitimacy consultation response, there needs to be a period of reflection and learning in regards to the Personal Health Budget pilot programmes for adults that should inform how best to introduce this for children.

14. We welcome the focus on advice being available to adolescents and the profiling of Gillick Competence. Confidentiality remains a key concern for young people and your highlighting of this will be a good lever for those trying to implement policy at local level across the many different settings and services that young people access.
15. Your profiling of the need to share data is excellent. Although local data sharing agreements are becoming the norm there remains an anxiety amongst professionals about sharing data. Where this is for the good of the child or young person this should become the norm rather than the exception.

Improving Outcomes for Children and Young People

16. The move to evidence based outcome measures is welcomed and fits with the approach being taken across children and young peoples' services more broadly. We agree that payment should reflect outcomes but would welcome more clarity on where accountability will lie for poorly performing services and for decisions around closure or replacement? Greater clarity on this aspect of the performance framework and on ultimate accountability when a provider "fails" needs more thought and consultation. (3.1).
17. We fully endorse the overarching quality and experience themes set out in 3.9 and would like to recommend adding Young carers to those listed. We see it as crucial to reflect consideration of adult's needs as parents and carers in any quality standards around services for adults.
18. The proposals around local budgets, particularly as set out in 3.11 remain unclear. We look forward to more detail around future funding of Children's centres and the inter-relationship between funding of G.P. consortia, Children's Centres, community health services and CAMHS.
19. Kent has worked with PCT colleagues on the Health Joint Strategic needs assessment and Health colleagues have been involved in discussions around priorities for our Children's Trust work and CYPP based on a root cause analysis of presenting intractable problems for our most vulnerable children and young people in Kent. Any discussion and agreement on the alignment of outcomes needs to be set against this backdrop in order to support improvements around integrated working and beneficial impact for children, young people and families.
20. We welcome the proposals on training and education and look forward to the results of Professor Munro's review of child protection. If the government were to develop a common set of principles for all children's workers it would be excellent – so much time and funding is wasted providing additional training to children's workers when this could be integral to their core training, an example of this is confidentiality or adolescence and risk taking (sexual health and substance misuse).

Clear accountability, local autonomy and cutting bureaucracy.

- 21.** We look forward to engaging in the development of “the largest social enterprise sector in the world” and influencing the development and operation of a clear accountability framework (4.1).
- 22.** From experience, schools do not conform to one model or educational/health philosophy. Whilst many Head Teachers fit the description set out in 4.14, some struggle with the tension between keeping a primary focus on improving educational outcomes for their children and young people and managing the interface with partners to ensure that the important “wellbeing” needs around children’s development are met.
- 23.** We welcome the “strong strategic role” for local authorities as champions for greater equality, fairness and opportunities for all pupils and the role in “co-ordinating wider health and welfare services for all vulnerable children”. The approach taken will not only vary according to the local configuration of schools and services, they will vary according to the funding available and the impact of the Comprehensive Spending Review on funding for preventative services. The majority of our preventative services for children, young people and families in Kent are currently funded via grant. (4.15)
- 24.** We are eager to work with emerging G.P. Consortia to address the challenges we all face during transition and to facilitate relationship building with wider children’s services. A number of G.Ps are already engaged with our local planning and delivery arrangements around our Children’s Trust and we expect this to become much wider as our relationships grow. As mentioned in our Commissioning for patients response, KCC is setting up a series of workshops and conferences with GPs, PCTs and other stakeholders to start building up our new relationships and identifying new ways of working. We would welcome encouragement to G.P. consortia as they form, to engage with the local authority as we are able to provide support during transition. (4.18). In our response to the Democratic Legitimacy paper, we are also suggesting that there should be a statutory duty for Local Authorities to carry out the functions of the Health and Wellbeing Boards and a reciprocal duty for GP Consortia to attend and contribute.
- 25.** KCC is keen to help with the issues raised in paragraph 4.20, facilitating the pooling of expertise across consortia in the commissioning of specialised services, or in taking on delegated responsibility for commissioning of children’s services. We would be pleased to take on this commissioning role in Kent.
- 26.** We would prefer to have the freedom to develop our own relationship between the Health and wellbeing Board and our Children’s Trust arrangements in Kent. We are currently reviewing the operation and structure for our local strategic partnership and would want to develop these arrangements in line with the outcomes of this review.

“Equity and excellence: liberating the NHS” – a response from Kent County Council.

Executive Summary

- Kent County Council (KCC) strongly supports changes that will put patients and clinicians at the heart of decision-making in healthcare, emphasises the central importance of improving healthcare outcomes and reduces the burdens of performance-management and regulation.
- KCC applauds the Coalition Government’s enhancement of the role of local democracy in holding the NHS to local account and is committed to working with local partners to ensure that scrutiny arrangements continue to be proportionate, transparent and effective.
- KCC looks forward to the future White Paper on Public Health and calls for the Health Bill to create a legal framework that promotes local flexibility and incentivises collaborative working amongst ALL stakeholders on the preventative agenda.
- KCC has long supported innovation and personalisation in social care and looks forward to working with GPs and others on the closer integration that will help spread the benefits into healthcare services.
- KCC welcomes the establishment of HealthWatch: KCC set up its own version of HealthWatch in 2008 and looks forward to working with LINK and others to develop new commissioning arrangements that strengthen and broaden public engagement and ‘voice’.
- In recognising the leadership of the Department, KCC is clear that it too must show local leadership in developing new relationships with the embryonic consortia, at a pace that suits both parties – governance, in terms of the new Health & Well-being, GP consortia and Public Health functions need to be based on mutual trust and respect.
- The review of arm’s length bodies proposes some fundamental realignment of functions which are broadly supported. KCC will wish to be assured that this does not lead to an unintended recentralisation of functions that would be better devolved to local agencies, eg the commissioning of drug and alcohol rehabilitation services, or transfers additional but unfunded functions to local government.
- Whilst welcoming the direction of travel in lightening the regulatory burden on healthcare, KCC cautions against the potential for an inadvertent increase in the complexity of regulation for social care. There is still a risk that the inspection and regulatory framework could prove fragmented, confusing and burdensome.
- KCC endorses many aspects of the proposals freeing up Foundation Trusts but would caution against legislative proposals that free FTs

from all accountability to local communities especially during a potentially fragile transition period.

- The issues of safeguarding and patient safety are overlooked. There is only a passing reference to the Children's Safeguarding Board and there is little indication on how vulnerable adults will be protected. We look forward to this omission being addressed during the transitional period

Detailed commentary

1. This is a response from Kent County Council to the over-arching White Paper "*Equity and excellence: liberating the NHS*". This response has been prepared in order to meet the deadline of 5 October but we will be taking further soundings and will wish to supplement this response by means of:-
 - (i) detailed responses to the four additional and subject-specific consultation papers, by the 11 October deadline, and
 - (ii) a further supplement to this response following discussions at Cabinet (11 October) and full Council (14 October).
2. As requested in the White Paper, this commentary focuses on the issues of primary legislation and implementation although where we think it is important, we also comment on the findings of the report of the review of arm's length organisations which was published at the same time but is not part of the formal consultation even though the consequences of its changes will have significant impacts on matters covered in the consultations.
3. KCC wholeheartedly endorses the fundamental ambition of 'putting patients and public first' and welcomes the enhanced role for local government in making this happen. Achieving this will indeed necessitate real transformational change – operational and cultural, even more than organisational. Several aspects of the proposed changes will undoubtedly prove controversial amongst the many different stakeholders and our hope is that the ambition behind these far-reaching changes does not get watered down as the Bill progresses through Parliament.
4. Whilst it seems inevitable that the current health scrutiny function will need to change too, for the transition period itself, scrutiny of the proposed NHS changes as they impact locally will be of great importance in assuring local people and communities that 'their' NHS will be protected and improved. This is, in our view, of particular importance – providing key checks and balances, as it were – if, for example, one of the consequences of granting greater freedoms to Foundation Trusts over their governance arrangements were to be to

make them less accountable to and more remote from the people they serve.

5. Legislation can achieve much but successful implementation by 2013 will be largely dependent on confidence-building actions that foster trust between new and perhaps unfamiliar partners, such as GPs and local councillors. It is critical therefore that all transitional arrangements are carefully calibrated to address all partners' concerns. In this regard, it is absolutely critical that the Bill's provisions for the future Public Health Service are 'paving' and enabling and not prescriptive. There are several possible permutations for how the national-local and local-local configurations of the Public Health Service might work. It would not be wise, in the spirit of "form follows function", to lock us legislatively into a one-size-fits-all set of institutional arrangements ahead of a Public Health White Paper intended to shape the discussion on its precise purposes and functions. For similar reasons, the legislative proposals for GP consortia should not prematurely lock out possibilities that GPs may wish to pursue and it is probably unwise to delineate on the face of the Bill which services are to be commissioned by consortia and which by the NHS Commissioning Board.
6. To achieve this, we would strongly encourage a much closer dialogue between officials in the Department of Health with officials in the Department of Communities & Local Government, as well as with those directly representing the interests of local people, including their locally and democratically-elected representatives. It is also clear that the publication of Professor Sir Ian Kennedy's review of children's health services and the subsequent "*Achieving equity and excellence for children*" consultation report demand a concerted cross-Department effort. Therefore, a Health Bill with sufficient "plug-in points" to accommodate other changes still in the pipe-line is required. It is very important therefore that the Bill also goes with the grain of the forthcoming Localism Bill.
7. In promptly dismantling much of the inherited top-down targets-focused regime, the Coalition Government has already made significant progress in reducing the bureaucracy that has stifled the opportunity for creativity and the local flexibility of the NHS to work with its local partners. We look forward to helping build a system that rewards local responsiveness to meet local circumstances through better service-integration (for example, with both children's and adult's social care) and shared use of assets and back-office. The Health Bill may not be the right place to tackle legislatively the panoply of inter-Departmental blockages and disconnects (identified most recently by the Total Place pilots) that have held back closer integration of a wide range of public services. Therefore, it is to be hoped that the Localism Bill will address them systemically.

8. We do not underestimate the challenge of devolving decision-making on, for instance, service reconfigurations to closer to where the impacts are felt and we are positive about the role local democracy can play as an honest broker, seeking and promoting solutions on what are genuinely difficult and finely-balanced issues. This is distinct from our current scrutiny function and the County Council's response to the consultation on democratic legitimacy will set out our thinking in greater detail – suffice it to say here that changes to scrutiny functions will need to be step-changes, not evolutionary.
9. Performance-management remains everyone's responsibility and it is fully appreciated that the enhancement of local, including democratic, accountability must be matched by the ability for performance to be measured by the outcomes we achieve for patients and also to assess how those local outcomes measure up against outcomes in other places. This will best be done not by reference to league tables or postcode lotteries but by clear, publicly-accessible information that maximises people's opportunities to make intelligent, well-informed choices for themselves and their families about where is the best place to get the treatment they need. With the demise of the CPA, there is an opportunity to allow local partners more space to create their own locally-tailored frameworks.
10. Given the strong emphasis on *patient choice* in the White Paper, it is surprising perhaps that greater store is not placed on the potential for applying the lessons from *personalisation*. We know from our ground-breaking work in adult social care in Kent on 'self-directed care' and self-assessment (and the large-scale investment in both telecare and telehealth going back over several years) that whilst customer-satisfaction and care outcomes are both improved, costs are not increased by mainstreaming personalisation. Indeed, our evidence is that the smart application of technology to sustain people in their own homes has a beneficial impact on demand for (and the costs incurred in providing) healthcare interventions – this is particularly the case for people with long-term conditions or a combination of different debilitating conditions.
11. Kent has had its own version of HealthWatch which was set up in 2008. The patient and public voice in the NHS in England has had a chequered history since the abolition of the Community Health Councils in 2003. Kent is keen to work with the public and local partners to make sure that HealthWatch is a success at becoming what has been referred to as the "CAB of healthcare".
12. In order to do this, it is essential that the Bill is unambiguous about the roles, functions and accountabilities of the future HealthWatch bodies to the patients and public they serve and about the roles of the local authorities who will commission their services. Some of the statements on this aspect of the changes have created the misleading impression that LINKs will simply evolve into HealthWatch. The functions of GP

consortia, Health & Well-being Boards, health overview & scrutiny committees and HealthWatch all need to be considered in the round to make sure they are compatible and coherent at a local level.

13. Whilst LINKs have done some sterling work since being set up in 2008, HealthWatch will be much more than a simple evolution of LINK. Also, local authorities may wish to consider commissioning services from a range of potential providers. Whilst building on the goodwill and expertise LINK has helped establish, local authorities will not wish to be statutorily locked into a simple continuation of current LINK arrangements, albeit under a new name if 'voice' is to be further strengthened. For instance, we would anticipate that the effective engagement of children and young people in commenting on and co-designing health and social care services will be better achieved by commissioning from amongst services already in place and effective but not part of the local LINK.
14. It will be helpful to have early clarification of how the Health Bill will contain the necessary paving provisions for the establishment of the proposed National Public Health Service. It is essential the future NHS architecture is built with confidence and clarity about the statutory arrangements for ALL its component parts - and for that we need confidence that ALL the functions appropriate to the National Public Health Service are included, along with its relationship with the NHS Commissioning Board. Only in this way will it be possible to map coherently the totality of the complex commissioning relationships and financial flows between the NHS Commissioning Board, the GP consortia, local authorities and national Public Health Service (which will include the health improvement component being transferred into local government) with a view to securing greater efficiencies.
15. We are confident that the incorporation of the health improvement element of public health into local government will also help ensure public health expertise and intelligence better informs joint strategic needs assessments, upon which GP consortia and councils alike will draw for their commissioning strategies. Confidence will be further increased when we understand better the relationship envisaged between health improvement, the functions transferred from the National Treatment Agency and whether, where and how the drug and alcohol rehabilitation commissioning budgets are transferred to and fit within the ring-fenced Public Health Service budgets.
16. The strengthening of the status of the National Institute for Health and Clinical Excellence (NIHCE) as a non-departmental public body is welcomed. Even if at times its decisions have courted public and professional controversy, it has played an important role in establishing the connections between notions of *clinical effectiveness and cost-effectiveness*. With the anticipated sustained pressure on public finances this becomes more important. The extension of NIHCE's

remit to include social care is seen, in the light of our experience of the work on dementia pathways, as a very positive step.

17. We are not persuaded the case has been made for an *expansion* of Monitor's regulatory remit. There is a strong case, we believe, for tasking Monitor with a very focussed authorisation role during the transitional period to bring all remaining NHS bodies to the point of being – or becoming part of – a Foundation Trust. We think this would cover for the inevitably diminishing 'due diligence' role of SHAs as they are wound down and would also build on Monitor's existing body of expertise more effectively than by attempting to replicate it in a yet-to-be-established new unit in the Department of Health (as indicated in paragraph 4.23).
18. There seems to be no added value in creating Monitor as a national regulator for adult social care. The adult social care market is already mature and, except for the occasional light-touch intervention/inquiry by OFT, quite stable and it is unclear from the consultation document how Monitor could give effect to the role of economic regulator of social care without either duplicating the market-shaping activities that councils have carried on effectively since the community care changes of 1993 or by usurping councils' own discretionary powers on fees and charges.
19. We would strongly advise the Government to think again about the regulatory proposals for the role of Monitor, suggesting a phased approach which capitalises on their expertise in the authorisation and 'due diligence' processes on an intensive interim basis, with a VfM review beyond that to see whether their economic regulator functions could not be met by a combination of Care Quality Commission, National Audit Office and district audit, all of which will continue for the foreseeable future as relatively stable features in the inspection/regulation environment.
20. In paragraph 15, we referred to drug and alcohol rehabilitation services. In Kent, the commissioning budgets and functions for these services have been delegated by the PCTs to the Kent Drug & Alcohol Action Team, hosted by KCC, and have been widely recognised for the effectiveness of the outcomes that have been achieved in terms of quality, choice and responsiveness. We ask that the Bill contains no prescriptive provisions that would prejudice our building further on this. Undoubtedly, many councils will make similar 'special requests' – the over-riding point is that we must at all costs avoid new legislation that has the unintended consequence of stifling existing excellent practice.
21. It is timely to have an overhaul of the current flexibilities around S75 to enable a greater uptake of the range of joint arrangements. It is presumed that the legal provisions by which GP consortia will in future commission their own support functions will be new and separate.

KCC has a solid track record on commissioning a wide range of care services, including some on behalf of NHS partners (eg drug and alcohol rehabilitation, registered nursing care in care homes) and would wish to be in the position to continue and extend this, where appropriate and in agreement with GP consortia.

22. We request that the Bill deals with this explicitly. If it is to be a genuine level playing-field, we will need to know what the market entry requirements are and that the Bill classes local authorities as bodies that may bid for specified consortia-support business. This makes even greater sense in terms of helping to create an environment that facilitates, even incentivises, cost-reduction methods across the whole public sector, such as shared asset management and shared back-office services. We appreciate that PCTs can use the current FESC framework and would welcome an indication that this or an equivalent would be available on an equal basis for authorities who wish to go down this route.

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By: Peter Sass: Head of Democratic Services and Local Leadership

To: Cabinet Scrutiny Committee – 20 September 2010

Subject: Towards 2010 Closedown Report (Cabinet Decision)

Background

(1) The Towards 2010 Closedown Report was considered at Cabinet on 11 October, where it was recommended for approval at County Council on 14 October.

(2) The Deputy Leader and Officers have been invited to guide Members through the report and answer any questions they may have.

Guests

(1) Mr Alex King, Deputy Leader of the Council, Ms Katherine Kerswell, Group Managing Director, Ms Sue Garton, County Performance and Evaluation Manager and Mr Richard Fitzgerald, Performance Monitoring Officer have been invited to attend the meeting between 11.30am and 12.15pm to answer Members' questions on this item.

Options for the Cabinet Scrutiny Committee

(1) Members may:

- (a) make no comments
- (b) express comments but not require reconsideration of the decision
- (c) require implementation of the decision to be postponed pending reconsideration of the matter in the light of the Committee's comments by whoever took the decision or
- (d) require implementation of the decision to be postponed pending consideration of the matter by the full Council.

Contact: Adam Webb Tel: 01622 694764

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**Towards 2010:
Closedown Report**

September 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Target 1 Status: Good progress

Target 2 Status: Complete

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

Locate in Kent, Kent district and borough councils, local regeneration partnerships, area partnerships, South East England Development Agency (SEEDA), Department for Communities and Local Government (CLG), and Department for Transport (DfT), Homes and Communities Agency (HCA), Kent Foundation, Kent Economic Board, Business Support Kent.

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

Outcomes delivered:

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

Publish KCC's Regeneration Framework - KCC's Regeneration Framework has been adopted and one of its key priorities is to support business. The Regeneration Framework has also led to the development of a number of other strategies including the Spatial Vision, Digital Strategy, Housing Strategy and 'Growth without Gridlock', all to be completed during 2010/11.

Deliver KCC's 'Backing Kent Businesses' (BKB) Campaign - This campaign, launched in December 2008, focuses on ten commitments by KCC to help Kent business through the recession (See also Towards 2010 targets 5 and 9). Key outcomes to date are:

- Over 83% of Kent businesses supplying KCC are now paid within 20 days compared with around 44% at the launch of BKB in December 2008. There has been continuous improvement throughout the year and we are looking to improve further (see also Towards 2010 target 5)
- The Kent Enterprise Property Fund has been established with a number of properties being prepared as 'oven ready' joint venture schemes with the private sector with a number of properties already sold
- The approved contractors list has been re-opened with more than 600 new applications for inclusion on the list and further applications in the pipeline (up from 480 in October 2009)

TOWARDS 2010: CLOSDOWN REPORT

- A new simple guide to KCC procurement has been published and we are working towards streamlining and improving KCC's procurement arrangements (see also Towards 2010 target 5)
- Kent Business Support Centre, aimed at making it easier for local businesses to get information, has attracted 5,000 visitors per month since the launch of BKB. Information available includes an online business grant finder enabling companies to find routes to finance, a direct link to KCC procurement opportunities over £50k, and KCC telephone contact points profiled on the site so business can speak directly to the right people for advice (see also Towards 2010 target 5)
- A joint lobbying event led by KCC at Westminster in June 2009 highlighted how BKB partners were dealing with the recession but stressed the challenges still facing business such as the extraordinary amount of bureaucracy that exists, a planning regime which does not always support business, and businesses that still find it difficult to access finance from banks. A further Westminster event in November 2009 successfully raised the profile of our "Enough is Enough" campaign. This covered issues such as businesses that still find it difficult to access finance, Operation Stack issues and problems associated with limited connections from Kent to the rest of the UK.
- The Kent Innovation and Growth team started in October 2009. This is a £2.6m SEEDA funded initiative with match funding from partners, including KCC, to provide intensive 1 to 1 assistance over the next three years for the top 250 high-growth potential companies in Kent. Part of the activities includes cascading best practice to the wider Kent business community
- The Kent Investors Club was launched in October 2009. This is an initiative funded by KCC and managed by Finance South East to develop the Business Angels network in Kent and to open up a route to finance for Kent businesses
- KCC Chairman's Receptions 2009/10 focused on the BKB campaign. Three receptions in total were held plus an additional one in Folkestone to support the case for a new nuclear power station at Dungeness. They presented a key opportunity to explore how KCC contributions are supporting Kent business to an influential audience
- BKB partners have developed an online supply chain directory for off-shore wind energy, working with London Array and Invicta Chamber of Commerce, to ensure that Kent businesses have access to procurement opportunities from this £2bn scheme. The directory went 'live' in June 2010. Discussions are in hand via BKB partners to expand the supply chain directory to other major procurement opportunities across the public and private sectors
- We published 'Backing Kent Business: A Year of Progress' to identify progress in delivering the ten commitments and to present some of the other business support measures that KCC has put in place. We also published '50 Ways KCC Supports Kent Business', exploring the wide range of activities which KCC undertakes to support the Kent business community
- We supported the Kent 2020 Business-to-Business exhibition held in April 2010, now the largest event of its type in the south east with over 350 stands and 4,000 visitors. It was an exceptional and well-received event in a most challenging economic environment for Kent businesses. The networking activity leads to new business opportunities and therefore economic growth. The Business Pledge campaign was launched at the conference to encourage businesses to use local supply chains.

Maximise opportunities from the 2012 Olympics - KCC has established a Kent Olympics Co-ordinating Group to maximise procurement opportunities for Kent businesses. There has been a series of regional workshops focusing on how Kent businesses can access Olympic

TOWARDS 2010: CLOSDOWN REPORT

procurement opportunities and develop the business skills required to be successful in bidding for those opportunities. KCC has funded additional workshops in Kent over the last few years and this year we funded a creative sector workshop focusing on the Olympics with another planned later in the year for the food sector.

As at March 2010:

- 1,932 Kent organisations registered on CompeteFor (the Olympics website which connects potential suppliers with major contractors) and 1,868 Kent organisations fully published on CompeteFor (published means they have successfully completed the pre-qualification criteria). 14 Kent companies have won contracts through CompeteFor since the launch in January 2008 valued at approx £2,125,000
- 52 Kent companies have won contracts directly with the Olympic Delivery Authority
- 962 Kent organisations attended the 2012 Workshops (April 2009 to February 2010) on London 2012 Fit2Supply, quality management, bid writing and consortia/partnerships.

Locate in Kent (LiK) – LiK exceeded its targets for the number of companies assisted and jobs created and retained in 2007/08 and 2008/09. As can be seen from the PI table, in 2009/10 the target for new companies investing in Kent was exceeded (82 compared with 70) but the jobs created/safeguarded fell short of the target of 2,973. This was due primarily to the prevailing economic climate and the fact that globally job figures per company assisted reduced substantially. However, 2010/11 has started well with a project pipeline of 305, with 16 companies assisted and 688 jobs created or safeguarded.

Progress on the key PIs for LiK are shown below. Figures are shown for June 2010 (except where stated) and the corresponding figure as reported in last year's Towards 2010 Annual Report is given in brackets to show progress over the last twelve months:

- 13,287 (10,377) jobs created/safeguarded
- 292 (220) companies assisted to relocate, expand or set up in Kent
- 47 (36) overseas companies assisted to relocate, expand or set up in Kent
- 2,177 (2,022) jobs created and 4,808 (4,043) jobs created/safeguarded indirectly by those overseas companies
- £418m (£386.4m) of capital expenditure made in Kent by those companies assisted to relocate, expand or set up in Kent (who were able to provide this information (i.e. 60% approximately))
- Since January 2008, LiK has engaged with 600 companies (was 417 as at October 2009) regarding grants and assisted 26 companies in Kent and Medway to apply. 18 were successful (several still to be decided) leading to the award of £2,237,611 of Grant for Business Investment and R&D Grant, which generated £23,495,617 in capital expenditure in Kent.

Sectors have been targeted that offer good growth prospects, such as financial and business services, offshore wind, sustainable construction, recycling and renewables, life sciences and security software, to ensure Kent is well placed and its offer well-known once the economic upturn commences. These target growth sectors are being reviewed and Kent's sector propositions are being updated.

Proactive targeting of companies is taking place in NW Europe and the US with SEEDA and UKTi and active lead generation is taking place via specialist sales teams in France, Belgium and Germany (the latter commenced in May 2010). Suitable companies are offered the 'Launchpad' soft landings offer which covers The Nucleus in Dartford, Maidstone Studios,

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and will soon cover Kent Science Park. This has led to more than 10 foreign direct investment projects being logged in the last few months.

A report by PriceWaterhouse Coopers commissioned by KCC and entitled 'The Economic Impact of Locate in Kent' concluded, that:

“Based on these estimates of direct and indirect net jobs created, it is estimated that between £89m and £313m in net additional annual GVA has been added to the Kent economy since 1997/98 (by LiK activities). Where the persistence of these benefits is taken into account the total cumulative achieved GVA from LiK activities since 1997/98 is estimated between £322m and £1,218m. These results demonstrate the high positive return on funding LiK activities, even where conservative additionally assumptions are made”.

LiK participated in the benchmarking study of investment promotion agencies run by independent company, GDP Global. Locate in Kent was rated 'world class'.

The 2010 Perception Study, commissioned by Locate in Kent, reveals that seven out of ten respondents rated Kent as a good or very good business location.

Major campaigns were undertaken with partners to promote the benefits of the high speed train to persuade companies in London and the south-east to invest in Kent. A further direct mail campaign is underway to a mailing list from The Directors of Finance magazine subscribers.

Launch the Kent Excellence in Business Awards (KEiBA) - Following the success of its inaugural year in 2009, KCC in partnership with the Kent Messenger Group, successfully held the 2010 KEiBAs at Chatham Historic Dockyard in July. The event attracted a broad spectrum of sponsors and significantly more business entrants than the first year despite the continuing challenging economic climate and has already become Kent's sell-out business celebratory event of the year.

Launch the 'Backing Kent People' campaign - The 'Backing Kent People' (BKP) campaign was launched on 6 April 2009 (see also Towards 2010 targets 5 and 29). Key outcomes to date include the following:

- Using the Mobile Gateway, two events took place, one at Pembury in April 2009 and the other at Deal in May 2009. This was developed further for the summer 2009 period with representatives from KCC, local district/borough councils, the Citizens Advice Bureau (CAB), Kent Benefits Partnership and the 'Stop Loan Shark' team offering advice to members of the public
- A detailed contract has been agreed with CAB that will increase their capacity to provide advice to more people, particularly in the areas of debt, benefit and employment. Regular monitoring with the CABs has highlighted a significant increase in the number of debt and benefit enquiries across Kent. Funds allocated by KCC to CABs have been used to increase the number of debt advisors, recruit and train more volunteers, increase opening hours and run additional outreach surgeries
- Three years of funding has been obtained for Kent Savers credit union and the Kent and Medway Financial Inclusion Partnership Company now has FSA approval to operate Kent Savers. In the first three months the credit union has:
 - Dealt with over 1,000 applications for membership and for loans. The current membership is 250
 - Agreed 78 loans against a target of 100 during its first year of operation and has 228 registered savers.

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- The partnership is also working with Town & Country Housing Group to develop a programme for financial inclusion in Kent. A number of focus groups have been run with young people around Kent to understand their views on money, the information they would find helpful and in what format. Money leaflets for school leavers have been produced and distributed. The leaflet provides support, information and signposting on money issues to students wishing to either continue in education or start work
- The Kent Benefits Partnership is running a series of surgeries in localities such as libraries and adult education centres offering advice on benefits and providing a free benefits test for all. These events are being promoted on the Kent.gov – BKP website
- Free home energy surveys have been offered to over 100,000 Kent residents with take-up by almost 9,000 households. We are currently awaiting figures on cost savings identified for residents
- The Moneybox magazine was distributed across Kent Gateways, libraries and other key groups in October 2009. Following positive feedback on the usefulness of the magazine further editions are being planned
- We held a BKP week in mid-October 2009 with radio advertising via Heart FM. As preparation for the event, front line staff in all Gateways had training to be able to assist customers by highlighting the support and advice available to them.

Act as accountable body for the URBAN programme - The programme, rated as the best in the UK by the European Commission funders, provided seed core funding for training, economic and environmental initiatives focused on deprived wards within Dartford and Gravesham. The £8.3m EU funded programme attracted further public/private funds of £13.4m contributing to the wider regeneration of Kent Thameside. Programme funding has formally ended but many of the 97 projects which supported the local community will continue. Legacy projects where URBAN funding was matched with KCC's and/or others include: The Old Rectory Managed Workspace, Gravesend Old Town Hall refurbishment, Riverside Family Learning Centre, NU14 Cycle Path upgrade (along with a number of other walking and cycling routes provided or upgraded), Fastrack Route B infrastructure, Gravesend Taxi Driver Safety Scheme and refurbishment of the Guru Nanak Education Centre.

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

- A workshop specifically aimed at promoting entrepreneurship. A second workshop aimed at Kent school students involved 200 participants
- A training event aimed at black and minority ethnic groups to provide advice on self-employment and setting up businesses
- Support for the 'Back to Work' programme, a six-week course to prepare mothers to return to work based around raising self-confidence, raising aspirations, being productive, writing CVs and attending interviews
- The Enterprise Gateway programme was decommissioned by SEEDA in April 2010 to be replaced by the Business Link Enterprise Mentors and Enterprise Coaches programme to support start-up businesses
- KCC is funding Kent Foundation activities, via the Regeneration Fund, which has the remit to work with young people to develop their enterprise skills and support them into business start-up.

Support Quarterhouse, (formerly the Performing Arts and Business Centre, (PABC) Folkestone) – (see also Towards 2010 targets 3, 6 and 25). Along with partners, KCC

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provided grant funding towards the development of a new arts performance building in Folkestone. The building includes 15 business incubator spaces which adds to and extends the business space offer that forms part of the Folkestone Creative Quarter. The building is fully owned and managed by the Creative Foundation.

Oversee development in the following areas/projects:

Kent Thameside:

- Agreement has been reached with government and local partners on a package of 11 schemes totalling £203m (at 2008 prices) of public and private sector funding to support the growth of homes and jobs in Kent Thameside. A bid for £23m of funding from the Homes and Communities Agency (HCA) to support this programme was approved in March 2010 and £13m of HCA funding agreed. A further £10m of HCA funding, and £72m of DfT funding is to be assessed through the forthcoming Comprehensive Spending Review
- A new Fastrack route A (by The Bridge) has been opened
- The introduction of international services to Ebbsfleet took place in November 2007, with the grand opening of the new station in January 2008. Domestic high speed services commenced in December 2009
- A funding bid was submitted to provide £7.1m improvements for Dartford Station incorporating a new station building, a new forecourt area and better platform facilities for rail users with Dartford BC as the accountable body.

Sittingbourne:

- The Northern Relief Road (NRR) in Sittingbourne, a key piece of infrastructure which will 'unlock' Sittingbourne town centre for retail, economic and housing expansion commenced in August 2009 and is on track to complete by November 2011. Work has begun on the remaining section of the NRR (to connect with the A2) and a route has been identified
- KCC has made progress with key stakeholders to identify how best to ensure that the Kent Science Park (KSP) acts as a key economic driver for Kent. KCC is investigating the costs of improved road connections with consultants and the KSP. KCC has successfully negotiated to takeover the very well equipped labs at the Kent Science Resource Centre (on the KSP site) to provide skills training in sciences and high end manufacturing from September (see also Towards 2010 target 6)
- The Swale Training Centre, run by KCC is currently offering skills training for around 100 trainees per day as well as courses for 14-16 year olds and apprenticeships for 16+ students in engineering, construction and sustainable power generation. The centre is now offering a range of training for local firms. The Skills Centre has ambitious plans to expand the apprenticeship programme, increasing the number of students and the subjects on offer and has recently been awarded £186,000 capital from the Regeneration Fund to purchase educational equipment to run new, innovative courses in environmental technological engineering. The courses will directly address skills shortages and demand in Kent in relation to low carbon industries and will start from September 2010
- Future requirements in Sittingbourne town centre are being planned. The overall aim is to improve its function and appearance. This is in preparation for the submission of a major retail proposal for Sittingbourne town centre expected later in 2010
- KCC has played a major role in developing the 'transformational green space' at Milton Creek road. Work is underway on the major site with the KCC site works scheduled for 2011. This large green space (on reclaimed brown field and waste sties) is an important regeneration driver for Sittingbourne, which will improve the environment and

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perception of the town and provide an attractive backdrop for new and existing development. Ultimately the intention is to connect the town by this 'green lung' to the Swale Estuary, four miles to the north.

Isle of Sheppey including Queenborough and Rushenden:

- At Queenborough and Rushenden, KCC has supported courses to improve local skills and training opportunities at the local Gateway Community Centre. In 2010 work has started to scope out a new Community/Skills/Enterprise centre building within the Master Plan area. This will build on the success to date and expand into more training, workspace units and business support to develop a more developed enterprise economy on Sheppey. The vision is that the community element of the building will be funded from the commercial/business uses
- The Rushenden Link Road, which will provide essential new access to the new planned development at Queenborough and Rushenden, has been part constructed and is due to complete in June 2011
- KCC is revisiting and defining its service delivery needs under Section 106 relating to the projected 2,000 new houses at Queenborough and Rushenden
- At Sheerness, KCC has responded to the port's initial ideas for expansion with a range of constructive points which are emerging in the Peel Ports Master Planning. As well as the commercial importance of Sheerness port to this area, employing over 300 people, the expansion of the port provides opportunities for realising the heritage buildings as a tourist attraction (like Chatham Maritime), rationalising traffic circulation, developing training linked to the port's needs, creating new workspace units and building new housing, marina and other leisure facilities. A new workstream is looking at the potential of the Medway estuary (including the Isle of Grain) for operations in support of construction and maintenance in relation to the offshore wind industry. This will be an area of growing importance for KCC in 2010/11
- KCC has drawn up plans for three cycle routes on Sheppey at Sheerness, Leysdown and Queenborough/Rushenden. Implementation will commence in July 2010. These routes are part of regeneration improvements to Sheppey providing leisure routes, links to schools routes to work and fitness trails. The routes are part of a wider re-profiling of the island for 'green tourism' to increase tourism spend and economic activity, building on the success of other similar initiatives in Kent, such as the 'Crab and Winkle' way. Sustrans has already supported this programme with substantial match funding and a bid to Interreg is under consideration.

Thanet:

KCC is working with Thanet DC to enable regeneration opportunities at the Manston and Eurokent sites. Working through a joint venture company, East Kent Opportunities (EKO) LLP, achievements to date include the following:

- Opening of the Eurokent Spine Road in November 2008 providing improved access to Marlowe Academy, Marlowe Innovation Centre and the SEEDA workspace as well as traffic relief for Haine Road
- Agreement of a strategy for land sales to encourage regeneration with two offers to purchase land being received
- Development of a planning application at the Eurokent site.

Future activity will include a stepping up the marketing activity for Manston and establishing closer links between EKO and local partners on associated skills, apprenticeship and job creation opportunities.

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Consideration is being given to a proposal to extend the High Speed 1 (HS1) route to a Parkway station for Manston improving journey times for local communities, improving access for visitors and those using the airport as a regional airport, and developing its potential in helping to alleviate the pressure on existing London airports.

Off-shore wind farms:

- The 100 turbines for the Thanet Offshore wind farm have been installed and the development will be officially operational in September 2010
- Project developer, Vattenfall, has used the Port of Ramsgate as a base during the construction phase and the port has benefitted from dredging works to improve the draft clearance for specialist construction vessels. The port has also benefited from the construction of a new operations and maintenance base which is now complete. The base is expected to generate more than 25 long term jobs
- In conjunction with accommodating offshore wind farm users at Ramsgate, 738,000 Euros has been secured through an Interreg IVa project designed to assist ports adapting to change which will be used to reconfigure and provide new pontoons to facilitate an increase in offshore wind crew boats
- Phase 1 of the London Array Offshore Wind Farm project has also started with the first stage being the construction of the onshore substation at Graveney. London Array is currently mobilising for offshore construction works which will commence in spring 2011. The project is expected to be operational by the end of 2012. The start of the London Array project has realised £300k for local community projects in the Graveney area
- A skills framework linked to the requirements of a growing technology sector and to enable Kent people to access the new opportunities has been developed. Alongside this and in conjunction with BKB, an offshore wind supply chain directory was launched in June in association with Invicta Chamber of Commerce and London Array (as mentioned in the BKB section). A Kent prospectus has also been developed to raise awareness of developments and opportunities in Kent and the potential for inward investment.

Ashford:

- Ashford's Future Company has been established to lead the delivery of the growth agenda in Ashford. The key workstreams are development, economic development and transport
- KCC is working with the Ashford Futures Partnership to develop plans for the use of key sites to the south of the town centre and around the station that will maximise commercial activities, employment and skills training
- Work has started on the development of the Ashford Strategic Tariff to secure developer contributions towards the provision of community infrastructure. KCC has a key role in determining the scope of services needed to support planned growth
- The Ashford Ring Road restructuring was completed in 2007/08 with a two-way flow in operation
- Elwick Road Shared Space Scheme is substantially complete and has attracted considerable interest in the national and local press and won numerous national awards including the prestigious Royal Town Planning Institute Award for Town Centre Regeneration
- A Smartlink bid has been submitted to improve public transport in Ashford. Significant work has been undertaken to harness more than £30m government funding for the strategic highway

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schemes at M20, Junction 9 (Drivers roundabout) and the Victoria Way scheme in the town centre which will provide a new east-west link and high quality public realm to act as a catalyst for development. These complex schemes have now started with completion expected by mid 2011

- KCC is leading on the Gateway Plus project in Ashford to develop a new joint library, adult education and registrar building (see also Towards 2010 target 29). Work started on site in March 2010
- A learning partnership established by Ashford Future is reviewing current curriculum delivery with a view to improving the current Further Education and Higher Education offer in Ashford.

What more are we going to do?

Some of our planned areas of work have already been mentioned. Future work programmes will reflect priority objectives in the Regeneration Framework and will include:

Across the county:

- We will ensure a major focus on the development of the Sector Strategies to identify specific interventions that would assist sector growth. This will be industry-led, via Kent Economic Board, and will focus on identifying the most effective forms of public sector support and intervention
- The three accredited BKB partners, the Chambers of Commerce, Institute of Directors and the Federation of Small Businesses, plus Business Link, have agreed that BKB remains very relevant for Kent businesses over 2010/11 and possibly beyond and have decided that a business led campaign with a clear programme of actions be developed. KCC will continue to support the initiative
- We will explore with the Kent Foundation how to secure funding and further develop its potential to deliver the youth enterprise agenda
- We will continue to identify opportunities for workspace provision for small and start-up companies
- We will develop the Enterprise Strategy, mapping out what is currently being delivered on the ground, with the aim to improve enterprise skills training, particularly for young people
- Work will be completed on the development of an Innovation Plan for Kent, using the opportunity of the Innovation and Growth Team investment to secure added value to a wide range of Kent businesses
- LiK will continue to focus on emerging sectors which offer good prospects and quality jobs, e.g. overseas companies which tend to involve bigger investments and higher quality jobs than domestic investments. It will also focus on innovative products such as Launchpad, and ensuring that investors, companies and intermediaries all understand the positive changes to Kent's business offer including high speed rail, new property products, and regeneration in Kent's towns. Under the new performance management framework with KCC, LiK is targeting its employment growth activities in the growth areas and coastal towns in need of regeneration and key sectors of the county's economy. So far, project numbers, at 305 (July 2010) are considered extremely healthy. Targets for 2010 onwards have changed significantly, in that they are now more detailed. As well as a target for total jobs, other targets are for the type of jobs created, jobs created in growth areas and the coastal strip, and jobs created through foreign direct investment. LiK is therefore:

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- Targeting high growth sectors that offer quality jobs, in collaboration with KCC
- Generating successes and jobs overseas through a lead generation campaign in NW Europe (France, Belgium and Germany),
- Promoting high speed rail as a unique selling point of a Kent business location
- With KCC, actively promoting Kent as a suitable location for public sector relocation
- Promoting the clear advantages of Kent as a business location to targeted sectors and areas using the Director of Finance mailing list
- Actively promoting Kent's sector propositions to UKTi posts overseas to ensure that Kent is put forward for as many overseas projects as possible for which it has a suitable offer
- Working with partners on an Interreg IVb bid for a project which will give the company more opportunities to meet targeted overseas companies
- Developing a new digital campaign to generate more visits to the website, which in turn creates leads
- Engaging with hotel developers and companies to actively promote hotel sites in Kent
- Developing a stakeholders strategy to ensure that as well as stakeholders being well informed, the company makes full use of their knowledge, experience, and contacts
- Working with developers, KCC and district councils to ensure that barriers to development are removed where possible, and that suitable commercial development comes forward as soon as possible.

Kent Thameside:

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

Swale:

- Two major road schemes will be delivered - the Sittingbourne Northern Relief Road (NRR) and the Rushenden Link Road. Both schemes started in summer/autumn 2009 and finish in 2011
- Working with partners, a training plan will be developed for Sittingbourne to improve training provision and access to training opportunities
- With partners, the tourism potential and 'green profile' of Sheppey will continue to be improved by developing a number of cycling/walking routes on the island under the 'City to Sea' initiative. The work will complete by March 2011 and will benefit tourism businesses and promote healthy living.

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East Kent and Thanet:

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

Ashford:

- With partners, we will develop and deliver projects to bring forward infrastructure and town centre regeneration and employment opportunities, including a lead on Victoria Way and Junction 9/Drovers roundabout, Eureka Business Park, Conningbrook and Chilmington Green.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of jobs created/safeguarded in Kent*	2,958**	3,339	3,786	2,973***	2,611****
Number of new companies investing in Kent*	64	66	70	70	82

* Excludes Medway

** This figure was incorrectly transposed in the October 2009 Annual Report (was shown as 2,598)

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

**** This figure is below the target. Despite a healthy pipe-line of 300 projects the economic downturn has made it more difficult to convert projects into successes. It has also been influenced by the global trend for each project to produce significantly less jobs than previously. Targets have been met or exceeded every year until 2009/10 and even in 2009/10 the number of new companies investing has exceeded the target

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed

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

Dover: Dover Pride, Dover DC, London & Southeastern Railway Ltd (LSER), Network Rail, Homes and Communities Agency (HCA), East Kent LSP, English Heritage, Arts Council England, CABE, Primary Care Trusts, Dover Town Council, the Environment Agency and South East England Development Agency (SEEDA).

Margate: Margate Renewal Partnership, Thanet District Council, Government Office for the South East (GOSE), Turner Contemporary Trust, SEEDA, Arts Council England, English Heritage, HCA, KCC Communities Directorate and Turner Contemporary Project Board.

Folkestone: Shepway DC, SEEDA, the Creative Foundation.

Outcomes delivered:

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

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

- In collaboration with Network Rail, Dover DC and Jacobs, we developed the detailed designs for the £2.2m public realm improvements to Dover Priory Station Approach project. Work started in October 2009 and the project was completed in June 2010
- The Dover Sea Sports Centre opened in December 2009
- The Government's Sea Change Programme is delivering £7.5m of funding to substantially improve Dover's waterfront and Dover Castle facilities and attractions to capitalise on the significant anticipated increases in visitor numbers to the castle and cruise terminal by 2016. Three out of four projects have been completed at Dover Castle, and this contributed to a 10% increase in visitor numbers in 2009. The improvements to Dover Esplanade were completed in August 2010
- The expansion of the Western Docks, Terminal 2, scheduled to take place between 2011 and 2016, will provide local job opportunities in the construction, maritime and cruise sectors. The Harbour Revision Order was applied for in January 2010
- KCC is pressing government and the Regional Transport Board to improve the A2/M2 corridor between the M25 and Dover to encourage more traffic to use this route to access the Eastern Docks
- KCC is leading on work to enable transport and other community infrastructure to support the development at Whitfield, including securing £8m to provide transport improvements across the town focusing on a new bus rapid transport scheme connecting with other parts of Dover, and park and ride facilities at Whitfield and Farthingloe

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- On a wider scale, as part of the recently completed Dover Employment and Skills Plan, consultation is continuing with town's business community regarding labour and skills needs. The Dover Skills Centre was opened by KCC in spring 2010, and focuses on sustainable construction skills
- KCC is working with South Kent College to review its current performance and delivery in order to raise the profile of the skills agenda in the area.

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

- Work on the construction of Turner Contemporary is on budget and on time for completion in late 2010 with an opening in spring 2011. Businesses and other investment have already been attracted to Margate in anticipation of the gallery's completion when more jobs are expected to be created. (See also Towards 2010 target 27)
- Following the completion of a package of public realm work involving the de-dualling of Fort Hill and the creation of stronger pedestrian connections between the Old Town and the seafront, the public areas at the western end of the Rendezvous site have been designed for completion ahead of the opening of Turner Contemporary. The effect of this work is to create a more pedestrian friendly environment in and around the Old Town, harbour and gallery, open to the development of a stronger cafe culture and attractive to new business.

Despite the continued economic downturn, KCC is continuing to work with CTM Architects to produce development proposals for the eastern end of the Rendezvous site that meets the town's regeneration aspirations, is sympathetic to Turner Contemporary and makes a contribution to its running costs. At the request of Thanet DC, KCC's partner in this project, options for the future of the Thanet DC owned Winter Gardens are now being considered as part of this project. The prospect of a hotel as part of the development is being tested.

Elsewhere in the town:

- £3.1m Sea Change funding has been secured for a major project that reintroduces amusements and a new leisure offer to the Dreamland site. See also Towards 2010 target 25. Funding is being finalised for Phase 1 of the project, led by the Dreamland Trust, which will bring forward a Heritage Amusement Park around the listed Scenic Railway and refurbishes the Grade II listed Dreamland building. The project will bring the large town centre site back into public use and restore life to the western end of the seafront. The eventual offer will complement Turner Contemporary at the other end of the town
- A development brief has been approved by Thanet DC for the Arlington site which currently contains a 142-apartment tower block, a disused car park and a largely derelict shopping area. The owners are expected to bring forward a hybrid planning application for the refurbishment of the tower block, the creation of a new supermarket and a car park and an outline for seafront proposals involving shops, cafes and a budget hotel. KCC is working closely with the owners and Thanet DC to ensure that appropriate changes occur to the road system at the town's western gateway
- Working closely with Margate Renewal Partnership, KCC is leading the delivery of a parking, access and movement plan which to date has seen the major refurbishment of the College Square car park, a new approach to car park signing, and the identification of new coach parking for the town and revised signposting for pedestrians. This work will be completed ahead of Turner Contemporary's opening in 2011

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- KCC is leading on work relating to the improvement of the seafront public realm between the station and Turner Contemporary. This work will take full account of new sea defences proposals that Thanet DC is developing with the Environment Agency. Care is being taken to ensure that this work causes as little disruption as possible to the seafront ahead of the opening of Turner Contemporary.

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

- The University Centre and new Adult Education Centre and Quarterhouse have opened
- Folkestone was one of three towns, alongside Canterbury and Margate, promoted by the Visit Kent Cultural Tourism project to support the coastal Kent cultural offer
- The new high speed rail link from London, St Pancras International launched in December 2009.

Swale: This includes the following:

- The Northern Relief Road scheme will enable Sittingbourne town centre to be opened up for mixed-use development
- KCC is promoting a range of projects including a community centre and potential café linked to improved library facilities at Queenborough
- At Rushenden we are working with partners to develop a new school and community/health centre linked to a proposed housing development of 2,000 units.

Gravesend: KCC has completed the refurbishment of the Old Town Hall with a formal opening planned for autumn 2010. The building provides community and event facilities, a bar/restaurant/café as well as commercial space for small businesses. Long term plans include working in partnership with 'Whole Community Works', a North Kent based multi-faith charity, in the provision of facilities to support vulnerable people into employment, skills training and as a hub for a wide variety of community activities.

What more are we going to do?

Dover:

- Lead the work on a Marine Skills Centre and undertake a feasibility investigation (lead is KCC Children, Families and Education directorate)
- Provide input to the master planning of various sites including development by the HCA of both the Connaught former army barracks to provide 500 eco-homes and a mixed-use development of the Coombe Valley road area, and public realm projects in the town centre and waterfront
- The scoping work for the development of the integrated passenger transit system is being undertaken by KCC and Dover DC. The aspiration is to make this happen by the time of the 2012 Olympics to showcase both Dover and Kent.

Margate:

- Working with partners, KCC will work to ensure that a series of public realm, parking and signing projects are brought to a conclusion ahead of the opening of Turner Contemporary. This will include the creation of an attractive and pedestrian friendly public space on the Rendezvous site

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- KCC will work closely with Thanet DC to ensure that its new flood prevention measures are effective and have a positive impact upon the regeneration of the town and the operation of Turner Contemporary
- KCC will also work closely with Thanet DC in bringing forward the Dreamland and Arlington developments
- Recommendations will be brought forward for the Rendezvous Site including viability of a hotel as part of the proposals
- Working closely with Margate Renewal Partnership, KCC is leading a task force to address the particular issues affecting Cliftonville West and the Margate Central wards. This includes exploration of a housing intervention strategy.

Folkestone:

- We will continue to work with Shepway DC and the Creative Foundation to realise the quality of development in the Creative Quarter and the emerging proposals for the harbour (see also Towards 2010 target 6)
- Consideration is being given to how to maximise the opportunity accruing from, and linkages between, the Creative Quarter, town centre and future waterfront developments and in particular a deliverable public realm strategy and improvements to Tontine Street.

Ashford:

- We will work with partners to identify priorities for a single local investment plan
- Work will continue to agree a cost tariff.

Measurable indicators:

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

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed

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

Business Support Kent, Church in Society, Country and Land Business Association, Kent district and borough councils, Government Office for the South East (GOSE), Kent Association of Local Councils, Kent Downs Area of Outstanding Natural Beauty (AONB), Kent Federation of Small Businesses, Kent NFU (National Farmers Union), Kent Wildlife Trust, Produced in Kent, South East England Development Agency (SEEDA) and governing partnerships for rural funding programmes (e.g. LEADER).

Outcomes delivered:

Over the four years of this Towards 2010 target work has been delivered to support rural businesses and communities in Kent. The main outcomes are as follows:

Improve Broadband Access: The Connecting Kent programme, managed by our IT experts, is providing support for rural businesses and communities to build a strong entrepreneurial culture through:

- Gathering and analysing current broadband availability across Kent at post-code level, and providing evidence of coverage issues ('Not Spots' and 'Slow Spots') to support the business case for public sector interventions, lobbying of national bodies and responses to national consultations ('Digital Britain' and 'Proposals For A Next Generation Fund')
- Helping rural communities with 'Not Spots' and 'Slow Spots' to identify and engage a broadband service provider to address this issue, by helping parish councils advertise for and evaluate proposals, and by giving capital grants to the parish councils to ensure service delivery. A number of rural communities have already benefited from this:
 - 2006/07 - Elmsted, Milstead and Selsted exchanges were broadband-enabled by direct KCC subsidy to BT - around 600 homes and businesses attach to these exchanges
 - 2008/09 - Barham, East Studdal, Tilmanstone and Ulcombe received broadband grants - 1,500 homes and business are covered by a wireless broadband service provided by a Kent-based company (VFast)
 - 2009/10 - Iwade, Kings Hill, Selling, and Womenswold received broadband grants – around 4,500 homes and businesses are able to benefit from a mix of wireless and fibre-based services, including use of the Kent Public Service Network (shared by Kent public service organisations) to provide capacity
 - 2010/11 - Grants are being made to Boughton Monchelsea, Crockenhill, Crockham Hill, Stockbury, Chilham and Manston – 4,200 homes and businesses are set to benefit.

Generate new rural funding: The Kent Rural Access to Services Programme (RASP) has now supported the creation of three community shops at Barham, Chart Sutton and Matfield, also saving post office services in these villages. Further community shops proposals are currently in development and a dedicated toolkit has been created to support this. The programme has

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also supported four community transport schemes providing vital transport services to Kent's rural areas, with applications from a number of others in development. The programme has launched a promotion campaign to raise awareness of the community transport schemes available, developed an innovative tool kit to support new and existing schemes, and funded research into service provision and coverage

- The LEADER+, Kent Rural Towns Programme and Rural Revival have delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects. Projects supported include:
 - Wealden Wheels – A rural community transport initiative covering five rural parishes to overcome access issues for older and younger members. The operation is seen as an exemplar project
 - Kent Food Trails project - Four themed food trails promoting Kentish apples, wine, beer and Romney lamb were developed to raise the awareness of the links between Kent's landscape and its local produce
 - The Funding Buddies LEADER+ project was successful in generating an additional £1m of funding for rural communities in Kent through successful funding applications and has recently been awarded over £300k of Lottery funding to be rolled out across Kent
 - The Sandwich Phoenix Centre project has created a refurbished space for youth club activities, a drop-in centre, IT suite and a youth cafe. Renewable energy technologies, energy and water saving measures and recycled materials have been used throughout the building to minimise its environmental impact and reduce its future running costs.
- The Kent Downs and Marshes Leader programme will bring in over £2m of new funding to help rural businesses and communities to develop existing and new enterprises over the next five years. To date, 18 projects have been approved with £430k awarded in grant funding (an average of £23,800 for each project) to a range of businesses and community projects in the LEADER area. Projects that have already received funding include:
 - Tilmangate Holiday Cottages – A farm diversification project involving the construction of two environmentally sustainable holiday cottages in place of a redundant barn. The cottages will be of traditional Kentish design and include cutting edge energy saving systems, including sustainable drainage systems and renewable energy generation (wind turbine and ground source heating), to minimise running costs and any negative impact on the environment. The aim is to make the project an environmental exemplar in holiday cottage lets, designed to complement and enhance the local and built environment
 - Rippledawn Environmental Education Centre - Funding has been awarded for the construction of a purpose built, straw-baled building containing two teaching classrooms and a kitchen area for use in teaching the rural skills programme at the centre. The construction of the building will be used as an exemplar of sustainable building techniques providing 'on the job training' as well as a venue for teaching courses
 - Cheesemakers of Canterbury – Funding was awarded to a small, dynamic rural business to enable it to expand its existing production and develop new product lines. This involves the purchase of new machinery and rental of premises which will increase capacity at the existing business site, as well as enable development of new product lines in soft cheese production at a new site. The funding will create one new job and sustain three existing posts. It will also support another existing rural business producing goat's cheese and will be a boost to the

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production of a local, distinctive product that is much in demand in the county and beyond

- Gorsehill Wood Regeneration – Funding was given to provide an access road and machinery to bring an area of woodland back into economic use and active management. This is in line with a 25 year woodland management plan for the site which has been endorsed by the Forestry Commission and Natural England. As well as providing an economic return the project will provide an educational resource for schools and future training opportunities in sustainable woodland management. This will provide a link with the activity being carried out at Rippledown (see above) and both projects have been put in touch with each other to develop this further.

Support Kent's Rural Post Offices:

- To help mitigate the impact of recent post office closures in Kent, along with partners, KCC launched a targeted business advice scheme for co-located retailers. The Kent Action for Rural Retailers (KARR) initiative provides specialist retail advice to village shop owners and works with communities to develop solutions to unplanned post office closures. From 2008 to 2010, 324 visits were undertaken to support 114 independent retailers to remain in business across rural Kent. In addition, three retailer led forums have been set up to enable village shop owners to network and share ideas. A fourth is currently in development
- KCC organised a community summit with partners to examine the opportunities for community enterprise-led solutions for communities affected by recent post office closures. The scheme has helped support the development of a community run post office scheme in Capel Le Ferne, a community café in Rodmersham and a new ready-meal business in Bidborough. See also the reference to Barham and Chart Sutton post offices on a previous page.

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

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

Support 'Produced in Kent':

- A new scheme was launched in June 2009 to provide branded 'Produced in Kent' point of sale materials for independent rural retailers
- A media campaign was launched in partnership with the 'Kent on Sunday' newspaper to promote Kentish produce
- Two new food themed walking trails were launched – Cherry Trail and a Seafood Trail
- The Kent Food and Drink festival was organised in Canterbury and a local food court created at the Kent County Show showcasing Kent products
- Feasibility work was commissioned to assist the distribution network for local produce across Kent

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- A producer toolkit was launched to assist local (food) producers to develop, set up and grow their business (informed by the experience of market leaders)
- ‘Produced in Kent’ has a strong track record that has been built upon to promote Kent’s vibrant and growing local food sector through a successful events and publicity programme e.g. Taste of Kent Awards in February 2010.

Commission innovative research to support the rural economy:

- We have secured funding from the Commission for Rural Communities to develop a ‘rural business barometer’. This national pilot has monitored the impact of the economic downturn on Kent’s rural businesses and fed into reports to the Secretary of State
- We have completed an innovative rural economic study to quantify the size, shape and latent potential within Kent’s rural economy. This has placed the value of Kent’s rural economy at £5.5bn GVA per annum and has highlighted that almost 40% of Kent’s businesses are located in rural areas. In addition the study has highlighted that Kent’s food sector generates an additional £2.6bn per annum
- Additional research into barriers impacting on the delivery of rural affordable housing (to meet local needs) has been commissioned from DTZ to inform the development of the Kent and Medway Housing Strategy
- In partnership with the Kent Rural Board and the Kent Economic Board, a dedicated study has been undertaken to further quantify the current skills needs and training priorities for Kent’s farming and horticultural sectors.

What more are we going to do?

- Work with the Kent Rural Board and its business networks to support and help deliver the rural dimension of the Kent Regeneration Framework (see also Towards 2010 targets 1 and 2), with particular focus on opportunities to further grow Kent’s £5.5bn rural economy
- Develop and implement a food sector strategy (as part of the sector strategy process) to further grow Kent’s £2.6bn food sector. Given that Kent is a major food producer and importer; the group will look at proactive solutions to address growing concerns about the UK’s future access to sufficient and affordable food supplies (food security)
- Work with partners to successfully deliver the Kent Downs and Marshes Leader Programme and continue to build upon the momentum generated over the last nine months in supporting a range of rural business and community projects
- Work with the Kent Rural Board to continue to lobby for better broadband access for rural areas and explore ways that the Kent Public Service Network can be innovatively used to enhance broadband access across Kent. A funding bid of £84k revenue and £1,584k capital has been recommended for approval to the Leader by the Regeneration Sub-Group to develop an innovative Kent approach to providing broadband infrastructure in rural areas currently deemed not viable for next generation high speed access. The funding will enable up to 15 demonstration projects and build an evidence base to support the viability of investing in rural broadband to support the growth and diversification of rural businesses
- Develop, agree and implement an action plan with the Kent Rural Board and Chief Planning Officers Group to strategically address a range of planning-related issues affecting rural businesses and communities

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- Commission research into Kent's rapidly growing home-based rural business sector to identify further sector development and support opportunities
- Realise the 'Big-Society' ambition in rural areas by continuing to empower and support Kent's rural communities in developing local, community-owned solutions to a range of rural access issues (e.g. community transport schemes, community shops and community broadband).

Measurable indicators:

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

Monitoring completed by: Elizabeth Harrison

Date: July 2010

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

Status: Completed

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

'Backing Kent Business' Campaign Group (incorporating the Chamber of Commerce, Institute of Directors, South East England Development Agency (SEEDA), Business Link, Federation of Small Businesses and the University of Kent). We are also working across the whole of KCC and thus engaging with our supplier base.

Outcomes delivered so far:

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

KCC spends £1,026m (2009/10) per annum on goods and services with 88% of this spend in six categories: adult social care, buildings, highways, waste, IT, buses and taxis. Each of these categories has been subject to an external review to look at the effectiveness of the overall approach taken to procurement and this identified many examples of good practice and effective procurement. Given how much our service provision depends upon procurement this is a very positive affirmation of the quality of the procurement work in the council.

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

- Procurement focused on SMEs (small and medium sized enterprises) - Large parts of our procurement spend are already focused on SMEs, and by their nature with local companies. The main areas where this applies are social care procurement, taxis for home to school transport and the large property framework contracts
- Major procurements with supply chain opportunities - Buildings Schools for the Future (BSF) is an excellent example of where, because of its particular procurement processes, KCC was able to build in the use of local companies and the provision of apprentice placements. Even in more conventional procurements such as the Highways contracts with Ringway and Jacobs there are significant supply chain opportunities. Ringway uses 53 small local sub-contractors and 10 local suppliers putting an estimated £7m into the local economy. The contract with Jacobs requires that 95% of the service is provided from Maidstone HQ and KCC co-located offices to ensure local employment is supported. KCC has also spent an extra £3m to tackle potholes, using small and medium-sized specialised tarmac firms operating across Kent's 12 districts in 2010.

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

- Advertise tender opportunities - All KCC contracts valued at over £50k and not covered by a framework contracting arrangement are advertised on the South East Business Portal (www.businessportal.southeastiep.gov.uk/sece). There are now 2,611 Kent suppliers registered, up from 2,184 in December 2009, and for the 12 months ending June 2010 there were 86,995 visits by suppliers, up from 63,645 in December 2009

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- Pay suppliers in 20 days not 30 days - This is a tangible step to help suppliers' cash flow (see also Towards 2010 targets 1 and 2). Recent reports have shown over 83% of invoices received are paid within 20 days
- Ensure local firms benefit from the capital programme - The programme of £490m in 2009/10 and £505m in 2010/11 provided employment opportunities for local firms in areas such as school buildings, waste facilities, new road programmes, libraries and social care facilities
- Establish the Kent Business Support Centre - This makes it easier for local businesses to get information. KCC already uses the Business Portal to advertise contracts over £50k and KCC managers have been instructed to seek to use Kent companies for all sub-£50k procurements (see also Towards 2010 targets 1 and 2)
- Receive external validation of our progress - The 2009 Audit Commission CAA report on the performance of KCC stated "The council has continued to be proactive in boosting jobs supporting businesses during the recession with much success. The council makes good use of its considerable purchasing power to support small local businesses."

The further achievement of this Towards 2010 target is now encompassed within the 'Backing Kent Business' campaign (see also Towards 2010 targets 1 and 2 and 9). This is a multi-faceted programme aimed at supporting Kent businesses through the recession and beyond. The main areas of activity which have been delivered in relation to this are as follows:

- Increase the amount of our total spend spent locally - In 2009/10, 43% of KCC's spend was with local suppliers as can be seen from the table below. There has been an 8% reduction in the total number of local suppliers used which is generally in line with the aim of reducing the total number of suppliers who KCC transact with:

	2007/08	2008/09	2009/10
Percentage spend with Kent-based SMEs	40%	40%	43%
Total spend with Kent-based SMEs	£320m	£360m	£326m
Number of Kent-based SMEs used	4,900	4,600	4,481

- Encourage suppliers to operate apprentice schemes - As far as we can within EU public procurement legislation local suppliers are encouraged to operate apprentice schemes in our tender documentation
- Streamline electronic tendering - Tendering arrangements can be onerous, especially for small suppliers, so we want to streamline this for all suppliers through an eTendering module of the South East Business Portal. The electronic tendering portal went live in late summer 2009 and training and roll out of the system has been completed in Kent Adult Social Services, and a large part of KCC Children, Families and Education and Chief Executives Department. Further roll-out will continue in the remaining KCC directorates on the basis of need
- Maintain dialogue with suppliers - The Backing Kent Business has been a very public declaration of KCC's commitment to work with local businesses. This has meant that we have had much more feedback from local businesses about what works and what doesn't in how we procure and we want to encourage this in the future. Attendance at business briefings has taken place and will continue
- Collaborative working with the Federation of Small Businesses (FSB) - This is particularly intended to help small businesses become part of the supply chain for larger contracts with an initial piece of work being undertaken with Kent Highway Services

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- Raise awareness of tendering opportunities - This relates to opportunities wider than KCC and how Kent companies can be helped to win this business. We have been involved with helping to support the training given at workshops and seminars to businesses on the current opportunities and ensure that KCC explains its approach
- Continue to refine our data on procurement to give us better information on spend, in particular local spend - We are working with the FSB to support their work on small and micro enterprises. Regular liaison with the FSB is continuing to ensure that information on and challenge to KCC's approach is maintained.

What more are we going to do?

We will continue to deliver this target through the delivery of 'Backing Kent Business' as set out above.

Measurable indicators:

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

Monitoring completed by: John Tunnicliff

Date: July 2010

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

Status: Completed

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

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

Outcomes delivered:

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

The number of graduate UK leavers who moved to employment in Kent increased from 3,565 in 2006/07 to 4,254 in 2009/10 (a rise of almost 20%). Achieving success requires a broad ranging approach which provides learners with the appropriate attitudes and progression pathways for learning and skills development for the workplace. Developing enterprise skills in young people, creating exciting and dynamic environments for graduates to live and work, and increasing the opportunities for graduates to live and work in Kent are all part of this process. In effect, there is a 'journey of ambition' which consists of three core strands:

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

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

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

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

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

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

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

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

Create dynamic environments for graduates:

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

Create graduate job opportunities: The creative sector is one of the most highly educated with 49% of the workforce educated to graduate level or above. By 2014, projected demand within the UK is for 1.58 million employees at graduate level. KCC is seeking to expand this sector, and thereby graduate opportunities through the following ways:

- The Quarterhouse (formerly the Performing Arts and Business Centre (PABC)) at Folkestone is providing workspace units adjacent to the new University College. (See also Towards 2010 targets 1, 2, 3 and 25). The college and Quarterhouse are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and it is well placed therefore to provide them with business accommodation and start-up business support

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- KCC is developing the Kent Film and Television Strategy to increase opportunities for Kent's creative sector to be part of the film development process, and thereby to grow the sector (See Towards 2010 target 8)
- KCC is supporting MediaTree, for businesses in the creative sector to network with each other to share best practice and encourage business growth. The University for the Creative Arts (UCA) plays a leading role and is exploring opportunities for developing a student/graduate placement scheme.

In addition to these four specific areas:

- KCC continues to offer graduate opportunities through its Fast Track Graduate Scheme. The two-year scheme is designed to ensure graduates learn a range of skills and gain experiences to enable them to take on a managerial position within KCC. A wide range of procedures/processes have been reviewed, developed and changed to enhance the effectiveness and positive targeted outcomes of recruitment and selection and wider workforce development initiatives. One example is the recent work on the age profile of the workforce and the implications for succession planning
- We also continue to work with Locate in Kent (see Towards 2010 targets 1 and 2) to profile investment opportunities in Kent, focusing on key sectors such as media and financial services which have high graduate inputs
- A Dover Maritime Academy is currently being developed in conjunction with Warsash, Solent University Southampton, Kent University and West Kent/South Kent College. Major blue chip companies involved in maritime trades are partners in this project
- The National Skills Academies in construction are part of the Building Schools for the Future programme and will deliver a range of degree equivalent courses within the work place including foundation degrees. This work started in January 2009. A number of graduates have been offered placements on school construction sites. The final outputs of this programme will be reported in March 2011
- In September 2007 Pfizer announced that they were to cease manufacturing operations at the Sandwich site with the loss of some 420 jobs. KCC and Locate in Kent are working with Pfizer to see what alternative employment uses could be established on the site vacated by the manufacturing operations. Potential exists, for example, for a science park which would open up opportunities for graduates. Pfizer remains committed to its research and development programme at Sandwich, which is one of Pfizer's four key global research and development sites employing substantial numbers of graduates. This is an important part of Kent's knowledge economy
- KCC has also been seeking to broaden the contribution of the wider knowledge economy e.g. by supporting the media sector and the new sustainable technologies sector. Potential also exists to boost the aviation sector at Manston in east Kent with increased opportunities also being explored at Lydd. The aviation sector requires many graduate level skills
- The graduate gateway has been established which is an online resource for graduates in Kent, drawing together the range of opportunities and support available into a single accessible location and promoting the county as a destination for those seeking to establish graduate careers.

What more are we going to do?

- Expand the Foundation Degree Programme to include opportunities in sustainable construction to be delivered through the National Skills Academy which promotes graduate opportunities via non-traditional routes while employed

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- Deliver a major creative and media event to be held in the autumn which will promote the graduate opportunities within this sector to 16 to 18 years olds
- Promote, through the new web site, 'My Right Turn', the FE sector degree programmes to ensure that learners on the vocational programme are aware of the degree options being offered by colleges (see Towards 2010 target 15)
- Deliver a project with Locate in Kent and the University of Kent to explore the potential for the university's global alumni network to promote inward investment i.e. develop the employment capacity of the Kent knowledge economy
- Investigate alternative progression routes into higher education by developing an advanced apprenticeship programme e.g. an Open University for Apprentices
- Develop a brokerage service to recruit the top graduates from across the county to high quality work placements in Kent combined with a programme of cultural activities to promote working and living in Kent
- Develop a countywide strategy for enterprise to ensure a co-ordinated approach to this activity across KCC by September 2010
- Work with business and innovations skill departments and continue to provide workshops to support graduates who are unemployed and to prepare them for job opportunities. These workshops are being run in Kent universities
- Identify potential graduate opportunities with the Future Jobs Fund.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
UK graduate leavers in previous academic year who moved to employment in Kent	3,565	3,730	4,040	4,000	4,254

Monitoring completed by: Sue Dunn/Jim McKenzie

Date: August 2010

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

Status: Good progress

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

Visit Britain, Visit England, Tourism South East, South East England Development Agency (SEEDA), Locate in Kent, Association of Tourist Attractions in Kent, Kent Film Office, Access Development, KCC Sports, Leisure and Olympics, Arts and Culture, Turner Contemporary, Kent district and borough councils, Medway Council, Business Link Kent, Comite Regionale du Tourisme, Comite Departentale du Tourisme Pas de Calais and Nord, Westtour and partners, Visit Kent Investors.

Outcomes delivered:

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

Specific developments against this target are as follows:

Increase marketing - Research has demonstrated that £1.4m is generated into the Kent economy through Visit Kent marketing each year. Although the ambitious target for Destination Management System (DMS) website visits was not met in 2009/10 (see PI table) there was a marked increase in hits compared to previous years. To date:

- The total spend generated by Visit Kent from UK market activities, including 1,855,705 website visits to the end of March 2010, was estimated to be £8.8m for the calendar year 2009 and approximately £10m to the end of March 2010
- 12% of web enquirers visit Kent as a direct result of the information they received from the Visit Kent website
- The DMS is being developed enabling local information which is input at a local level to be disseminated via constant datafeed to Kent Media, Tourism South East, Visit Britain and Enjoy England
- In 2007 research on the effectiveness of the Visit Kent Magazine as a marketing tool showed that while 33% of readers were going to visit Kent before reading the magazine, a further 32% intended to visit in 2008 and 29% intended to visit in 2009 as a result of receiving the magazine.

In the 2009 Conversion Research, 53% of respondents had visited Kent, and 35% of those stated that the Visit Kent magazine had particularly influenced their decision to visit Kent. Figures for 2010 are not yet available.

In 2010, with partner investors, Visit Kent launched a major new short stay visitor 'Kent Contemporary' campaign using M&C Saatchi for a three year period plus an initiative to refresh the Kent brand. The 'Kent Places and Faces' campaign was launched to the industry at the Kent 2020 exhibition at Detling in April followed by the consumer roll-out of the campaign in May. New photography was shot for the campaign and features a range of Kent locations and characters associated with those locations. The aim is to capture and celebrate details about people and places in Kent that best characterise the spirit of Kent. The campaign will be aimed predominantly at the London audience in the form of a major poster

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campaign across different platforms. The 'above the line' activity will be backed up with online marketing initiatives and PR.

Visit Kent continues to work closely with South Eastern Trains to develop ticket options across their services for visitors (and local people alike). Initiatives to date include a 'Plusbus' option, where travellers can pay from £1.90 to add bus journeys at either end of their train journeys, and the 2-4-1 offer, where train travellers can buy a range of Kent attraction tickets on a two for one price basis. More than 8,000 vouchers have been downloaded for this very popular offer. A one day rover ticket allowing people to get on and off trains at will is in discussion between South Eastern and Visit Kent who remain committed to exploring mutually beneficial business and marketing opportunities in Kent.

Visit Kent has made it through to the finals of The Beautiful South Awards for Tourism Excellence 2010 in the Destination Marketing category. This follows its success earlier in the year when it was voted Destination Marketing Organisation of the Year by UKInbound, the UK's leading inbound tour operators (KCC is a founding partner of Visit Kent).

Deliver specific campaigns: - This included the following:

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

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

In 2009 the campaign became more tactical leading on '2 for 1' offers for visiting Kent attractions and as at the end of December there had been 7,275 '2 for 1' vouchers redeemed at participating venues.

European Campaign - This is a three year campaign (2008 to 2010) targeting European markets of France Belgium, Netherlands and Germany. As a result:

- 28 new inward tour operator packages to Kent were created
- Over €1 million of press coverage was levered in through journalist visits
- Over €1.2 million worth of bookings to Kent were secured via Dutch Tour operator 'House of Britain'
- The trade activity stimulated by the campaign attracted international conferences including Coach Tourism Council and Group Travel Organiser and Germany's VPR conference (German coach travel).

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

Deliver other innovative and opportunist campaigns: - This included the following:

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

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

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

The New Golf Campaign - Launched at the European Golf Championships in 2008 and to date has delivered:

- A consumer guide to Kent golf courses – 5,000 distributed to overseas and domestic markets and 3,000 mailed to a dedicated database of golf consumers
- Golf competitions to generate interest
- A Micro Website – total visitors as at March 2010 was around 3,000
- A dedicated double page spread in the Visit Kent guide
- Nine press trips for golf journalists hosted
- 15 press features - value of press coverage generated is £221k
- Visit Kent hosting the prestigious Ryder Cup at Royal Cinque Ports attended by senior editors and media from UK national press and APG in France
- 16 overseas and domestic tour operators featuring Kent golf packages
- Visit Kent now chairs the 2011 Sandwich Open Golf Group and is co-ordinating the Kent Golf Legacy to spread the economic benefits of the Open to Kent throughout Kent.

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

Cruise Campaign - The cruise economy is worth over £19m to the Kent economy. In 2009 the Cruise Campaign with the Port of Dover Kent showcased the Kent offer to cruise passengers. It involved a new consumer guide produced in three languages. 10,000 guides were distributed. It formed a part of three exhibitions and five road show events, and the ACE Convention at Dover Cruise Terminal in June 2009 involved 500 agents.

Celebrating Kent - Training and Business Support - This is an innovative programme raising standards of customer service, and reminding all businesses and residents of the assets Kent has to offer. Over 360 businesses participated in the training programmes up to March 2010.

Kent's Big Day Out - Kent resident familiarisation of what's available is paramount and the intention of this campaign is to encourage Kent residents to discover the attractions on their doorstep in addition to the 32% of those visitors coming to Kent that stay with friends and family. Previous success has encouraged the event to be held for a third year. 150 tourism and leisure businesses are actively involved each year. Over 47,000 free tickets are available overall with 22,922 residents enjoying a day out.

Due to the recognised success of the Kent Big day Out campaign, Suffolk, Sussex and Nord Pas De Calais are using skills and ideas created in Kent on a consultancy basis. In 2011 the Big Day Out will be promoted to residents of Nord Pas de Calais in conjunction with French partners and cross channel carriers.

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

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

The Westtour tourism office in Bruges is now starting a Greeters programme with the help of Kent Greeters and through the CAST Interreg programme. In the meantime a further 23 Greeters have been recruited across Kent.

What more are we going to do?

- Explore the potential for offering a better and more efficient service to Kent visitors and businesses by acting as an affiliate for the larger booking engines. Consumers can research through the Visit Kent site and then book through a nationally/internationally trusted brand
- Build relationships with partners in Europe by capitalising on the proximity of France to develop new products and new unique selling points to improve Kent's competitive edge
- Co-host the global Greeters Network conference in September 2010 with Comite Departementale du Tourisme Pas de Calais
- Utilise additional Interreg funding to maximise leverage of KCC and investor funding by 50% and further develop joint projects with French and Belgian partners
- Support and strengthen investor/business liaison to increase the numbers participating in Visit Kent activities
- Work to improve the quality of facilities and infrastructure to raise the quality of existing businesses and actively seek entrepreneurs to develop new, individual and quality products
- Promote skills development by supporting training of service sector employees in customer care and product knowledge by 2012 and engage residents in 'visitor welcoming'
- Initiate engagement with young people in terms of career promotion, apprenticeships, business/education liaison, tourism, visitor marketing, IT and skills.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Value of online bookings made on Destination Management System (cumulative since 2007/08)*	N/A	£212,942	£467,939	£1m	£909,680
Number of jobs in the visitor economy in Kent (Source Cambridge Model)	49,555**	50,669	***	50,500	***
Number of visits to <i>Visit Kent</i> website	975,000	977,473	1,260,964	1,500,000	1,855,705

* The Destination Management System (DMS) established for this target in 2005 was at that time regarded as the appropriate mechanism for helping businesses be more competitive in the up and coming internet markets and was in line with systems being used by many marketing bodies across the country. Since then, however, internet bookings have doubled with about two thirds of these being made through providers own web sites. There has also been significant growth in direct booking intermediaries such as 'hotels.com', 'lastminute.com', 'travelsupermarket.com' etc. Because these have large volumes, they have

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been able to invest heavily in technological advances providing highly functional systems which outperform those set up in the early days by public sector DMSs, many of which are already redundant. The supplier of the DMS changed the way the system calculates the value of bookings in 2009/10

** Based on 2003 data

*** The Economic Cambridge Model is being carried out in November 2010 with results available in December 2010

Monitoring completed by: Frances Warrington

Date: July 2010

TOWARDS 2010: CLOSEDOWN REPORT

Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy		
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Lead Cabinet Member: Kevin Lynes	Lead Managing Director: (Was) Peter Gilroy	Lead Officer: Tanya Oliver
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Status: Completed

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

Kent Film and Television Board, MediaTree, Screen South, Visit Kent, Locate in Kent, Kent district and borough councils, Medway Council, Kent Police, Kent Fire and Rescue Service, Kent Highways Services, Maidstone Studios, National Trust, English Heritage, Maeve Films, Courtyard Studios and the BBC.

Outcomes delivered:

- Since the launch of the Kent Film Office in 2006 it has brought more than £14 m (a conservative estimate based on current information) into the Kent economy by attracting film and television productions to the county and stimulating film tourism. It has also facilitated 42 work experience places on productions such as 'Little Dorrit', 'The Calling' and the Lynda La Plante drama 'Above Suspicion', and has hosted 15 work experience placements in the office. We work closely with universities in providing suitable work placements and this activity and its outcomes help to support an increase in the opportunities for graduates to remain in Kent (see also Towards 2010 target 6)
- The Kent Film Office founded the Kent Filming Partnership in order to demonstrate to visiting production companies that Kent is a film friendly county. We have full sign up from district and borough councils, Kent Police, Kent Highways Services, Kent Fire and Rescue, The Maidstone Studios and Penshurst Place, for example
- Kent Film Office initiated the 'KCC Filming on the Public Highway' private bill, which had full KCC member support across all parties and passed unopposed through both the Lords and the Commons. It became law in July 2010 and makes Kent the only authority outside of London able to legally manage traffic for the purposes of filming and therefore able to become London's preferred rural partner for high-end productions in need of this service
- In order to pilot a Kent Development Fund for the creative sector, we invested in a local production company to produce a film entitled 'The Calling'. Our £75k investment generated £300k of direct spend and above 1.3m in induced spend back into the local economy. The film was premiered and short-listed for an award at the Edinburgh Festival last summer, opened the London International film festival this year and is now on general release. It continues to raise the profile of Kent as a premier filming location
- The Kent Film Office negotiated the exposure of Kent Locations in the new Screen South/Film London Film Commission database as well as the internal BBC databases, thus giving Kent locations unique exposure in the South East
- The Kent Film Office has created the Kent Production Guide, an online directory of creative industry businesses in Kent and made it available to the MediaTree. It has also sponsored the 'Best Business from the Creative Industries' at the Kent Business Awards and now the Kent Excellence in Business Awards (KEiBAs) to further profile and celebrate Kent's creative talent
- The Kent Film Office engaged in a training scheme on 'The Calling' pilot with Maeve Films. Based on the success of this, the Kent Film Office supported Maeve Films in two

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funding bids for media training aimed at disadvantaged young people - firstly the Mediabox (a First Light, Media Trust, Skillset, UK Film Council, Communities in Government, DCSF and CLG partnership) funded 'Autism in the Frame' project and secondly a film summer school with KCC Youth Offending Service (YOS). These led to formal accreditation of Maeve Films by Thanet College as an industry delivery partner and the Kent Film Office helped fund the Kent Film Foundation Pilot, a three month film school for disadvantaged young people. This project has now been developed into a full time film school which is run by Maeve Films in partnership with various organisations, including Thanet College, Connexions, YOS and others, with accreditation through the National Open College Network and Thanet College. The emphasis remains to work with the most disadvantaged youngsters and offer them a new start

- Kent Film Office, together with KCC's Arts Development Unit, Aim Higher and the University of the Creative Arts (UCA) have produced a booklet to inform students of the routes they can take to find work in film and broadcast media. Kent Film Office also has a comprehensive guide to college and university courses for the film, media and broadcast sector on its website profiling Kent's considerable creative educational offer
- The Kent Film Office, in partnership with Visit Kent ran a successful tourism campaign to capitalise on the release of 'The Other Boleyn Girl'. Visitors spend and PR generated around £1m for Kent over one season and demonstrated the economic benefit film tourism can bring to Kent
- Stories were collated of Kent's filming history from members of the public through the 'Close Encounters' competition. Progress has been made in turning the results into an online Kent Movie Map to encourage more film tourism to the county
- The Kent Development Fund was launched in August 2009. So far, 41 projects have been submitted to the fund and to date, eight projects have received funding. Of the £124k invested, the spend in the Kent economy has been nearly £225k and this is before the projects have matured.

What more are we going to do?

- Continue to work with multiple partners to make Kent a premier filming location and attract more production companies to the county
- Continue to secure more training opportunities for Kent residents on the set of visiting and local productions
- Enhance the Kent Film Tourism Offer by publishing the Kent Movie Map and work on 'movie trails' with Visit Kent
- Locate and secure funding for the development of the Kent creative sector and sector infrastructure for the economic benefit of the county
- Continue to deliver the Kent Film and Television Strategy.

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

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

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** This figure is based on both direct spend in Kent from filming and potential tourism spend from 2008 to 2010 extrapolated from figures obtained during the 'Visit The Other Boleyn Girl' campaign which brought in £744k in tourism spend across four locations. As at July 2010 the figure for this PI was £6.3m.

Monitoring completed by: Tanya Oliver

Date: 27 July 2010

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

Status: Good Progress

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

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

Outcomes delivered:

This Towards 2010 target has been directly affected by the economic downturn. Nevertheless, some significant areas of work have been delivered to try to reduce the number of people on welfare benefits. It is for this reason that the status of 'Good Progress' has been allocated to this target. The main outcomes are as follows:

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

- KCC successfully tendered and won a contract to manage the Future Jobs Fund (FJF) initiative across Kent. FJF (value £6.5m over 18 months from October 2009 to March 2011) is providing funding to cover the salary costs of 18-24 year olds currently unemployed and claiming Job Seekers Allowance. The scheme, will provide job opportunities for a maximum of 1,000 young people for a minimum of six months in a variety of job roles, with posts being paid at the national minimum wage. After a slow set up of national arrangements for FJF there has been a steady flow of interest from employers, with a wide range of job opportunities identified. Interest and engagement by young people was slow to start but has gained momentum with a high daily referral number as young people are actively applying for the widespread job opportunities on offer
- Over 100 individuals secured full time employment and moved off Incapacity Benefit as part of the Kent NOW initiative run between 2006 and 2008. The potential financial saving to the public purse could amount to £5.8m (as per the PSA2 Kent NOW Incapacity Benefit report and findings)
- Through a variety of strategies, personalised support was provided to assist individual Incapacity Benefit claimants with very complex needs. Many of these individuals had been out of work for over five years and had lost all hope of ever returning to work
- An innovative Health, Happiness and Wellbeing Programme was developed, targeting support for long term ill-health welfare benefit claimants, which focuses on strategies to empower individuals to return to work and liaises with employers to provide a range of flexible work opportunities to assist those on the edges of the labour market back into work. The programme started in spring 2008 and is being revised to include a web-based element
- Version 2 of the Health and Wellbeing programme has been developed and is being rolled out. The revised and improved modules will enable a wider roll out of the programme and assist the Supporting Independence Programme to use the resource with a range of individuals and groups. These will include FJF clients, apprentices, NEETs

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(those not in education, employment or training) and vulnerable young people requiring focused intervention and support

- ‘Slivers of Time’ is a new, flexible way of getting people into work, launched in Maidstone in March 2008. The scheme has been described as being based on the eBay model of an online market place. Through the scheme, people can offer to work at times to suit them by registering and noting the times they are available. Employers enter details of work they need completing and the Slivers of Time database matches the two requirements. It was developed as part of the Supporting Independence Programme (SIP) and is now managed by Kent Top Temps
- Folkestone Forward delivered projects through sport and culture within the four most deprived wards in east Folkestone during 2009/10. It was project managed by a dedicated SIP resource and specific projects targeted three of the SIP Archetypes - young people with low attainment and aspiration, welfare benefit claimants and vulnerable older people
- Motivational interviewing workshops were organised to help advisors engage more effectively with their clients. Participants included staff from Sure Start, Kent Supported Employment (KSE) and other KCC directorates. Due to the success and impact of this event we are now developing a variety of themed events to support other organisations such as Flexible New Deal (FND) providers. Training will be offered to the FJF team to support them in working with JCP clients across Kent
- SIP and partners supported and advised the development of the content of the ‘Backing Kent People’ website (see Towards 2010 targets 1, 2, and 29) which was launched in April 2009
- Continued development of the KCC Employability Group and local employer engagement forums, in addition to the JCP Local Employment Partnership (LEP) initiative, has enabled the sharing of radical and innovative ideas and solutions to tackle local issues of unemployment as well as working with employers to review workforce development opportunities for the wider take-up of unemployed clients countywide
- Continued support and partnership opportunities have been developed through KCC’s ‘Backing Kent Business’ campaign and support and collaboration with colleagues within KCC to review and inform the Regeneration Framework as well as compilation of the worklessness and skills assessment (see also Towards 2010 targets 1, 2 and 5)
- There has been continued success in the engagement of the partnership with Swale BC in introducing an innovative employment engagement project for the area
- A range of initiatives with the Youth Offending and Service and Probation to increase engagement and involvement of ex or current benefit claimants in the SIP welfare reform activities and strategy is leading to more effective job opportunities and sustainable long term employment. SIP is a key contributor to the *New Skills New Lives* initiative.

Influence policy and strategy at national and local levels:

- SIP leads and co-ordinates a range of innovative strategies to embrace and support all aspects of key welfare reform. Support and advice given to the KCC Leader, Chief Executive, Cabinet and Corporate Management Team, internal and external partners and stakeholders to strengthen the effectiveness and impact of associated service delivery to support the welfare reform agenda is a fundamental aspect of the SIP strategic priorities and accountabilities
- High-level discussions and engagement with government departments have taken place to try to tackle the challenges and barriers encountered with the delivery of effective

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welfare reform initiatives. These include LGA work on devolution of welfare reform to local authorities, data sharing and local freedoms and flexibilities

- KCC was selected as one of only three local authorities to explore the potential release and sharing of a range of DWP and Jobcentre Plus (JCP) data. The impact of having personalised data has already resulted in us being able to reach out to a significantly higher number of clients through a range of marketing materials and engagement of benefit claimants at a number of very successful events. Clients are now being supported and sign-posted to move into positive training and employment opportunities. The ongoing challenge to DWP to secure data sharing as a principle is an ongoing policy decision
- We contributed to the early exploration of opportunities related to regional partnerships across the Thames Gateway and north Kent and Swale, which were submitted to central government
- We support JCP as the lead partner for the outcomes on Kent Agreement 2 (KA2), working with other key partners, to co-ordinate preventative strategies which stop people moving into a life of dependency with responsive work to support those already on benefits into more independent lifestyles
- Through our work with JCP we continue to ensure that individuals and employers are unencumbered by bureaucracy to make the transition to the workplace easier.

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

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

Share best practice:

- A detailed report and case studies were produced to evidence the positive outcomes and strategies developed when working with the Incapacity Benefits client group
- SIP's strategic contribution, vision and influence was specifically highlighted as exceptional practice within the Authority's CPA corporate assessment in 2008
- The high-profile publication of a booklet by the NLGN 'The Local Journey to Work – Localism, Welfare and Worklessness' highlighting the wide range of welfare reform, innovation and strategy was managed by SIP across Kent. We have also been a key contributor to the NLGN 'We can work it Out' report on local employment and skills for economic recovery published in January 2010

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- A high number of visits/meetings from central government (Cabinet and Shadow Cabinet), LGA, IDeA, NGLN have provided a platform for the SIP Team to share KCC's vision and the wide-range of initiatives developed to increase the support and opportunities available to individuals who are dependant on benefits. SIP presentations have also been made at national conferences and workshops and articles have been published in a wide-range of national publications and journals.

What more are we going to do?

- Continue to bring together local agencies and target initiatives, in particular areas of the county such as the work on inter-generational dependency that we are launching with the charity *Tomorrow's People* in focused areas of Maidstone and also a refreshed focus and vision for Sherwood ward in Tunbridge Wells. All this activity is underpinned by the very best research and analysis to ensure targeting is at the most appropriate level and in the areas most in need to ensure the greatest impact
- In partnership with JCP, tackle the current impact of the economic recession and identify local solutions. Active response teams and other initiatives to support individuals and organisations are already being explored
- KCC's SIP team will continue to co-ordinate the FJF programme, matching job opportunities within employer settings to suitable young people. Particular focus will be given to developing sustainable job opportunities after the initial six month DWP funded period and building better linkages with other government priorities such as Apprenticeships
- All national and local JCP commissioned programmes are performing well below agreed targets and the impact on individuals and partners is under review and scrutiny. SIP will be chairing a new board to bring together all associated agencies to improve the effectiveness and outcomes for benefit claimants countywide
- Continue to support and co-ordinate KCC's ongoing priority for devolved responsibilities and accountabilities relating to DWP freedoms, flexibilities and commissioning
- Manage the roll-out of the DWP data sharing pilot, findings and evaluation with central government (for Thanet)
- Support the high profile awareness of the range of JCP financial incentives and benefits established to support employers to provide opportunities for benefit claimants
- Work alongside colleagues in Kent's Integrated Workforce Planning Group (public sector) promoting good practice and strategy relating to workforce development
- Provide greater engagement of Kent Public Service Board and Kent Partnership in all aspects of welfare reform and benefit spend in Kent
- Work closely with the health authority, other associated agencies and GPs to review how they can help to get people back into work and liaise with employers to provide a range of flexible work opportunities to assist those on the edges of the labour market back into work. The SIP Health and Wellbeing project commenced summer 2009
- Co-ordinate and manage a high level group of stakeholders to agree and develop a Kent Employment Engagement Strategy which will bring about a strategic, joined-up approach for Kent employers. This will enable them to engage more successfully with programmes and initiatives to bring most benefit to people who are furthest away from the labour market
- Continue to strengthen and improve the outcomes and associated sustainable employment opportunities as highlighted within the Total Place submission to

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Government for the Margate and Cliftonville wards. We will work alongside Thanet Works and other partners to embrace an improved strategy of engagement and a vision of radically improving the life opportunities and employment outcomes for individuals across the area.

Measurable Indicator (s)	Aug 2006 Actual	Aug 2007 Actual	Aug 2008 Actual	Aug 2009 Target	Aug 2009 Actual	Feb 2010 Actual
Average weekly benefit spend in Kent on working age benefits at 2006/07 prices (Incapacity Benefit, Income Support)	£5.31m	£5.20m	£5.10m	To reduce	*	*
Number of claimants on key working age benefits (Incapacity Benefit, Income Support, Job Seekers Allowance and others on income-related benefits)	83,040	79,900	80,400	To reduce	94,390	96,510
Claimants in statistical category of incapacity, lone parent or other	66,100	66,450	66,230	To reduce	67,670	67,790
Claimants in statistical category of job seekers	16,930	13,450	14,170	To reduce	26,720	28,720

* Data no longer comparable due to introduction of the Employment and Support Allowance (ESA) which replaced Incapacity Benefit and Income Support for clients with incapacity from October 2008.

Monitoring completed by: Pauline Smith

Date: 14 July 2010

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

Lead Cabinet Member:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officer:
Jennie Landsberg

Status: Completed

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

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

Outcomes delivered:

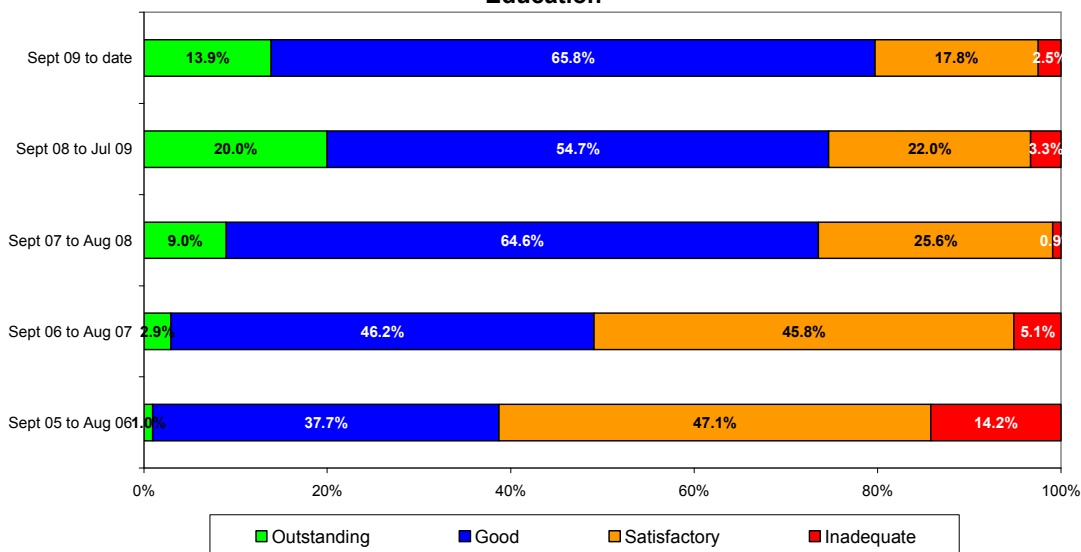
We recognise that good quality early years education is a critical factor in developing a child's receptiveness to learn, building social skills and encouraging good behaviour, all of which are essential elements to improving a child's ability to learn when they enter primary school. To support children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

- Increased access to early years provision reaching over 42,000 children, doubling our nursery classes to 70 and planned the creation of nearly 100 children's centres
- Exceeded, one year early, the government target for the proportion of children accessing early years education (89.6% 3 year olds and 95% 4 year olds) and increased the take-up of places by historically under-represented minority communities
- Engaged in the DCSF two year old free entitlement project which supports parents who are in receipt of specific government benefits in accessing up to fifteen hours of free childcare and parenting support services. Out of the 430 places available in June 2010 285 children are already accessing this opportunity, with a further 213 who have registered their interest, and each week further families are taking up this opportunity
- Developed a Strategy for Early Education and Childcare to support the emotional and educational development of young children
- Worked with internationally renowned experts to develop new ways to improve the quality, well being and engagement of young children
- Extended the 'Leuven Project' to 71 primary schools in Swale, Dover and Gravesham as well as pre-schools/nurseries to enable the authority to strengthen the links between schools and settings through joint training, network meetings and shared resources. This training is enabling schools to use the Leuven Scales of Involvement, an assessment tool that quantifies children's levels of engagement and involvement. It is known that when these are high so is a child's capacity and receptiveness for learning. These tools are also used to identify children with low levels of engagement and involvement and identify actions to improve levels
- Witnessed a substantive improvement in early years settings as evidenced by the improvements in Ofsted inspection outcomes (see the chart that follows). These improvements in the pre-school sector will provide improved continuity for children into the primary phase of learning

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Correct for all
inspection reports
published 25/06/10

PVI / Childcare on non-domestic premises inspected between September 2005 to June 2010 Education



- Established a team of 23 early years advisory teachers and 25 special educational needs co-ordinators in pre-school settings to work within their partnerships to provide links between pre-schools/nurseries and schools. These teams are supported by a team of 75 designated leading early years practitioners employed by a range of schools, pre-schools and maintained nurseries. They are quality assured by the Early Years (EY) team and receive training to provide additional capacity at 'partnership' level to deliver specific and targeted support to pre-schools/ nurseries where there is a clear need to improve quality
- Improved the Kent Early Years Foundation Stage Profile for the third year in succession. In the thirteen aspects of learning that are assessed at the end of the reception year, all thirteen demonstrated improvement in 2009
- Targeted 73 schools that had the highest percentage of children whose Foundation Stage Profile scores were in the lowest 20%. Improvement in the expected levels in 2008 equates to an additional 525 children across Kent achieving a total of 78 points and at least six points in both PSE (personal, social and emotional development) and CLLD (communication, language and literacy development). The greatest improvement was seen in linking sounds to letters with a 5.1% increase in 2008 making a total of 10.4% improvement over two years. Boys made a 2.4% increase in writing and girls improved by 3.4%
- Witnessed continuous improvements in relevant National Indicators (NI) 72 and 92 with excellent results for 2009/10 demonstrating a strong link with improved Ofsted inspections and performance:
 - NI 72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in PSE and CLLD – This has increased from 43% in 2006/07 to 60.5% in 2009/10
 - NI 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest – This has decreased from 33% to 27% in the same timescale.

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- Continued to increase the percentage of settings with working links to schools, as can be seen in the measurable indicators table overleaf. Key work that strengthens the links between schools and settings is the Kent Early Years Record of Transfer, which is shared and discussed when children move from setting to school. This record is completed for all children, including those with specific needs and includes parent's contributions
- Developed a further project, 'My Unique Story', which includes observations of children younger than three, which builds on the current Kent Early Years Record of Transfer and has involved pre-schools/ nurseries and schools in the Shepway and Tonbridge and Malling Local Children's Services Partnerships (LCSPs)
- Developed and implemented a transition document which tracks children's progress and achievements and is designed to ensure strong relationships with parents. This document is then used to pass on to the reception teacher at school details of the level at which the child is working
- Expanded the CLLD project in the Dover and Maidstone areas to include the 35 main feeder early years settings that link to the 15 schools in the project. In September 2008 a new CLLD project was established within the Gravesham LCSP developing collaborative working across schools and early years settings through joint training and exchange visits. This work has been successful and improvements for children in Kent are above the national and regional averages for those authorities in this project
- Developed a single comprehensive data set for every pre-school nursery which incorporates Ofsted outcomes, a local authority alert system, records of visits and outcomes of the Early Childhood Environmental Rating Scale (ECERS) quality audit. Early years settings have been given feedback on the ECERS audit and supported to develop a focused action plan that prioritises key issues for the provision
- Continued to develop new ways of working to share good practice and expertise in partnerships with private, voluntary and independent pre-school providers. Early years settings and schools in the LCSPs of Thanet, Dover, Tunbridge Wells, Malling, Shepway 2, Tonbridge, Deal and Sandwich have undertaken a project entitled 'Seeing is Believing' which focuses on observations of children linked to assessment and children's individual progress
- Developed the Kent Quality Mark (KQM), currently being piloted in maintained nursery classes and settings which incorporates key strategies and programmes in use in Kent. KQM utilises the tools of ECERS and the Leuven Scales of Involvement and links these to the 'Every Child Matters' outcomes and the statutory Early Years Foundation Stage requirements (implemented from September 2008). This process will support settings in becoming more confident in their self-evaluation and improvement planning
- Continued to be innovative and influence national developments in early years. The Leuven Project work undertaken in Kent has been shared both nationally and internationally through conferences including the European Early Childhood Education Research Association and the OECD (Organisation for Economic Co-operation and Development) Early Years Conference
- Continued to be at the forefront of national developments in early years through the introduction of the Improvement Partner Role for settings. This work is being followed closely by other local authorities and several have visited Kent to look at the work. The Early Years team received the CFE Quality Award in 2009 for their work in this field.

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What more are we going to do?

We will disseminate work from the partnership projects and ensure that we focus on:

- Further improving take-up of free early education by vulnerable and minority groups by raising awareness of early years settings and schools
- Ensuring that information for parents to support them accessing the free entitlement is provided and work with other partners in health and social services to increase the take-up of this opportunity
- Increasing multi-agency engagement between early years settings and schools to help secure rapid and sustained improvement and narrow the variation between partnerships
- Setting partnership-specific targets for improving quality in pre-schools and nurseries
- Further reducing the number of ‘inadequate’ Ofsted early years settings
- Continuing to develop and extend the Leuven Project and support practitioners in pre-schools/nurseries and schools to implement the Leuven principles and the Statutory Early Years Foundation Stage Framework
- Incorporating the principles of the CLLD project with early years settings and schools linked in further areas where attainment is low
- Delivering the ‘Every Child a Talker’ project in two districts (Tonbridge and Gravesham) and developing lead practitioners who will disseminate the work across the schools and settings
- Expanding and building on the Early Years Forum Partnership groups providing shared training and facilitating joint working
- Further improving quality through the implementation of the early years setting improvement partner role and targeting resource in relation to need
- Building further capacity in partnerships by developing a process to accredit practitioners in early years settings as School Improvement Partners.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Target	2010 Actual
Percentage of early years settings with working links to schools	5%	17%	28%	35%	35%*	38%

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

* Target revised upwards from 30%

Monitoring completed by: Jennie Landsberg

Date: 28 June 2010

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

Lead Cabinet Member:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officer:
Keith Ransom

Status: Good Progress

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

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

Outcomes delivered:

Provisional figures released in August 2010 show that some progress has been made at both Key Stage 1 and Key Stage 2. Focused school visits by the School Improvement Partners (SIPs) and teaching and learning advisers have continued and additional resources have been provided to those schools below floor targets in 2009.

Key Stage 1

Good progress has been made in reading and writing at level 2b (the expected level for 7 year olds), continuing the trend of improvement over the past three years.

Boys have improved in reading at level 2b from 65.8% in 2009 to 67% in 2010. Boys also improved in writing at level 2b from 50.7% in 2009 to 51.1% in 2010.

Higher ability children continue to achieve above the national average at level 3 in reading, writing and mathematics. In writing at level 3 Kent children achieved 1.7% above the national average and boys are performing at 1.4% above the national average.

During the year, the capacity of LCSPs to improve reading has been enhanced by the 90 reading recovery teachers as part of the 'Every Child a Reader' programme. A further 20 teachers begin their training in September 2010. Accelerated progress was made by at least 80% of children on the Reading Recovery programme in 2009/10.

'Numbers Count', part of the 'Every Child Counts' programme, now has 32 teachers trained to support children to accelerate their learning to achieve the expected level in mathematics for 7 year olds. Thirty one new teachers begin their training in September 2010. Statistics indicate that children's progress was accelerated by average gains of 14.4 months from 20 one to one sessions.

Both programmes are likely to end in August 2011.

Key Stage 2

Provisional figures for Key Stage 2 show that Kent's primary school leavers have improved their results in English and mathematics combined at level 4, the level that pupils at age 11 are expected to achieve.

This year there was a national SATs boycott leading to 26% of schools nationally opting out and therefore any comparisons to national figures need to be read with caution. In Kent, 24 schools opted out (6%). All received a robust moderation process undertaken by the SIP.

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Results for English and mathematics combined were up 2% to 70%, the highest percentage recorded. Within that results for boys improved by 3%, closing the gap with girls. Mathematics saw a 2% increase.

This year, all children in 14 schools achieved the expected levels in English and mathematics.

All schools with Key Stage 2 have access to funding to provide one-to-one tuition for identified children in Year 4 and Year 5. All vulnerable schools have had access to funding to provide one-to-one tuition for identified children in Year 6. All primary schools received funding during the year.

Kent has 54 serving teachers training with Christchurch University, Canterbury to become mathematics specialist teachers (MaST), with a second cohort that started in Easter 2010. This will continue at least until 2011.

‘Hard to shift’ schools (those not achieving 55% combined English and mathematics) were part of the DCSF World Class Primary Programme. All these schools provide a Raising Attainment Plan to clearly show how they intend to reach the floor target (55% combined mathematics and English). Additional SIP time was provided to challenge progress. The coalition government has stopped the programme but support continued in Kent schools.

What more are we going to do?

- Support our most vulnerable schools to improve their performance
- Link our more successful schools with other schools to share their good practice and increase the number of National Support Schools
- Work with local areas to identify good practice and share across all schools
- Increase the number of schools using Reading Recovery and the mathematics equivalent, ‘Numbers Count’
- Support schools to develop a more creative curriculum while still maintaining standards in English and mathematics
- Further develop opportunities for children in care and those from ethnic minorities and with additional educational needs
- Set challenging targets with schools and make sure schools have an effective system in place to track children’s progress towards them
- Continue to implement a differentiated programme of support in targeted schools as part of Kent’s Improving Schools Programme (KISP).

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Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Target	2010 Actual
Percentage of pupils achieving Level 2 and above in Key Stage 1:						
Reading (national rate in brackets)	83% (84%)	82% (84%)	84% (84%)	84% (84%)	Improvement relative to national rate	85%* (85%)
Writing (national rate in brackets)	78% (81%)	79% (80%)	80% (80%)	79% (81%)		80%* (81%)
Mathematics (national rate in brackets)	90% (90%)	90% (90%)	90% (90%)	89% (89%)		89%* (89%)
Percentage of pupils achieving Level 4 and above in Key Stage 2:						
English (national rate in brackets)	77% (79%)	77% (80%)	79% (81%)	78% (80%)	Improvement relative to national rate	78%* (81%)
Mathematics (national rate in brackets)	72% (76%)	73% (77%)	75% (79%)	75% (79%)		77%* (80%)
Percentage of pupils achieving Level 4 or above for both English and mathematics in Key Stage 2 tests (NI 73)	66% (70%)	67% (71%)	69% (73%)	68% (72%)	Improvement relative to national rate	70% (74%)

* Provisional figure

Monitoring completed by: Keith Ransom

Date: 6 September 2010

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

Status: Good progress

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

Anti-bullying strategy group, Kent schools, Clusters, Kent Safe Schools, Youth Offending Service, Kent Police, Connexions, Healthy Schools, Kent Adult Social Services, Kent Fire and Rescue Service, Alternative Curriculum, Youth Justice Board and the Youth Service.

Outcomes delivered:

Bullying

- Since the start of this Towards 2010 target in 2006, there has been a general improvement in pupils perception of bullying as can be seen from the table below:

Online bullying survey results	Nov 2006	Nov 2007	Nov 2008	Nov 2009
Number of pupil responses	6,017	6,419	8,246	8,478
Number of schools taking part	230	146	239	183
Percentage of pupils who had ever been bullied	55%	51%	50%	47%
Percentage of pupils who were still bullied	29%	25%	12%	22%
Percentage of pupils who thought their school was good at dealing with bullying	76%	77%	85%	80%

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

- An anti-bullying co-ordinator is in post to support schools to develop effective anti-bullying policies and practices across the county and a pilot has been delivered in two Local Children's Service Partnerships (LCSPs) (Swanley and Dartford East) with all schools gaining Kent Safe Schools (KSS) accreditation. The pilot has been expanded to Maidstone 1 and Dover LCSPs plus an additional 69 schools across the county, and over 200 schools now have or are working towards KSS Anti-Bullying accreditation. The pilot was offered to individual schools across the county in 2009/10 whilst providing ongoing support to existing accredited schools. Several special schools have also expressed an interest in participating and the criteria are being adapted to meet their needs
- KCC's anti-bullying strategy covers schools and settings and was approved in 2007. A model school anti-bullying policy was developed in 2008. The Kent Safeguarding Children's Board (KSCB) anti-bullying multi-agency policy was approved in June 2009 http://www.kenttrustweb.org.uk/UserFiles/KSCB/File/Policies/AntiBullying_Policy_APPR_OVED.pdf
- Focus groups undertaken in early 2009 by Ipsos Mori provide qualitative research with young people to help inform the Children and Young People Plan review and needs assessment. In addition, Kent's children and young people's survey (of over 40,000

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

- Kent is part of the south east Anti-bullying Alliance which supports authorities in learning about new developments and sharing best practice
- During Anti-bullying week Kent Safe Schools services were delivered in over 40 schools to promote anti-bullying and all LCSPs were given support, advice and guidance to help the delivery of projects during that week
- Restorative Justice accreditation is being developed in six Kent schools with further support and training being offered to schools across the county. Over 300 school and CFE staff have received Restorative Justice training
- 279 parents have participated in the parents online survey this will allow the project to identify the needs and expectations of parents and adjust our strategy accordingly.

Disruptive behaviour and vandalism

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

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

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

Other initiatives promoted through the Advisory Service Kent include:

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

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

	2008	2009
Primary	104	50
Secondary	58	27

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

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What more are we going to do?

Dependant on funding beyond the Towards 2010 term we will:

- Facilitate portfolio based Safe School Accreditation, through co-ordination of the process from enrolment to moderation and support the participating schools through provision of best practice guidance and training for pupils and staff
- Develop guidelines and systems to support continuing best practice of schools already accredited
- Share the good practice of Kent Safe Schools accreditation practice with other authorities
- Support schools throughout the year on anti-bullying awareness through provision of staff training and assemblies
- Support children and young people who have experienced or been involved in bullying through targeted group support
- Develop a programme to offer intensive support to schools/partnerships with the embedding of anti-bullying and restorative approaches, to include strategic guidance and operational support
- Support schools in Kent during Anti-Bullying Week
- Facilitate, monitor and analyse the Safe School online survey to pupils for the fifth year, offering schools and districts the opportunity to understand the views and perceptions of over 9,000 children and young people across Kent on bullying. (Please note that TellUs5 national survey will not go ahead under the new government)
- Facilitate, monitor and analyse the Safe School online parent survey and match the data and findings against the online pupil survey
- Roll-out safe partnership accreditation to an increased number of partnerships across the county as well as support offered to two schools in each LCSP
- Continue the online survey to pupils and parents
- Develop plans to mainstream accreditation and offer to all Kent schools.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual
Percentage of pupils aged 11 to 16 who find other pupils being disruptive a barrier to learning	54%	52%	50%	51%
Percentage of pupils aged 11 to 16 who have been bullied in the last year	31%	29%	28%	28%
Percentage of pupils aged 7 to 11 who have been picked on or bullied at school	38%	37%	35%	38%

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

Monitoring completed by: Peter Heckel

Date: July 2010

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

Lead Cabinet Member:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officers:
Marisa White/Des Crilley

Status: Completed

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

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

Outcomes delivered:

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

- Ensure that all parents have access to the Healthy Child Programme which is the preventative and early intervention programme for all children aged 0-19 years and antenatal and new-born screening
- Increase participation in family learning and parenting programmes, attracting new learners and families. Kent Adult Education Service has had just under 7,000 learners engaged on family programmes this year, with in excess of another 4,000 through family programmes with Kent Children's University and Children's University in Schools. Evaluation results show parents have reported increased confidence in their own parenting abilities and improved relationships with their children as a result of engaging with both family learning and parenting opportunities. A number of the family learning programmes develop literacy and numeracy skills, improving parents' ability to deal with everyday life and work situations and to move onto further learning. Family and adult learning opportunities have also been expanded through Children's Centres where literacy, language, numeracy, IT and financial education opportunities are available
- Expand the numbers of Family Liaison Officers (FLOs) and Parent Support Advisers (PSAs) (now 270) working to support parents and enhance relationships and communication between parents and schools. This has led to an increase in the number of families accessing the most appropriate support from agencies, increased engagement of parents with schools and with their children's learning. Over 12,500 parents accessed support and advice through their FLO or PSA this year. There is a particular focus on ensuring that parents are informed and supported particularly when their children are starting school or moving from primary to secondary education and this support is now available in over 200 schools and through all 23 LCSPs. In addition, FLOs and PSAs now work alongside Choice Advisors whose primary aim is to empower those parents who may struggle with the admission system to make informed and realistic choices of which schools to apply for in the best interests of their child
- Open Children's Centres across Kent. 96 out of 97 Children's Centres are now open enabling improved local access to services and a range of support for families of children from 0 to age 5

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- Run a pilot programme appointing four PSAs to work with excluded children and their families, families of those at risk of exclusion and families with children out of school. This was requested as a result of consultation with parents who wanted to have a professional link to help them access the support they needed when they did not have the usual school support systems around them, and this is now operating in Dover, Gravesham, Thanet and Maidstone. A total of 149 families have been supported through this pilot. We are now reviewing how we embed the practice of offering this support to parents of children and young people at risk of exclusion using existing resources
- Use Family Group Conferencing (FGC) which is a planning process that is designed to empower families to find their own solutions to the challenges that face them. Kent uses this model of decision making in various ways to support families to address those challenges and make long-term, safe plans for their children. More recently the FGC Service has extended its referral criteria to work with families at a more preventative stage as well as when there is concern that the child or young person is at risk of coming into the public care system. At the 'higher risk end', social care referrals provide the family with the opportunity to be offered a FGC to plan for their child or young person having been assessed by their social worker as being likely to in need of public care. At this stage it is a mandated process for all Kent children and young people of any age. FGCs are also used as a vehicle in education to improve children's attendance at school. As part of the early intervention agenda, FGC takes referrals directly from some schools where concerns have been identified about a pupil's behaviour and from specialist projects such as Kent Innovation Project (KIP) aimed at reducing child poverty
- Pilot the successful 'Parents as Partners in Early Learning' which has been operating in 12 Children's Centres in Gravesend, Swale, Thanet and Dover with 185 parents accessing the programme. Evaluation has resulted in parents reporting increased confidence in their parenting abilities and improved understanding of their children's emotional development and needs, as well as improved ability to support their children's learning
- Offer a new brokerage service run by our Children and Families Information Service (CFIS) is helping parents who are finding it difficult to access the childcare they need. This is particularly useful for those single parents who need to return to work due to benefit changes. To date 26 parents have accessed the brokerage service. In addition, CFIS offer support parents through their outreach service in Children's Centres which offers parents face to face advice and assistance. Between January and June 2010, 206 parents have accessed this support.

What more are we going to do?

- 'Team Around the Family' will be established within Local Children's Trust boards to ensure holistic family support
- Family support workers will be based in Children's Centres serving the most deprived communities
- A review of Round Three Children's Centres was carried out, reducing the number of Round Three centres from 30 to 25, and the overall total from 102 to 97, whilst still providing a universal service. Work around Children's Centres continues to look at quality, outreach, universal and targeted services with clear participation frameworks in place to ensure that parents can input into service decisions
- We will strengthen the links between Extended Schools and Children's Centres to ensure that support to families across the age range is joined up and makes sense to

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families. Work in developing best practice in service delivery across Children's Centres and Extended Schools is taking place in three centres and is being supported by an external organisation. Information about the findings and outcomes from this will be disseminated from September 2010.

- We will link the review of services for vulnerable children and families, putting in place a robust approach to ensure that we can measure the impact of services and the difference they are delivering for families. This will need to be linked to the work of the Care Quality Commission in Health which is looking at indicators that will help in the measurement of impact. We will also take account of the monitoring requirements for Children's Centres where the new database will be able to record their work against Every Child Matters outcomes and the measurement of outcomes linked to the Parent Support Strategy implementation plan and its links to national indicators
- We will ensure that children and young people who are excluded or are out of school can still access a range of extended services and opportunities and that these are resulting in reintegration into school or college and improved education and vocational outcomes for these young people
- There will be capacity building of parents/carers and young people to be part of the delivery of local support services and building in future community sustainability and local leadership to tackle issues and provide support from within communities themselves
- Support will be given to parents/carers whose children are excluded will be embedded in order to help them support their children to make a successful return to education
- There will be an increase in places and opportunities for children to play and young people to engage in a range of positive activities
- Access to leisure opportunities and extended services for children and young people with disabilities will be improved alongside successful implementation of the disadvantage subsidy, enabling children and young people where cost is a barrier to access leisure and extended opportunities and engage fully in a range of positive activities
- Engagement will be increased with (and involvement of) fathers and male carers in the upbringing of their children
- We will increase engagement with and universal and targeted support for grandparents who play a key parenting role for their child. This could be through child-care arrangements or formal or informal kinship care
- Key workers will work intensively with families of young people who are at high risk of or are behaving in an anti-social manner or have committed crimes. This is part of the Youth Crime Family Intervention project that has been proved to be successful nationally and utilises contracts with families that provide penalties as well as rewards
- We will increase parental confidence in talking to their children about sex and relationships through the delivery of the Speakeasy and other related programmes
- The 'Parents as partners in early learning' projects with schools, early years settings and childminders will be built on and extended
- Using the DCSF poverty pilot in four LCSP areas we will test new and targeted approaches to develop family learning, focussing on developing high levels of financial awareness and working with families to ensure that they are able to legitimately maximise their income. The poverty pilot provides an opportunity for joint training between FLOs, PSAs and benefits advice staff in Job Centres or Gateway services

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- We will test the use of FGC at an early intervention stage and for families facing financial hardship, enabling those families to develop their own action plan, so building the resilience and knowledge to do things themselves
- Kent's offer of quality parenting programmes will be expanded, including those that help parents meet the day to day challenges of being a parent, through to intensive programmes that enable parents and struggling families to move forward
- We will improve access to parenting support and information for vulnerable groups. This includes parents with a disability (physical or learning), minority and ethnic families, and young parents
- We will improve KCC's online information for families by developing a focused family's webpage linking to specific services or information where parents have expressed a need
- There will be active engagement with work Libraries and Archives, Community Learning and Skills (Adult Education) and a wide range of partners to develop a Kent Approach to Literacy and Reading, a strategy to engage the whole community. Families are at the heart of the Kent Approach which aims to embed a culture where everyone, regardless of first language, ability or age, aspires to read, and where there is excellent signposting to skills development opportunities and support
- We will act as a national pilot for the DfE/ National Literacy Trust Partners in Literacy (PiL) initiative. PiL is piloting the difference that strategic co-ordination can make to supporting literacy in the home to benefit both children and their parents. It is funded by DfE and delivered by the National Literacy Trust.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of parents supported through Children's Centres and Family Liaison Officers *	New Indicator	20,967	32,562	39,400	46,016

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

Monitoring completed by: Jo Hook

Date: 3 July 2010

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

Status: Completed

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

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

Outcomes delivered:

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

Children and young people have influenced strategic developments (such as the Needs Assessment and the Anti-Bullying Strategy) in addition to more local and school developments. Through active participation, children and young people are involved in decisions that affect their lives, help design services that are more responsive to their needs and assist young people in developing personal and social skills including active citizenship.

Developments include the following:

- A third Children and Young People of Kent Survey (NFER) was conducted in October and November 2009. Over 39,000 children and young people participated in the survey. The survey, along with the surveys conducted in 2007 and 2008, provides a rich and extensive source of information about the attitudes and behaviours of children and young people in the county. The results of the survey are being used to inform performance monitoring and the planning of children's services at a county, local and school level. The results are also being used in the production of a Needs Assessment and in the development of the 2011- 2014 Children and Young People's Plan. The 2008 survey identified concerns of some of the more vulnerable young people and these have been followed up through qualitative focus groups to explore the issues in more depth
- Our active Kent Youth County Council (KYCC) has 60 young people regularly attending the meetings. In November 2009, 27,463 young people voted in the KYCC elections. The council now includes 15 community representatives which make it more inclusive. Some members of the youth council have been voted onto the United Kingdom Youth Parliament. In November 2009 a successful Question Time event took place involving the young people and members of KCC Cabinet. A range of topics were discussed including transport, leisure activities, citizenship and community safety. Feedback from KYCC has helped to shape services e.g. the KYCC produced a charter relating to Personal, Social and Health Education (PSHE) which was sent to every secondary school in Kent
- Over 8,400 young people took part in a 2009 perception survey on bullying (280 parents have also completed a questionnaire). Their views are helping to inform policy development and to target anti-bullying support to where it is required. (See also Towards 2010 target 12)

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- The 'Framework for Participation with Children and Young People in Kent' has been produced, agreed by the Kent Children's Trust and distributed widely to organisations in the county. Further work has been done to promote good practice. This includes developing the on line Community of Practice, delivering road shows across the county, producing guidance and training on involving young people in recruitment. Consultation is currently taking place on producing a participation pledge for children and young people and approximately 300 young people have contributed their views
- Some 40 Kent children in care were involved in an event in April 2009 to help plan the development of a Kent Children in Care Council. Arrangements for the children in care council are progressing. Elections for the Looked After Children council have taken place and a council of 15 young people has been established. The intention is that the council is led by young people for young people in deciding agendas and meeting arrangements. Children in care and care leavers have also had an opportunity to influence services through meetings with KCC members and senior managers. Some young people visited the House of Commons. Following residential events a DVD, 'Care to Listen' has been produced to reflect children's experiences of being in care
- Young people have helped to shape 'House', a very successful public health campaign targeted at young people (see Towards 2010 target 50)
- In 2009 and in 2010, Ipsos MORI conducted 'mini focus groups' with young people in Kent (and parents) to follow up on key issues arising from the Kent survey, in particular to explore their views on being healthy, staying safe, bullying, attitudes to school and life in Kent. The findings from the focus groups are being used to inform the 2010 Needs Assessment and a review of progress against the Children and Young People's Plan. The feedback, particularly with vulnerable young people and young people involved in risk taking behaviour, provides a useful insight into young people's experiences in relation to the Every Child Matters outcomes
- Following the success of the first Primary Children Council in Kent in March 2009, two further events have taken place. Sixty children from across the county attend the meetings in the KCC Council Chamber to give their views on topics such as bullying, e-safety, the environment and PSHE. The Primary Council provides children with an opportunity to gain experience of consultation and active citizenship. The children have produced an animation DVD which is being used in schools to raise awareness of children's rights and the importance of listening to children's views
- Young people from schools in Kent engaged with a KCC Members Select Committee to discuss the issue of leisure activities for young people in the county. The primary children council has also contributed to a Select Committee on Extended Services
- In February and March 2009, 190 disabled children attended events where they were asked their views on what they wanted from the Kent short breaks programme. Following the initial event further consultations have taken place with disabled children. The views of disabled children and their families in East Kent were taken into account in the design and development of the Windchimes Centre
- Focus groups and consultations took place with over 90 young people with disability, health problems or English as a second language to get their views
- Children and young people are being encouraged to give their views and contribute to the Kent Children and Young People's Plan (2011-2014). The Kent Show will provide an opportunity for people to give their views, school councils, youth centres and children's centres are also being asked to contribute to the developing plan. Children and young people will be asked what their priorities are but also asked what they think the plan should be like and how it should be made available to people.

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- In school settings the number of active school councils continues to increase. The previous Kent surveys showed an increase in the percentage of 11 to 16 year old pupils who felt they had a say on school issues, rising slightly from 66% to 68%. The 2009 survey showed a further increase with 70% of children saying they have a say in school issues. Many schools, such as the Sittingbourne Community College, operate an active student voice scheme to provide students with an opportunity to articulate their views and become involved in the business of schooling
- Two reference groups, with 20 young people in each group, have been established to give their views on topics being considered by the Kent Children's Trust. The groups have been consulted on topics such as bullying, drug and alcohol misuse, teenage conception, safety and life in Kent. The feedback from the groups has been taken into account by the Kent Children's Board and has led to some changes, for example the Anti-Bullying Strategy was amended in response to the views of the reference groups
- Young carers were consulted and engaged in the production of DVDs that will be useful for other young carers and professionals. Approximately 25 young carers were involved in producing the DVD. During the summer 2009, 64 young carers were consulted to identify priority issues for young carers particularly in relation to the Kent Young Carers Strategy
- Other examples of outcomes include the publication of an information booklet on money advice for young people following consultation with groups of young people. The young people were instrumental in designing the contents and style of the leaflet (the information will also be relevant for schools as part of the PSHE lessons). Young people are frequently involved in the recruitment of new staff where the role involves working with young people e.g. looked after children have been involved in the recruitment of new foster carers. Children and young people have also been consulted on the activities they want to access in school holiday clubs and play schemes. Engagement with Gypsy Roma Traveller young people at New Line Learning School in Maidstone led to a day at the school where the focus was on life in the Gypsy, Romany, Traveller families to help young people's understanding
- The Youth Service undertook a survey of over 600 young people across Kent who do not access services to gather an understanding of what the barriers to their engagement are and what might make the services more appealing to them.

What more are we going to do?

- We will promote participative activity with children and young people so that it continues to develop. This includes via the KYCC, school councils, the Kent Youth Service and ensuring the views of children and young people influence the development of strategies, policies and plans across the county (consistent with the new 'duty to involve' requirements on local authorities)
- The results of the 2009/10 NFER survey of Kent children and young people are being made widely available to ensure maximum value is gained from the survey. The findings are being used to inform planning and monitoring and will inform commissioning activity and the work of the Kent Children's Trust
- It is planned to continue to consult widely on the next Children and Young People's Plan, ensuring the views of children and young people help to shape the new plan
- We will continue to involve children and young people who are 'seldom heard' to ensure their views are listened to. It is intended to build capacity by providing training for staff on participation techniques
- We will continue to implement actions from the Kent Participation Framework e.g. communicate good practice, develop competencies and produce a participation pledge

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for young people. We will also assist the developing local partnerships with participation and consultation arrangements

- We will continue to seek the views of young people to inform the work of the Kent Children's Trust. This might not take the form of the existing Reference Panels but rather to look at online alternatives to engage a wider group of children and young people.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual*
Number of primary schools taking part in the NFER survey	382	389	375	339
Number of secondary schools and other educational establishments for age 11 to 19 taking part in the NFER survey	98	84	90	75

* The number of schools participating has slightly decreased due in part to schools having to opt into the survey rather than opt out to meet data protection requirements. However, the 70% participation rate is still considered high.

Monitoring completed by: Anthony Mort

Date: 2 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Lead Cabinet Member
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officers:
Sue Dunn/Pauline Smith

Status: Completed

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

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

Outcomes delivered:

KCC's 14 to 24 Innovation Unit is working with all Kent schools and colleges to implement a universal Kent Careers and Guidance programme. This includes a new information platform with up to date impartial information on 15 vocational sectors which includes information from employers. All Kent students will be able to access this information platform. The development of personal tutors in schools for all learners to support choices and provide careers advice and guidance will start in the autumn term. The new information portal will be a key resource for these personal tutors linking directly to the Kent Area Prospectus and post 16 websites.

The Kent Area Prospectus contains the programme pathways information and common application forms for young people aged 16. This will be expanded to 19 plus. Over 170,000 hits from 16 plus learners were recorded between November 2009 to June 2010 on the Area Prospectus website. 82% of learners are using this website and 62% said it made a difference as it made them more aware of the programmes on offer. Quality Work-related Learning activities are being developed by the local 14 to 19 planning forums and the continued expansion of the master class and taster programme will underpin this activity.

KCC and Connexions are ensuring that learners receive high quality impartial advice and guidance. Providing high quality information and guidance for all 14 to 24 learners is a priority for the 14 to 24 Innovation Unit. The unit has researched current best practice and has been working directly with students to develop an innovative approach to careers guidance across Kent, and students have been engaged in a number of pilot activities this year.

A focus group of lead careers teachers has been established to shape and influence the development of careers education in schools and the careers guidance programme. This group has developed a Kent Careers Education Curriculum Framework which has been used in schools since September 2009.

84% of secondary schools completed the information, advice and guidance health check by April 2010. This self-evaluation audit highlights the strengths and weaknesses of guidance within schools and other 14-19 providers. Information Advice and Guidance (IAG) careers library checks are in place and 68% of schools have reached the green standard.

A major professional development programme has been delivered to improve and raise the profile of careers education in schools for next term based on the findings from the audits.

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Connexions has appointed five Inset co-ordinators to undertake this work. Feedback from this process to date shows it is significantly increasing the profile of careers education in schools.

The 14 to 24 Innovation Unit has funded the development of nine lead careers co-ordinators, to focus on careers, education and guidance developments. These teachers were appointed in January 2009 and have been used to develop a robust and impartial IAG system across planning forums.

The 14 to 24 Innovation Unit produced 15 information leaflets relating to the 14-16 vocational courses which were distributed to all the Connexions information points for Year 9 and Year 11 learners. These leaflets have been modified to become an interactive impartial resource for 14+ learners, hosted on the 14 to 24 Innovation Units IAG/Careers Guidance Site on the Kent Virtual Learning Zone.

The new inspirational information web site called 'My Right Turn' went live in April 2010. (See also Towards 2010 target 6) and is continuing to develop. This provides a media-rich environment for students to explore their possible careers pathway to help them make choices. The Area Prospectus will need further development to link to learners individual learning portfolios and will become important information to support the local authority in commissioning and decommissioning 14-19 provision. Pilot projects with 600 learners took place in September 2009 and the feedback from these learners is currently being reviewed.

The September Guarantee was successfully implemented and the numbers of young people without an offer of a place at 16 in education or training continues to reduce as the system becomes more robust. This means that all Year 11 learners will have an offer of employment or training via Connexions or schools. Those young people who have not received an offer will access additional support. This work has been expanded to 17 year olds this year.

A major evaluation of IAG by Warwick University has been completed. The outcome of this research is being used to plan further developments to meet this Towards 2010 target especially the development of labour market intelligence to inform the provision of vocational courses and post-16 programmes.

A series of high quality and innovative masterclasses have been commissioned for learners and tutors as part of developing a world class guidance system. The learner programme is intended to support choices in terms of vocational programmes and opportunities within occupational sectors at 14+ and 16+. The teacher masterclass programme is part of an ongoing training programme to develop the vocational and applied learning offer.

Vocational sector-based masterclasses for 470 learners have been held throughout the county in different specialist subjects. These include a weekend with the Royal Ballet (Creative and Media), cooking with staff from Fifteen Events (Hospitality and Catering), a day's go-karting at Buckmore Park (Motor Vehicle maintenance). These masterclasses are delivered by experts in a particular field to ensure young people have the opportunity to experience a 'real' life activity. This is part of careers education, information and guidance and it is supported and followed up through Connexions advisors.

1,000 young people have attended employer led masterclasses, conferences and taster days giving learners an insight into the world of work and employment. These events were for all schools, for young people aged 13-16 to further enhance their understanding of the world of work and to support young people in making appropriate course and career choices. Taster days are industry specific with sessions designed for a small group of around 40 year 9 students. Students are taken from their usual academic environment and take part in workshops run by enthusiastic professionals. These workshops are designed to allow students to undergo

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hands-on activities to engage them and develop an interest in the industry, for example, construction, engineering, science and retail.

The masterclass conferences are aimed at a significantly larger group of students of 200 to 250 and held across the county. These are Years 10 and 11 students, who have already picked their options and are looking to develop their employability skills in order to implement what they have learnt at school into the world of work.

Schools are invited from across the county to select a number of students to a conference style event set at an inspirational venue. The event addresses the priorities of Kent's agenda of employability skills through a series of interactive workshops which focus on skills ranging from 'teamwork' to 'business and branding', among other essential employability skills, and are delivered by enthusiastic professionals.

The 'Brand You Experience' is a five-day 'out of school' programme designed to raise aspirations, provide direction, raise confidence, increase motivation, and introduce the skills of success. Hosted at an 'inspirational' venue, the programme is delivered through a series of tried and tested interactive learning experiences. It's interactive because it is through 'doing' that people learn best. It was hosted in Dover in June 2008 and Maidstone in February 2009.

What more are we going to do?

Research continues to identify the most effective ICT guidance tools which would link to a web-based system. The Welsh system 'Careers Wales' is a universal careers service and a model that could be adopted in Kent. An IAG/Careers Guidance focus group continues to research best practice and look at ICT platforms from other UK authorities as well as Canada and Australia. A quality award for Careers Education and Guidance is being rolled out alongside a quality standard for careers libraries in schools.

The main challenge is to ensure that IAG is genuinely impartial, meets all young people's needs and is supported by a comprehensive and effective careers education programme beginning in Year 7 in all schools. The Area Prospectus will be a key driver in further developments.

The Area Prospectus and Common Application Process can be found at www.kentchoices4u.com. The vision is that we should brand Careers Education, Information, Advice and Guidance (CEIAG) under the banner "kentchoices4u". To this end we are developing an IAG portal to sit in front of the Area Prospectus. This will provide learners, parents, carers and professionals with the resources to support on line guidance for IAG.

As well as the IAG portal, we are piloting a range of services that will support learners. These services include on line Individual Learning Plans (ILPs) which support students to focus on their personal development, career exploration and then career management. These plans can start in Year 7 and can be developed with a young person through to Year 13. The key for these ILPs is that they are used at key points of transition and built into the processes of the school.

There are also pilots being developed for interactive employer engagement. The unit is investigating opportunities to host multi-media material which exhibits the wide diversity of career opportunities available, as a means of raising student aspirations.

All of these processes will be underpinned by the CEIAG Curriculum Framework which was launched in June 2009. The Unit is now working through local CEIAG networks to embed this framework in Schools and Colleges. This is a long term project as we move towards Raising the Participation Age in 2013.

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In 2009/10, 10 vocational specialist master classes for over 800 Key Stage 4 learners were arranged by the 14 to 24 Innovation Unit. Alongside these subject master classes, taster sessions for Year 9 learners to support learner choice of curriculum offer at 14 will be run. Reaching 550 students before the end of the academic year the employability conferences and the 'Brand You' experience will focus on four different areas of the county. These masterclasses need to continue to support learner choices and need to be linked to the development of the Area Prospectus and Careers, Education and Guidance. The masterclasses and taster days need to be extended to all 14+ learners.

Plans for the academic year 2010/11 include a masterclass event linked to the Olympic theme and a continued programme of masterclasses, taster days and employability conferences. Also to be delivered is the development of an interactive web-based resource called the 'IAG/WRL Learner journey map'. This is a tool for curriculum planners to help them link IAG and Work Related Learning (WRL), and sets out an entitlement for students.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual
Percentage of secondary school pupils (aged 11 to 16) who think that their school gives them very good careers advice (NFER Survey)	43%	43%	50%	48%

Monitoring completed by: Sue Dunn

Date: 13 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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		
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Lead Cabinet Member: Sarah Hohler

Lead Managing Director: Rosalind Turner

Lead Officer: Sue Dunn

Status: Completed

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

Learning & Skills Council (LSC), Connexions Kent and Medway, six Further Education (FE) Colleges, University of Kent and Canterbury Christ Church University, work-based learning providers, 80 Kent schools, and a number of major Kent employers.

Outcomes delivered:

We have expanded our vocational programme to 8,300 students, well exceeding this Towards 2010 target of 4,000 students. Over the past four years the 14 to 24 Innovation Unit has funded and established over 25 vocational skills centres across Kent. These centres provide high quality vocational/applied learning programmes and support the implementation of the diplomas and young apprenticeship placements by providing industry standard training facilities and equipment. To date this has enabled over 8,500 14 to 16 year olds to undertake a vocational course a day per week over two years leading to a wide range of vocational qualifications.

The development of the vocational programme has supported collaboration between schools and colleges and has significantly reduced the number of NEETs (those not in education, employment or training). This innovative approach to curriculum delivery has put KCC at the forefront of 14 to 19 developments nationally, and help to achieve a green flag status in the Audit Commission's CAA report in 2009. Sustaining the quality of the provision in terms of curriculum development is a priority for the unit. This has been achieved by the continuing development of 10 specialist subject networks which link employers and training providers to curriculum design.

Over the past four years three different delivery models for the vocational skills centres have emerged:

- A centre on a school premises which is a 'self contained' unit managed entirely by the school but with monitoring and advisory support from the 14 to 24 Innovation Unit. In some cases these units are within the school building and in others they are a separate new building within the school campus. The staff are usually employed by the school or in some cases seconded from a partner FE College, for example Thamesview Vocational Centre
- A centre which is on an FE College campus which is entirely managed within the college portfolio, for example North Farm Construction, an engineering centre at West Kent College and catering at Thanet College
- Off-site provision which is usually a converted industrial unit or warehouse on a trading estate, which is owned by KCC, for example Thanet Skills Studio, Swale Skills Centre and Maidstone Skills Centre, but run entirely in partnership with local schools and college, adult education and other partners.

The tables overleaf give a detailed break down of the current and proposed Vocational Skills Centres across the county. The majority of these are already used to capacity.

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The benefit of the skills centres has been widely evidenced through an external evaluation undertaken by Glasgow University and an annual Learner Voice Survey which is a triangulated survey involving learners, staff and parents. This research and survey shows the very positive impact on learners who have engaged in the vocational programme. The final report is now available and fully endorses the value of the vocational programme within this Towards 2010 target.

A detailed analysis of the attainment achieved and destination routes for all 16+ learners leaving the vocational programme has taken place which shows the significant positive impact the programme has on learners. Most of the young people who have taken a vocational qualification have progressed into employer or higher levels of learning.

What more are we going to do?

The 14 to 24 Innovation Unit is continuing to expand these vocational facilities to complete the programme across the county to ensure equality of access for all learners. Skills centres completed or under construction are Maidstone Skills Centre, Dover Construction Skills Centre, Dover Maritime Centre and a retail outlet and training facility at Swan Valley School which is sponsored by Giant Bicycles, and a vocational centre embedded within Oakwood House.

The longer term development of the larger vocational skills centres for example, Thanet, Sittingbourne, Marsh Academy and Dover now needs to be considered. In particular, how these centres contribute to the key priorities of the Employment and Skills Board and economic development across the county. These centres are highly effective, and have the capacity to continue to develop innovative approaches to vocational and applied learning opportunities at all levels and establish effective employer and skills sector council links. These centres have started to develop programmes for 14 to 24 year olds and will be a major focus over the next two years.

The 14 to 24 Innovation Unit has researched into the most effective operational structure for these centres. There seems to be a consensus that these centres should be grouped together to form a network of high quality providers across the county and therefore all the centres will be run either by a school or college directly and these centres will form part of a county network.

The intention is to expand and open new programmes in Dover, Swale and Folkestone, subject to capital funding being available. A major piece of work will be to develop apprenticeship programmes and training for employers which can be delivered through the county network of vocational centres.

Maintaining the quality of vocational provision is a significant ongoing activity for the 14 to 24 Innovation Unit. A structured training programme, which involves employers in the programme, is delivered through subject specialist networks to ensure the curriculum is relevant to meet industry needs. The unit has developed protocols including collaborative working to ensure all learners maximise their potential whilst on the vocational programme.

It is important that the vocational skills centres across Kent continue to provide innovative approaches to the delivery of vocational and applied learning programmes including level 3 and apprenticeship courses for all learners which foster collaboration between schools and colleges. These new programmes will be critical to ensuring all learners stay in learning till the age of 18.

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We have established a 'Vocational curriculum brains trust' which comprises of our top performing vocational managers to continue developing innovative training courses in Kent. The focus of this group will increasingly be to develop new and exciting post 16 vocational courses particularly short courses and part-time opportunities to support the raising of the participation age. The group will also focus on progression routes and foundation learning, which are the key priority development areas for the vocational curriculum.

Subject to the future of the BSF programme, proposals have been developed which embrace and enhance the vocational provision and high quality vocational workshops.

The unit is now identifying new methods of delivering vocational programmes in the workplace through new private and public sector partnerships, including establishing social enterprise companies. The first of these social enterprise skills companies is currently under development.

Kent Schools Vocational Skills Centres

Phase 1

Locality	Curriculum offer
Thamesview	Health and Social Care, Construction, Engineering, Motor Vehicle
Herne Bay High	Health and Social Care, Media Studies
Abbey *	Hospitality and Catering, and Land Based
Whitstable	Construction, Hair and Beauty, Motor Vehicle
Swanley	Construction, Hair and Beauty, Motor Vehicle, Engineering
Towers *	Hospitality and Catering, Construction, Hair and Beauty
Maidstone New Line Learning	Construction, Hair and Beauty
Northfleet Boys	Engineering
Swan Valley	Catering
Thanet College	Catering
North School	Construction
West Kent College	Engineering
Westlands	Construction

Phase 2

Fulston Manor	Creative and Media
Monks Hill Farm *	Land-Based
Wilmington Enterprise College	Land-Based
Swale Skills Centre	Engineering, Construction
Thanet Skills Studio	Engineering, Motor Vehicle, Retail, Construction, Catering
Holmesdale	Engineering, Hair and Beauty
Walmer College	Engineering
Maidstone Grammar	Engineering, (Creative and Media)
Marsh Academy	Motor Bikes and Engineering, Green Technologies
Folkestone Academy	Engineering, Construction
Towers	Construction
Swadelands	Hair and Beauty
North School	Retail and Land-Based

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Phase 3 - Complete or under construction

Swan Valley *	Retail, Giant Bikes
Maidstone Skills Studio	Engineering, Construction, Early Years, Land-Based, Catering
Dover	Construction, Sustainable construction
Canterbury High School *	Construction
Oakley Special School	Land-Based
Pent Valley *	Hair and Beauty, Motor Vehicle

Phase 4 – Subject to BSF funding

Dover Maritime	Hospitality and Catering, Engineering, Retail, Cadet programme, Apprenticeship centre
Green Skills	Alternative energy, wind, nuclear
Oakwood House *	Hotel Management, Event Management
Meopham	Hair and Beauty, Land-Based, (BSF)
Northfleet Girls	Retail, (BSF), Science
Gravesend Centre	Motor Bikes, Engineering to be confirmed (BSF)
Hartsdown	Manufacturing
Walmer	Science, Manufacturing, Health and Sport

* These centres are run as commercial businesses

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of children on vocational 14 to 16 programmes	2,200	4,600	5,500	6,000	8,300
Percentage of young people participating in vocational programmes who agreed this was having a positive impact on their lives	90%	90%	98%	95%	95%

Monitoring completed by: Sue Dunn

Date: August 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed

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

Hartsdown Technology College, Whitstable Community College, Isle of Sheppey Academy, Chaucer Technology School, Archers Court School, Sittingbourne Community College, Walmer School, New Line Learning, Senacre and Aylesford School Sports College.

Outcomes delivered:

We have more than doubled the number of participants on the Skill Force programme, exceeding this Towards 2010 target.

Some young people feel disengaged and uninspired by the traditional school curriculum and need motivation to stretch themselves academically or vocationally. Kent is providing curriculum choices and different pathways through its 14 to 24 Innovation Unit and the supporting Towards 2010 targets. Innovative courses, such as those offered by Skill Force, enable young people to develop team building, problem solving, communication skills, discipline, motivation and respect to enable them to move into employment or further training opportunities.

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

The agreement with Skill Force to deliver this programme was signed in May 2007 and the contract commenced in September 2007 for three years. Following discussions with schools and Skill Force it was agreed to phase the increase in places with an additional 100 participants starting the two year programme in September 2007 and another 100 in September 2008. 400 places were secured with the Skill Force programme from September 2008 reaching this towards 2010 target two years early, with provision extended to a total of 450 places for 14-16 year olds.

Additionally, pilot courses for post-16 students started in September 2008. The Skill Force Leadership Award is designed to engage students who, traditionally, have been in danger of becoming NEET (those not in employment, education or training) during their Year 12 education. The course includes developing and accrediting Wider Key Skills as well as working towards the Duke of Edinburgh Awards. We see this as an interesting curriculum offer which can increase post-16 participation in schools. This has been a highly successful programme and is now in its second year.

What more are we going to do?

We have agreed with Skill Force plans to increase the delivery of Skill Force provision over the next 4 years. By 2014 we aim to have 1,350 student places for 14-16 year olds and 200 student places for Year 12 students. This will represent a total of 1,150 additional places compared with our initial 2010 target of 400 places.

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We will increase the number of schools involved in the programme to ensure that the Skill Force programmes are more widely available across the county and have different modes of delivery including a provision offered from our vocational skills centres (see Towards 2010 target 16).

The Skill Force offer at Key Stage 4 forms part of our plan to work towards Foundation Learning entitlement in 2013 and therefore students on Skill Force programmes who are working at level 1 will also take their Functional Skills as part of a coherent programme of study.

The expansion of the post 16 Skill Force programme forms part of our strategy towards the raising of the participation age and planning of post 16 provision. As such, the Skill Force KS5 programme will be designed as part of a wider curriculum offer available for Year 12 students and form part of a bridging programme in which students might take on level 3 qualifications in Year 13.

We will review the destination routes of young people 'graduating' from the Skill Force programme and evaluate the impact the programmes have on the attainment gap of vulnerable learners.

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

* Increase from original target of 400

** 450 KS4 plus 50 KS5 students

Monitoring completed by: Sue Dunn

Date: 13 July 2010

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officer:
Wayne Gough

Status: Completed

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

National Apprenticeship Service (NAS), Connexions, KATO (Kent Association of Training Organisations), Kent district and borough councils, Kent Police, Chamber of Commerce, Train to Gain, Business Link, public and private sector employers.

Outcomes delivered:

Well over 1,400 apprentices have been taken on since the start of the Towards 2010 term in autumn 2006. Specific developments are as follows:

Develop a popular high quality Apprenticeship scheme within KCC:

- Kent Success, KCC's innovative Apprenticeship Programme, is now a fully established and formalised employment route of entry into KCC. Apprenticeship placements are being offered across all directorates and departments and young people are undertaking Apprenticeships in a variety of different vocational areas. Kent Success provides much more than just an Apprenticeship qualification. The apprentices are provided with structured training in confidence building, assertiveness, CV writing, writing KCC application forms and interview techniques. They are brought together for quarterly peer group meetings offering personal development opportunities and a chance for them to support each other and share their experiences.
- Young people are initially employed on a KCC Apprenticeship contract and are paid £105 per week (increased from £80 in January 2009). Young people are supported and encouraged to secure full-time permanent contracts of employment at all stages of their training in addition to the successful completion of the Apprenticeship qualification
- Placement managers play a vital role in the development of the apprentices and the successful integration of the programme. A manager's guidance booklet and other supporting documentation were produced to support and outline their roles and responsibilities within the programme
- To date, 344 young people have started a Kent Success Apprenticeship. Kent Success has an overall completion rate of 75% which is above the national average for Apprenticeships which is 70%. Of the 187 young people who have completed their Apprenticeship within Kent County Council, 73% have gone on to gain full time, permanent employment within KCC or the wider public sector. A further 25% of those who have completed their Apprenticeship have moved into employment within the private sector. 61 young people have not achieved their full Apprenticeship qualification. They have left for a variety of reasons including continuing with further study or moving into permanent employment elsewhere. Only 6 young people have been dismissed as not suitable to work within KCC.
- The impact and positive difference made to all apprentices, and the staff and businesses involved in the Apprenticeship programme, is clearly demonstrated by the feedback, evaluation and personal statements and case studies. Indicative of our

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success is the measurement of the ongoing interest and increasing participation and engagement of young people and employers.

Develop the Kent Apprenticeships Brand:

- In addition to providing opportunities within the Authority itself, KCC also works with the rest of the public and private sector to encourage employers to take on Apprentices. Working in partnership with the National Apprenticeship Service, the Kent Association of Training Organisations (KATO), KCC has established Kent Apprenticeships.
- The Kent Apprenticeships partnership acts as an information, advice and guidance service, providing excellent information to young people, and their parents/carers and employers in Kent. Kent Apprenticeships is working across the county to create a stimulating learning journey for young people in Kent, developing the necessary employability skills fit for the 21st century by giving them real choice and diversity of provision appropriate to meet their ambitions, aspirations and ability
- Apprenticeships are promoted through the Kent Apprenticeships website that provides information, advice and guidance for young people and employers who are interested in finding out more about how to access them. Please see www.kentapprenticeships.com for further information
- The Kent Apprenticeships bus has been commissioned by SIP and is being sent out in Kent to tell employers and young people how Apprenticeships can develop talent, be a real benefit to businesses and open up a route to success. The bus will be primarily used to promote Apprenticeships to employers and will be taken to business events, large industrial estates and retail parks. It will also be positioned in town centres to attract employers, young people and their parents to provide the most up to date information about Apprenticeships in Kent.

Establish a strong partnership, focused on shared goals:

- KCC is one of the only local authorities in the country to have already established a high level strategic partnership with the agencies responsible for all aspects of the Apprenticeship programme
- The Kent Public Service Board has championed the commitment to Apprenticeships and work is well underway to develop Apprenticeship schemes amongst public sector organisations in Kent
- The Kent Apprenticeship partnership is an exciting development enabling Kent to strategically lead the way in building Apprenticeships and changing the landscape of opportunity for young people, adults and employers countywide
- In addition to the highest quality roll-out of provision, the partnership will be the strategic platform in which Kent can continue to influence, inform and challenge national strategy and policies
- In June 2008, KCC established an innovative strategic partnership with the two fundamental players in the delivery of Apprenticeships in Kent, namely LSC Kent and Medway (National Apprenticeship Service (NAS) from April 2009) and KATO. The main priorities for the partnership are to:
 - Apply leverage to the new NAS, LSC and other key agencies to secure funding and operational flexibilities and a strong strategic influence to work with central government

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- Address the real and perceived barriers to growth by developing and promoting an easily understandable approach
- Support employers and employees in the current economic climate and train managers of the future ensuring employers remain productive and competitive
- Ensure that Apprenticeship opportunities are reflective of the local economy and the skills gap where one exists
- Define roles and responsibilities of all partners to maximise funding, eradicate duplication and bureaucracy and develop a first class Apprenticeship service.

Embed the Apprenticeships programme in KCC's workforce development strategy:

- The Kent Success Apprenticeship programme is now an integral element of KCC's wider workforce development strategy and the Supporting Independence Programme (SIP) has been working closely with KCC Personnel and Development to ensure that the Apprenticeship scheme embraces and influences other strategic priorities and targets. A wide range of procedures/processes have been reviewed, developed and changed to enhance the effectiveness and positive targeted outcomes of recruitment and selection and wider workforce development initiatives. One example is the recent work on the age profile of the workforce and the implications for succession planning
- From September 2010, KCC is extending the Kent Success Apprenticeship Programme. Due to the changes to recruitment procedures agreed by CMT in August, managers will be required to appoint Apprentices to any KR2 - KR4 roles, which have been agreed as suitable and if there are no redeployees
- Apprentices will continue to be placed around the organisation in supernumerary positions but as and when vacancies arise they will be put forward for interview and will be appointed where appropriate. This could happen at any point during their Apprenticeship placement. When the Apprentice is appointed against a vacancy, they will continue to be paid an Apprenticeship salary until they complete their qualification and are deemed to be able to carry out the full duties of the role. Managers and Apprentices will receive ongoing support from the Kent Success Support Officers and also from the KEY Training tutors
- The enhanced Kent Success programme will give young people undertaking an Apprenticeship within KCC a greater opportunity to gain permanent employment with the organisation and therefore enhance the age profile and inject new ideas and enthusiasm into KCC.

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

- KCC were awarded a green flag in the 2009 Audit Commission CAA report in recognition of its ground breaking work developing, promoting and establishing Apprenticeships across Kent
- All Kent and Medway training providers are above the national benchmark for quality of Apprenticeship provision and performance and the success rates are above the national average and highest in the south east region
- Following a comprehensive tendering process, a marketing and PR contract was awarded in November 2008 (ZERO51) and a marketing and PR strategy and campaign has been developed in partnership with KATO and LSC (NAS) ensuring a consistent Kent approach to our shared vision and delivery of the Kent Apprenticeship Programme. A series of events to promote and highlight Kent's strategy, vision,

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developments and progress ran alongside the national campaign (headed by Sir Alan Sugar) throughout February and March 2009

- KCC Leader, Paul Carter met with Simon Waugh, Chief Executive of NAS to confirm the strong relationships between the two partners. Simon Waugh commented that the work being done in Kent was exemplary.

Implement the South East Apprenticeship Company launched in April 2010:

- SEAC is an innovative one-stop shop for apprentices and employers and is one of ten Apprenticeship Training Agencies (ATAs) to be set up throughout England
- A bid was won by KATO/KEITs and supported by KCC in October 2009
- SEAC will support Apprentices by assessing existing skills and offering careers guidance, preparing them for interviews, offering a variety of work experiences and providing a safety net if things don't work out with one business in which case they will find an alternative placement. The support offered to employers is from initial advice to placements. They will help employers screen and interview candidates, remove bureaucracy by employing the apprentice on their behalf and act as a link between employers, apprentices and training providers.
- KCC will be working with SEAC on a number of initiatives and have a seat on the SEAC Board to ensure that there are linkages between the two organisations.

Offer support in developing Public Sector Apprenticeships:

- The Kent public sector accounts for 20% of all employment but provides fewer than 10% of all Apprenticeship places. In July 2009 SIP worked with Personnel and Development and ran a Public Service Apprenticeship workshop. Representation from all public service organisations in Kent attended this meeting where best practice was shared and next steps agreed.
- The SIP team met each of these organisations on a one to one basis from July to September 2009. Although numbers need to be increased to meet our challenging targets, all are committing to developing apprentice schemes and embedding them into workforce strategy. SIP remains in contact with these organisations making regular contact and requesting updates
- The picture across public sector employers in Kent is patchy. Some public sector organisations do not appear as keen as KCC to implement specific Apprenticeship targets, strategies and policies. However there are some notable exceptions where significant numbers of apprentices have been appointed and are still planned
- In general the numbers being taken on are relatively small. Discussion with the individual organisations suggests that this is due to the economic climate, recruitment freezes, redundancies and budget reductions impacting plans. Although organisations are saying they are committed to the programme they are not in a position to provide firm targets, most saying that apprentices will be taken on as and when vacancies arise that are suitable or apprentices or when managers request supernumerary support.

Ensure that all young people in Kent have access to high quality, impartial information advice and guidance and that pathways to Apprenticeships are made simple and clear:

- We identified that a clear application process was needed so that young people applying for Apprenticeships were recorded for the September Guarantee

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- Partnerships have been established with 'Kent Choices for You' and 'Your Choice in Medway'.
- KCC has led the implementation of Kent Apprenticeships "button" on 'Kent Choices for You' and 'Your Choice in Medway' allowing young people to access generic information on Apprenticeships and register their interest online for the first time. This website targets 16 to 19 year olds who are in full-time education or are NEET.
- A specific Kent Apprenticeship information page and registration form has been developed for online prospectus students
- To date over 900 young people have registered interest in undertaking an Apprenticeship when they leave school Summer 2010.

Actively promote Apprenticeships to encourage schools to employ Apprenticeships as part of their workforce development:

- In November 2009 the Kent Apprenticeship team presented at the head teachers conference. Since then have had a good response and interest from schools with a number looking to appoint apprentices for both the forthcoming spring and autumn terms. A target of 90 Secondary schools and 150 Primary schools offering Apprenticeships has been set for 2010/11
- A cluster web bulletin went out in May 2010 to all headteachers but very few schools are engaging with Apprenticeships, saying that current budgets mean they can not afford the wages. Schools are now being provided with up to date Apprenticeship marketing materials and inviting KATO/KCC into the schools to present Apprenticeships to year 11, 12 and 13 students.

Work in partnership with Thanet Works to develop a subsidiary and brokerage scheme for SMEs in Thanet:

- As part of Kent Apprenticeships, KCC have partnered with Beyond Excellence and Thanet Works to support young people and SMEs in Thanet to better engage with Apprenticeships. A scheme has been piloted where employers receive a subsidy from KCC to pay just over half of the Apprentice salary whilst they cover the remaining £50
- Employers have also been supported in the recruitment of Apprentices, by the SIP team supplying CVs and arranging interviews. To further support the employer Kent Apprenticeships write and administer the apprentice's contract and pay the apprentice through Kent Top Temps payroll and invoice on a monthly basis. Feedback from employers has shown that they find the process of recruiting and employing an apprentice very simple
- The pilot supported the young people to find Apprenticeship placements and to become 'work ready' before they begin the interview process. Beyond Excellence ran a three day 'Brand You Start' programme for the young people at the Marlowe Innovation Centre in Thanet. This program addressed the young people's aspirations and goals as well as giving help and support in writing a CV, preparing them for interview and the work place. Beyond Excellence then acted as a support for the young people during their Apprenticeship, holding quarterly master classes to further build their employability skills. To date 35 apprentices have been employed on the

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scheme, 25 are currently still in training. Of those that have left, one was employed permanently with his employer and another gained permanent employment as a site supervisor. Evaluation of the project has found that the majority of the employers feel that the financial subsidy was an essential part of why they took part in the scheme, particularly in the current economic climate. The subsidy enabled them to make recruitment savings while increasing their business' competitiveness and productivity. Only a small number of employers stated that they would have taken on an apprentice if the subsidiary was not in place.

Develop a Procurement Strategy to increase the number of Apprenticeships in Kent:

- Within the KCC Apprenticeship strategy, it was identified that public sector procurement is an area that could be developed to increase the number of Apprenticeships in Kent. Discussions have taken place with procurement managers across all KCC Directorates and it is clear that there is a genuine will to develop young people, and to achieve this through our procurement
- Detailed guidance for procurement managers is being developed to ensure that Apprenticeships are considered at every stage of procurement, and we will be developing ways to assist suppliers to meet their obligations under these clauses, including the development of the South East Apprenticeship Company (SEAC) as a way to ensure even short term (less than 6 months) contracts can produce apprenticeships
- In KCC, procurement is as varied as the services covered, therefore it will not be possible to develop a one size fits all approach to delivering apprenticeships through procurement. The approach will be split into two - clauses will be included in large scale contracts to require apprenticeships to be delivered by the supplier or framework contracts where it will be necessary to use influence rather than clauses
- KCC, through the Public Service Board is also encouraging the rest of the public sector in Kent to develop Apprenticeships through their procurement activities.

Support KASS in developing an Adult Services Kent Apprenticeship Scheme:

- SIP have worked in partnership with the adult services personnel team and health and social care service providers to develop a bespoke Health and Social Care Apprenticeship scheme in Kent. This scheme will act as a pilot, allowing apprentices to work with a number of different organisations during their apprenticeship. This is intended to help develop experience of some of the different types of work that is available in the social care sector so that people completing the scheme will be able to choose where in the sector they would like to work. In order to attract more employers to this offer KASS have secured funding to pay half of the apprentices' salary
- There are currently around 100 job offers from a range of employers. The scheme will be based in a geographical patch which will be agreed once the application process has closed and we can see where the greatest demand from young people has been. All interested employers who are not selected for the pilot will be passed onto the Kent Apprenticeships team to follow up. The pilot will begin in September/October 2010. KASS is currently advertising for young people to apply. The apprenticeship will be completed over a short nine month period. To achieve this tight timescale we need to recruit the most enthusiastic and passionate young people

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that are committed to following their career in social care. The apprentices will be paid and employed with SEAC.

What more are we going to do?

From September 2010, subject to Cabinet Approval, we will implement a pilot scheme that will increase the employment potential of vulnerable young people by supporting them into Apprenticeships. Four groups (teenage parents, young offenders, care leavers and young people with learning, physical or mental disabilities) have been chosen for this scheme due to the high possibility that they will become, or already are, NEET (not in education, employment or training). They are potentially disengaged from learning and skills and are currently finding it difficult to access Apprenticeship opportunities. We will be working with 20 young people from each target group. Those taking part in the scheme will have a range of needs. The development of this Apprenticeship Scheme will link to KCC's Employment Strategy for Socially Excluded Adults. Twenty of the vulnerable young people will be employed by KCC as part of the Kent Success Programme. The remaining sixty young people will be employed by SEAC and placed with employers across the county. The scheme will be closely evaluated from the start to ensure that we are able to evidence the value of employing these young people into Apprenticeships and to identify the barriers for them in participating in this type of training. Young people will be placed with employers who have real jobs to offer these young people to ensure that each is given the best opportunity stay in permanent employment.

In addition we will:

- Co-ordinate and facilitate activities to radically deliver on a step change in numbers of learners and employers engaging in Apprenticeships
- Continue to focus, review and undertake detailed monitoring on the impact nationally and locally on the take up of Apprenticeships within the current economic climate
- Work with the key strategic partners to establish a pre-Apprenticeship programme for more vulnerable groups of young people, such as those leaving care and young offenders, to ensure that they are able to fully access and explore opportunities open to them
- Promote Apprenticeships with schools, parents and young people in a campaign managed by the Kent Apprenticeship Partnership
- Continue the review and development of the possibilities to develop new protocols and targets in the wide landscape of public sector procurement
- Review and explore awaited government decisions relating to employer incentive payments and identify the impact and processes required for Kent employers.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	Aug 2010 Actual
Number of Kent Apprenticeships taken on by KCC (since October 2006)	60	128	228	250	344
Number of Kent Apprenticeships taken on by other public and private organisations (since September 2006)	0	0	438	750	1,108*

* Includes confirmed starts for September 2010

Monitoring completed by: Wayne Gough

Date: August 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officer:
Pauline Smith

Status: Completed

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

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

Outcomes delivered:

Introduce the Kent Community Programme (KCP) specifically designed and established for young people aged 16-19 who are NEET (those not in education, employment or training):

- We provided practical support, guidance and positive engagement to 258 young people not in education, employment or training (NEET) in a wide range of community focused activities and programmes. The young people accessing the programme displayed varying levels of vulnerability and/or wide range of personal barriers that were preventing them from accessing mainstream education and employment pathways. The programme successfully supported 65% into further education, employment, apprenticeships and extended work placements:
 - The Kent Community Programme, co-ordinated by SIP, is delivered by Kent Safe Schools and equips young people with the practical skills that they need to continue along a positive path of engagement whilst also addressing their individual needs and providing support to enable them to make the next step in their lives whether that be employment, further education or an apprenticeship. The significant focus on the importance of understanding and embracing the very personal and differing needs of each young person ensured that we fully maximised the impact, effectiveness and positive outcomes for each individual on the programme. This individualised approach helps to support young people in raising their confidence and empowers them to re-engage, re-motivate themselves and helps develop the skills and tools they need to succeed further
 - Groups of 8 to 10 young people are enrolled on the programme for a three month period for three days a week working on community-focused projects learning a wide range of practical, hands on skills whilst simultaneously gaining industry recognised qualifications. The overall average attendance of the young people is 80%, with a number of the young people averaging over 90%. This emphasises the positive impact of the programme as historically the client group is one of the hardest to reach and work with successfully. These figures show a positive trend where the young people who are becoming involved and inducted onto KCP are becoming successfully motivated and fully engaged to complete the course and then moving into positive routes of progression at the end of the programme
 - The positive routes of progression for the young people are a priority for the KCP project teams. So far, 65% of the young people involved have been guided and supported into further education, employment or an apprenticeship. The breakdown of where they moved onto are as follows:
 - College – 40%
 - Employment – 46%

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Apprenticeship – 14%.

- The main routes of referral have come through extensive partnership working to ensure we are reaching the targets and making a significant impact to the NEET and Towards 2010 agendas where possible. 76% of referrals have come from Connexions, 13% from the Youth offending Service and the remainder from other partners such as Social Services and the NHS
- Following a comprehensive feasibility study into the setting up of a social enterprise an exciting new collaboration with Catch 22 was established in early 2009. The ongoing development and establishment of the exciting Social Enterprise model in motor car servicing and repair in Gravesend is now well underway
- A KCP webpage has been added to the KCC website and new marketing materials are in the process of being printed to ensure increased awareness of the project amongst professionals and young people.

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

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

Complete a range of valued community projects across the county:

- The success and very positive outcomes of KCP have proved significant for both the young people participating on the programme and the local projects and communities that continue to benefit enormously from the completed projects delivered by the young people. The specific community projects completed to date have been funded by KCC and include the following since 2007:

2007/08 projects:

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

2008/09 projects:

- Murston (renovation of garden and communal areas in the Community Centre)
- Whitfield, Dover (barn project assisting the builder in constructing the stables/barn)
- Dover (improve the look and usability of the garden at Ashen Tree House, a community mental health support centre)
- Ashford (improve the look and usability of the garden for the clients and staff at Southfields, a community respite and residential centre for adults with severe learning and/or physical disabilities)

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- Ashford (improve the look and usability of the garden for the service users and staff at Braethorpe community mental health support centre)
- Dover (Porchlight Allotment Project)
- Dover (Nu-Steps centre - improve the appearance of local public areas and basic training and qualification in construction and tool use).

2009/10 projects:

- Allotment Project, Dover
- Chilham Sports Centre (renovating an area of the local sports centre)
- Ashleigh Gardens Care Centre (building a pergola in the garden of the centre)
- Braethorpe centre (repairing paths and walls and laying of new pathways)
- Folkestone Sports Project (planning sports event)
- Oakwood House (maintenance around the grounds)
- Several short courses (three days that include one day community work and two days training/qualification).

What more are we going to do?

- KCP is now an established programme of positive engagement and is embedded within the 14 -24 Innovation Unit. Further links will be made in 2010 to establish KCP within Kent's NEET strategy and address its sustainability and potential to develop into 16 plus mainstream provision
- KCP will look to further develop the current projects at Oakwood House in order to maximise the profile of the project and to offer genuine cost savings for KCC. At present KCP are laying a pathway in the grounds at Oakwood that would otherwise have to be done by contractors
- Access and participation in KCP is of particular benefit and interest to vulnerable young people and work is underway to increase participation and engagement of young people with additional barriers and challenges. Links are well established with the Youth Offending Service, 16 plus teams, the Teenage Pregnancy Partnership and the Kent Apprenticeship Programme and these will be developed further to ensure that a higher number of young people can access and engage on to KCP and move positively into more sustainable and long-term opportunities and outcomes
- The exciting opportunities which can be achieved by the roll-out and mainstreaming of KCP will support, address and embrace a wide range of targets and indicators reflected in a number of local and national strategies and policies
- Work will continue with the LSC and other relevant stakeholders to identify freedoms and flexibilities that are required to improve support and provision for this very targeted and vulnerable group of young people
- Further development and support of the Catch 22 Social Enterprise in Gravesend will continue with KCC support to promote the project countywide
- Targeted approaches will be enhanced and promoted across the Community Programme and Social Enterprise to embrace a greater take up and engagement of Apprenticeships by the cohort of young people who are ex offenders or care leavers (both client groups who statistically find it more difficult to access, participate and achieve apprenticeship qualifications).

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of young people completing the Kent Community Programme	0	45	116	250	258

The target for March 2011 is 320

Monitoring completed by: Pauline Smith

Date: 14 July 2010

TOWARDS 2010: CLOSDOWN REPORT

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

Status: Completed

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

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

Outcomes delivered:

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

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

Facilitate thousands of work-related learning and work experience placements:

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

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

- Specific focus in 2008/09 was dedicated to developing new and innovative work-related learning activity in line with the requirements of the updated government framework and the Kent Work-Related Learning Strategy. New enterprise, employability and risk activities have been developed to assist schools in meeting the student entitlement.

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Demand from schools for support with work-related learning activities has increased year-on-year and it is likely that the target will be exceeded

- In addition to work-related learning events/activities held in schools, an increasing number of innovative programmes that involve students working away from school sites and in the realm of the employer are now commonplace. Construction site visits and visits to other employer premises, walk-about with local authority environmental teams, work shadowing and hospital visits are just some of the outcomes of strong business-education partnerships facilitated by Kent Works
- The EBL contract for 2009/10 built on the excellent standards already established progressing and supporting schools in delivering a re-energised and re-focused relationship with the business sector. Another significant aspect of work included the delivery of sector-related events, developed in partnership with 14 to 19 planning forums linked to the regeneration and skills needs of each area
- Kent Works was actively involved with each of the county's 14 to 19 strategic planning forums and made contributions to the Diploma Gateway bids submitted by each of them. It worked with schools involved with Diploma delivery on work experience placements, extended projects, professional development and other employer engagement activities
- Partnerships were established with sectors embraced within the roll-out of diplomas. In particular, the Industry Champions programme which raised the profile of EBL activity and highlighted the changing needs of schools and students through the 14 to 19 education reform.

Influence strategy and policy:

- A comprehensive Kent Work-Related Learning Strategy along with a plethora of guidance and good practice tools were designed and distributed to ensure that national indicators and guidelines are understood by schools and other stakeholders and that all strategic indicators, guidelines and outcomes are embraced consistently countywide
- Kent Works worked closely with the established infrastructure of local partnerships (14 to 19 Strategic Partnership, 14 to 19 Planning Forums, Local Children's Services Partnerships, Local Strategic Partnerships, Business Link etc) to define areas of responsibilities, accountabilities, and explore strengths, identify challenges, reduce bureaucracy, improve efficiency and maximise opportunities
- The EBL contract held by KCC was integrated into the commissioned Connexions Service and all aspects of the transfer of Kent Works personnel from KCC to the Connexions Service including all transitional arrangements was successfully achieved in April 2010.

What more are we going to do?

- The direction of our plans in Kent will continue to be influenced by changes arising from an ongoing national review of work-related learning and EBL
- The majority of the financial resource identified to deliver and promote EBL and work related-learning activities is already delegated to schools. An exercise to review the funding streams and potentially 'marshal the funding' will be an important role for KCC in the future to support the EBL vision and delivery commissioned within the Connexions contract
- We will further explore and enhance the workforce development initiatives and relevant EBL links with the public and private sector employers

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- There will be greater synergy between work experience and progression onto apprenticeship pathways post-16.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage satisfaction rate of pupils	75%	80%	87%	90%*	90%
Percentage satisfaction rates of businesses	56%	68%	70%	75%	77%

* Target increased from original 85%

Monitoring completed by: Pauline Smith

Date: 14 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed

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

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

Outcomes delivered:

- ‘What’s On’ was launched in November 2008 as part of Kent TV. It is an interactive site where individuals or groups can upload information on their own events across the county and the technology supporting this ensures out of date information is removed. From its launch until June 2010 the service has seen 27,295 events displayed on the website. In the same period there have been 252,735 page views
- A new system has been developed to make it easier for the attractions themselves to upload and edit their own events. Currently there are 102 attractions and companies that use the system to update events
- 103 films have been made and attached to various attractions and events to give viewers a flavour of what is available in Kent
- As part of the budget discussions in February 2010 the decision was taken not to continue with the Kent TV service beyond the 31 March 2010 pilot period. The ‘What’s On’ website has now been bought in house and has been re-branded to reflect the KCC website. The website can now be found at www.kent.gov.uk/whatson
- Social networking sites have been set up for each of the district areas which are updated with local events automatically. To date ‘What’s On’ has over 2,600 followers on Twitter and Facebook which is remarkable considering the Twitter feed and Facebook pages have only been available since May.

What more are we going to do?

- Continue to work with Kent attractions and event holders to ensure Kent’s attractions are publicised
- Add to the existing video database of content highlighting Kent attractions. These will sit alongside their events listings, giving people a flavour of what to expect from Kent’s top attractions.

Measurable Indicator (s)	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of website page views on ‘What’s On’	*	83,631	200,000	252,735

* Not applicable - launched in November 2008

Monitoring completed by: Tanya Oliver

Date: 19 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed

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

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

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

Outcomes delivered:

We established and staged the Kent School Games in 2008 and held it again in 2010, acting as a catalyst for additional competitive sport in the county:

- The inaugural Kent School Games, with sponsorship from P&O Ferries, was run from autumn 2007 with finals events in June 2008. 529 schools were involved in these first Games with 30,000 young people participating. The finals involved 23 different sports, over 50 events, seven venues and were organised across several days. These culminated in approximately 1,200 medallists
- From the launch event through to the Kent School Games Celebration event, Olympic and Paralympic performers, including Dame Kelly Holmes, Dame Tanni Grey-Thompson, Danny Crates and Ian Wynne were involved and supported the Games
- Locally, several School Sport Partnerships organised competitive activity in summer 2009, a non-Kent School Games Finals year, in order to build on the momentum from the first year
- The 2010 Kent School Games was launched in schools at the end of September 2009 through a pack of posters and DVD for every school to use in assemblies and at other relevant events in the schools. A high profile launch event was also organised on 1 October 2009 with Dame Kelly Holmes. The launch was designed to encourage even more of Kent's schools to become involved and to generate maximum media interest. There were over 550 schools competing in this year's Games, more than in 2008, with more than 30,000 young people participating. Area competitions and trials were organised by the 13 School Sport Partnerships, governing bodies of sport and their clubs, 15 Sports Colleges and seven competition managers, throughout the Autumn 2009 and Spring 2010 terms, which lead to schools and teams qualifying for the finals in June/July 2010
- The organisers of the Kent Tag Rugby festivals (which are 'badged' events within the Kent School Games) have reported that the Games have added significant value to their event, in terms of the welfare structures and plans implemented in 2008

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- The Disability Archery Event benefited from the School Games and is now organised on an area 'hub' basis prior to the finals events, providing an improved structure for the event. Due to the success and growth of the Disability School Games the archery and football events for 2010 were integrated into a day of other Finals events alongside non-disabled participants
- The Opening Ceremony for the 2010 Finals was held at Maidstone Leisure Centre on 23 June 2010. The evening was a highly successful and memorable artistic and cultural event, involving hundreds of young people providing dance, music and singing performances to an audience of over 500 people
- The 2010 Finals events were bigger than in 2008 and involved 38 sports and activities with approximately 6,400 young people competing for 1,500 medals. The Finals events ran over 11 separate days and made use of 13 separate venues. They were enhanced with an increased cultural input, using a steel band, music and cheerleading demonstrations to create a vibrant atmosphere
- Importantly, the initial national interest in the Kent School Games model has developed further with the new coalition government announcing in July that there would be increased competitive school sport and a schools 'Olympics' based on the Kent model as part of its sports policy.

We have supported over 900 talented sports performers through dedicated programmes, funding and other initiatives:

- District councils have continued to work with KCC in supporting talented performers through the Kent FANS (Free Access to National-level Sportspeople) scheme. This provides over 50 facilities in the county for training, preparation and rehabilitation purposes. Over the last four years this scheme has supported over 900 national level sportspeople to access free facilities and these people can obtain discounts on equipment, clothing and physiotherapy services (as at June 2010)
- Good links have been established with the three Kent-based universities, which have supported sports science workshops for over 140 coaches, performers and parents
- Funding for talented performers (including disabled performers) has been secured through a variety of sources, including SportsAid, P&O Ferries, the Denne Group, the Kent Reliance Building Society and Pfizer
- We have also developed an enhanced tier of support for 24 talented performers, nominated through their Governing Bodies of Sport, including direct funding, dedicated sports science provision and branded clothing. In addition, a 'Rising Stars' webpage has been developed to raise their profile and links have been established with the Dame Kelly Holmes Legacy Trust to provide a "Backing Talent in Kent" programme of support for these performers during 2010
- Top performers receiving funding via KCC, P&O Ferries and SportsAid have been 'mapped' in order to identify the spread of performers across Kent. These initial maps can be added to with other top performers receiving scholarships at the three Kent-based universities
- A Coaches and Officials Scholarship scheme has also provided funding for 20 coaches who either already coach at a high level or are recognised through their Governing Bodies of Sport as having the potential to coach high levels thereby enhancing the number of top performers in the county
- Several major events, which can inspire future Olympians and Paralympians, have been supported or will be coming to Kent. These include the Tour de France, the UK and World Handcycling events in 2007 and 2010 respectively, the World Cup Archery event

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in 2007, the Margate Masters Beach Volleyball event in 2009 and 2010, International Sitting Volleyball in 2009 and 2010 and the Open Golf Championships in 2011.

- The following achievements have been made by a number of the talented performers referred to above:

Kezia Gore: (Gymnastics - Rhythmic) - Represented GB at the Youth Olympic Festival in Australia in January 2009 winning team bronze and individual silver medal. Selected to represent England at the World Schools Championships in Qatar in December 2009. Achieved four golds in the national individual apparatus competition 2009. Achieved silver medal overall in her age group, and in the individuals achieved gold in ball and clubs, silver in rope and bronze in hoop at the 2009 British Championships.

Nicholas Boylan: (Swimming) - Selected to represent GB at the 2009 INAS Global Games, Czech Republic and IPC Europeans, Iceland. Achieved silver medal in the 100m breaststroke at DSE national short course swimming championships. INAS-FID World Record Holders, Global Games Champions and World Champions in the 4 x 100m Medley Relay. Also achieved Bronze in the 4 x 50m Medley Relay. 2009 IPC Europeans, Iceland achieved silver medal in 100m breaststroke. South East Regional Championships: Five gold medals and one silver. Kent County Championships: Won gold in five events.

Alexandra Adams: (Swimming) - Won six gold medals in DSE Junior Nationals 2009. Achieved three gold medals and one silver medal at DSE national short course swimming championships 2009.

Will Bayley: (Table Tennis) - Participated in Beijing Paralympic Games 2008. Progressed World Ranking from 10th to 3rd in 2009.

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

Candy Hawkins: (Athletics) - Achieved qualifying time for Deaflympics 5000m in Taipei in September 2009 and came 4th in 5000m with new Personal Best time.

Kirsty Wilson (Table Tennis) - Won bronze medal at the UK School Games 2009.

Dwyte Smith (Athletics) - England Athletics under 20 indoor long jump champion. Achieved 3rd place in Jumps International GB v Netherlands.

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

Vicky Silk: (Athletics) - Selected by UKA to compete in Switzerland in the IWAS Junior World Games in July 2009 and achieved Gold in the Discus and Shot Putt. Selected by UKA to join the Development Squad of the World Class Performance Programme. World Dwarf Champs, Belfast achieved two gold medals (discus and javelin) and a silver medal (shot).

Lewis Gray: (Table Tennis) - Won the 2009 English National Cadet (Under 15) Masters competition. Selected to represent England at the European Youth Championships in Prague, July 2009. Ranked England number 1, National Cadet Boys and 4th in England Juniors (under 18s).

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

- The Kent School Games formed an integral part of Kent's successful Beacon application for Olympic and Paralympic Legacy (designated as "Outstanding")

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- Several other counties have expressed an interest in finding out about the Kent School Games and it has been promoted at national events such as the LGA conference, as well as a feature on the Games being written for a national leisure industry magazine
- The Kent School Games was part of a presentation to a Sports Caucus made up of MPs and Non-Departmental Public Bodies and there has been national political interest in seeing similar County School Games across the country including reference to the Kent School Games by Dame Kelly Holmes at the Conservative Party Conference in autumn 2009, and the subsequent recent announcement of sports policy by the new coalition government (see above)
- 38 of the county's facilities feature as potential Pre-Games Training Camps in the official London 2012 brochure produced for Olympic and Paralympic Associations, including seven specifically designated as Paralympic pre-Games Training Camps, more than any county in England. The Dartford Judo Centre has already attracted teams from Canada, USA, Iceland, New Zealand and France to use its facilities for training. Pegasus Gymnastics Club hosted the Slovenian national Gymnastics team, culminating in agreement for the Slovenians to train at the club in the run-up to 2012 and Meapa Gymnastics club in Gravesend hosted the Ukrainians. These teams trained alongside and inspired young Kent gymnasts. Saudi Arabian and Latvian Sitting Volleyball teams also trained in Kent in 2008 and the Chinese, Hungarian and Dutch Sitting Volleyball teams were involved in an event in the county in 2009, with the Chinese returning in 2010. Ukraine and Belarus Judo Federations have been signed-up to run Pre Games Training Camps in Kent leading up to 2012 and negotiations are underway with other nations, facilitated by the development and distribution of sport-specific Pre-Games Training Camp DVDs.

What more are we going to do?

- Hold a Celebration of School Sport event, incorporating the Kent School Games 2010, in October 2010
- Plan for future Kent School Games whilst seeking to influence and taking into account any future government announcement regarding the implementation of its own plans across the country
- Continue to support existing and newly identified talented performers with enhanced funding and services in the lead up to 2012
- Hold a 'Backing Talent' event with the Dame Kelly Holmes Legacy Trust to provide mentoring and specialist information for the county's best athletes, their parents and coaches
- Track those performers provided with enhanced support to ascertain their levels of improvement, hopefully leading into world class programmes and squads as well as success at major national and international events.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of schools participating in the Kent Schools Games (Academic year)	New indicator	529	No Games	550	552 *
Number of athletes supported to compete at a national level in the run-up to 2012 Olympics and Paralympics (cumulative since 2006/07)	360	526	732	740	907**

* Provisional

** As at June 2010 – figure to March 2010 cannot be disaggregated

TOWARDS 2010: CLOSEDOWN REPORT

Monitoring completed by: Chris Hesse / Danny O'Donovan

Date: 9 July 2010

TOWARDS 2010: CLOSDOWN REPORT

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

Status: Completed

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

Academies and Specialist Arts Colleges (Performing Arts), Advisory Service Kent (ASK), Applause Rural Touring, Arts Council England, South East (ACE), Kent borough and district Councils, DaDa-South, ENYAN, Extended schools, Future Creative/Find Your Talent, Kent TV, Kent Youth County Council, Kent Youth Service, Libraries, Media organisations, National Association of Youth Theatres (NAYT), National Student Drama Festival, National Youth Theatre, Kent schools, KCC Sports Leisure and Olympics Unit, Surrey Arts, theatre leaders/practitioners/freelancers, various venues and theatres, youth theatre organisations, Valley Park Community School, Theatre Royal Margate Youth Theatre, Inspiration Inclusive Youth Theatre, Dover Youth Theatre, Hazlitt Youth Theatre, Square Pegs Drama Club, Trinity Youth Theatre, River Drama, Walk Tall Youth Theatre, Wildwings Sevenoaks Youth Theatre, Wildwings Edenbridge Youth Theatre, Orchard Youth Theatre, Chilham Youth Theatre, Marlowe Youth Theatre, Hillview Youth Theatre, Astor Youth Theatre. Companies and artists involved in the 2010 Festival: Chichester Festival Theatre, StopGAP (Integrated Dance Company), Propeller (Physical Theatre Company), Strangeface Mask Theatre Company, Paul Edwards (National Youth Theatre), Jo Dyer, Animate Arts, Bigfoot Arts Education, George Styles and Anthony Drew, Nicole Mollett - Cultural Baton, Sef Townsend (Storyteller), and Amani Naphtali (Artistic Director).

Outcomes delivered:

We have worked to deliver this target in two ways:

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

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

Help create more opportunities for Kent's young people to get involved in youth theatre with over 7,200 young people reported to have attended youth theatre activity:

- We delivered the second countywide youth theatre festival in July 2010, which engaged 250 young people as participants, performers, visual artists, musicians, technicians and hosts. An artistic director was commissioned, to raise standards of practice for youth theatre leaders and young people, and to introduce a culturally diverse dimension into the festival and future work. The young people played an active role in his selection
- The new inclusive Youth Theatre organisation, started by Theatre Royal Margate as part of the new development, is working with KCC towards a national model of excellence
- Square Pegs, an inclusive youth theatre group, has been supported in establishing an additional group, offering 12 more young people with disabilities the opportunity to engage in youth theatre
- Four additional new or reformed youth theatre groups have emerged and are developing with KADU support – The Stag Youth Theatre, The Orchard Youth Theatre, The Marlowe Youth Theatre and the Astor Youth theatre

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- Strangeface Mask Company have been supported in the development of their work and in engaging more young people in youth theatre activities
- A youth arts contribution was made to the Kent School Games (see Towards 2010 target 22)
- We worked with Trinity Theatre to create satellite youth theatre with one at Hillview Girls School and we worked with the new theatre in Folkestone to develop youth theatre participation and practice
- We contributed to the youth theatre concept for the New Marlowe with Canterbury City Council
- We worked in partnership with Applause Rural Touring to support the development and delivery of a Young Producers Programme.

Build on the momentum of Kent Youth Theatre:

- Kent County Youth Theatre Festival: This was successfully staged for the first time in spring 2009, based on extensive prior consultation of organisations in Kent and wider research. It drew 150 participants who enjoyed workshops on stage make-up, TV production, stage choreography, movement and new writing. The resulting energy and consensus has enabled the start-up of new initiatives to drive forward youth theatre development

Comments from the Kent Youth Theatre Festival 2010 included... *"It was amazing and you created something that will live long in the memory!" - Youth Theatre Leader*
"Our group had a really special time: it was truly wonderful for me to see the school transformed for the weekend, both in character and atmosphere" - Host Venue Staff Member
"The kids were great, really committed and gave us a fantastic reception in the evening after and during the show" - Propeller Theatre Company Cast Member.
- Capacity building: The need for better leadership for youth arts and youth theatre was recognised specifically as part of the re-purposing of the Arts Development Unit, with the creation of a post specifically to engage with the creative needs of young people. The reach and networks created by this post, working with KCC Youth Service, mean strong contribution to National Indicators 11 (Percentage of population who say they have used/engaged in the arts in the last 12 months) and 110 (Young people's participation in positive activities)
- Advocacy and strategic leadership: Youth arts development and the needs of young people now enjoy much-improved profile in policy making and service planning. The Youth Arts Officer post is a major commitment to engagement with youth art in the long-term. It has created the long-awaited capacity to build relationships with youth theatre organisations and key development bodies based on common goals. These are valuable partnerships that will support and enable our work and future funding leverage
- Improved Youth Theatre delivery infrastructure: New initiatives such as the Youth Theatre Hub and Youth Theatre Development Network have brought a structure and strategic thinking to the work of developing youth theatre. These initiatives directly pick up and capitalise on the momentum of the Festival as fed back by a Youth Theatre leader, *"Thanks again, this was such a wonderful opportunity for similar minded people to get together and share our visions. The young people behaved impeccably and had such a good time, encouraging and congratulating each other without any competitiveness. Just shows the power of the arts on young people"*
- We also established a Kent-wide Youth Theatre Network (professional development forum), Youth Theatre Hub (creative forum) and developed a Young Arts Ambassadors Forum.

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

- We have encouraged youth theatre organisations to align themselves with NAYT, which promotes quality of provision with an emphasis on access for all. The Kent Youth Theatre Festival (KYTF) was key to securing support for development initiatives, in order to build on this first event by developing the capacity and capability of the Kent organisations to raise and realise ambition, and increase profile and opportunity. A new Excellence and Inclusion scheme was launched by NAYT in February 2010 which Kent Arts Development Unit (KADU) is using to offer additional practical support and raise standards of practice of youth theatres in Kent.

The view of Kent from NAYT was as follows... 'On behalf on NAYT many thanks for inviting us to the KYTF2010 yesterday. I thoroughly enjoyed myself and thought that the performances by so many different groups were amazing. From the moment I arrived I was welcomed by young people who were excellent ambassadors for the event and for youth theatre and youth arts in general. I was very impressed to see such large numbers of young people participating, about 250 I was told, and impressed too at the diverse nature of participating groups. I also thought the programme of workshops and professional performances seemed very inspiring.

All of the young people I spoke to told me that they had had a fantastic time both at the event and in the lead up to it and I think that having an artistic director who oversaw the project and visited all the groups in the months prior to the Festival obviously paid off in terms of unifying such a vast diversity of groups and giving them a shared experience which they so obviously enjoyed.

It was clear that a lot of hard work, energy and enthusiasm had gone into this event by all concerned so please pass on my congratulations to the team and of course congratulations to you too for co-ordinating and overseeing such a fantastic project. I came away feeling very inspired and was reminded just why I feel so passionate about Youth Theatre."

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

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

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

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

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

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

In addition we have:

- Developed international links with youth theatre groups, including an exchange project between young people from Singapore and young people from Valley Park Community School in Maidstone, facilitated by Bigfoot Theatre Arts and supported by KADU
- Staged regular youth theatre network events to broaden their reach, extend people's practice, offer Continuing Professional Development, and opportunities for collaboration
- Worked alongside youth theatre groups, practitioners, theatre companies, youth workers to extend their practice and engage more young people, particularly those who are harder to reach
- Developed our partnership with the National Youth Theatre and support their doing more community youth theatre projects in Kent, thus offering further opportunities for 'hard to reach' young people and raising Kent's profile on the national youth theatre stage
- Set up a new forum for Young Arts Ambassadors to support and develop emerging talent. This group were involved in the planning and delivery of the Youth Theatre Festival 2010 and consequently newly engaged with youth theatre. We are working with Applause Rural Touring to link this initiative with the young promoters programme
- Worked in partnership with Kent Youth Service to offer professional development opportunities for youth workers to enable them to engage more young people in youth theatre, using the Arts Award as a tool and working with Future Creative to deliver training.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of young people reported as attending youth theatre activity*	New Indicator	1,504	5,321**	6,500	7,281
Number of youth theatres who are members of the National Association of Youth Theatres (NAYT)	New Indicator	17	19	20***	20****

* Rolling, cumulative total, as reported by directly funded organisations, youth theatre groups and targeted schools

** Sharp increase in 2008/09 figure due partly to improved data collection systems. This information resulted from the July data collection round, after our 2009/10 operating plan targets had been set

*** This target was increased by the Arts Development service from the original target of 18

**** This has reached near-maximum figures, and in the harsh financial climate our future focus will be to encourage and support youth theatre organisations in order to maintain 2009/10 activity and membership levels

Monitoring completed by: Sally Staples

Date: 14 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed

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

Kent district and borough councils, Primary Care Trusts, Kent Police, Kent Fire and Rescue Service, Maidstone Studios, Visit Kent, Locate in Kent, the business and media community, community groups, voluntary groups, Kent residents.

Outcomes delivered:

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

Digital Kent

Kent TV was launched in September 2007 and as part of the budget discussions in February 2010 the decision was taken not to continue with the service beyond the 31 March 2010 pilot period. During the two and a half years of the pilot the internet TV channel attracted 2.8m visits and enabled the council to reach groups which traditionally had limited interaction with the council, for example young people.

Some of the specific achievements are as follows:

- Over 2,500 videos were available on the site, encompassing a wide range of topics from business, education, history, and sport to tourism
- A number of competitions were run to highlight and showcase Kent talent, including ‘Sound Clash’ which attracted 84 entrants and 12,000 registrations to vote and take part
- KentTV.mobi was launched at the request of its viewers to enable them to watch Kent TV on their mobiles
- Training opportunities were created for young people in Kent including involving Canterbury Christchurch University in a debate in which 20 students were given the opportunity to work on set or make films for the project. Kent TV also provided work experience opportunities in the office on a monthly basis
- A ‘How to’ channel was created giving viewers information from how to become a police officer to how to write a will
- An estimated £260k was invested in local production companies and Kent creative talent during the two year pilot
- The ‘What’s On’ channel (see Towards 2010 target 21) was launched which detailed events happening in Kent from boot sales to jousting tournaments
- In November 2009, at the secondary head teachers conference, Kent TV hosted its first live streaming event with live Twitter feed. This gave those unable to attend the event the opportunity to join the debate and view the content from the day’s proceedings
- In October 2009, Kent TV launched an interactive drama entitled ‘Hollywould’ which was aimed at young people. The series lightly touched on issues such as Chlamydia

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which were explored in greater detail in films attached to the relevant programmes. The series had over 97,000 visits, with the information films and bios seeing over 32,000 visits

- Kent TV was shortlisted for an eGovernment award for eGovernment empowering citizens. It was one of 52 finalists short listed from across Europe and as such were invited to exhibit at the conference held in Malmo, Sweden
- Since the decision was taken to not continue with Kent TV, the council has created a digital platform on the KCC website which enables the content created during the pilot to be accessed by viewer. A small team has been appointed to create new video content and maintain the Digital Kent offering and 'What's On' website. Relevant content has been embedded on both KCC's website and on other relevant sites to ensure that the information is still reaching the widest possible audience. Currently there are over 5,500 followers of Digital Kent on Twitter which is more than any other Kent based Twitter feed. Digital Kent has been out filming key initiatives such as the Cultural Baton, the Kent School Games and the Kent Excellence in Business Awards
- Digital Kent is also working on a number of new projects including:
 - MusicClash - An online 'battle of the bands' for 11-19 year olds similar to but wider than SoundClash, taking in classical, folk and jazz as well as rock. The team are working with Kent Music School, Christ Church University, Rhythmix and Pie Factory
 - Kent YouthTube - Working with EIS (Educational Information Systems), Youth Service and schools, Digital Kent is building a cutting edge internet channel for secondary school children throughout Kent. It will provide a safe but exciting venue for kids to interact with each other and show their films. Schools visited so far: Invicta Girls Grammar School, Holmesdale Technology College, Pent Valley
 - Cultural Map - An interactive Map of Kent that displays with film and pictures some of the following cultural arenas: film, art, literature, performance, music.

Open Kent

Open Kent was initially piloted under the name of 'Pic and Mix' which was originated in 2008 to open up KCC's public information so people could access and visualise it in an interactive way. It won a national competition and was granted funding as part of a national pilot. This resulted in the co-development of an online platform, providing tools and training to enable people on the pilot to use and visualise information.

It is a powerful and innovative approach that makes it easier for people to pick a wide range of free and accessible content and tools and mix them together to visualise the information they need. People can use web applications from Open Kent depending on what they need at any time or place. Staff and citizens may want to use an application someone else created earlier or create their own visualisation. Community groups, small businesses and other public sector agencies may want to create their own applications. What they create can benefit others, whether it's to see how councils spend their money, find local schools or report potholes, for example.

There is strong demand for both transparency by the public and access to information to help them in their everyday lives. This is reflected by the coalition government. Open Kent is translating these principles into three specific actions in a way that people can make the best use of it:

- Provide the platform and training toolkit so that public and staff can access, use and visualise information

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- Publish public information in an open and standardised format
- Provide the environment for businesses and non-profits to build innovative applications and websites.

The Kent and Medway Citizens' Panel

The Kent and Medway Citizens' Panel (KMCP) was established in February 2008 as a joint initiative between the Kent Messenger (KM) and KCC, giving residents of Kent the opportunity to give feedback on ideas, services and products, by responding to three or four questionnaire-based surveys each year. The panel marked a first in that it is the only citizens panel in the country to be run jointly by a local newspaper and a local authority. As a result of the economic climate, however, KM has withdrawn from funding any further research using the KMCP.

Three surveys have been conducted by Ipsos MORI using a variety of research methods (face to face, online and by telephone).

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

A recruitment drive across the county was made to encourage more people to become panellists, which the KM advertised both through their papers and on their radio stations to encourage more sign ups, (the Primary Care Trust (PCT) has also agreed to help recruit new panellists). Although 705 residents have signed up to join the panel, response rates have been such that it has been necessary to supplement the number of responses to some of the surveys by using members of Ipsos MORI's access panel.

Kent Police and Eastern and Coastal PCT have shown interest in being involved in research using the KMCP, although this has yet to result in a programme of work being agreed and funded.

Web jam

In February 2010, KCC had been proposing to hold a public 'web jam' session on behalf of the Kent Partnership. This would have enabled residents of Kent to ask questions or write comments on a particular subject within an online 'real time' environment. The session would have been interactive allowing moderators and KCC/partners' staff to respond to the questions asked. KCC is a strong supporter of using new innovative technologies to communicate with Kent residents. The web jam presents a new way in which citizens can get involved in shaping public policy and informing KCC and partners what they feel is important.

However, due to the cutting-edge technology involved there is a significant cost attached to such activities. Given the current financial climate, we feel that such costs cannot be justified at the present time. However, we will look to use existing communication channels such as the Kent and Medway Citizens' Panel and public user groups to get residents' views to inform our work.

Localism

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

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These partnership models include building on the already established district building blocks, for example, Area Member Panels in Canterbury, the Tonbridge Urban Forum and the Parish Partnership Panel in Tonbridge and Malling, running the established pilots of Local Engagement Forums for Swale, Neighbourhood Forums in Dover, Gravesham and Maidstone, and the evolution of a virtual civic space for Sevenoaks and Tunbridge Wells.

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

- A number of elected KCC members have piloted Participatory Budgeting events when members of the community come together to make bids for a contribution from the members community grant
- In accordance with legislation, KCC has agreed a scheme for e-petitions
- New technology is being explored including blogs, video uploads, social networking and the potential to pilot a 'virtual county hall' where communities of interest can contact KCC with specific interests of concern
- Recent meetings of the Gravesham Neighbourhood Forums have been webcast and are well visited by members of the public as the meeting takes place
- KCC has in place a project, 'Councillors in Schools', where county councillors promote democracy to young persons attending a school(s) within their electoral division.

What more are we going to do?

Digital Kent

We will:

- Continue to create video content with the aim of informing and engaging residents through digital media
- Explore opportunities to work with European partners to deliver joint content of interest to citizens on both sides of the channel through European funding
- Develop a Youth Channel managed by young people to give schools, young people and youth groups a safe platform to display videos created by young people
- Launch 'Music Clash' with Kent Music School, Christ Church University, Rhythmix and Pie Factory
- Create a cultural map detailing places which historically have cultural connections in film, literature, art and music, as well as highlighting new cultural offerings in Kent.

Open Kent

The success of Open Kent will be measured by the cost and time saved in avoidable contact through information requests from the public, the sharing of public data as well as the number of applications developed using the system. A formal evaluation of the pilot will be undertaken. Beyond that, the plan for Open Kent will focus on three the three key actions described above. At the heart of each of these is the desire to take forward and maximise all potential opportunities and savings.

Although Open Kent currently focuses on public information, it could technically be used to enable users to submit user generated data.

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The Kent and Medway Citizen's Panel

We will:

- Continue to raise awareness of the panel and market it ourselves, through the KM newspapers and website and the Kent PCTs
- Consider how best to increase the number of citizens signed up to the panel to meet the challenging target of 8,000 in total
- Continue to encourage potential partners to use the KMCP as a cost effective way of conducting public opinion research with Kent residents.

Localism

- The Gravesham Neighbourhood Forums and one of the Dover Neighbourhood Forums are piloting interactive meetings via mobile webcasting. Early results of this pilot have been very encouraging attracting many more 'visitors' to a meeting by viewing the proceedings online
- Discussions will continue with partners to establish new models of engagement with a view to reviewing each of the models and establishing what works well and what not so well, culminating in a report to the County Council in December 2010
- A pilot is being planned for a 'Virtual Civic space' as an innovative alternative to traditional community engagement methods.

Measurable Indicator (s)	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Visit numbers for Kent TV (cumulative since Sept 2007)	198,210*	1,570,139	2,000,000**	2,858,653

* Kent TV started on 20 Sept 2007

** Original target was 300,000 but revised upwards based on April 2007 Cabinet paper estimate.

Monitoring completed by: Tanya Oliver, Noel Hatch, Paul Wickenden, Nick Warren

Date: 19 July 2010

TOWARDS 2010: CLOSDOWN REPORT

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

Status: Completed

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

Arts Council England, South East (ACE, SE), Kent-based arts organisations, creative businesses, Creative Margate, DaDa-South (regional disability arts organisation), Digital Kent, East Kent Festivals Cluster, English Heritage, Further and Higher Education Institutions, Greening The Gateway Kent and Medway, KCC Economy and Regeneration, Kent 2012 Arts Sectoral Task Group, Kent Film Office, Kent Music, Kent Tourism Alliance, Kent and Medway local authorities, Liberty Property Trust UK, Locate in Kent, Maidstone Studios, National Trust, Performing Arts Network Kent (PANeK), professional and voluntary cultural organisations, South East England Development Agency (SEEDA), Screen South, town and local area partnerships, Turner Contemporary, Visit Kent.

Outcomes delivered:

Providing access to greater activity for residents and encouraging visitors to Kent are focal points of this target, in addition to ensuring Kent is seen by creative industries as ‘open for business’ and a good place to be located.

A Kent Cultural Strategy has been developed, which will support KCC’s Regeneration Framework for Kent. See also Towards 2010 targets 1 and 2. We have further helped reposition and realise Kent’s potential as a centre for the arts by:

Developing venues and cultural events across the county:

We are been working to deliver this outcome with organisations such as Turner Contemporary, Quarterhouse in Folkestone (see also Towards 2010 targets 1, 2, 3 and 6) and the Theatre Royal Margate. This includes the following actions:

- Redevelopment and future operating options are being explored for the Winter Gardens in Margate, which celebrates its centenary in 2011, ensuring that the project supports wider cultural regeneration plans for Margate
- We offer advice and work in partnership to broker and help lever in support and funding to realise opportunity for growth and improvement of public facilities and services. In 2009/10 this work resulted in £6.7m inward investment into the arts in Kent, five times KCC’s initial investment in Kent’s Arts Development Unit (KADU), including leveraging in a £3.1m Sea Change grant for the Dreamland project in Margate. See also Towards 2010 target 3.
- We lead for KCC on managing the relationship and monitoring the funding agreement with the independent Turner Contemporary Trust. Turner (see Towards 2010 target 27) continues to build momentum and focus for visual arts in Kent and we work with them on targeted projects, e.g. teenagers project, visitor economy
- KCC is a key partner to the Creation Centre project in Chatham that will give Kent capability to develop and stage large-scale outdoor events (e.g. Cultural Olympiad in Kent)

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- We monitor the building programme for the New Marlowe Theatre, in which KCC is a major capital investor, and are part of a dialogue with partners on the future programme and business plan
- We accompanied a £100,000 KCC investment into the new St Gregory's music facilities as part of Canterbury Christchurch University, with advice and a case for artistic support
- We are advising Canterbury High School, which recently improved its facilities with European funding, on future arts use programme options
- We have successfully negotiated a joint future between Hextable Dance Trust and South East Dance, resulting in an ACE,SE award of £50k and an increased programme to match the successful theatre provision KADU has delivered in the last two years. Hextable will be a Centre of Excellence for Dance, with attendant benefits for local residents and dance professionals.
- We continue to advise the working group on future community uses for Gravesham Old Town Hall, and are inputting advice on sustainable arts and culture programmes and uses
- Other venue-based organisations with which we work include independent Beeping Bush film and the Media Centre in Margate
- KADU is promoting art and creativity as part of Kent's public spaces, including levering in £20k of external funding into Artlands North Kent (part of Parklands, Greening the Gateway Kent and Medway) to create a programme that will embed culture into quality public green spaces across north Kent
- We also support public realm projects across Kent, including esplanade work in Dover linked to Dover's cultural strategy development and Margate seafront development and Fourth Plinth. We are working with project consultants in Leysdown to identify next stage projects to implement the vision for the area and we invested in Swale based Art @ The Centre, which includes a public realm strand within a range of projects for delivery by 2011.

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

- We run the Kent Arts Investment Fund, an annual open project fund that responds to projects that increase the arts offer (activity, performances, new audiences and visitors), allocating a lead officer to each funded project to ensure we maximise the impact of KCC monies
- Careful investment of our funds enables us to strengthen arts networks and venues in Kent by working with arts organisations on their programmes, improving their business planning, marketing and audience development, which is particularly important in a very difficult financial climate. We fund Performing Arts Network Kent (PANeK) to increase the amount of theatre and other live performances available, offering professional development, masterclasses, mentoring and business advice to ensure that companies are able to survive and thrive
- The service has worked with numerous organisations to support festivals (e.g. Canterbury Festival, Deal Festival of Music and Arts, Whitstable Biennale), performance, touring and production companies (e.g. Applause Rural Touring, Strangeface Mask Theatre Company, Theatre Royal Margate), specialist development companies (e.g. Creative Foundation, Hextable Dance, Performing Arts Network for Kent), and those involved in commissioning, development and support (e.g. Accidental Collective, Kent Music, Stour Valley Arts)

TOWARDS 2010: CLOSDOWN REPORT

- We have supported many more organisations than those listed above through advice and information. In 2009/10 our support and financial investment resulted in 2,175 performances, screenings and exhibition days, involving 1,598 professional creative workers, and 1,027 educational events and workshops. Overall 144,976 people in Kent benefited from this activity
- Information and resources are important and our web presence is improving all the time and carries material to support sector development. Details are at www.kent.gov.uk/arts
- We provide a mix of grant support, development advice, assistance with attracting funding, and sign-posting/putting in place tools and material to enable the arts sector to develop itself e.g. the Celebratory Outdoor Performance Online Resource (COPOR) developed with the University of Kent
- We are working with partners to gauge demand and opportunity for workspace and production facilities to support artists and other creative businesses, recognising their importance as contributors to local communities and as incentives for graduate retention and inward relocation. A Kent-wide event with national body National Federation of Artists' Studio Providers (NFASP) is being planned for later in 2010.

Profiling major events and projects, as well as provide proactive support for the Kent 2012 campaign and the Folkestone Triennial:

- The 5th Whitstable Biennale is a key area of focus for the Kent visitor economy and this year sees an enhanced programme, which has secured national attention and press coverage. The last Biennale estimated an economic impact of £750k
- Strange Cargo's 'Other People's Photographs' project achieved national and international recognition and a National Town Planning Award. With advice and support from KADU, the organisation is now developing its future plans and has secured a major sum of project support from ACE this year
- East Kent Festivals Cluster project (Broadstairs Folk Week, Canterbury Festival, Sounds New Festival, Strange Cargo, Whitstable Biennale) levered £75,000 from ACE, SE and SEEDA to support festival development working with an international artist Mikhail Karakis, who presented work in progress at Tate Britain at http://www.mikhailmusic.com/pages_music/music_news.html
- We are supporting the organisational development of Strange Face Mask Theatre Company and SeeThrewMusic, both emerging talents in rural touring. Rural touring network Applause is recognised nationally for its astute programming, and is now exploring a future merger with PANeK
- We are developing Artists Suppers to develop skills, collaboration, networking, building new audiences, and engaging new spaces for events and performance
- We are directly supporting London 2012 and the Cultural Olympiad in Kent. We chair the Arts Sectoral Task Group of the Kent 2012 campaign and co-ordinate the UK Cultural Festival Kent action plan that celebrates the Olympic and Paralympic Games
- We commissioned the 'Kent Cultural Baton' with support from ACE, as a key Cultural Olympiad project, which is a portable art commission to tour Kent until London 2012 which local groups and communities can host. A growing number of organisations want to host it, including Eurotunnel. It was launched at the Whitstable Biennale - image at http://gallery.me.com/katherinemay#100030/KentCulturalBaton_med_0263&bgcolor=black
- LOCOG (London Organising Committee for the Olympic Games) awards Inspire Marks and so far KADU has secured four Inspire marks for Kent - two for the Cultural Baton, one for the All Dancing Dover project, and one for Youth Theatre work

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- We work with the arts and cultural sector to ensure Kent secures a good share of national Cultural Olympiad opportunities and good take-up by arts and cultural sector organisations, e.g. Artists Taking the Lead (Creation Centre), Bandstand Marathon. Our input levered £40k into Kent to realise the highly successful 2008 'Light Up, Open Up' event in Dover, for the launch weekend of the Cultural Olympiad in the South East, cited as a good model by the SE Creative Programmer
- The Creation Centre facility, in which KCC, Medway and ACE are key investors, has strong potential to contribute to London 2012
- Community Celebrations – Legacy Trust is offering £500k to each English region toward an imaginative large-scale commission. We have collaborated with the University of Kent on a proposal to commission and stage a large-scale interactive event. At the point of reporting, this had reached a shortlist of four for this region from which one project will be chosen.

Developing strategic partnerships to increase access to the arts in Kent:

- Our work on the Kent Cultural Strategy Summit secured engagement of 80 key influencers and decision makers across Kent and the south east, and tested three broad strategy intentions - to grow the creative industry sector, to protect Kent's existing strengths, and to increase Kent's potential. The Kent Cultural Strategy will be launched later this year
- An excellent example of strategy delivery in practice is Creative Margate, a partnership of key cultural agencies focused on the culture-led regeneration of Margate. Building on ACE SE recognition of east Kent as a 'Priority Place', it levered in £500k from English Heritage to help realise Margate's potential through MACH, a project with a workspace and artists' live-work focus. Work is in train to deliver 'Countdown to 2011' a plan that identifies needs and opportunities in the run-up to the Turner Contemporary launch
- We work extensively with partners to advise and assist with the development of strategies, policy frameworks, project proposals and briefs/plans, to further and realise Kent's ambition as a centre of excellence for the Arts
- Arts and Health: We chair SEPACT (the South East Physical Activity Co-ordinating Team), a key regional forum and network to delivering the Government's vision for a healthy Britain, *Chances for Change*, with good links and opportunities for dance
- Kent is one of just 24 local authorities in England that has adopted National Indicator 11 (Percentage of population who say they used/engaged in the arts in the last 12 months) in its Local Area Agreement, which greatly assisted the Kent Cultural Strategy Summit development work and also attracted £110k inward investment
- We staged two networking events and seminars on audience development (NI11), attended by 160 arts and cultural organisations in total. This was in addition to our work with local authority partners on themed networking and professional development events. Our NI11 event model was showcased at a national seminar on NI11 as an example of good practice. It has stimulated marketing and audience engagement project bids that are now being delivered, and which build a firm foundation for audience development work in future.

Incorporating the arts into Kent's tourism and visitor economy:

- Examples include Creative Margate (Public Realm, Fourth Plinth), Greening the Gateway Kent and Medway (Artlands), Ashford Strategic Park (Culture and Outdoor events), and Dover Seachange work (Seafront development and public engagement via the Cultural Audit on which we advised) and refresh of the Rouse Kent Public Art

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Awards. This work also includes our festivals focus, which based on a business cluster model secured £75k from SEEDA and ACE toward a pilot East Kent Festivals Cluster project to develop quality new artwork, festival marketing and branding. Visit Kent is a stakeholder. This artwork was successfully presented on a work in progress basis at Tate Britain in December

- We are building on the results of the innovative ACE funded (£25k) Culture Coast project, a collaborative place marketing initiative with a focus on festivals towns.

What more are we going to do?

The draft Kent Cultural Strategy is out for consultation and has been well received so far. Subject to approval, an action plan will be devised with partners that will accommodate a range of partner contributions to realise the three broad intentions.

We will also:

- Manage and monitor the funding agreement and relationship between KCC and the new Turner Contemporary Trust
- Support delivery of Turner Contemporary and the development of Margate's cultural offer to help ensure success as well as Theatre Royal Margate development, Applause Rural Touring, Strangeface, the new Marlowe Theatre in Canterbury and the programming of the Dover Live Site to ensure local content
- Contribute cultural expertise to the development work on an economically focused 'Creative and Media Sector Strategy, identifying how KCC can support the creative sector in future
- Continue to invest in the arts in Kent, leveraging more resources into the county and supporting the sector through advice, tools and information
- Continue our partnership work with Medway Council and ACE on the Creation Centre project to test and develop a unique, new regional facility for large-scale production and festival arts. The next phase will be to formally establish project management arrangements and progress to an initial wave of large-scale events and productions to test the space
- Folkestone Triennial was the most significant international art event in the south east in 2008 and we are working with the partners in Folkestone to ensure its effective delivery in 2011 during a worsening financial climate
- Continue making the case with public bodies of the value and future benefits of investing in and engaging in the arts.

Measurable indicators

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

Monitoring completed by: Sally Staples

Date: July 2010

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Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Cath Anley

Status: Completed

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

All Kent district and borough councils and many town and parish councils, Gateway, KCC directorates and all units in KCC Communities, the voluntary sector including CSV (Community Service Volunteers), CAB (Citizens Advice Bureaux), MIND (a Mental Health charity), KAB (Kent Association for the Blind), and the PCTs, BBC Learning, Home Office Prison Library Service, Probation Service, Early Years settings, Children's Centres, Further Education (FE) and Higher Education (HE) providers, Moat Housing, the Post Office, Kent Police and Next Steps.

Outcomes delivered:

Improve the experience for library customers through the modernisation of 15 libraries across Kent, leading to increased usage:

- KCC Libraries and Archives has achieved results over the past four years, both by investing in our modernisation programme and making general improvements to our service. So far we have modernised 15 libraries: Birchington, Stanhope, Newington, Ramsgate, Sevenoaks, Staplehurst, Sherwood, Tenterden and Cranbrook including projects underway and nearing completion at Folkestone and Stanhope. Work at Deal will commence in August 2010. To us, modernisation is more than simply refurbishing a building. It is about finding new ways of working, co-locating and working with other partners to deliver an improved, seamless service to our customers. Examples include the modern and accessible library at Tenterden Gateway, the relocation of Stanhope Library to the Moat Housing Neighbourhood office and the opening of the new Adult Education Skills Plus Centre in Folkestone Library.

As the major capital projects and other modernisation projects start on site, we have worked closely with property colleagues to ensure that the projects were managed effectively and delivered within budget and on time

- The modernisation programme has continued to benefit customers and the library service is now reaching many more users. Our website attracts over 1.1m visitors (2009/10). Improved footfall in recently refurbished libraries reflects an increase in issues during 2009/10, for example, by 80% at Ramsgate and 13% at East Peckham compared to 2007/08
- Early years activities involving babies and their parents/carers and primary school children have increased since 2007/08. Baby Bounce and Rhyme sessions increased from just over 1,500 sessions in 2007/08 to over 3,000 in 2009/10. Children of all ages are borrowing more items and developing a love of reading and issues from children have increased by 84% at Ramsgate, 19% at East Peckham and 28% at Tenterden compared to 2007/08
- Work on our major capital projects (Kent History and Library Centre, Ashford Gateway Plus, Gravesend Library and the Beaney in Canterbury) is moving forward, all now having planning permission, budgets secured, contractors appointed and construction work is now under way. We are working hard to expand and join up the work of local

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studies, archives and museums, as demonstrated at the Sevenoaks Kaleidoscope, the Folkestone History Resource Centre and the work that is going on in Canterbury

- In March 2009 we implemented Spydus, our new Library Management System. Alongside this we installed more energy efficient hardware, bigger screens and a faster internet connection, and as a result we can offer our customers a significantly better IT service. We have also now installed Abilitynet software onto staff and public PCs. This software aids customers with access issues to use the computers. The installation of wireless access for KCC staff use is in progress at 22 locations
- We have saved money by using online ordering and supplier selection, which means that we been able to increase our stock purchasing
- Through our investment in A2K we are enabling staff to work wirelessly and remotely saving transport costs and being more environmentally friendly
- In 2010 we made the transition to the new Customer Service Excellence Award from Charter Mark. This reflects our work to improve customer service. Despite the change we managed to achieve best practice in five criteria.

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

- Consultation plays a large part in our modernisation programme by consulting users, non-users and key stakeholders using a variety of methods. We also ask for feedback when evaluating the success of our projects and this work has been recognised in the Customer Service Excellence Award
- Our consultation on the Archives and Local History Service, 'Understanding our Past, Changing our Future', was very successful and over 1,000 respondents took part. Their views will help us to make important decisions about the future of our service
- Partnership work continues to develop and make libraries a focal point within the community. All refurbished libraries such as Hadlow, Thanet Gateway, Marling Cross and Tenterden Gateway have built new partnerships with the district councils, other KCC partners, the voluntary sector and community groups. Partnership working continues at all levels within the organisation. Work to develop a Kent Approach to Literacy and Reading has enabled a number of new and innovative partnerships and multi-agency projects including work with housing in Ashford and Swale, Thanet Works and the Community Safety sector. Over 80% of our libraries now host sessions delivered by partners or are co-located with other public service providers. Deal and Whitstable libraries are providing a customer interface service for Dover District Council and Canterbury City Council respectively
- Through our work with community workers we are offering a Doorstep Library in Sheerness and Margate. Parent and children under 5, where there is a need based on low literacy levels, are visited by our book workers (who work out of Children's Centres)
- Volunteering has been consolidated within the service and the Time2Give project continues to add value to the Library and Archive Service, and also benefits volunteers themselves. The project was recognised as a national example of best practice after being shortlisted for the Libraries Change Lives Award 2008. In 2009/10 the Service benefited from over 28,000 hours of volunteering. At the time of writing we have 1,193 active volunteers.

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

- We are continually developing new ways for customers to access our services and Virtual Homework. Help is now available to Kent Schools via their Virtual Learning Environment (VLE). We have delivered Booktime to reception-age children through partnership with CFE, reaching 16,000 families in 2009 and gaining national recognition for our approach. Our involvement with the 'House' initiative will inform the way in which we provide services to young people (see Towards 2010 target 50)
- Customers can access our services in many ways, for example, via text or email
- Consortium functionality with SELMS (South East Library Management Systems) started on 1 July 2010 enabling customers to access books across the group
- Free e-books and e-audiobooks downloads across the county was launched on 16 July 2010
- The book loans limit has been increased to 30 per person
- The pilot project working with the Registration Service at Ashford and Sevenoaks libraries started in April. Once the learning from the pilot is gathered we intend that from 2011/12 library customer service staff will be registering births and deaths, with support and training from the Registration Service who will retain the quality assurance role for the Service
- Through working closely with Adult Education we can now support customers wishing to enrol on courses via the public access computers in libraries.

What more are we going to do?

- We will work closely with partners to ensure that once the buildings are completed we are ready to deliver new ranges of service in innovative ways to best exploit the fabulous new facilities we have. We will be continuing to engage with local people to ensure that the buildings, once re-opened, provide tailor made services for local communities
- The ongoing Community Connections programme (Access Services Improvement Programme) will continue to explore and develop ways to improve access to customers who cannot visit our static libraries
- We will build on the great work that took place during National Year of Reading by working with a wide range of partners to develop a Kent Approach to Literacy and Reading, a strategy to engage the whole community
- We will widen access to literacy and learning by creating a school ticket, enabling all Kent schools to borrow from our libraries
- We will use the results of the archives consultation to make sure that our new plans for the archive service reflect KCC's key priority areas
- We will continue to explore ways to improve access to services by planning new services in major growth areas: Chilmington Green, Cheesemans Green, Eastern Quarry and Ebbsfleet. Building work has been completed on The Bridge Community Campus where a Library Access Point will provide access to our services
- We will continue to improve services to customers with the introduction of online payments. We will be enlarging the network of libraries with staff wireless and will be enabling access to public wireless provision at 36 sites.

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- We are investigating the feasibility of installing radio frequency identification (RFID) (self service) in our larger service points.

In these ways we will offer customers more joined-up services from single access points that help to make the most of KCC's premises and resources. It will also give the staff involved the opportunity to enhance their skills and deal with a wide range of new customers.

Measurable Indicator	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual	2010 (since April)
Number of libraries modernised* (cumulative)	5	7	12	15	12	15

*2006/07 Birchington, Coldharbour, Newington (Marlowe Academy), Sevenoaks and Staplehurst
 2007/08 Margate and Sherwood
 2008/09 Ramsgate, Tenterden, Hadlow, East Peckham and Marling Cross
 2010 Cranbrook, Folkestone and Stanhope

Monitoring completed by: Cath Anley

Date: 14 July 2010

TOWARDS 2010: CLOSDOWN REPORT

Target 27: Open the Turner Contemporary gallery, Margate, in 2010		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Victoria Pomery

Status: Completed (Building work/fitting out will be complete late 2010, public opening due spring 2011)

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

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

Outcomes delivered:

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

Build the Turner Contemporary Gallery:

- Work on the construction of the gallery is progressing well and a topping-out ceremony was held in December 2009 to mark the achievement of reaching the highest point on the construction of the gallery. The building will be completed by December 2010 (and marked by a ceremony to acknowledge this achievement) with planned opening to the public in spring 2011
- The gallery building was designed by 2007 Stirling Prize winner David Chipperfield Architects. Public meetings were held at Margate Winter Gardens in June and October 2007 to inform and engage the community on the plans. The planning application was approved by Thanet DC in February 2008. Kent based contractor, R Durnnell and Sons, was appointed in October 2008 to construct the gallery and, following a groundbreaking event in November 2008, work commenced on site in December 2008
- Comprehensive funding applications were submitted to Arts Council England (ACE) and South East England Development Agency (SEEDA) resulting in £8.1m of capital funding being approved. The role of Turner Contemporary in delivering regeneration and developing the cultural infrastructure in Kent were vital in achieving the commitment of the funding partners
- In July 2008, John Kampfner, former editor of the New Statesman and an award-winning journalist and broadcaster, was appointed Chair of the Turner Contemporary trust (the Trust), which will hold the operational responsibility for the gallery. John Kampfner has energetically led the establishment of the Trust which has a full complement of trustees and had its first Board meeting in November 2008. In June 2009 the Trust was awarded charitable status (charity number 1129974) and is a Company Limited by Guarantee
- On 1 April 2010, operational responsibility for Turner Contemporary transferred to the Trust. Existing KCC staff were TUPE transferred and the ongoing relationship between KCC and the Trust will be governed through a Grant Agreement which was prepared and entered into. A lease has been prepared and will be signed upon completion of the gallery building.

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

- The regeneration impacts associated with Turner Contemporary include major improvements to the whole of the eastern seafront area. Work on de-dualling Fort Hill began in April 2008 and was completed by autumn 2008 in advance of the commencement of the gallery building programme
- A bid entitled 'Opening up the Eastern Seafront' was successful in securing £850k from ERDF Objective 2 funding in December 2007 to match KCC's spend in the area. This bid combined development and public realm work in the vicinity of the Rendezvous site that would pave the way for the eventual development of the site
- The Turner Contemporary Project Space was operated out of the former Marks and Spencer building on Margate High Street from February 2008 until September 2009. The Project Space helped to build audience capacity and generated further interest in Turner Contemporary. The space acted as a catalyst for the regeneration of Margate High Street and brought associated benefits for local businesses and the community
- The work on the Turner Contemporary gallery building site has created greater confidence in Turner Contemporary and Margate. There have been a number of new shops, cafés and creative spaces open in Margate in addition to developments and improvements throughout Margate Old Town. Many of these developments are directly attributable to the anticipated opening of Turner Contemporary in 2011.

Deliver high quality arts programmes:

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

Involve and engage the local community:

- Regular events for teachers linked to the exhibition programme have been established and teachers and group leaders can now download educational packs from the website
- Participants in the public programme of workshops and events have ranged from the young to older people. A group of young people from a local school has had an input into the gallery design through our Inspiring Spaces scheme which has been supported via funding through 'enquire'. Through their participation in the scheme, the group was awarded Bronze Arts Awards, an Arts Council Qualification equivalent to half a GCSE. In addition to work within the formal education sector, a wide range of creative workshops are also provided to meet the needs of senior citizens, families and often 'hard to reach' individuals
- Turner Contemporary worked with BBC Radio Kent and the University of Kent to deliver a programme called 'Time of Our Lives', which was funded through a successful application to the Transformation Fund. The project enabled young people and older people to work together to explore their experiences of being a teenager. 'Time of Our Lives' was a national winner of the Transformation Fund category at the Adult Learning Week awards.

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

- Turner Contemporary, Margate and Thanet have continued to be the recipients of positive national press, including articles in the Guardian, Observer and the Independent, as well as BBC's 'The Apprentice' that was filmed in Margate with a brief to re-brand the town. Positive PR and improved profile of Turner Contemporary and Margate help to develop and strengthen the brand, support the achievement of visitor numbers and help to deliver the desired regeneration outputs

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- Turner Contemporary has been confirmed as a partner of the Tate through the Tate Connects programme. This is a major milestone in establishing Turner Contemporary as a major national and international gallery. Tate Connects is a UK wide programme, which will seek to strengthen artistic programmes, support artists and help to attract audiences. The partnership with Tate means Turner Contemporary will have improved access to loans from the national collection of British, modern and contemporary art.

What more are we going to do?

- Turner Contemporary continues to focus on the completion and fit out of the gallery building and the development of the public realm. The building will be completed and fitted out by December 2010 and will be marked by a ceremony to acknowledge this achievement. Work on the surrounding public realm will be ongoing and will be completed prior to the public opening of the gallery in spring 2011
- The Turner Contemporary team continue to plan for the gallery opening and its ambitious programme and are working to ensure that the gallery is ready for public opening. Management plans and arrangements for the operation of the gallery building are being put in place
- Turner Contemporary will seek to develop and maximise a positive public profile in the period prior to the gallery opening and surrounding the opening programme and events.

Measurable indicators:

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

Monitoring completed by: Victoria Pomery

Date: 14 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

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

Lead Cabinet Member:

Mike Hill

Lead Managing Director:

Amanda Honey

Lead Officers:

Chris Hespe/Carole Kincaid

Status (for both targets): Completed

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

Target 28: Sports clubs, governing bodies of sport, Kent district and borough councils, Medway Council

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

Outcomes delivered:

These two Towards 2010 targets are reported together as they are interlinked. Particular outcomes include the following:

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

- Club Connect Card Scheme: This provides a range of discounts and benefits for sports clubs, and was developed and officially launched in October 2007 by the KCC Sport, Leisure and Olympics Service. As at June 2010, 354 sports clubs had signed up to the Club Connect Card scheme
- Clubmark Accreditation Work: We support sports clubs in gaining nationally recognised accreditation through the Clubmark programme with Clubmark clubs guaranteeing a safe and friendly environment for young people to play sport. In addition, the KCC Sport, Leisure and Olympics Service became registered in summer 2008 to run a local Clubmark Licence scheme with district councils, in order to support clubs from minority sports through the accreditation process. As at June 2010, 184 sports clubs across the county had received Clubmark Accreditation
- Development officer posts: These have continued to support a wide range of Governing Bodies of Sport with new development officers being secured to develop their sport in swimming, archery, athletics, squash and curling. Funding has been secured to appoint a golf development officer and a cycling post has now been established at Bedgebury Forest. Funding has also been secured to continue with a netball development officer post until 2013. The KCC Sport, Leisure and Olympic Service also continues to provide an administrative base for sport specific staff in Kent and across the region
- The archery development officer post has provided a 'legacy' from the Archery World Cup in Dover in 2007, through which equipment and training is being delivered to Kent's schools and community groups
- An informal Kent Bowls Partnership has been established to bring different aspects of the game together. This has resulted in a 'Clash of the Bowls' event in Dartford, leading to the National Governing Body following the Kent model and establishing an 'English Bowls Partnership'. Due to this, work is progressing to secure a development officer and project for Bowls in Kent, one of only three potential projects across the country

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- Small Revenue and Capital Grants: The Sport, Leisure and Olympics Service has continued to administer a small revenue and capital grants programme, primarily to support local clubs and voluntary sector sport
- Training and Workforce Development: A range of training courses for clubs, coaches, volunteers and sports leaders have been organised in order to support the club and volunteer workforce. Work also includes supporting School Sport Partnerships on a 'Step into Sport' programme for young sports leaders in order to support and encourage them into volunteering within local sports clubs and organisations. Over 700 young people have registered on the 'Step into Sport' database as young sports leaders
- Since 2006, nearly 5,000 teachers, leaders, coaches, volunteers and club officials have attended sports education opportunities, supporting the increased quality of provision in the voluntary sector
- Securing funding: Significant external funding has been secured for voluntary sports clubs from funding bodies, trusts, charities, and commercial companies. Each year the KCC Sport, Leisure and Olympics service has levered on average at least £4 of external funding for every £1 spent on the service by KCC, although with the current economic downturn this high level will be difficult to maintain
- 170 awards have been made to voluntary sports clubs and organisations which have benefitted from receiving small grants to run localised community sports projects.

Create a network of volunteers to help at sports and leisure events

Over 1,000 volunteers have signed up to the Kent eVent Team and this will grow to 2,500. as part of this we have delivered the following initiatives:

- The Kent eVent Team is focused on identifying individuals willing to volunteer for one-off sport, leisure and cultural events and so be ready and sufficiently experienced to join the official London 2012 volunteer programme or the Kent element of the UK Games Time Volunteer Programme to support the 2012 Olympic and Paralympic Games, and, most critically, to continue volunteering in their local communities after the Games have ended. It is hoped volunteers registered through the Kent eVent Team will gradually become volunteers on a regular/consistent basis within their local community, developing from these initial one-off volunteering experiences. We are on target to exceed the aim of having 2,500 volunteers registered by 2012. Kent Volunteers and KCC Sport Leisure and Olympics service launched the Kent eVent Team project in May 2008, which has been developed jointly with the volunteering networks in the county, particularly Voluntary action Maidstone and Voluntary Action Within Kent. The Kent eVent Team has applied for a London 2012 Inspire Mark, awarded to exceptional and high quality programmes or projects directly inspired by the 2012 Games, a decision on this is awaited. The Kent eVent Team was a cornerstone of Kent County Council's Beacon status award for delivering Olympic and Paralympic Legacy
- 92 events have been registered through the Kent eVent Team programme. An example of support already provided is for the Margate Masters Beach Volleyball event in 2009. Volleyball England were so impressed they returned to Margate for 2010, and have also hosted two further Beach Volleyball events, known as 'Beachfests' in Kent in 2010.

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

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

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Work to encourage involvement in volunteering has a focus on partnerships, good practice and sustainability. This includes work to engage the public in volunteering, work to raise the standard of volunteer management including volunteers managed in KCC services, to improve the impact and retention of volunteers and work to further develop employee volunteering within KCC and advise other employers on the benefits to staff and the community. Particular outcomes include the following outcomes:

Engage with the public using the media in a number of different ways to get our messages across and enable volunteer recruitment:

- The recession has affected voluntary organisations in a number of ways and there has been an increase in demand on many voluntary services as well as a shortage of specialist volunteers to fulfil key roles such as trustees, and of skills in finance, fundraising, IT and HR. We are using a range of media in a targeted campaign, 'Volunteer Your Skills', based on local research completed in the summer of 2009, to highlight the need for people with specialist and professional skills to volunteer. We are encouraging potential volunteers with valuable professional skills to contact their local volunteer centre. We are working with voluntary organisations helping to ensure the opportunities they need are 'volunteer ready' and more likely to be taken up. A dedicated section on kent.gov.uk has been introduced and we have used a wide range of media including Kent TV, bus advertising, press and social networking. The campaign page on www.kent.gov.uk was viewed nearly 2,000 times during the campaign period accounting for nearly 8% of all page views and nearly 57% of people who visited the campaign page went on to view other pages within the volunteering section on the website. We have inspiring case stories of how new volunteers are using skills in a different way
- As a legacy of this campaign we are working with the districts in promoting their recruitment campaign 'Lend a Hand', which is a flexible way of adapting recruitment materials for local use
- By awarding small grants to enable voluntary organisations to recruit, improve good practice and retain their volunteers, we have helped 50 local voluntary groups. This has benefited both the organisations and hundreds of volunteers.

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

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

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Continue to build and benefit from partnerships focused on common goals (leading on this is the Kent Volunteers Advisory Group (KVAG)):

- The partnership is chaired by the Chairman of KCC and members represent a range of influential voluntary organisations such as Volunteer Centres, Kent Council Voluntary Youth Service, Citizens Advice Bureau, Kent Wildlife Trust, and St John's Ambulance. With KCC officers and statutory partners, including Health and Kent Police, the network is able to identify good practice as well as barriers to volunteer engagement and see ways to work together to increase involvement. Business partners have contributed either with sponsorship or help in kind
- The members of KVAG have shown by example that by working together, efficiencies of sharing knowledge and practice can develop sustainable volunteer involvement. For instance, Kent Police worked with Kent Volunteers to develop opportunities for volunteers across their services. Now some 350 are engaged with a sizeable waiting list. Recent work with Kent Fire and Rescue Service (KVRS) and Voluntary Action Within Kent has enabled KFRS to develop a scheme to involve volunteers in a range of their services to increase community benefit and also to establish an employee volunteering scheme
- Working in partnership at events to share good practice has brought the programme to the public across the county. For instance with Jobcentre Plus at the County Show in 2009, advice was on hand to show the link between volunteering and employability. This partnership work has progressed to be able to pilot an innovative project involving Jobcentre Plus staff and the Volunteer Centres in Maidstone and Malling areas. Jobcentre staff have been briefed on local volunteering opportunities and how involvement can be a pathway to work, and are now linking their customers to appropriate organisations via the Volunteer Centres
- The Kent Volunteers Partnership is now 11 years old and while work has adapted and responded to local need across the county, the focus remains valid, bringing benefit to individuals, communities and our countryside. With volunteers and partners, we were able to showcase highlights of the work and anticipate future developments at a celebratory event in 2010
- The significance of volunteering and the valuable contribution this makes to community safety was clearly shown by statutory and voluntary partners in the January 2010 Community Safety Partnership conference. Outcomes from this aimed to strengthen existing partnerships and increase networking opportunities. We have also been able to show the value of volunteers in the personalisation agenda in a KASS event this year, and also to support the success of KCC in gaining funding for the Youth Community Action Pilot scheme. The pilot aims to engage 14-16 year olds from 13 schools across the county in community involvement. Currently 2,600 students are engaged with the target of 4,000 aimed for by March 2011
- Work with KDAAT and the Prison Service has also shown that focusing on creating volunteering opportunities in the workplace (KCC) can enable pre-release prisoners to use administrative skills and gain worthwhile experience to use on release.

Celebrate the contributions and achievements of volunteers:

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

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Lead on good practice in volunteering:

- The quality of volunteer management in KCC has been recognised. The Youth Offending Referral Panel Volunteers and Learning Champions in Adult Education have achieved the national Investing in Volunteers (iV) standard
- Building on the achievement of the Youth Offending Service and Adult Education, two further KCC units have gone forward for accreditation to the Investors in Volunteers national standard. Now volunteers in KCC's Environment and Waste Division have also achieved the accreditation and Sports, Leisure and Olympics are working towards this
- KCC was the first local authority in England to develop an Employee Volunteering scheme and this continues to grow with 35% of KCC staff volunteering with many more using the encouragement we provide to volunteer in their own time. Benefits include personal and team development and evidence of making a difference to projects and the community. One example is the Kent Highway Alliance who partnered with young offenders volunteering together on a conservation project. A further outcome was that five young people were offered jobs with the Alliance on their release. Increasingly staff are developing a relationship with their chosen charity to continue the impact. We are linking this work with the 'Volunteer Your Skills' Campaign
- Excellent management of volunteers in KCC is crucial to the delivery of quality services. Led by KCC Personnel and Communities Policy and Resources, a lively staff group now share practice. This is also helpful to new volunteering activities such as in the development of volunteer roles in Children's Centres and Adult Social Services. In 2010 a conference has been held to bring these volunteer managers together, address issues of mutual interest and share good practice. This conference provided an opportunity to launch KCC's new guidance document 'Engaging Volunteers – a starter toolkit'. This is a good practice guide that can be used by statutory and voluntary groups
- In terms of making an ongoing contribution to the national strategic volunteering agenda, our County Co-ordinator is Vice Chair of Volunteering England and KCC is recognised by the LGA as a leading authority in volunteering development.

What more are we going to do?

- Support more clubs to achieve Clubmark accreditation
- Work with identified Governing Bodies of sport to encourage more clubs to sign up to the Club Connect card scheme and seek to increase the benefits
- Work with Governing Bodies of Sport to secure funding for further development officer posts and work in Kent and to continue to support existing posts with an administrative base
- Provide further small grants to clubs and voluntary sports organisations in order to develop more sports opportunities including links with schools
- Continue to promote the Kent eVent Team with a view to registering 2,500 volunteers for one-off sport, leisure and cultural events. This scheme will help Kent's volunteers prepare to volunteer for the 2012 Olympic and Paralympic Games
- Develop the KCC Volunteer Manager's Network, involving new members and meeting identified issues and needs. Within this we will work with KCC managed volunteers to ensure good practice
- Work with Jobcentre Plus and Volunteer Centres to rollout the pilot to other areas of Kent, possibly Swale and Tunbridge Wells. We will identify suitable opportunities where skills can be used and also where skills can be gained

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- Contribute to events involving volunteer development and the creation of volunteering opportunities
- Work with KCC managed volunteers to ensure consistency in good practice
- Continue to grow the employee volunteering scheme and encouraging more sustainable links with voluntary organisations. Developing secondments/placements within voluntary organisations is an integral option within the Graduate Development Scheme.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual	2010 (since April)
Number of sports clubs achieving Clubmark accreditation (cumulative since 2006/07)	75	90	149	175	175	184
Number of sports clubs receiving services via the ClubConnect Card (cumulative since 2006/07)	0	200	285	400	334	354
Number of volunteers managed by KCC (excludes schools)	1,500*	2,200*	2,500	3,000**	3,500	N/A

* Based on estimates

** Original target was 1,800

Monitoring completed by: Chris Hesse / Carole Kincaid

Date: July 2010

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

Lead Cabinet Member:
Roger Gough

Lead Managing Director:
(Was) Peter Gilroy

Lead Officer:
Tanya Oliver

Status: Completed

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

Kent district and borough councils, the NHS, Kent Police, Kent Fire and Rescue, Job Centre Plus, the voluntary sector, central government, community groups, private sector, and KCC internal business units, Further Education and training organisations, Business Link.

Outcomes delivered:

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

The Gateways opened to date are as follows:

- The original pilot, Ashford Gateway, opened in October 2005, prior to the term of this Towards 2010 target, but included here for completeness. It was complemented by the first Mobile Gateway (Mobile I), launched in July 2007, with a target area of rural Mid Kent (Ashford to Dover), which is currently being used to raise awareness and understanding of Gateways amongst staff from the statutory and partner organisations involved. It is also supporting regular services in Dover district and various projects and initiatives, such as Adult Learners’ Week and Fostering and Adoption Recruitment. A combined Dover district and adult social care program was launched in March 2009, taking services out to urban and rural locations across the district. It has also been used for the ‘Backing Kent People’ Summer Roadshow, with representatives from KCC, local district and borough councils, the Citizens Advice Bureau (CAB) and the Kent Benefits Partnership
- Thanet’s Gateway Plus, which includes the library, opened in January 2008. With weekly footfall reaching 9,000 people on average, the anticipated footfall is 450,000 a year, including the library. The opening has seen library membership increase amongst teens and adults, provision of new services for minority groups, new health clinics as well as the arrival of the new Kent Contact and Assessment Service (KCAS) and the CAB. This Gateway is closely linked with the Margate Task Force. In May 2010 Thanet’s Gateway welcomed its millionth customer.
- Tunbridge Wells Gateway opened in November 2008, situated adjacent to the main pedestrian entrance to Royal Victoria Place, the primary shopping destination in the town. CAB, Kent Adult Social Care, Voluntary Action West Kent (VAWK), Royal British Legion Industries (RBLI) and MAXIMUS, delivering four key DWP assessment services, as well as a range of statutory and voluntary sector partners have made a very positive impact. The number of customers served averages 5,000 per month and an anticipated 60,000 per annum
- Tenterden Gateway opened in December 2008. This Gateway is the first to have a rural post office within it and is also the site for the local library, Tourist Information, and

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borough and county services. Volunteering Ashford is in situ and has experienced a significant upturn in the numbers of people applying for volunteering projects to date

- Maidstone Gateway opened in January 2009, situated on Kings Street, forming an extension to The Mall shopping centre, and adjacent to the bus terminus for Maidstone. There are approximately 4,800 customers per month with an annual expectation of 58,000. CAB, Age Concern, Registrars, Adult Social Care, and many other key service partners have reported very positive customer satisfaction and activity levels
- Dover Gateway brought Phase 1 of Gateway to a close and opened to the public in July 2009. This is a very positive development, building on Dover DC's previous town centre presence. The arrival of Gateway complements the Dover Discovery Centre and was the first tangible step in the delivery of the regeneration of Dover town, along with the Olympic screen on Market Square
- Tonbridge Gateway (within Phase 2) is on the site at Tonbridge Castle and opened in July 2009. The new space has brought together 'old and new' and has been received very well by customers serving an average of 3,500 per month
- A PR mobile has been added to the fleet. Launched in June 2009, this is used for PR, forward promotion and brand awareness.

Other specific Gateway related outcomes are listed below:

- In the Audit Commission CAA (Comprehensive Area Assessment) report published in December 2009, Gateway was singled out for exceptional achievement with the award of a 'green flag'
- In a detailed audit commissioned by the Cabinet Office, conducted by the IDeA and the LGA, the progress made on the Gateway initiative was presented at the FOSS (Front Office Shared Services) event in 2009 as a number of other authorities want to learn from the examples of best practice. In 2010, Gateway has been invited to pilot the development and delivery of the FOSS Business Case Model and this work is ongoing
- Gateway achieved top 10 ranking from 600 entries in the Innovation category for the IDeA and Audit Commission awards in March 2008 and is showcased on their website
- Thanet's Gateway Plus was short-listed for the LGC awards for Innovation and Efficiency in 2008
- Gateway is working in strong partnership with KCC Libraries. Two Gateway have been developed with libraries in Phase 1, with the potential for two future Gateway/library developments planned for Phase 2. This combination is proving very successful in terms of expanding the service offer with increasing appeal to the wider community, and maximising the full potential of existing estate
- Kent is one of only two two-tier authorities to gain Pathfinder status for an important Department of Work and Pensions' led service innovation called TUO (Tell Us Once). This is the first government-led service improvement initiative directly influenced by the Varney report. The aim is to vastly improve the process of informing statutory organisations in the event of the death of a loved one. The highly innovative and effective approach the Gateway service team and Registrars have taken has resulted in a very effective service being redesigned enabling district staff to fully engage in TUO. This cost-effective implementation in Kent has been openly acknowledged, and representatives have been invited to join a national reference group looking at the longer term governance arrangements for this service. The original unitary and London borough pilots have also been to visit Kent to learn from our approach.

Evidence collected through Gateway partners has been instrumental in building the national business case for TUO. This business case passed a series of central government

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'gate reviews', which supported the decision for a national roll-out of the service. Kent staff recently shared their experience and good practice with approximately 300 local authorities at the Tell us Once National Walkthrough event at the NEC in Birmingham. In addition Kent staff recently ran a workshop for Surrey County Council and colleagues from Surrey districts. Kent now has 'early adopter' status in the national roll-out programme, and the bereavement service will be in place for the whole of Kent from September 2010, with the birth service to follow in January 2011. Results for Kent, show that each bereavement customer contact is used by seven agencies, saving customers time, saving organisations staff time and ensuring benefits and services can be stopped quickly. The speed and accuracy of information sharing shows significant savings per contact (one pathfinder authority has evidenced £500 saving per contact). Kent is now talking to the DWP about becoming a pathfinder area for change of address

- Interreg Funding for 'Customer Insight' of 4.3m Euros has been secured by KCC, Medway and all 12 district and borough councils to work in partnership with Pas de Calais. This joint funding will develop the means to understand more about the people of Kent, their service requirements and service delivery gaps. A Kent and Medway specific segmentation has been produced based on the Experian Mosaic tool and a service delivery framework is being utilised by the five pilot districts (Swale, Gravesham, Tunbridge Wells, Thanet and Canterbury) leading to action plans to enhance customer service practice. The phase 2 partners (Maidstone, Medway, Dover and Tonbridge and Malling) received their updates to the tools in January 2010 and are working with the other partners to implement projects identified to realise benefits and efficiency gains. The Phase 3 partners (Ashford, Shepway, Dartford and Sevenoaks) have submitted their data and will receive their specific tools mid 2010. The tools developed by the project are currently being used on 50+ projects across the county. These include understanding who Gateway customers are and what their service needs are, increasing library usage by those customer groups that are currently underrepresented, campaigns to increase direct debit take up for paying council tax, census enumeration, and take-up of benefits. A Mosaic User Group has been set up to share best practice and reduce duplication of work across the county
- The Gateway Programme (Kent) initiated a project to connect all local authorities, Police and Fire and Rescue contact centres, along with Gateway buildings, to a virtual private telephone network (VPN). All agencies connected to this network are able to transfer calls seamlessly, at no cost to either the customer or the organisation, between one another. This network can be used to re-direct calls from customers to the right department, even across organisations, making it easier for customers (e.g. when someone calls KCC to pay council tax). Organisations can also contact one another through the VPN for free, enabling teleconferencing and calls at no cost. Currently we have connected twelve district and borough councils, Kent Fire and Rescue Service and Kent Police. Gateway is currently working with East Kent PCT, West Kent PCT and Medway to get them connected. The VPN has been used to provide a number of benefits:
 - Transferred approximately 74,000 calls in February 2010 (if these call volumes continue, based on an average call length of 4 minutes and an average call cost of 3p/minute, this could potentially save in the region of £107k per annum)
 - A pilot with Kent Police to put faulty traffic light reports through to Highways on the VPN, saving up to 10 minutes per call. A total of 83 calls have been logged so far
 - There have been three incidents of partner telephone systems going down in Kent since the project began in August 2009. The VPN has enabled these organisations to route calls through to another Contact Centre thus maintaining a level of service until the fault has been fixed.

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The next step is to develop a formalised process for business continuity to improve the service when technical faults prevent customers from getting through to their local council. This will also be an opportunity to consider the use of VPN in disaster recovery. There is also a major project looking at access and assessment in KCC and the VPN has an important role to play in supporting this project through cross-referrals. This will be piloted in a project with Kent Fire and Rescue Service, looking at cross-referring customers for home safety visits using MOSAIC analysis to inform which groups are most at risk from home fires using postcode data. This could then be further extended to offer a single assessment for home visits, including services such as retro-fitting, energy efficiency advice etc. so that all issues can be dealt with through a single visit to the customer's home. This is more convenient for the customer and more cost-effective for the organisations. The same principle in cross-referral can then also be applied to other areas, such as cross-referring customers to online services to increase channel migration

- The Ministry of Defence asked KCC to join forces and launch the Armed Forces Community Welfare Pathway initiative to enable serving personnel, their families and veterans to receive the help, advice and support they need from the people best placed to provide it. KCC is the first local authority to pilot the Welfare Pathway. Members of the Armed Forces Community will be able to access advice on their entitlements by calling the Contact Centre or visiting Gateway. This is being explored across other parts of the UK now
- Gateway is also part of the Total Place initiative in Kent and this has significantly increased the engagement of central government departments in the Gateway programme, particularly Job Centre Plus.

What more are we going to do?

- Revenue from the Migrant Impact Fund has been put towards reengineering and modernisation of public services in four key areas of Kent - Gravesham, Ashford, Dover and Thanet. New services will be introduced to mitigate the impact of wide scale migration into Kent. These services are looking to address, crime, social cohesion, access to public services, youth engagement and education. Services are to be provided within Gateways and a new outreach service is to be established in partnership with other providers e.g. other internal departments, local councils and numerous third sector providers
- Steria has been working on defining the Benefits Hub and has developed the processes in conjunction with partners from across the public and voluntary sectors. The report to include business case and impact assessment was completed in March 2010 and work has started on Phase 2. This work has identified potential savings of tens of millions of pounds across public services in Kent
- The community safety hub will enable customers to access community safety services/report community safety issues once, whether this is with the local authority, Kent Police or other relevant partner organisation. This organisation will then act as the 'spoke', transmitting relevant information, with the customer's permission, to the relevant agencies to be dealt with. This will ensure the majority of enquiries can be dealt with at that first point of contact, but also that the customer service agent dealing with the customer enquiry can act as point of referral where necessary. The project is using a process mapping approach to look at business process re-engineering, and using this to build a business case for implementing proposed changes. There are eight processes identified as being in scope for the project: criminal damage, abandoned vehicles, noise nuisance, intimidation and harassment, rubbish or flytipping, drunk and/or rowdy behaviour, drug-related anti-social behaviour and street lighting. The first phase of the project is focusing on three processes to be completed by the end of September.

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Workshops are being delivered involving frontline and back-of-house staff to understand end-to-end customer journeys and identify changes which focus on 'quick wins' as well as producing longer-term implementations. The output from the workshops will be a report containing the proposed 'to-be' process, a business case for change and an implementation plan. The workshops are offering staff a safe environment to be more creative about doing things differently to offer a better service for the customer and savings for organisations. Their role in developing this approach is building an appetite for change and a willingness to implement new ways of working quickly and effectively. Thanet Gateway is leading on the development of a working and learning hub model that will be designed to be replicated by other Gateway once piloted. Process mapping has taken place involving a wide range of partners from across public voluntary and private sectors. Work is currently being carried out on the business case which will identify the potential benefits and implementation plan for a Kent wide-rollout

- The I-exchange project aims to improve and increase online transactions across the public sector in Kent. In order to be effective in persuading customers to migrate to online services the public sector needs to consider improvements to online services, both in terms of how they are access/delivered, and how they are promoted. A pilot has been identified to look at online reporting, focusing initially on abandoned vehicles. This project will provide a consistent form for reporting online, which will then send data to the back office systems of the relevant partners to deal with the issue. Running concurrently with this work is a research phase that aims to provide customer insight into customer transactional behaviour, experiences of online public sector services and barriers to migrating online. The research will have four key elements:
 - Mapping the current online transactions in the public sector
 - Gathering data from MOSAIC to identify which groups transact online, which public sector services they access the most and how these transactions are being used (technology, volume etc). This data will help us identify trends, and therefore target which services should go online first
 - A short survey that will focus on how we can increase uptake and channel migration of our customers. The questions will focus on barriers and improvements that could be made. This survey will be conducted over a six week period across the county
 - Identify potential participants for Focus Groups. Focus groups will help provide more detail on behaviour and preference for customers using/not using online services. The objective is to produce a report containing recommendations about services to prioritise for developing online access and to improve existing online transactions for customers. This will help to identify possible cost savings and efficiencies for the organisation through improving and increasing online services, and better promotion of these services.
- The planned modernisation of Ashford library (as part of Ashford Gateway Plus) provides natural development opportunities for the original pilot Gateway in the town. Work commenced April 2010 and is due to be completed June 2011. Located on the current library site the new three storey building will bring together key services - library, Registrars, adult social care, adult education and the existing full Gateway service partnership. The building will function as one service and deliver a significant saving
- Gateway is working with Gravesham BC to develop the Gravesend Gateway at the Civic Centre, which is expected to open in autumn 2010.

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Plans for roll out of the rest of phase two (April 2009 to March 2012) has begun with committed interest in: Canterbury – options around Herne Bay regeneration; Swanley – options around the Swanley Information Point, in partnership with West Kent Housing Association; Swale – Sheppey; Dartford – planned redevelopment of Dartford town centre and the new community hubs in Thames Gateway present strong opportunities; Shepway and Bluewater.

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

* Ashford, Mobile I and Thanet

** Tunbridge Wells, Tenterden, Maidstone

*** Tonbridge, Dover, and a PR Mobile

Monitoring completed by: Tanya Oliver

Date: July 2010

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Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots		
Lead Cabinet Members: Nick Chard/Sarah Hohler	Lead Managing Directors: Mike Austerberry/Rosalind Turner	Lead Officers: David Hall/Scott Bagshaw

Status: Completed

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

Kent public transport operators, Kent Youth County Council, secondary schools.

Outcomes delivered:

- The Kent Freedom Pass scheme, where for £50 per year young people in academic years 7 to 11 can travel for free on public bus services in Kent, has been delivered and has proved extremely successful. We have worked well with schools and bus operators and the scheme has been effectively administered through the Transport Integration Team. The countywide roll out was completed in June 2009
- The total number of Freedom Passes on issue is over 22,000 (as at March 2010), which exceeded the target set. Term time usage is now running at over 600,000 single trips per month. Approximately 75% of trips are made in the peak period to school and 25% outside of the peak to access other after-school opportunities
- The original pilot schemes for students attending schools in Canterbury, Tunbridge Wells and Tonbridge was launched in June 2007. In June 2008 the scheme was extended to schools in Maidstone, Malling, Dover and Shepway. In January 2009 the scheme was launched at schools in Swale and Thanet. In June 2009 the scheme completed its countywide roll-out with schools in Ashford, Dartford, Gravesham and Sevenoaks joining. Take-up and usage of passes has exceeded the original estimates and the introduction of private schools services within the scheme meant the total cost of the Kent Freedom Pass increased to £8.865m (net) in 2009/10
- The Freedom Pass has been widely publicised with a rolling programme of launch events in each district, plus press releases and school seminars and has proved to be a very positive success story for KCC
- Feedback from schools and young people has been extremely positive. We undertook a survey of both parents and students in May 2008 and received over 1,000 responses which gave clear qualitative evidence that young people are benefiting from using Freedom Passes for leisure travel at weekends and during the evenings as well as getting to after school clubs
- From the application forms some 30% of applicants have stated that the car was previously their main mode of travel to school. Congestion surveys have looked at journey time savings per kilometres travelled. Surveys were undertaken in Tonbridge, Tunbridge Wells, Maidstone, Dover and Canterbury using the Kent Police Automatic Number Plate Recognition (ANPR) system which indicated a 2% to 6% reduction in journey times near schools with a high take-up of passes and a big shift from car users shortly after the introduction of the Freedom Pass
- The scheme has been expanded through the roll-out period. In 2008 care leavers and home-schooled children living within the districts where the scheme had already been launched were included. The scheme was also extended to enable previously 'private' school or coach bus services, funded by parents to join. Many of these relatively

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bespoke private services were charging parents £800 to £900 per year. It has been agreed that the Freedom Pass will reimburse bus operators up to a maximum reimbursement rate. By agreement with KCC operators are then able to charge a top-up fee to Freedom Pass holders using these services. For example, in the case of Hugh Christie School, parents using a service to Edenbridge are now paying £250. From April 2010 the scheme was extended to include young people in academic years 7 to 11 living in Kent and attending schools outside of the county.

What more are we going to do?

- We are hoping to be ready to issue Smartcards (similar to the London Oyster Card) to Kent Freedom Pass holders attending schools in Thanet in a pilot of this scheme in partnership with Stagecoach and Eastonways in the autumn. Progress is dependent on Kent bus operators equipping their vehicles with Smartcard compatible ticket machines. KCC is contributing up to £1,000 per ITSO standard Smartcard ticket machine. It is anticipated that both Arriva and Stagecoach systems will be commissioned by winter 2010. Smartcards will assist with the accurate recording of journeys made and the reimbursement of costs for these journeys
- All passes now on issue run out on 31 August 2010. We are concerned over being able to process such a large number of applications, particularly if the majority are sent in close to the start of the new school year in September. An online application system has been under development by KCC Information Services Group to automate as many renewals and new applications as possible. Regrettably the project has suffered delays and is now three months behind schedule, pushing the go live date back to the 31 July. The cut-off for application forms to be with KCC by in order to guarantee passes will be ready for the start of the new school year is 16 July
- A 'back to school' road show is being planned to publicise the scheme and other travel to school initiatives and public transport services for August 2010
- Work is in hand to present options for the Kent Freedom Pass to reduce costs to KCC in the longer term.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of 11-16 year olds issued with a Freedom Pass	New indicator	5,203	13,689	20,000	22,057

Monitoring completed by: David Joyner

Date: June 2010

TOWARDS 2010: CLOSDOWN REPORT

Target 31: Pilot staggered school hours to relieve rush-hour congestion		
Lead Cabinet Members: Sarah Hohler/Nick Chard	Lead Managing Directors: Rosalind Turner/Mike Austerberry	Lead Officers: Grahame Ward /Scott Bagshaw

Status: Completed

Governing bodies of schools/academies, public transport providers.

Outcomes delivered:

This target is also linked to the countywide roll-out of the Kent Freedom Pass (see target 30) to help provide a shift of student travel away from cars to more sustainable forms of transport.

Specific outcomes so far include the following:

- A total of eleven schools/academies are operating a staggered school day of some kind which has affected transport. These schools are Mascalls, East Stour Primary, Longfield Academy, Meopham School, Christchurch, Hillview, St Anselms, Simon Langton School for Girls, Isle of Sheppey Academy, The Abbey and Marlowe Academy. For example, Marlowe Academy is operating an extended school day for all pupils which runs from 8.30am to 5pm which builds all out of school activities into the core school day
- Extended schools activities have also staggered the times of arrival and departure of many pupils across all Kent schools. Increasing numbers are accessing before and after school activities. 474 schools now offer access to breakfast clubs with a further 44 planned
- Hugh Christie Technology College has piloted staggered hours for post-16 and some year 11 students.

What more are we going to do?

- Continue to promote the benefits of staggered and extended school hours with all schools in the county by learning from pilot schools
- Continue ongoing work to ensure that all children and young people in Kent can access extended school services by 2010 which will increase the staggering of the arrival and departure of all pupils/students
- Use the full county roll-out of Kent Freedom Pass as a mechanism to make it easier for schools to stagger hours and travel to and from school at non-standard school times
- Ensure that staggered hours are considered for every new academy and new build school under the Building Schools for the Future Programme to maximise use of space and resources.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of schools with staggered starting times	New indicator	4	4*	15	11

* Whilst the 2009/10 target has been missed in terms of schools that are staggering their core hours, 474 schools this year are offering a wide range of extended school activities which stagger the arrival and departure of their pupils/students.

NB: In order for a school to change their core hours they must consult with parents and can only begin the change at the beginning of the school year.

Monitoring completed by: Ella Hughes

Date: July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed

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

Kent district and borough councils (under delegated powers), Chambers of Commerce and other business interest groups, town centre managers, Kent Parking Managers Group and District Engineers Forum.

Outcomes delivered:

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

Provide more car parking and remove any unnecessary yellow lines:

Two specific developments have been as follows:

- The feasibility of pulling together on and off-street parking and finding new spaces has been explored with parking providers, with district councils closely involved
- As a result of the appointment of a Kent Parking Manager within Kent Highways Services (KHS), and the changes to parking as a result of the recent Traffic Management Act, the parking agency agreements between KCC and all 12 districts in Kent have been revised to reflect the changes in legislation. Further parking protocols have been drawn up to clarify the division of new responsibilities identified by the Traffic Management Act 2004.

Outcomes include the following:

Ashford area - Parking provision has been reviewed from Ashford town centre outward largely focused on the provision of resident preference schemes, where there had been problems from commuters parking, and the provision of around 200 additional bays across Ashford district. A new off-street car park has been provided in Station Road, Ashford introducing approximately 200 new car parking spaces.

A full review of the Traffic Regulation Order (TRO) in Ashford has been carried out along with a review of parking in Tenterden and the surrounding villages resulting in the introduction of 201 further parking bays in 2009/10.

Canterbury - Parking provision has been under almost constant review in the city. The Canterbury Park Plan is being updated together with studies to determine future levels of parking and parking restrictions which complement efforts to tackle congestion, including a fourth park and ride site to the north west of the city planned for 2012/13.

A new coach park was opened in the city in August 2009 and a new permit scheme was introduced at Canterbury West station to assist commuters when using the High Speed Rail Link.

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

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Canterbury now has 58 of its 61 car parks accredited under the British Parking Association's 'Park Mark' scheme, the highest number of any council in England.

From 31 March 2010, all car parks within Canterbury charge on a linear basis and in April 2009 most city car parks altered their payment terms in order that customers could pay with a credit card. Further improvements introduced in November 2009 mean that both on and off-street car parks accept telephone payments.

Maidstone - Extensive consultation has taken place with over 7,800 letters sent to local residents in relation to the operation of the current residents parking scheme. This has resulted in a number of changes to manage parking demand and increase the level of available on-street parking for residents who live near to the town centre. Continued survey and analysis has provided a clearer picture of levels of occupancy, commercial vehicle used and vehicle migration across all zones both during the day and throughout the evening period. From this data continued development of the residents parking scheme and parking policy will continue throughout 2010.

Thanet - Ongoing progress includes further residents parking schemes and pay and display spaces in central Margate, Westgate, Minnis Bay and Ramsgate. 440 parking spaces will be provided across the Isle of Thanet.

Thanet is investigating the introduction of telephone payment parking for introduction late in 2010 and is currently trialling linear parking charges in eight areas on the island.

Thanet is also running a successful motorcycle enforcement project to ensure efficient enforcement at rural locations and congestion hot spots.

Tonbridge and Malling – A Snodland Local Parking Review has been carried out in the Tonbridge and Malling area. 115 metres of parking restriction lines have been removed in this district and 580 linear metres of parking bays have been introduced.

The 4a Phase of the Parking Action Plan has been completed to ensure all TROs are correct and enforceable. There have been 16 bus stop clearways introduced along with another two enforceable school keep clear markings.

Tunbridge Wells - Tunbridge Wells has removed 22 metres of double yellow lines and 45 metres of single yellow lines and replaced these restrictions with further on-street parking bays. Two further residents parking schemes are currently being investigated. Pay by telephone parking has been introduced and the theory of perpetual parking permits is currently under investigation.

Tunbridge Wells also received ParkMark awards for three of the car parks.

Shepway - Shepway has removed 80 metres of double yellow line parking restrictions and introduced new parking bays to replace some of these lines.

A new controlled parking zone has been introduced around Folkestone West Station to assist commuter and resident parking with regard to the recent introduction of the High Speed Rail Link. Further schemes are currently under investigation.

Shepway has also introduced cashless parking as an alternative payment method in all car parks across the district.

Dartford - A full review of all parking and waiting restrictions has been completed and all TROs are now available to view on the map based 'Parkmap' system. The parking TRO has

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been consolidated and a new Residents Parking Scheme in Greenhithe is currently being implemented. A further residents' scheme is currently being consulted on with residents of Dartford East.

Sevenoaks - Two major parking reviews have been carried out resulting in the removal of 120 metres of parking restriction lines and the creation of a further 26 new on-street parking bays.

Sevenoaks has also reviewed and improved the enforcement that is carried out outside schools working alongside head teachers and the local police force.

Dover – Cashless payments for parking in car parks has been introduced with on-street parking to be included within 2010. The management of two further off-street car parks has resulted in a provision of a further 117 parking spaces and a new Residents Parking Scheme for Deal is currently under investigation.

Bus lanes

As previously reported, a section of bus lane in Maidstone has been removed as it did not meet the criteria (six buses per hour). A review has been undertaken of other sections of bus lanes in Kent and all meet the criteria set out in the 'Bus Strategy for Kent'. However, new sections will be considered within this context.

Existing Bus Stop Clearways across Kent have been reviewed and have been introduced at sites which required their implementation. A new policy has been put into place to introduce bus stop clearways on a 24 hour operation to bring about commonality across the county.

What more are we going to do?

- Complete the parking review under the new focus of the recently appointed Kent Parking Manager
- Monitor progress as parking schemes are reviewed/introduced
- In partnership with the 12 district councils, continue to review all TROs across Kent on a regular basis. The aim is to identify unnecessary double yellow lines/single yellow lines and those double yellow lines that could become single yellow lines, thus providing further spaces over 24 hours and some spaces that can be used during specified times
- Encourage the use of footways for shared cycle and pedestrian facilities and, where possible, move cycle ways onto the footway in order to provide further parking spaces
- Ensure loading bans are only in place for necessary periods, therefore providing further parking for disabled drivers
- Review existing bus lanes to ensure they operate during times of bus services, releasing further on-road parking outside these hours
- Ensure reviews of roads are carried out when new bypasses are built or roads reclassified i.e. a new bypass may allow further parking to be introduced on the old route
- Undertake further parking reviews within the 12 districts. For example:
 - All 12 district councils have recently reviewed their existing TROs to ensure that they are fit for purpose and provide the necessary on-street provision that is required to manage congestion and ensure the efficient and expeditious movement of traffic. Now this has been done we will be in a better position to

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establish the volume of unnecessary yellow lines which could be removed. Currently the review suggests that there will be a limited length

- As part of Ashford Futures a new Park and Ride service is proposed to be introduced in the town linked to Smartlink (a new dedicated bus service in Ashford linked to the growth of the area and planned for operation in 2012). Three multi-storey car parks are also planned alongside new developments
- The potential for Park and Ride to the north and south of Maidstone linked to new development as well as rail stations is under investigation as part of wider efforts to tackle congestion
- A review of wider parking provision with the aim of a constant improvement in congestion management, parking provision and efficiency of service. Currently several solutions are being considered including additional bays, multi-storey car parks, resident preference parking, potential for Park and Ride schemes and the identification of yellow lines that could be removed or have their waiting status changed at weekends.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of additional public car park spaces (cumulative since 2006/07)	0	1,115	1,515	1,715*	1,901
Length of unnecessary yellow lines removed (metres) (cumulative since 2006/07)	0	180	180	Not set	562

* This target has been increased from 600 which was set originally

Monitoring completed by: Lorna Day

Date: July 2010

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

Status: Completed

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

Utility Companies (individually and through HAUC (Highway Authority Utility Committee)), Traffic Managers (regionally and nationally), Department for Transport, neighbouring authorities.

Outcomes delivered:

- A permit scheme designed to keep roadworks to a minimum has been launched in Kent. KCC was one of two authorities to apply to the Secretary of State to introduce a permit scheme for road and street works as a result of the Traffic Management Act (TMA) and following a further short round of consultation, KCC's application was submitted in January 2009. The application was given a green light and the introduction of the Kent Permit Scheme (KPS) took place on 25 January 2010
- Penalties have been increased for non-compliance, including where work by utility companies (statutory undertakings) causes disruption and/or takes longer than expected. Kent's own work on the highway is subject to the same rules except that the potential penalties are recorded in performance indicators in order to comply with parity as set out in the TMA. This is explicit in the Kent Permit Scheme application
- The KPS is structured to encourage best practice and minimise unnecessary delays. Kent Highway Services implemented its own work permitting on 6 July 2009. In essence the KPS means the Authority can be directive rather than consultative when determining whether road space will be granted
- Where those operating on the highway choose not to improve and deal with issues that arise KCC has the power to levy fines through fixed penalty notices and to refer the case to the Magistrates Court if necessary
- Greater powers to direct and co-ordinate road works (including our own) are possible through the TMA. The permit scheme allows KCC to recover the costs of doing so (for utility works) through a range of charges which are dependant on the scale of the impact of the works. The KPS will also allow us to clearly define hours of operation, particularly on traffic sensitive streets, and ultimately reject permits if the controlling conditions are not in place
- The big challenge is to ensure that for KCC's own works we meet the exacting standards expected of others on Kent's roads. The Department for Transport and all stakeholders will be keenly interested in this. Work continues in Kent Highway Services to further improve the programming permitting and control of our own works which in itself is forcing operational efficiencies. An extensive awareness seminar programme has been carried out followed by an extensive training program of Permitting software familiarisation. This has been followed by a monthly review and improvement meeting to drive the improvements forward

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- The KPS worked effectively from the start. The results for the first four months of the scheme show that:
 - 38,200 permits were applied for, 7,400 of which were of the Full Permit Treatment category
 - Over 99% of all permits were processed on time
 - 1 year 9 months occupation of the highway was saved
 - The average duration of work in each of the work categories has dropped each month
 - There was positive press coverage both in local and professional publications
 - Roadworks complaints have fallen significantly
 - Income recovery for permits has been effective.
- The new Roadworks structure to enable operation of the KPS was fully populated in January 2010 with the majority in place for November 2009 under the management of the Roadworks Manager. The regular programme of seminars and reviews of working practice are improving consistency of working practice and increasing the knowledge base continue. Those undertaking work on the highway are now regularly challenged in preparation for the KPS and many new initiatives, such as extended working hours and the appointment of project liaison officers by the work promoters, as well as innovative ways of working are becoming more common place. Income generation has been very successful with the appointment of the accounts officers who manage and chase all income and who have exceeded the already challenging targets for 2009/10
- The Considerate Contractor Scheme was formalised in April 2007 and requires all contractors that sign up to it to comply with a code of conduct. The scheme has already resulted in improved relationships and dialogue between KCC, utility companies, the police and the Health and Safety Executive. The first Kent Considerate Contractors Awards was held at Oakwood House in June 2009 and the second took place in November, which was again a resounding success with a another significant improvement of standards. The event celebrated the success of contractors who had excelled during the year. This scheme continues to be effective in improving and maintaining safety standards of work on the highway and a high level of performance attracts a discount in the KPS. Four companies in Kent are performing at the highest standard of safety at which 100% of their sites pass the site safety audit and as a result they qualify for maximum (10%) permit discount
- Kent Highways Services is investigating the use of IT planning software which can be used to demonstrate the impact of road works on traffic flows using simulation through mobile technology. This will link into the permit scheme and help us to better understand our road network. This technology is expensive and a full business case is being developed
- A new indicator showing the number of projects completed to time has been recorded since April 2009 and has consistently shown standards above the 93% except during the severe winter weather which disrupted all work. The end of year 2009/10 position was 92.2% which considering the extreme winter weather that delayed all construction work is a good result.

What more are we going to do?

- Continue to operate the KPS and maximise the benefits
- Continue improving our own works and benchmark against all permissible works

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- Hold regular co-ordination meetings through Kent Highway Authority Utility Committee, workshops and seminars
- Continue to deliver high profile press coverage and a communication programme
- Improve advance visibility of road works through the internet, press and on-site notifications
- Ensure there is a forward programme of co-ordinated road works available for Members, district and borough councils, parish councils, community groups and other stake holders and further development of the Traffic Management Centre
- Ensure there is a renewed focus on identifying violations and penalising work promoters where necessary. This has resulted in 355 penalties being issued in the 2009/10 period as can be seen in the table below. This includes penalties to both Kent Highways Services and the utilities.

Measurable Indicator (s)	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of Traffic Management Act permit violations (Section 74) and Fixed Penalty Notices	*	38**	50	355***

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

** We were able to use Section 74 to help improve utility performance as this part had been enacted already. This was an interim measure until the KPS was fully in place in January 2010

*** The 2010/11 position as at August 2010 is already 246.

Monitoring completed by: David Latham / David Beaver

Date: July 2010

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

Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver
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Status: Completed

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

Kent Police, Highways Alliance Partners, the Highways Agency, bus operators, utility companies, car park operators, Kent district and borough councils and other Highway Authorities.

Outcomes delivered:

KCC is committed to combating congestion and this Towards 2010 target has been one of the methods designed to tackle this issue. It is also linked to the delivery of Towards 2010 target 30 (Kent Freedom Pass), which has resulted in a significant reduction of traffic generated from the school run, as well as target 31 (staggered school hours), and target 32 (more car parking spaces). Specific outcomes are as follows:

- We have helped significantly to reduce journey times on Kent's roads (see PI table). The reduction of 25% reported in June 2009 to journey times since March 2007 on key radial routes in Maidstone has been maintained as an average throughout 2009/2010. These results are reflected in the feedback we have received from the public and the business community who have reported reduced journey times on some of the key routes and improved reliability of their journey times. As another measure of network performance we are now comparing peak journey times with those achieved overnight
- The Kent Freedom Pass has also had a positive impact on the reduction in journey times (see Towards 2010 target 30). However, nationally it is considered that the recession and fuel prices have led to a reduction in traffic volumes of 9.5%, over the period from March 2007 to March 2010. As the economy recovers the average journey times may start to rise
- The establishment of the Traffic Management Centre (TMC) has enabled improvements in the management of traffic to reduce congestion in Maidstone. Operating the TMC for major events such as the Tour de France in 2007 and Radio One's Big Weekend in 2008 and the annual County Show helped vehicles to pass without undue traffic problems
- Joint working with the Highways Agency's (HA) Regional Control Centre (RCC) at Godstone is eliminating the artificial boundaries between the trunk and county road networks. Establishing information exchange and co-operating in the management of traffic has reduced the impact on Maidstone town centre of problems on the M20, including extended periods when Operation Stack has been in place. Equally, informing motorway drivers about road conditions in Maidstone has enabled them to avoid adding to congestion in the town centre
- The Network Performance Monitoring (NPM) Project (formerly known as Kent Cordon) is a development between Kent Highways Services and the HA. It has led to hardware such as Closed Circuit Television (CCTV), variable message signs and Automatic Number Plate Recognition (ANPR) cameras being placed on key strategic routes in Kent to enable joint, live traffic management. Installation of equipment on the M2, M20, A229 and A249 allows real time traffic flow information between the TMC and the RCC as these roads are diversion routes used following motorway incidents. The

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installation work was completed in the summer of 2009 and all systems are now integrated with the TMC

- Variable message signs are now placed on key routes into Maidstone to give advance notice of events and warn drivers of congestion enabling them to take alternative routes
- CCTV coverage available to the TMC operators has been extended, with additional cameras in both Maidstone and Canterbury
- A programme of 'health checks' at key locations in the Maidstone network has resulted in a programme of over 50 'quick win' improvements ranging from adjusting traffic signal timings to renewing white lines, each of which have helped to improve traffic flows. This programme is now being extended to other urban areas as they are equipped with UTMC system equipment
- Traffic flow monitoring sites on main roads in Maidstone, Canterbury Dartford and Gravesend provide continuous traffic speed and volume data to the TMC enabling early identification of congestion and monitoring of the impact of traffic diversions. Warnings are being generated when traffic speeds fall below the expected values to give TMC operators an indication that there may be a problem in the vicinity of a particular site
- Updating of the systems operating car park variable message signs in Maidstone and Canterbury has been completed. The work in Canterbury was undertaken in conjunction with the City Council. The existing signs have been replaced and coverage extended to include the other significant car parks in the city. The signs are operated through the TMC with control of the information displayed available locally in Canterbury
- ANPR data from the partnership with Kent Police is now online providing TMC operators early warning of problems on all the radial routes into Maidstone, Canterbury and Gravesend by monitoring journey times and recording progress against targets
- The times of operation of the TMC have increased to 0630 to 1900 Monday to Friday and 0800 to 1700 on Saturdays. These hours are extended in order to cover major events where appropriate, including operation on Sundays during the peak pre-Christmas shopping period
- Working in partnership with the HA, key strategic diversion routes have been agreed for use following motorway incidents at locations throughout the county. Joint management of traffic on the key diversion routes between M2 and M20 will be facilitated by the equipment installed under the NPM project
- A direct link has been established between the Kent UTMC system and that at the RCC. This allows seamless exchange of information and may be used to exchange control of traffic signals and variable message signs by prior agreement
- Kent's work with the HA led to its selection as demonstrator for the FREEFLOW project established with government backing to develop new techniques for the management of traffic using multiple data sources. The automatic interpretation of data and the associated strategy selection tools are now being installed in the TMC for evaluation. They are expected to enable existing levels of staff resources to monitor and manage traffic across the county
- The TMC now has access to the control and view images from the HA's CCTV cameras on trunk roads throughout the county facilitating provision of information to stakeholders and road users as well as assisting in the management of incidents on the road network
- We have deployed web-based access to the TMC systems for stakeholders, including car park managers, enabling them to access data and to provide details of incidents for access by other users

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- The Kent Traffic and Travel website, providing information obtained from the TMC, proved very successful. Data supplied includes details of planned road works, incidents and accidents and images from CCTV cameras across the county
- We have extended remote monitoring of traffic signals to incorporate the measurement of traffic flows for input to the TMC.

What more are we going to do?

- Complete deployment of Intelligent Transport Systems (ITS) in Canterbury and continue the programmed roll-out across Kent, in Dartford, Gravesend and Tunbridge Wells as funds allow
- Develop techniques where the TMC may extend active traffic management to new areas in parallel with ITS deployment. Techniques differ in each area. Whereas Maidstone has a significant traffic signal population affording control over flows, Canterbury has few traffic signals, but both can be affected by the impact of traffic diverted from the trunk road network
- Exchange of CCTV images between the TMC and control rooms in Maidstone, Canterbury, Gravesend, Dartford and Tunbridge Wells to improve liaison with local stakeholders and avoid unnecessary duplication of facilities
- Update the Kent Traffic and Travel website to meet the latest corporate guidelines and to enhance its facilities to reflect countywide coverage.

Measurable Indicator(s)	March 2007 Actual	March 2008 Actual	March 2009 Actual	March 2010 Target	March 2010 Actual
Average journey time per vehicle mile on key radial routes in Maidstone (Period and routes consistent with base data) - Morning peak (0730-0930)	4.39 minutes	N/A *	3.51 minutes **	3.95 minutes i.e. 10% lower than 2007/08 value +	3.71 minutes ++

* From March 2007, intermittent monitoring took place until regular monitoring began in December 2008

** This is a 20% reduction and exceeds the target of 10%

+ This target has been reconsidered in the light of the 2009 results but remained at 10% as a rise in traffic volumes was anticipated as we come out of the recession

++ This month's figure represents a 15% reduction over that for 2007; the average figure for all weekdays in 2009/2010 is 3.29 minutes per mile.

Monitoring completed by: David Beaver

Date: July 2010

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Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent		
Lead Cabinet Members: Nick Chard/Kevin Lynes	Lead Managing Director: Mike Austerberry	Lead Officers: David Joyner/Stephen Gasche

Status: Good Progress

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

Southeastern railway, Southern railway, Eurostar, Network Rail, Arriva, Stagecoach, other bus operators and Kent district and borough councils.

Outcomes delivered:

- KCC continues to lobby Southeastern to improve its performance. Overall 89.7% of mainline trains arrived within five minutes of their scheduled arrival time in the year ending May 2010, compared with a target of 85%. While this performance was lower than in the previous year, the reduction was due to exceptional weather conditions during winter 2009/10. Passenger satisfaction on the railway has recently dropped, with the number of complaints in the 2009/10 second quarter increasing from 8 per 100,000 passenger journeys to 18. This is being monitored closely following the significant timetable changes introduced last December
- Overall, Southeastern is now operating 200 more services which represents a 5% increase in capacity. All major towns in Kent now have more services to and from London with the exception of Maidstone, and although pressure had been put on Southeastern to retain the service to Cannon Street, it was withdrawn when the new timetable was introduced in December 2009
- KCC is pressing Network Rail to improve journey times on the existing rail network. Network Rail has agreed to undertake a study to speed up the line. KCC has contributed £5k to the study which is the first phase in the rail investment process to make improvements happen
- KCC has consistently supported the CTRL (High Speed 1) scheme mainly because of the regenerative effects it will have in east and north Kent. Full High Speed 1 services started on target in December 2009 following the successful introduction of preview services started between Ashford and St. Pancras via Ebbsfleet in June, six months early
- KCC is particularly keen to improve rail connectivity to Kent International Airport (KIA) at Manston. This requires the journey times to be reduced between Ashford and Thanet via Canterbury West, and ideally a new parkway station to be constructed adjacent to the airport
- We have agreed to set up a strategic Quality Rail Partnership with Network Rail, Southeastern and Southern railways, to consider the development of station sites and the improvement of station facilities
- KCC has an excellent record of working with bus providers to improve public transport in Kent and this is reflected by year on year increases in the number of people using Kent bus services. There has been a further 6.5% increase in 2009/10 over the figures for the previous year to over 58.8 million journeys. This is down to continuing joint investment in services by bus operators working in partnership with KCC as well as roll-out of new initiatives to cut the cost of travel such as the Kent Freedom Pass and improvements to the Concessionary Travel Scheme for the over 60s

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- KCC has now seven Quality Bus Partnerships signed up with local bus operators and district councils in Ashford, Canterbury, Dover, Maidstone, Shepway, Thanet and Tunbridge Wells. These have been instrumental in generating inward investment in the county by bus operators in new buses and higher frequency services to help people access key services and help relieve congestion. Around two thirds of the circa 800 vehicle bus fleet in Kent are now easy access, low floor entry to the benefit of disabled and mobility impaired people
- Real-time electronic displays showing arrival times are being provided at main bus stops to provide bus passengers with better information and certainty over when a bus is due to arrive
- KCC has worked with operators to encourage joint ticketing and a scheme called 'Plus bus' is now available at 26 main railway stations in Kent which enables rail passengers to buy a rail ticket that includes onward travel on local bus services
- The Ashford Station Travel Plan, developed in partnership with Southeastern, Ashford BC and Stagecoach was launched in May 2009. It is aimed at improving integration and enhancing station access by bus, car sharing, cycling and walking. 612 members of the public have signed up as Travel Plan Partners¹. The Ashford Station Travel Plan won the award for Integrated Transport Excellence at the UK Rail Business Awards 2010. It is intended that this will be a model for other stations in Kent
- The Kent Freedom Pass (see Towards 2010 target 30) has proved extremely successful and countywide roll-out was completed in June 2009. Much of the success of Freedom Pass can be attributed to a close working relationship with the Kent bus operators who have increased capacity to ensure a smooth roll-out
- KCC provides financial support to around 200 bus services and a network of Kent Karriers across the county. Kent Karriers provide dial-a-ride accessible services to disabled people and those living more than 500 metres from an existing bus route. A successful re-tendering of around 25% of all bus services supported by KCC has been completed within budget, ensuring services can be sustained during 2010
- KCC is working closely with health authorities to improve public transport services to hospitals and to ensure that information on these services is widely distributed.

What more are we going to do?

- KCC, with partners including local MPs, will continue to press for restoration of the proposed cuts of rail services from Maidstone and West Malling (Kings Hill)
- The changes to passenger rail services introduced in December 2009 were extensive and, although generally positive, the overall effects will continue to be closely monitored to see whether there is a need to lobby for modified timetables and fare levels to suit passengers' needs and achieve the desired regeneration effects in east and north Kent. KCC recognises that while many areas have gained as a result of new rail services some have suffered a diminution in service. KCC will continue to speak up for those areas that have 'lost out' and lobby for service improvements, particularly in the run-up to the renewal of the existing franchise in 2014
- KCC is aware that car parking charges at some rural stations, e.g. Charing, are creating knock-on parking problems for local communities and will continue to work to minimise their impact. The power to vary car parking charges in railway car parks rests mainly

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

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with rail franchise holders, with Southeastern Trains operating most of the services in Kent

- Pressure will be maintained on Network Rail through the Rail Utilisation Strategy (RUS) process to improve rail journey times and reliability as well as the quality of stations. Lobbying for a new parkway station for Thanet close to Kent International Airport with good road access will be maintained
- KCC is part funding new ticket machines for approximately 800 buses across Kent. These machines will be capable of reading smartcards, similar to the London Oyster card. A pilot is under development to issue young people with smart Freedom passes in Thanet, working with Stagecoach and Eastonways. It is hoped this will be launched in winter 2010. (See also Towards 2010 target 30)
- A Quality Network Partnership is planned for Sevenoaks between the bus and rail operators, the district council and KCC and a multi-operator Quality Bus Partnership (using powers under the Local Transport Act 2008), and is being developed in Swale
- A new bus stop infrastructure contract was signed in July 2010 with responsibility for maintaining all roadside bus timetable and flags for KCC services. It is intended that every stop in the county, where appropriate, will be better maintained and provided with an up-to-date timetable
- Bids were submitted to the Department for Transport in 2009 seeking Kickstart funding for Arriva services 6 and 7 between Maidstone and Tunbridge Wells (via Pembury Hospital) and for the Stagecoach Triangle between Canterbury, Whitstable and Herne Bay. Whilst the bids were successful, Government funding has now been cut and negotiations are being held to see where some improvements can still be secured between KCC and the bus operators
- A new 'invest to save' marketing initiative is being planned on KCC supported services 401/421 in Sevenoaks and 666 between Faversham and Ashford. The County Links brand which includes new liveried buses and improved roadside infrastructure and timetable information is being launched in summer 2010 to increase patronage and potentially lead to these services becoming commercially viable in the short term
- KCC will continue to work with Southeastern and Network Rail to improve access to stations in Kent. We will continue to promote improvements through the Local Transport Plan. We will also work with bus and rail operators to market new services. It is hoped that the launch of the Ashford Station Travel Plan will prove to be a model for other stations in Kent, particularly those benefiting from the new High Speed Rail services
- It is hoped to develop Quality Partnership Schemes (using powers under the Local Transport Act 2008) to support the future expansion of Fastrack in Kent Thameside, for the emerging Smartlink bus network planned for Ashford, and for the Bus Rapid Transit route planned for Dover, subject to funding
- Government has announced that the Concessionary Fares scheme for over 60s will become the responsibility of upper tier authorities from April 2011. Work is in hand to prepare for this based on an options paper reported to Cabinet in January
- The Integrated Transport Strategy for Kent sets out proposals to maximise the benefits of rail by building on the high speed services with new stations and reduced journey times on other parts of the network. It also advocates the need for a fully integrated bus system with a network of high quality inter-urban coach services, improvements to rural bus networks and further Fastrack and Smartlink type schemes for town centres. Partnership with operators is key to achieving this vision. It is hoped to develop a number of pilot projects over the coming months subject to budgets.

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Measurable indicators:

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

Monitoring completed by: David Joyner/Stephen Gasche

Date: June 2010

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

Status: Completed

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

Essex County Council.

Outcomes delivered:

Although the Department for Transport (DfT) announced that it was to commission a study looking at options to increase the capacity of the crossing of the Thames in October 2006, there was no progress until KCC and Essex CC announced that they were going to commission consultants to look at the same issue.

This initiated the Department for Transport (DfT) commissioning their study which started in February 2008 and was completed in April 2009. The study identified three long-term options for crossing the Thames (bridge or tunnel) and to be carried forward for further assessment – at Dartford, between the Swanscombe Peninsula and Tilbury, to the east of Gravesend and at Tilbury.

The consultants for KCC and Essex CC have produced a report which identifies the same three options as the Government's.

The Department for Transport, under the previous government, commissioned a DaSTS (Delivering a Sustainable Transport System) study examining further the provision of additional crossing capacity in the Lower Thames. With a new government in place, the timescale for completion of this study is unclear at present.

What more are we going to do?

- Continue to work with Essex CC to make the case for a crossing of the Thames downstream of the Dartford Crossing
- Lobby the Secretary of State for Transport directly at Leader and Cabinet Member Level by way of a 'Kent Transportation Package' summit, which will include a case for a Lower Thames Crossing
- Pressurise the Secretary of State for Transport to prioritise early implementation of a Lower Thames Crossing by offering potential solutions for local delivery.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment.

Monitoring completed by: Mick Sutch

Date: July 2010

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

Status: Completed

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

Ringway, Jacobs, KCC Contact Centre.

Outcomes delivered:

The last four years has seen an increase in productivity, but also an increase in service demand. The previous two winters have been the major cause of this increase (winter service, potholes and insurance claims). Despite this challenge, performance and productivity has significantly improved. This has been mainly driven by local teams, operating out of local depots.

Throughout this period we have continued to look at new methods and means of delivery. Small private companies have joined our maintenance contractor in responding to the recent major weather damage.

Wider market testing was introduced for major carriageway resurfacing. Jetpatcher was originally provided as a trial in 2008, and now forms a major part of our attack on potholes and surface damage.

The main outcomes include the following, broken down by year for ease of understanding:

2010:

- Delivery of an external “find & fix” pothole repair contract in response to the severe winter and associated carriageway damage. In the first two months of operation over 10,000 potholes and 45,000 m² of patching has been delivered on the minor road network. This has engaged seven Kent based private contractors to deliver this work. Available funding has increased to £6.5m to ensure full completion of this project
- Similar to the above an A and B roads a “find & fix” operation is progressing. This will pick up all relevant defects on this part of the network. It is to be completed by the end of September and is budgeted at £1.5m maximum
- In total over 100,000 potholes were fixed by Kent Highways Services in the first six months of 2010. That’s nearly 4,000 potholes a week
- Further strides have been made in customer communication. Online reporting and tracking is now available to all. Between January and June of this year over 12,500 defect reports have been received via the online web form
- The ‘My Kent Highways online’ web site provides Members, parish and town councils with the opportunity to view a range of information relating to their area. Since January 2010 it has been running at approx 800 logins a month.

2009:

- Following success in 2008 a proactive campaign again commenced in January 2009. This peaked at the end of February with 70 crews across the county focused on surface repairs. At the height around 3,000 potholes a week were being fixed
- 2009 saw an increase in major resurfacing which continued through to the end of March 2010. This was possible due to the availability of both a corporate and directorate

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underspend. Over 1,300,000m² of resurfacing was completed which was an increase of over 10% on 2008. It should be noted, however, that the increased coverage has not managed to stop the decline in overall condition

- Successful parish council seminars were held at the end of November with positive feedback from attendees.

2008:

- April 2008 saw a focused campaign on pothole repairs with a 'Pothole Blitz' during April/May. A media campaign achieved an increase in reported potholes via the Contact Centre of 500%, to a total number in April of 2,669.

Throughout the four years we have been focused on improving our performance against our 'killer' PIs. Significant amounts of focused work across the Kent Highways Services partnership has seen major progress in reactive work. The latest figures are as follows:

	Aug 2008	Aug 2009	May 2010	July 2010
Potholes reported by Highways inspectors	897	1,242	1,368	1,010
Potholes reported by members of the public	140	193	1,912	894
Average pothole repair time from call to completion	25 days	17 days	33 days	37.8 days *
Routine faults reported by members of the public	2,426	2,000	6,513	5,223
Routine faults completed in 28 days	56%	76%	57.1%	73%*

* Increased timescale due to the 'find & fix' programme

The Annual Tracker Survey results for 2009 have shown significant improvements across a wide range of services. This includes customer care and it is clear the public, members and parishes consider that our services have improved. One area which has actually gone down relates to the condition of roads as per the PI table below. This is in contrast to all other aspects. It is considered that this is likely to be due to the considerable damage caused to our roads by the bad weather both at the start and end of the year (snow, frost and heavy rainfalls). The data is reviewed and any specific actions required for improvement are taken.

What more are we going to do?

- Continue to drive productivity improvements through market testing and competition
- Focus on performance delivery through local teams and local depots
- Continue the use of 'Jetpatcher' to repair minor rural roads in 2010/11
- Introduce our revised Winter Service Policy for the 2010/11 season
- Build on our customer care interface by continuing close working with Members and parish/town councils through our KCC Community Liaison Officers
- Plan the third annual parish seminars in late October 2010.

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

* Exceeds 2008/09 target of 20%

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** Target was increased from 16% set originally

Monitoring completed by: Kim Hills

Date: July 2010

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

Status: Good Progress

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

Kent district and borough councils, Government Office for the South East (GOSE), Home Builders Federation.

Outcomes delivered:

The proportion of housing development accommodated on previously developed land has risen in recent years from just under 58% in 2002/03 to 82.3% in 2008/09 during a period in which completions were generally rising prior to the onset of the housing market downturn at the end of 2008.

In total, 79% of housing development completed in the five-year period 2004 to 2009 was on previously developed land. In numerical terms this represents 26,082 additional homes out of a total provided over the same period of 33,130. This increase reflects both the sustained pressure to prioritise the use of previously developed land and the character of recent housing development with its strong emphasis on higher density small unit accommodation. Land formerly in business, industrial or institutional use has provided the majority of new housing development on previously developed land.

Housing completion rates and the contribution of previously developed land to this remained high until early 2008 and this Towards 2010 target has been consistently met and exceeded throughout the Towards 2010 period.

However, the severe downturn in the housing market associated with the recession has affected both the level of new development and its composition in the short term. In particular the significant cut back in higher density housing schemes on more costly and complex brownfield sites, as a result of changing economic viability, will put more pressure on this Towards 2010 target in the short-term.

Specific outcomes delivered in relation to this target are as follows:

- KCC continues to review Local Development Framework (LDF) proposals for the priority given to the use of brownfield land and the efficient use of scarce resources of development land. Most recently, this has involved representations on core strategies for Dover, Sevenoaks, Shepway, Thanet and Tunbridge Wells, and site specific allocations in Ashford. Proposals for Dover and Shepway include substantial use of surplus Ministry of Defence land, involving previously developed sites and the Thanet core strategy identifies a number of opportunities for residential development on key regeneration sites in central Margate. Masterplans in the Swale area for Queenborough/Rushenden and Milton Creek, Sittingbourne will take forward strategic allocations involving around 3,000 to 4,000 homes on brownfield sites
- Despite the high level of housing completions on previously developed land the supply of brownfield land to meet development requirements has been continuously 'topped up' through new planning permissions or LDF provisions. Total land supply for housing in 2009 was sufficient to support almost 56,000 homes and previously developed land accounts for two-thirds of the supply

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- KCC has worked with all districts to determine a common approach to strategic housing land availability assessments required under current national policy guidance and a joint protocol for such studies was agreed in December 2008. This provides for the examination of urban and brownfield housing capacity, viability considerations and consideration of different land use claims on brownfield land. KCC has participated in a number of local partnerships to determine the approach to and outcome of Strategic Housing Land Availability Assessments to consider the sources and deliverability of housing land. Strategic Housing Land Assessments were completed or reviewed in all but one Kent district in 2009, although the reflection of their findings in detailed Development Plan documents has yet to take place.

What more are we going to do?

- KCC will continue to build and use evidence on the contribution of previously developed land for housing. This has assumed greater importance in the wake of current national planning policy guidance (PPS3) which downgrades the role of, and allowance for, sites that are granted planning permission (but which have not been previously identified in plans) in assessments of future housing land supply. Such sites overwhelmingly involve brownfield sites. This sits alongside pressures to increase overall housing supply in response to national objectives to increase housing delivery over the medium and longer terms and beyond the current housing market downturn. This approach calls for close examination and identification of prospective brownfield sites for housing to ensure that the current levels of achievement are not diluted. The target for the proportionate contribution of previously developed land to housing development sits within a context of a rising planned rate of housing completions in Kent. The average annual rate of housing provision for Kent has risen from 5,485 per annum (2001-2016) under the former Structure Plan to 6,160 per annum (2006-2026) under the South East Plan approved in 2009
- Through its representations on LDFs and strategically significant planning applications, KCC will continue to review local planning proposals for the role expected of brownfield land. During 2010 a number of district LDF core strategies are due for consultation including Canterbury, Dartford, Gravesham, Thanet, Sevenoaks, Shepway and Maidstone
- The needs of commercial development as well as housing will need to be balanced in this and account taken of the nature of significant future public sector land disposals. Land formerly in business/commercial use has accounted for more than a third of all new housing development in recent years. Preparation of any planning advice sought by the South East England Partnership Board testing the impacts of further increases of housing provision in the region and in Kent will pay close regard to these factors
- The volume of new homes provided on brownfield sites may reduce in the short term as a result of:
 - The overall downturn in the housing market experienced since the end of 2008
 - The impact of the market downturn on the viability of certain brownfield sites where there is a commitment in planning terms to development but where abnormal development costs are involved
 - Changes to the character of housing schemes, particularly a reduced emphasis on higher density apartment schemes
 - Wider objectives to secure a greater element of housing, including family sized housing rather than flats/apartments in the make-up of new development
 - Safeguarding of land opportunities for important economic development uses.

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These considerations will need to be balanced in plan-making and consideration of individual schemes alongside a continuing emphasis on the role of brownfield land.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of housing completions on previously developed land	80.7%	78.0%	82.3%	70%	*

* Available late autumn 2010

Monitoring completed by: Richard Feasey

Date: June 2010

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Target 39: Bring back into use the large number of empty homes in Kent		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Theresa Bruton

Status: Completed

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

All Kent district and borough councils, Town & Country Housing Group, Homes and Communities Agency (HCA).

Outcomes delivered:

KCC launched the 'No Use Empty' initiative in 2005 with a £5m funding package focusing on the coastal areas of east Kent in order to tackle the problem of empty housing. The Local Area Agreement 1 target was exceeded in March 2008, securing a government reward grant of £2.239m for KCC. Following discussions with the eight district councils outside the original East Kent Initiative, all agreed to join a Kent-wide initiative, although some have taken a more proactive approach to the initiative than others. A joint launch event was undertaken in April 2008 attracting widespread media publicity which saw the roll-out of the initiative across the whole county.

Three intervention strategies are used - loan scheme, support to district enforcement work and direct acquisition by KCC.

The 2009/10 target was increased from the original 650 properties to 850 in June 2009, as can be seen in the PI table, having achieved this Towards 2010 target ahead of schedule. This revised target has also been exceeded with well over 1,200 properties brought back in to use by 31 March 2010

The enforced sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in disrepair for some 20 years has been completed. Town & Country Housing Group worked with Thanet DC to bring the property back into use as affordable housing and all six flats are now sold.

Compulsory purchase of the former Warren Court Hotel, Cliftonville, Margate, derelict for around five years and subject to frequent arson attacks, was made possible by the very first inter-authority loan (May 2009). Thanet DC is now engaged with Town & Country Housing Group who have attracted £1.6m of funding from the Homes and Communities Agency to take forward the redevelopment of this site for affordable housing.

The first property to be acquired under the Direct Purchase Scheme is proceeding slower than expected having been delayed by complex legal issues. A planning application was submitted but turned down. Following a successful appeal (granted June 2010) the acquisition is now progressing. The property is in the Old Town of Margate and will be refurbished as a small commercial unit with two units of accommodation.

Applications to convert commercial properties into residential accommodation are also eligible for funding. The initiative has recently supported the conversion of a Victorian warehouse situated in Dover town centre, providing eight units, which were marketed in June 2009.

The 'No Use Empty' initiative has been widely praised across the UK as a unique partnership between county and local councils, achieving tangible results and setting an example for others to follow. In September 2009, the Audit Commission in their report, 'Building Better

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Lives' identified the Kent initiative as a model of excellence. The level of interest in the initiative remains high, for example:

- Media: ITV Tonight Programme, BBC Homes Under The Hammer, Kent TV
- Press: National and local exposure as well as a range of housing/regeneration publications
- Direct: Telephone enquiries from other local authorities across the UK
- Website: www.no-use-empty.org.

In November 2009, KCC launched 'Architect in the Empty Home' becoming the first council outside London to launch such an initiative. 'Architect in the Empty Home' is a service available to owners of empty properties who make a small donation through the Empty Homes Agency. In return, owners receive a two hour consultation with an architect who will provide a drawing/written report without further obligation.

During National Empty Homes Week (November 2009), the initiative worked with all 12 districts to co-ordinate and write to known owners of empty properties to offer a range of methods which could be considered to encourage owners to do something about their properties.

In terms of the partnership fund the project consultant is in the process of visiting the new partner districts to arrange detailed training for relevant staff on the different enforcement procedures. Gravesham has already instigated a large-scale enforcement scheme and this work is now ongoing.

The value of loans approved to 31 March 2010 is £3.2m, as shown in the table below, attracting private sector leverage of £5.2m. A third of all properties returned to use as at 31 March 2010 have been a direct result of loan intervention.

Dover	£1,058,010	38% of loans approved in Dover have been directed to the town centre and surrounding area
Thanet	£1,793,540	53% of loans approved in Thanet have been directed to the Cliftonville Area
Dartford	£211,000	
Sevenoaks	£25,000	
Shepway	£169,800	
Total	£3,257,350	

Completed loan applications significantly increased during 2009/10. Interest in the initiative increased with 121 information packs being issued to 31 March 2010 (three times more than in previous years). Based on 42 loan applications being returned at 31 March 2010 this represents a conversion rate of 35%.

What more are we going to do?

- Contribute to the development of Kent and Medway Housing Strategy
- Continue with the three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) across all Kent districts

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- Progress the proposal for wider use of Performance Reward Grant (capital) held within the initiative for the four original partners (Dover, Thanet, Shepway and Swale)
- Support districts to use their enforcement powers to tackle priority cases which have been identified, such as Empty Management Dwelling Orders (EDMOs)
- Take forward the refurbishment of our first direct purchase in Margate
- Explore the availability of other sources of funding which the initiative could access and facilitate planned visits from HM Treasury and other government departments to promote our success to date
- Ensure that loans administered in the early stages of the initiative are repaid in full to replenish the loan fund
- Seek approval to extend the initiative by re-cycling the initial loans (£1.2m due to be repaid by March 2011 and £2.1m due to be repaid by March 2010). This will also allow the initiative to align itself with District Housing Strategies, which incorporate empty homes, as well as reflect the commitment in KCC's Regeneration Framework
- Ensure the target of 200 units per annum for the next three years is achieved (at quarter 1 April – June 2010, a minimum of 54 units have been achieved – subject to verification)
- Develop the project's communication strategy to:
 - Retain the initiative's high profile in east Kent and publicise its continued achievements to support regeneration, particularly the Dover Pride Initiative and Margate Old Town strategy, by bringing long-term 'eyesore' properties back into use
 - Promote the proactive stance to residents and owners across Kent to ensure empty properties are returned to use and support the provision of 'new' quality housing
 - Maximise the publicity the initiative continues to attract from media and production companies.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	170	339	680	850*	1,266

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

Monitoring completed by: Steve Grimshaw

Date: July 2010

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Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes		
Lead Cabinet Members: Nick Chard/Kevin Lynes	Lead Managing Directors: Mike Austerberry/David Cockburn	Lead Officers: Richard Feasey/Nigel Smith

Status: Good progress

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

District and borough councils in Kent, Medway Council, Kent Economic Board, Kent Housing Group, Kent Economic Board Housing Task Group.

Outcomes delivered:

KCC has been working with key partners including Kent Economic Board Housing Task Group, Medway Council and all Kent districts to develop a 'fit for purpose' Housing Strategy for Kent and Medway that provides strategic direction, innovation and action as a response to the huge diversity of housing needs and opportunities across the area. It will in part examine innovative ways of bringing forward housing development of different tenures and should be completed in autumn 2011. Funding has been secured from the Regeneration Fund to extend the project to implement the Kent and Medway Housing Strategy.

As part of the current work, we are working with Thanet DC to develop an operational model for the acquisition and re-use of empty properties in the Margate Central and Cliftonville West wards of Thanet. (See also Towards 2010 target 39).

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

The current review of 'What Price Growth 2' maintains KCC's commitment to assess the level and scale of infrastructure required to address the housing growth in Kent and the financial and investment implications. In this context an Integrated Infrastructure and Finance Model has been commissioned to provide supporting evidence to inform a revised document. The work will also be used to underpin KCC's approach to plan for and manage sustainable housing growth, plan for the needs of forecast demographic changes across Kent to 2026 and to feed into district Local Development Frameworks.

Other specific outcomes are as follows:

- The success of this Towards 2010 target requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, i.e. the district councils, and therefore we work with them to ensure requirements for KCC services are included in the Local Development Frameworks (LDFs) giving us the policy base from which to deliver. This is increasingly important given the greater emphasis now given to infrastructure planning as part of the preparation and testing of LDFs and the introduction of local tariffs. In partnership with Tunbridge Wells BC and the Planning Advisory Service we are participating in a national pilot programme to apply a systematic approach

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to infrastructure planning to support the requirements now placed on the preparation of LDFs

- A corporate officer group has been established to co-ordinate KCC's input into district LDFs. The infrastructure and KCC service requirements are established by each of the service directorates and a co-ordinated response for KCC is put forward to the district councils on infrastructure and service delivery matters. To date LDF core strategies have been adopted in Ashford, Dover, Tonbridge and Malling and Tunbridge Wells. The core strategy for Sevenoaks has been submitted and initial policies and proposals published for Shepway and Thanet. Through representations and, where appropriate, participation in Public Examinations of these plans KCC has pressed the case for clear and robust recognition in policies and Infrastructure Delivery Plans of the demands on county services and the type and form of new housing arising from development and other structural changes (e.g. demographic change). KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery and negotiations on other district LDFs continue. During 2010/11, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Shepway, Thanet and Maidstone
- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. These statements will be adopted as supplementary planning guidance
- We have contributed to strategic housing market assessments (HMAs) in partnership with districts, registered social landlords (RSLs) and the house building industry. These assessments, required under government guidance (PPS3), provide comprehensive guidance at district and local market area level on the mix of social and market housing, including the role of shared equity provision and the needs associated with the ageing demographic profile and special needs groups. They inform LDFs policy development and the consideration of planning applications. HMAs have been completed for West Kent, East Kent and Dartford and a North Kent HMA is well advanced. Under the Kent Housing Strategy, a Kentwide Strategic HMA has been produced reviewing evidence on housing need and mix in terms of type
- With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs
- Over the period of this Towards 2010 target, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure
- Homes also need to be well designed, adaptable and fit for purpose. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent, including promotion of standards such as 'Lifetime Homes' and a 'Code for Sustainable Homes'. The Kent Design Guide has been adopted by all but three districts as supplementary guidance

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- The governance of the KDI has changed and has renewed direction with the establishment of new chairs for its Project Management Group (a decision-making body that reports to the Kent Planning Officers Group), now led by Stephen Gaimster (Assistant Director of Development, Economy and Transport, Medway Council), and Robert Huxford (Director of the Urban Design Group) for the Steering Group, which represents both the public and private sectors
- The KDI is also producing, in collaboration with some of the district councils, through its newly established working groups, new technical appendices and planning policy documents on specific key themes on matters of county-wide significance. Current examples include the following:
 - Formal consultation processes have been carried out to update two existing technical appendices, namely sustainable construction and energy solutions
 - A commission (phase 1) with Jacobs UK Ltd (part-funded by Kent Highways Services) to develop a framework for a maintenance and management protocol/toolkit for the public realm on principal streets within town centres. A number of successful workshops were undertaken to develop the framework for this commission
 - Supporting the development of design guidelines for historic farmsteads (with English Heritage and the Kent Downs AONB Unit). A workshop with key stakeholders will inform the emerging draft
 - Developing a high level design policy for inclusive design
 - Developing an evidence-based policy to establish Kent-wide Residential Space Standards, building on the HCA's emerging national policy
 - Setting up a team to take forward the approach of the CABE bid (October 2009) to assist with the development of the planning for crime prevention guidance (with Kent Police, the University of Kent and three of Kent's Districts)
- We have successfully completed the KDI District Roadshow, with all 12 districts within Kent, including Medway, and the 2009/10 Kent Design Awards were presented at a dinner for the industry in March 2010. The standard of design for a range of categories has been outstanding especially for housing (single dwellings and major residential sites). For the first time an overall prize for project of the year was awarded. The Bruce-Lockhart award, named in memory of the late Lord Sandy Bruce-Lockhart, former Leader of KCC, was given to the superb restoration of the Darnley Mausoleum at Cobham
- The Bridge Learning and Community campus is a KCC freehold building housing under one roof with services situated around a central reception - primary school, nursery school, library access point, health consulting room, police/information/voluntary organisation point, Adult Social Services, Children's Social Services, a youth centre and a community meeting room. The school includes many innovative environmental and energy conservation features including a central atrium to maximise daylight and rainwater harvesting. The building is fully DDA (Disability Discrimination Act) compliant.

What more are going to do?

- We will complete and publish the Kent Housing Strategy by autumn 2010 and will begin work to implement the "step change" proposals and interventions being identified in the emerging strategy

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- Development of detailed proposals and regulations that will govern developer contributions following the changes to the planning system to be proposed by the coalition government will be monitored. The means by which this is formulated, scrutinised and agreed will be important in two-tier local authority areas such as Kent
- We will continue to press the case for an appropriate and robust planning policy framework towards infrastructure planning and delivery at regional, sub-regional and local levels
- Alongside consideration of and advocacy for other funding streams, we will continue to consider where appropriate, a balanced case for development contributions arising from significant housing developments as they come forward for planning permission. More innovative solutions are to be considered for the KCC development contributions guide which is being revised in light of the Regeneration Framework and ‘What Price Growth 2’ policies
- The KDI will continue to roll out the guidance and policy notes, to develop further those key themes referred to above, especially ‘Sustainable Construction: A cross-Directorate approach’, to assess practical and pragmatic approaches to energy efficiency, climate change adaptation and the use of renewables where possible for new housing and retrofit. Other work will include infill development for smaller sites of fewer than 20 houses
- The KDI will develop and launch its new website building on the recently updated KCC and Regeneration & Economy websites, as this will act as a new platform and communication hub for the Kent Design Network
- The KDI will continue to promote skills development through bespoke training programmes, capacity raising events, seminars, exhibitions and study tours for key stakeholders, including local authority officers, council members and the development industry. These will harness, improve and develop existing and new design capacity and expertise throughout Kent between professional disciplines and sectors
- The KDI will develop and build upon an evidence-based approach to inform the development of design policy ‘live’ examples with a research element to include the Kent Highways Services post-occupancy surveys and the key themes relating to residential space standards, crime prevention and the built environment on major housing estates.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Section 106 developer contributions achieved as a percentage of those sought for minor applications (up to 500 units)	82%	82%	89%	80%	84.6%

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2010

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

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officers:
Carolyn McKenzie/ Peter Binnie

Status: Completed

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

South East England Development Agency (SEEDA), Arts Council, Kent Archive Centre, Improvement and Efficiency South East (IESE), Chartered Institute of Building (CIOB), BREEAM, and joint working with districts on projects such as The Beaney and the Marlowe Theatre.

Outcomes delivered:

- New build projects that KCC's Property Group is responsible for managing are now all designed to the BREEAM 'very good' standard, as can be seen from the PI table
- To ensure a consistent approach for all new KCC buildings a Sustainable Construction Policy has been developed which outlines the key elements to sustainable construction and the issues that must be considered during the planning, design and construction phases for all KCC projects
- The cross-directorate Sustainable Estates Taskforce (SET) is now in its third year and continues to address the issues of sustainable construction as well as identifying opportunities for further progress. Completion of this Towards 2010 target has been monitored through SET which reports to KCC's Environment Board
- KCC Property Group includes a sustainability section in its tender documents and terms and conditions for contracts. This helps ensure environmental issues are given proper consideration during the procurement process as well as raising awareness among consultants and contractors of KCC's environmental objectives and the part they play in meeting these
- A ground source heat pump has been installed at the site of the new Turner Contemporary Gallery in Margate (see Towards 2010 target 27) and this will produce renewable energy when the building is operational
- Oakwood House, Maidstone, has had a ground source heat pump and solar panels retro-fitted to provide heating and hot water to the bedroom accommodation. Additional loft insulation has also been installed to all roof areas (See also Towards 2010 target 42)
- Environmental work categories e.g. solar panel installation, have been added to KCC's Select List of Approved Contractors to encourage contractors specialising in these types of work to apply to join the list and make it easier for KCC site managers and schools to commission contractors for environmental projects.

What more are we going to do?

- Continue to ensure that the designs deliver sustainable buildings which are energy and water efficient, incorporate built-to-last materials and minimise waste
- Continue to follow best practice with regard to site waste management plans in order to prevent, reduce and recycle waste created as a result of construction work

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- Regularly review the Kent Design Guide and technical annexes to ensure that opportunities for resource efficiency savings and climate change future proofing are fully integrated
- KCC Property Group and LASER energy buying group will continue to work together to identify where opportunities exist for renewable and sustainable technologies to be funded for inclusion in new build projects
- Review a selection of completed construction projects to determine the benefits of different environmental elements in practice. This will help build upon existing knowledge and develop best practice
- Hold a bespoke sustainable construction workshop for key staff from all directorates to improve knowledge about sustainable construction techniques, renewable energy technologies and life cycle costing.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of new KCC buildings designed to at least BREEAM 'very good' standard*	60%	80%	90%	100%	100%

*Where BREEAM is applicable

NB: BREEAM standards are available for common building types including schools, homes, offices, retail, courts and prisons. Applying BREEAM standards to other building types (e.g. art galleries) requires a bespoke assessment. This indicator measures the BREEAM standards of common building types for which BREEAM standards are readily available or for which a bespoke assessment has already been made.

Monitoring completed by: Léonie Harrington

Date: July 2010

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

Status: Good progress

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

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

Outcomes delivered so far:

This target is a measure of KCC's own corporate environmental performance and currently focuses on the largest parts of the authority's eco-footprint - carbon dioxide emissions, water use and waste. It links with Target 41 which monitors the environmental impacts of the construction of new buildings. Progress on Targets 41 and 42 is monitored through the Sustainable Estates Taskforce (SET) which is responsible to the KCC Environment Board.

This Towards 2010 target has focused on buildings. We are also monitoring carbon emissions from the production of energy that street lighting and traffic controls consume, business travel and the Kent fleet mileage. Targets to reduce carbon emissions from business travel are set annually.

KCC has had a stated target to reduce carbon dioxide emissions by 10% by 2010 but this has not been achieved, as can be seen from the PI table, due to increases in emissions from the estate in certain areas, in particular schools which account for almost 80% of carbon emissions from our buildings. There has been a 50% increase in electricity use in the schools estate. This is as a result of increased use of ICT and extended opening hours, which is also a priority. Therefore, delivery of this target is unfortunately hampered by good progress against another.

However, assessment against the Carbon Trust Standard last year, which takes account of growth in the estate, indicated a 6% like for like reduction compared to the previous two years of data.

Good progress is being made in reducing the energy used for heating as gas and oil use is decreasing. Electricity use has increased and this is now the focus of the majority of energy saving projects and the continued programmes to encourage staff and pupils to reduce wasted energy by switching off lights and equipment.

Specific savings and achievements include the following:

- All KCC directorates are accredited to the international standard for environmental management, ISO1400. KCC is one of only a very few councils to achieve this, and certainly the largest. This includes a comprehensive staff engagement programme targeting office best practice and staff travel behaviours
- KCC was awarded the Carbon Trust Standard in January 2009. This is a recognised accreditation of Energy Management practices and processes based on a detailed assessment of policy, actions and performance
- 64 renewable energy, energy and water efficiency projects have been completed giving estimated lifetime savings of £1.9m and 14,961 tonnes of CO₂ from an investment of £1m. This is a 2:1 return on investment

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- Approximately 20 renewable energy initiatives have been delivered including installation of 10 solar and four biomass boilers, attracting £0.5m of external grants
- We have invested in Oakwood House refurbishment, including solar water heating, a ground source heat pump, an improved heating system and more energy efficient lighting (see also Towards 2010 target 41)
- We should complete another six renewable energy projects this financial year making 26 projects in total. These six projects should make 19,968 kg of carbon dioxide saving each year
- Kent Highways Services will save £1.8 million by using low-energy light emitting diodes in all of Kent's traffic lights
- SMART electricity meters have been installed in all our monthly-billed premises to ensure better energy management and this could lead to further savings (Carbon Trust estimate 5% can be achieved)
- We delivered a 2% reduction in total business miles for 2008/09 and a further 3.5% reduction in 2009/2010, which saved 228 tonnes of carbon dioxide and £277k
- We launched the BT MeetMe teleconferencing service in October 2009 to reduce meeting-related travel with estimated savings to date of £57k
- We have a 50% recycling rate at County Hall and have introduced mixed recycling collections. Recycling facilities continue to be extended to more premises across our estate
- New schools waste contracts are being implemented to include mixed recycling and battery recycling. A school food waste trial has been completed, and the feasibility study of extending this service will be completed in 2010
- We have carried out travel surveys and sustainable travel promotions at all our larger office premises
- We have expanded the County Hall Streetcar 'pay-as-you-go' low emission car scheme to three cars
- We have promoted the Kent-wide, secure car sharing network, relaunched this year as Kent JourneyShare. This is enabling business and public sector organisations to contribute to reducing congestion on Kent's roads and reduce carbon footprint. The scheme has saved over three million car journeys and 1,000 metric tonnes of carbon this year
- Three quarters of Kent schools have a school travel plan and more than 13,000 young people have a Kent Freedom Pass contributing to a 1 per cent rise in the use of more sustainable ways of travel
- Over 300 green guardians have been recruited within KCC and the network continues to expand. Their role is to encourage staff make small changes, which contribute to larger savings in energy, waste and travel. They also support campaigns such as 'Switch it off' to reduce wasted energy in council buildings
- We have employed five Green Gap Year students, providing direct experience for the Kent students
- Cross-KCC training programmes have been delivered including a successful 'Good Deeds Grow' training and networking event in February 2009 involving schools and internal green guardians which attracted over 100 participants. The next event is planned for autumn 2010

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- 300 Kent schools have an Eco School award and 50 have achieved Green Flag status. Pupils at these schools are working hard to improve their environment and reduce energy, water and waste

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

- Continuing to utilise the Energy and Water Investment Fund (EWIF) and ensuring it is integrated with both KCC's ongoing asset management programme and the results of the Display Energy Certificate Surveys and action plans for all KCC buildings of 1,000m² or above. The fund focuses on water, energy efficiency and renewable energy through loans and grants. There are many more projects underway including lighting controls and using voltage reduction/optimization to reduce electricity use and many water saving projects. Kent Fund 1 should save 4,800 tonnes of CO₂, and £638k over the lifetime of the projects already implemented. Kent Fund 2 should save 13,266 tonnes and £2,069k over the lifetime of the projects completed and in the pipeline for completion this financial year
- Promoting Kent Journey Share including the new Walk and Cycle BUDI schemes
- Continuing to promote ways to reduce car travel such as flexible working and continuing to promote teleconferencing and web-based technology solutions.

Biofuels:

Since the Towards 2010 targets were published four years ago the situation on biofuels has changed. Until the picture is clearer with regard to the negative impacts of these fuels, KCC will continue to only use the 5% fuel mix. The majority of current fleet vehicles meet the EURO4 standard for vehicle emissions, and this is coupled with driver training and improved vehicle routing to increase vehicle efficiency and minimise emissions.

What more are we going to do?

- Develop a new policy framework, linked to Kent Design, to ensure new construction, refurbishment, asset replacement and maintenance of the estate is focused on reducing energy, water and waste and incorporates key design features particularly renewable energy solutions where practicable
- Continue to install SMART electricity meters in KCC buildings and schools, which will allow much closer monitoring of electricity use. Data collected is made available to schools online
- Investing in low carbon technologies and measures in the KCC estate will continue, including a specific focus on schools with resources directed to schools that consume the most energy but have a poor energy efficiency rating
- Investigate a new funding mechanism which will allow a step change approach in the level of funding available for installing invest to save energy efficiency measures and harness the potential of the Feed In Tarriff scheme, enabling the use of more renewables in the estate
- Reduce electricity consumption of our ICT infrastructure through server virtualisation, improved printing hardware and provision of mobile working technology
- Introduce more videoconferencing facilities across our strategic office locations
- Introduce eco-driver training in conjunction with the Energy Savings Trust, which could result in 10% savings in fuel for each driver
- Review the feasibility of introducing new locations for siting Streetcar vehicles

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- Establish more travel plans at our larger office locations.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage reduction in CO2 from energy use in KCC buildings and schools since 2004	1% reduction	7.2% increase	8.7% increase	10% reduction	7.8% increase*

NB Current progress against the Towards 2010 10% carbon reduction target is not on target. However, assessment against the Carbon Trust Standard in 2008, which accounts for growth in the estate, indicated a 6% reduction on the previous two years of data.

* Based on data from LASER energy buying group up to December 2009 (latest available data).

Monitoring completed by: Deborah Kapaj

Date: July 2010

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Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Sue Barton

Status: Completed

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

Kent district and borough councils, Medway Council, Kent Police, Kent Fire and Rescue Service, Crown Prosecution Service (CPS), Environment Agency, Highways Agency, Kent Probation Service.

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

Outcomes delivered:

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

- Numbers prosecuted: Clean Kent has secured 27 criminal convictions (three in Kent Crown Court and 24 in various Kent Magistrates' Courts)
- Prosecution fines/outcomes: Fines total £14,962. Additional costs awarded for prosecution and clear up amount to £14,127, including victim surcharge. Encouragingly, £575 compensation was also awarded to a private landowner recently. Notably, there has been a 28 day custodial sentence imposed on one defendant, in addition to a 100 day suspended sentence for another defendant. Additionally, three of the above defendants were each made subject of a 100 hour Community Service Order, reflecting the increasingly serious view the courts are taking on defendants convicted of environmental crime. Clean Kent is supporting national lobbying and campaigns for increased penalties on conviction
- Cases waiting to be heard: Three further cases are within the criminal justice system awaiting trial, including a cross-border offender from London committing multiple offences in Kent and another cross-border offender from Essex committing multiple offences in New Romney. A number of re-active investigations are currently underway with further potential prosecutions anticipated in the coming months
- Fly-tipping investigations: There is a major investigation at Swale currently being undertaken with partnership assistance, namely numerous incidents of fly-tipping being evidenced by covert surveillance, and one repeat offender committing seven offences. Clean Kent has successfully deployed covert surveillance recently at sites in Sevenoaks, Swale and Gravesham, with positive results, converting to further prosecutions
- Regional expertise and centre of excellence: Fly-tipping enforcement activity across the south east region (66 local authorities located within eight counties) is in the order of only 150 cases per year. Based on current and projected performance the Clean Kent/KCC enforcement function is making a major contribution both in Kent and it makes one of the biggest impacts at a regional level. The team's specialist expertise is being sought in respect of fly-tipping cases nationally
- Hot spot resolution: The top 20 fly-tipping hot spots continue to be a dynamic list, with sites being taken off as action is taken to tackle the issues. Once problems at a site are

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under control, new sites are added from a waiting list, and as such the top 20 does not reflect the total workload. The current list is as follows:

	Current Top 20 fly-tipping hot-spots in Kent	Status (Note – current action may be undisclosed / or reporting delayed, to prevent compromise of the investigation)
1	Murston – Three Lakes	Partnership working to resolve. Extensive fly tipping on site. Two investigations pending, with prosecutions to follow.
2	Hartley Bottom Road, Ash cum Ridley	Fly tipping has recurred and this locality is reinstated on list.
3	Springhead Road, Gravesend	Six successful prosecutions to date, flytipping decreased but site being monitored.
4	Primrose Hill, Canterbury	Previous hot spot again subject of extensive flytipping.
5	Pilgrims Way, Kemsing	Monitoring, infrequent reports of flytipping. One completed investigation, with prosecution pending.
6	Chelsfield Lane/Redmans Lane Shoreham	Regular reports of flytipping. This is a focal point for offenders from London. Signage and preventative measures in place. Surveillance deployed and prosecutions pending. Partnership working.
7	Great Buckland Road, Luddesdown Road, Luddesdown	Subject of investigation/pending prosecution re recent multi flytipping of building waste. Offending dramatically decreased but being monitored.
8	Batts Road, Cobham	Currently fly-tipping ceased. Heavily fly-tipped with building waste. Partnership investigation with North Kent Police, prosecution pending. Area being monitored.
9	Commority Road, Vigo	Monitoring, sporadic flytipping/littering. Working with Gravesend BC for resolution.
10	Dering Way, Gravesend	One recent prosecution. Monitoring, sporadic fly-tipping/littering. Working with Gravesend BC for resolution.
11	Crown Quay Lane, Sittingbourne.	Subject to extensive fly-tipping and under investigation. Prosecutions pending
12	Barnfield Park, New Ash Green	Subject to extensive fly tipping on approach road, and is under investigation. Prosecutions pending.
13	Chilham	Working with Public Rights of Way unit in two locations, subject of monitoring.
14	Cossington Underpass/Hill Road, Bluebell Hill.	Subject of current action, one successful prosecution. Sporadic reports. Monitoring.
15	St Mary's in the Marsh	Extensive fly-tipping of tyres and some asbestos. A prosecution is awaiting trial, others being undertaken.
16	Manor Way, Swanscombe.	Extensive fly-tipping, subject of investigation, joint working with Dartford BC.

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	Current Top 20 fly-tipping hot-spots in Kent	Status (Note – current action may be undisclosed / or reporting delayed, to prevent compromise of the investigation)
17	Ifield Road, Shorne	Sporadic reports of fly-tipping, one live investigation involving offenders from London.
18	Crabble Lane, Dover	Subject to current action, three prosecutions by Dover DC. Fly tipping ceased - resolved - Being monitored for repeat offending.
19	Crockenhill, Swanley and Sparepenny Lane, Eynsford	Sporadic fly-tipping, subject of recent enforcement by Kent Police based on Clean Kent surveillance. Being monitored.
20	Crete Road East, Folkestone	Subject to current action, three Fixed Penalty Notices plus a warning by Shepway DC. Being monitored for repeat offending.

What more are we going to do?

- Continue to secure increasing numbers of prosecutions as a significant deterrent across the county with widespread publicity of cases, presenting robust evidence to the Courts
- Maximise fines, costs awarded and compensation by providing strong evidence e.g. of clear up costs and environmental damage
- Continue to develop enforcement capacity with additional training delivered to officers of partner authorities. Making linkages with street enforcement officers on issues such as fixed penalty notices for litter offences
- Improve intelligence handling, analytical support and use of GIS (geographical information systems) to improve effectiveness of targeting resources (a new CAMS Fly-tipping module data base enables analysis and prioritisation)
- Review compliance with the Regulation of Investigatory Powers Act 2000, working with KCC Trading Standards to ensure a robust, standardised working practice meeting set requirements
- Consolidate existing fly-tipping arrest protocol with the police taking account of the Serious Organised Crime and Police Act 2005
- Develop improved cross-border intelligence sharing with other counties authorities e.g. Essex and Buckinghamshire
- Ensure intelligence flow/joint investigations with the Environment Agency on unregulated waste companies/illegal waste sites
- Ensure joint-working/training with KCC wardens/Police Community Support Officers (PCSOs) to improve data gathering, intelligence and prompt response times (see also Towards 2010 target 57)
- Integrate Towards 2010 target 43 with the Cabinet decision on the Policy on Household Waste Recycling Centres to prevent fly-tipping by traders at KCC facilities. Integrate with the work of two trade waste officers and development of their roles
- Make use of 'Smartwater' technology to support criminal evidence

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- Improve photographic technology to improve the quality of images, camera range and remote operation. Work with the photography and surveillance industries to develop leading edge technology. Deploy high performance surveillance equipment and utilise new technology such as body cameras, to enhance evidence gathering capability
- Undertake ‘target-hardening’ to reduce the scope for off-road tipping by providing bollards and physical obstructions
- Provide evidence to the police of other offences such as drug dealing which have occurred during environmental crime surveillance
- Focus on the risks of recurrent offending, increasing the emphasis on dealing with the proceeds of crime/seizure of vehicles
- Continue to champion DNA recording nationally in respect of criminals convicted of fly-tipping
- Work with the media to raise the profile and unacceptability of environmental crime. Timely press releases to support the deterrent effect.

Measurable indicators:

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

Monitoring completed by: Sue Barton

Date: July 2010

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Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Elizabeth Harrison

Status: Not achieved

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

Subsequently, with the agreement of the Leader and Chief Executive of the Council in April 2009, it was decided not to pursue and report against this target as it was originally specified.

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

Status: Completed

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

Dartford BC, Gravesham BC, Medway Council, Swale BC, Eastern and Coastal PCT, Government Office for the South East (GOSE), South East England Development Agency (SEEDA), Thames Gateway, Kent Partnership, Kent and Medway Growth Area Delivery Vehicles (KTS, includes KTS Green Grid, Medway Renaissance, Swale Forward), Natural England, Environment Agency, Forestry Commission, Royal Society for the Protection of Birds (RSPB), Kent Wildlife Trust, National Farmers Union, Kent Downs Area of Outstanding Natural Beauty (AONB) unit, private sector developers (e.g. Land Securities), Sport England, Ashford BC, Ashford's Future, Stour Valley Arts, CPRE, Land Restoration Trust (LRT), Kent High Weald AONB, Kent's Countryside Management Partnerships.

Outcomes delivered:

Protect and enhance Kent's ancient woodlands:

- In 2006 the Kent Downs AONB commissioned a study by consultants, Land Use Consultants (LUC), with financial contributions from KCC and other partners, to investigate the extent of wood lotting in Kent, the positive and negative impacts, and to identify best practice in terms of management and controls. The survey stated that of the 47,719 hectares of woodland in Kent, 3.7% (1,774 hectares) had been identified as lotted, being lotted, or potentially lotted. The action plan resulted in a project to provide specialist advice to woodland owners in the Kent Downs AONB to bring woodlands back into management. It also focuses on ancient woodland sites with plantation species on them. The project has already succeeded in getting over 600 hectares of woodland in management, with a new management plan or grant put in place. This will continue for a further two years, working with targeted landowners to improve woodland management for general and specific biodiversity and landscape character. Landowners will be helped to develop site management plans and woodland grant applications and to ensure action on the ground. Events will be held on specific woodland management issues for woodland owners and the general public. This project has also provided an enhanced rate of Forestry Commission grant for woodland in the entire Kent Downs AONB
- The Countryside Access Team and Mid Kent Downs project have been very active in helping the Bredhurst Woods Action Group to secure the integrity of Bredhurst Woods, a highly valuable site but which is in multiple ownership and has suffered abuse. This has included deploying an Experimental Traffic Regulation Order to manage the access by off-road vehicles more sensitively
- Government has taken the decision not to pursue the Kent International Gateway (KIG) development on the North Downs near Maidstone. KCC made very vociferous objections to this development going ahead which would have had a huge environmental impact on the countryside
- Partnership-funded countryside management projects are working with woodland owners to improve woodland management and develop management plans, taking practical action to improve access and understanding e.g. working with woodland lot owners in Old Park Wood and Combwell Woods, and many other projects

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- The Kent Downs AONB Unit and Kentish Stour Countryside project have been part of a partnership led by Butterfly Conservation which focuses on woodlands in the Denge area of the Kent Downs AONB. The project is hosted with the AONB Unit and has achieved 33 woodlands in management (with a management plan and grant in place). This covers 1,500 hectares of woodland and so far £216k of woodland management grant has been achieved
- The High Weald AONB unit has developed the Weald and Downs Ancient Woodland Survey project, which revises the existing ancient woodland inventory and includes woodlands under 2.5 hectares (not currently included in the previous inventory). To date surveys have been completed for Tunbridge Wells, Ashford and Tonbridge and Malling. Surveys for Sevenoaks, Canterbury and Maidstone commenced in April this year and are due for completion by summer 2012
- The Medway Valley Countryside Partnership has undertaken surveys in ancient woodland owned by Maidstone BC, working with them to review their Local Biodiversity Action Plan. This is currently going through the process of adoption at the council. Part of this process is to establish priority sites for positive conservation management such as ancient woodland sites at Dove Hill and Five Wents
- The Free Trees scheme started as a very local scheme but in 2009 was extended to the whole of Kent (and Bexley) and involved planting over 42,000 trees last year. Residents can order up to 25 native trees, appropriate to their area of Kent to plant in their gardens and in other places. The trees are helping to combat global warming by absorbing carbon dioxide in the atmosphere. By planting 25 trees, up to 7 tonnes of CO₂ could be absorbed during their lifetime, almost a year's worth of emissions from the average household. This scheme will also encourage people to value the trees around them. The scheme is being run again in 2010.

Improve access to countryside, coast and heritage:

- The Kent Countryside Access Improvement Plan, published in 2008, set out a clear strategy for protecting, managing, enhancing and promoting access to Kent's countryside and was nationally acclaimed. Many improvements and enhancements to the network have been delivered as a result of this plan. A couple of examples are as follows:
 - To help reduce the impact of the school run, the Countryside Access Service has improved and promoted the use of local rights of way as a means of sustainable travel with added health benefits. Funds were successfully bid for from the Local Transport Plan and topped up with additional capital money allowing improvement and promotion of nearly 40 routes to schools across Kent in the last two years
 - At Cheesemans Green and Park Farm in Ashford, the Countryside Access Service has worked closely with Ashford BC, The British Horse Society, and private developers to secure an important new multi-user route through a proposed development in the South of Ashford. Direct connections will be established between Park Farm East and Cheesemans Green via a bridge over the railway and A2070. When built, the routes will also connect to Furley Park School and the wider countryside, and will be a fantastic resource for both commuters and for recreation purposes.
- Around 2,000 stiles have been removed from Public Rights of Way over the last four years to enable better access for users
- New design standards to improve the quality of the furniture on the public rights of way (PROW) network (e.g. gates, stiles, bridges etc) were introduced in 2009, with the

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standards recognised as leading the way nationally in improving access to the countryside

- As part of encouraging people to access the countryside for health and recreation, Explore Kent has produced many new guides to trails and footpaths e.g. iPod walks, cycling itineraries, circular walks and many enhancements to the popular Explore Kent website
- The Countryside Access Service also secured funding from the Eastern and Coastal PCT to work with local GPs to develop projects to help reduce obesity levels. They ran a campaign in Thanet to get people walking and many families joined in who would not have considered walking together for health and leisure before. This year Explore Kent are linking with the Change 4 Life campaign, providing ideas for active days out and for living a healthy lifestyle
- Naturally Active is a project to improve access and health in Dartford and Gravesham, particularly targeting ethnic minority groups. It is being delivered with the PCT, the two local authorities and a variety of partners on the ground including MIND; Re-Think; Dartford Sikh Temple; Dartford Living Well Centre; Oakfield Surgery; and the Chances for Change programme. The project has been awarded Beacon Status by NHS Social Marketing
- 'Welly Walks' is a creation of six school 'welly' walks i.e. circular walks from the school gate, with local landscape information and using the PROW network, to encourage children to get out into the countryside
- Kent's Coastal Week and 'Kent Goes Wild' events have been running now for four years and each year sees increased numbers of events and participants learning more about the natural environment whilst having fun. In 2009, Kent's Coastal Week saw over 8,000 people visiting the coast based events across the week long programme. 'Kent Goes Wild' saw further children signing up to become Junior Wildlife Recorders, which encourages children and their families to explore Kent and record the wildlife they see. Both events provide free activities for residents and visitors to Kent's coast and countryside in these difficult economic times
- The Randall Manor community archaeology project started in July 2006, providing an opportunity for schools, young people's groups and the public to learn about their local history whilst being involved in an archaeological dig. It was held initially for one week, but its popularity has grown and last year it was held over three weeks in July. A final season of HLF (Heritage Lottery Fund) excavation took place in July 2010 for the whole month
- Training opportunities in archaeology, geophysics and woodland survey have been provided through the 'Valley of Visions' HLF project
- By June 2010 10,000 people had visited the exhibition in Sittingbourne run by Anglo-Saxon Conservation Science Investigations. This gave the public an opportunity to see some of the amazing finds from the previously unknown cemetery uncovered by work on a housing development in the town
- A very successful programme of community talks and a three week long community excavation has been carried out for the archaeological work for East Kent Access. Over 90 volunteers worked on the community dig.

What more are we going to do?

There is still work to do to protect and enhance Kent's ancient woodlands. There remains the need to build local demand for woodland products from sustainably managed woodland, including wood fuel, but also may include fencing materials, building materials and paper

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supply. There is a need to ensure that the landscape of woodland is well managed and the wildlife and heritage in woodland is conserved and enhanced. Many people love to visit woods and managing woodlands for access is as important as ever. As woodland ownership patterns change, there is an increasing need to make sure that all woodland owners manage their woodlands sustainably. New threats are appearing too and careful management of the deer population will be required to ensure the future of our coppice woodlands.

Work to achieve the aims of this target will continue and in addition to the projects already outlined above we will:

- Improve the surface and condition of the PROW network to ensure it continues to provide safe access to the countryside
- Continue to remove stiles and other barriers on PROW to enable access for all to the network
- Work closely with Natural England on a study and detailed analysis of the potential new access to the English coast trail around Kent's coast (Marine Act)
- Continue to promote the Free Trees scheme across Kent
- Seek funding to develop an Archaeological Resource Centre for Kent to complement the funding allocated by KCC.

Measurable indicators:

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

Monitoring completed by: Mike Overbeke

Date: July 2010

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Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Alan Turner

Status: Good progress

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

Environment Agency, South East Water, Veolia Water Southeast, Southern Water Services, Sutton and East Surrey Water, Hillreed Homes, Ashford's Future, Ashford BC, Kent Thameside Regeneration Partnership, Waterwise, Consumer Council for Water, Kent Wildlife Trust, Dover DC, Swale BC, Medway Council.

Outcomes delivered:

Household water use accounts for 75% of the total used and the planned housing growth within Kent therefore represents a significant additional pressure on our limited water resources. Some new water infrastructure will be needed but large scale solutions such as new reservoirs or desalination plants all require more energy for pumping and treatment. The impact of new homes can be minimised by ensuring they are water efficient and similar improvements can be made to the existing housing stock.

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

Given the aim of this Towards 2010 target and the long term nature of the issues this will be ongoing work for a very long period of time. However, given the level of resources appropriate to delivering the target we believe we are making good progress. Water companies and other agencies plan long term which is why we would not say this target is complete. Veolia Water SE (formerly Folkestone and Dover Water) provides an indication of early success as this company has been able to reduce its total water use over recent years at the same time as accommodating housing growth.

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

Action 1: Spotlight on Kent's water companies

- KCC called for a public inquiry into our serious concerns regarding the medium and long term water resource management planning of some of the water companies that service Kent. Following a debate at KCC Cabinet in August 2008, KCC formally asked the Secretary of State at DEFRA to call for a public inquiry into these plans. In February 2009, water companies responded to the issues raised in the Water Resource Management Plan (WRMP) consultations. KCC evaluated these responses and was satisfied with all except South East Water's WRMP. Follow-up letters were sent to DEFRA reiterating our position regarding the South East WRMP and urging DEFRA to call an inquiry. In December 2009, DEFRA announced the public inquiry into the WRMP for South East Water and this was held from 11 May to 16 June 2010. In liaison with the districts and in collaboration with the Environment Agency, KCC made strong representation to the inquiry and ensured that our challenge had maximum impact. This

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was the first time ever that a water company had been called to a public inquiry (pressed for by Kent) and also the first time KCC has taken such a strong stance on the long term water company plans.

Action 2: Lobby for investment in infrastructure

- Within the Ashford growth area KCC has been lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. As a result of this work Southern Water is now planning to install phosphate removal infrastructure at three upstream wastewater treatment works and a £40m upgrading to the Bybrook wastewater treatment works has already been completed. This work has led to improvements in the water quality in the River Stour
- Maidstone BC is currently completing a Water Cycle Strategy that assesses the future demands on the water supply and wastewater systems in the light of local housing growth plans and will determine any additional infrastructure necessary to accommodate this growth. KCC has influenced the preparation of this strategy through its role on the Steering Group. Similar Water Cycle Strategies have already been completed for Kent Thameside, Dover and Ashford
- KCC has successfully lobbied government on the Code for Sustainable Homes (CSH). Government addressed almost all the points in KCC's summary response specifically and positively. In December 2008 KCC took part in an 'expert review' of the water section of the CSH
- Water infrastructure provision was covered in the Southeast Plan sub-regional strategies into which KCC had significant input. With the demise of the SE Plan KCC will work with partners to consider alternative approaches for planning strategic water infrastructure
- The KCC Minerals and Waste Development Framework will address policy and site allocation issues for wastewater infrastructure, including wastewater treatment works, sludge treatment and water treatment associated with maintaining the quality of water courses
- KCC's Water Policy was adopted in December 2006 providing direction to KCC projects and partnership working.

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

- KCC organised a major seminar held in March 2007 to disseminate the results of a water-savings demonstration to major housing developers and local authorities
- KCC has worked with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. The demonstration and trial won several awards and results show that per capita water use in this development is 20% below the water company's baseline. The housing developer now installs water saving measures in all their new homes
- A conference entitled 'Water Efficiency in Kent' was held in April 2010. This event showcased several KCC partnership projects and included an exhibition of water-saving technology. It attracted 140 delegates from local authorities, housing developers, water companies, environmental organisations and local businesses.

Action 4: Wider use of water-saving technology

- During 2009 KCC led a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This partnership project promoted simple, free water saving measures to households. The project has provided a cost effective mechanism for

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off-setting the additional water use from new homes at the same time as helping local residents to save money on their water bills. Monitoring work has identified high levels of satisfaction from the project households

- Since 2007 KCC has been working constructively with Veolia Water SE and supporting their programme of compulsory metering, innovative tariffs and water efficiency improvements. This work is showing year on year improvements and the company has been able to reduce its total water use at the same time as accommodating housing growth of 11%
- Further partnership work is now in progress to develop a large scale programme for both water and energy saving improvements for existing homes in Ashford. The first phase started in March 2010 and is on target to meet its objectives. KCC has also been supporting the development of a similar partnership project in Swale
- KCC is now leading the development of a Kent-wide domestic retrofit project that will also include water efficiency improvements. Work is expected to start in the first areas in August 2010. Water company support is being negotiated.

Action 5: Water conservation campaigns

- Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation. This was repeated by the water companies at Bewl Water Visitor Centre in 2007
- A focused water conservation campaign has been carried out in Ashford. This aimed to help people understand the link between their water use and the local aquatic environment. The campaign has been repeated in June 2010 and the materials are now also being used within other local projects
- As part of the KCC Eco-Schools programme, water saving has been promoted to Kent's school children
- Schools in Thanet have been targeted with specific messages regarding problems of groundwater pollution and measures that can help to address the declining quality of this crucial water resource
- KCC is currently piloting a new training course aimed at teaching DIY enthusiasts about simple home improvements for water and energy efficiency.

What more are we going to do?

- Wider opportunities will continue to be found to roll-out the retrofitting of water saving measures to existing homes through dedicated projects and by integrating this into similar energy saving initiatives
- KCC will use its lobbying and influencing role regarding Local Development Frameworks and major development sites to seek adequate attention to the principles of sustainable water management
- KCC will embrace the opportunities that the Floods and Water Management Act presents for improving water management and the protection of Kent's water resources
- We will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group and will push for the success with Veolia Water SE to be replicated across the county
- KCC will lobby OFWAT for better regulatory controls and incentives for the next cycle of water company Water Resources Management Plans so that Kent's concerns are

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addressed within the regulator's requirements at the start of the planning cycle and are demanded of water companies from the outset

- We will examine the projected impacts of climate change on Kent's water resources and ensure appropriate adaptation responses.

Measurable indicators:

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

Monitoring completed by: Alan Turner

Date: 14 July 2010

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Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes		
Lead Cabinet Members: Mike Hill/Sarah Hohler	Lead Managing Directors: Amanda Honey/Rosalind Turner	Lead Officers: Chris Hesse/Danny O'Donovan

Status: Completed

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

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

Outcomes delivered:

We are progressively increasing the amount of PE in Kent schools as can be seen from the PI table. In addition, over 50% of pupils are involved in inter-school sport competitions, which is above the national average of 44%. Specific outcomes are as follows:

Improve access to competitive sport including after-school and during the school holidays:

- As at April 2010, 187 new or enhanced out-of-school activities for young people have been funded and delivered both after-school and during the school holidays. Examples include the following:
 - Community Volleyball Sport Unlimited Programme – This is being delivered by Maidstone School Sport Partnership and is a programme to engage semi-sporty young people in an activity that also provides a pathway for them to continue participating after the Sport Unlimited sessions. There are eight weekly, hour-long volleyball sessions running at ten different school sites using club coaches. They are offered to young people across the district, not just those attending the particular schools. Over 90 young people regularly attend the programme.
 - Kent Crusaders Basketball Club – This is a week long summer day camp aimed at boys and girls between the ages of 7 and 18, from beginners to elite basketball players. Promotional work included visiting/coaching a number of primary schools in the local area to get more children interested in the sport. Free passes were also given to a number of children from within these schools to help get more children involved. The camp opened the eyes to many younger children in the area to basketball in general and many of the children who attended the camp are pursuing the sport either at school and/or at club level. All children who attended the camp have shown interest in attending further camps at the club and many have asked for further information on basketball i.e. where they can play it closer to home, etc. A couple of the schools visited have also shown interest in starting basketball within their school as after school clubs and possibly even PE lessons.
- KCC Sport, Leisure and Olympics Service has also worked with the school sport partnerships, local authorities and extended schools managers to co-ordinate a successful bid for over £1m from Sport England to run a Sport Unlimited programme as part of provision for young people to participate in up to five hours PE and sport per week. In the first year approximately 100 schemes were funded. 119 programmes have been run

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in 2009/10, and current plans for 2010/11 indicate a minimum 100 programmes seeking funding, although this is likely to increase with further funding allocations in the year

- The Sport Unlimited programme in year 1 provided opportunities for nearly 6,000 young people to regularly participate in a wide range of sports opportunities across Kent. By the end of March 2010, 12,300 young people had been involved in sports schemes funded through Sport Unlimited. This programme, allied to the work undertaken by School Sport Partnerships to increase participation in PE and school sport, will contribute to providing a five hour offer of PE and sport for young people in the county
- In 2007/08, the trials and heats associated with the Kent School Games (see Towards 2010 target 22) generated over 500 competitions and festivals with over 500 schools actively involved at a local level. The finals events in June 2008 were highly successful with 23 sports, involving over 50 events and around 1,200 medallists. The Finals events in 2010 included 38 sports, 13 venues and the inclusion of further cultural elements, including a spectacular artistic 'Opening Ceremony', involving talented young artistic performers from local Schools. Approximately 6,400 young people were involved in the Finals and over 550 schools involved in the Kent School Games throughout the year. In addition, the national interest in the Kent School Games Model, as something that could potentially lead to a National Schools Olympics, if replicated in other counties, has been followed through in the recent coalition government's sports policy announcement
- The Kent School Games is becoming embedded within the schools competition structures, with the competition managers playing a key role in ensuring increased competitive opportunities for young people in schools.

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

- The strategic post of County Officer for School Sport and Physical Education has been embedded into the KCC CFE staffing structure. It is anticipated that the network of Sports Colleges will undertake a key role in training and continuing professional development for teachers at a local level, as there will be no specialist PE Advisory function within the new CFE structure
- Key networking groups have been established to form a strategic forum for school sport across Kent to promote and deliver a rolling programme of sporting activities under the leadership of the new county officer
- A senior competition manager and six competition managers have been appointed since September 2007 using Youth Sport Trust funding. All managers work within the 13 School Sport Partnerships in Kent to strategically co-ordinate inter-school competition within their area to ensure there are increased opportunities for young people to compete in a wider range of activities. This network of competition managers is supporting the Kent School Games to embed the work within schools
- Six Further Education Sports Co-ordinators (FESCos) have been established in FE Colleges in Kent through Youth Sport Trust funding, aiming to provide additional sporting opportunities for 16 to 19 year olds
- A countywide website for the collation of fixtures and results of school sport competitions has been developed by the competition managers, to facilitate and promote competitive school sport across all school sport partnerships
- A BSF (Building Schools for the Future) PE and Sport Stakeholder Group had been established to ensure the needs of PE and community sport are taken into account within BSF developments. However, with the recent government announcement to halt the programme, this group will no longer continue to meet, but will re-convene if necessary in the future.

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Help increase the quality of PE and sport provision:

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

What more are we going to do?

- Introduce new inter-school leagues and competitions, through the Competition Managers Network, to fill the gaps in competition structures
- Continue to plan for future Kent School Games and to develop their format, in light of the recent government announcement and to work with each school sport partnership area in order to seek to increase participation rates and the number of schools involved
- Maximise the opportunities of the London 2012 Games to encourage more young people to take part in sport within and beyond school hours through the organisation of a range of festivals and competitions linked to the national strategy for school sport
- Organise the School Sport celebration and awards event linked to the Kent School Games to highlight the sporting talents of young people in Kent schools
- Continue to increase opportunities for young people to access sporting opportunities through a range of providers via the Sport Unlimited programme.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of pupils taking part in at least two hours of high quality PE and out of hours school sport per week	84%*	88%	81%**	100%	Due Nov 2010***
Percentage of pupils involved in inter-school sport competitions (academic	New indicator	44%	50%	50%	52%****
Number of new out of school hours sports programmes (cumulative since 2007/08)	New indicator	63	121	163	187

* This figure was 66% as at July 2006 and increased rapidly during 2006/07

** Definition change to only include hours within the curriculum

** *Local records show this was 84% as at December 2009 and 87% as at July 2010

**** Estimate

Monitoring completed by: Chris Hespe/Danny O’Donovan

Date: 9 July 2010

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Target 48: Increase opportunities for everyone to take regular physical exercise		
Lead Cabinet Member: Alan Marsh	Lead Managing Director: (Was) Peter Gilroy	Lead Officer: Meradin Peachey

Status: Completed

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

‘Activmobs’, Charlton Athletic FC, KCC Sport, Leisure and Olympics Service, KCC Environment, Highways and Waste directorate, Eastern and Coastal PCT, West Kent PCT, KCC Adult Education, private sector leisure industry, Kent district and borough councils, Kent Adult Social Services, KCC CFE (School Sports Partnership, Healthy Schools, Extended School Hours programmes), the DoH Communities for Health Programme.

Outcomes delivered:

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

- Cycling and walking to school is being actively encouraged with enthusiastic take-up by pupils. ‘Walk on Wednesdays’ and ‘Walking Bug’ saved 26,635 car journeys across eight districts in three months
- ‘Naturally Active’ and ‘Walking for Health’ programmes have been delivering country walks within Kent’s country parks. Naturally Active alone has over 720 participants and ‘Walking for Health’ hundreds more
- 30 ‘Activmobs’ are in operation involved in varied activities including Nordic walking, singing, dancing, gardening and dog training with around 300 participants (see Towards 2010 target 49)
- Maidstone BC has initiated well-attended ‘Outdoor’ programmes and new outdoor skills are being taught through ‘Branching Out’ programmes. ‘Branching Out’ was the result of an initiative by Maidstone Ramblers as their response to the Disability Discrimination Act Directive. The new all-ability group has been developed in conjunction with the research project ‘By All Means’, whose aim is to increase opportunities for disabled people to explore the countryside
- The Kent Countryside Access Improvement Plan emphasises the health benefits from use of our natural areas (see also Towards 2010 target 45).

KCC Sport, Leisure and Olympics Service is also critical to delivering this target and they have numerous new approaches across Kent including:

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

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

Kent Libraries are keen supporters of health and fitness, for example:

- A healthy living 'Buggy Walk' for mothers of young children in Dartford has recently started
- A 'Jane Austen Walk' has been instigated in Tonbridge and other literary and historical walks are being developed in conjunction with local historical societies.

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

- Developing a social enterprise to expand the 'Activmobs' programme which is currently the subject of various funding submissions and commissions. This programme is aimed at those who want less formal types of activities (e.g. walking) on a more flexible basis or those who find formal groups and leisure environments intimidating and off-putting. It has also proved very effective at promoting community engagement and cohesion and active citizenship
- Promoting physical activity among groups currently identified as undertaking either no or low levels of physical activity e.g. physical activity for adults with Charlton Athletic FC (192 people over six months) and exercise for those with mental health needs at Curves, Gravesend (50 plus people for six months) – see also below
- Developing new partnerships involving the private sector and others to help provide local activity for local people, especially those who do not use current facilities. Curves is a women only exercise facility that offers a more informal version of gym-based activity. Curves in Gravesend has been working with us to provide up to 50 local women from the Asian community and others who have mental wellbeing issues with an opportunity to take more exercise and socialise together. This has been very well attended with some women using Curves up to four times per week. For some of the women attending this has become the major source of social activity in their lives. This project recently won the national Fitness Industry Association award for innovation and vision 'The Future of Flame'
- Establishing physical activity in workplace strategies across the public and private sectors including the KCC 'Welfare at Work' programme
- Implementing the Kent Healthy Weight Strategy and new partnerships schemes to tackle obesity (such as Don't Sit-Get fit, MEND, Bus Club, etc)
- Developing new opportunities for older people to remain active and independent through the Kent strategy for later life, 'Living Later Life to the Full' together with free swimming for the over 60's in east Kent
- Developing a project with Charlton Athletic FC which runs 'Physical Activity for Adults' (for adults aged 50 plus) in the areas which have the lowest levels of physical activity. The project takes referrals from local GPs in areas of high deprivation and has increased activity levels significantly. Physical activity for adults took place in Gravesend and ran for 13 weeks and an average of six people attended every week (total of nine engaged). The group are promoting the activity to others and are actively seeking funding and other support themselves to enable it to continue. 'Activmobs' may become involved shortly.

District councils are very proactive in promoting opportunities for exercise. In east Kent, Active Ashford, Active Canterbury and Active Dover provide information and activities for people in their area. Much of this is about easy to access exercise such as walking and cycling as well as community sporting events. In west Kent, 'Get Sorted' gives lifestyle advice to

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people including exercise. The Exercise Referral scheme from the NHS professionals also operates across the county.

Towards 2010 target 45 is also linked to delivery of this target. In addition, the Kent Thameside Green Grid, Greening of the Gateway Kent and Medway, Swale Green Grid, Ashford Blue and Green Grid, and Natural East Kent, are strategic programmes to help improve access to and enjoyment of the countryside and open space.

What more are we going to do?

Delivery of Kent Agreement 2 includes a target to increase the amount of physical exercise taken by people aged over 16 years from 20.3% of the population to 22.5% by March 2011.

All the actions described above will continue into 2010 and some beyond. In addition, other developments are planned:

- The 'Fit2Gether' programme is popular with the leisure industry and further work will develop more activity where we have shown the need such as encouraging more females aged 16 to 24 to participate in physical activity. The highly successful project with Curves in Gravesend will continue to develop an increased community focus and find new ways of attracting financial support
- In north Kent, a cycling activity centre is planned to provide 43 hectares of landscaped park which will comprise cycle tracks, technical mountain bike circuits, BMX circuits as well as a skate park, playground, café, retail space and community facilities
- In east Kent the 'Natural East Kent' programme will have area plans to improve exercise, in particular around the urban fringes of the coastal towns
- Work is continuing to support the development of activities around healthy living, cycling and outdoor recreation in Betteshanger. New activities instigated through 'Activmobs' already have over 100 members. This approach is also proving popular in Parkwood (Maidstone) where the community is responding very positively. The feasibility of installing an outdoor gym in the area is under active consideration with partners
- 'Activmobs' is working in partnership with mental health services to improve access to activities for people with mental health problems in both east and west Kent. This currently operates in Parkwood, Maidstone, and Sheerness but may also include Tunbridge Wells in the near future
- In conjunction with the Kent PCTs, a single point of information for people wanting access to services and advice about physical activity and other healthy lifestyle issues will be developed for Kent
- Work is well underway to make the provision of Health Walks more accessible to the more deprived communities in Kent
- We are working with the universities and other academic institutions in Kent to find new ways of evaluating and benchmarking the activity we undertake.

Measurable indicators:

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

Monitoring completed by: Mark Lemon

Date: 27 July 2010

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

Status: Completed

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

Eastern and Coastal PCT, West Kent PCT, Kent district and borough councils, 'Activmobs', private sector leisure industry, voluntary organisations.

Outcomes delivered:

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

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

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

- All school children are now measured in their reception year and year 6 to determine obesity levels in children
- Teenage life-checks, funded by the Department of Health, are being rolled out across the county
- PCT Health Promotion Teams educate and support people trying to reduce their weight and be more active (see also Towards 2010 target 48) with health trainers now in all parts of the county
- A Big Lottery partnership bid of nearly £1m was secured by KCC and partners for projects across Kent including £50k on the 'Whole School Meals' project.

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

- Exercise and diet programmes in the workplace and childhood obesity programmes are being established by the Health and Wellbeing Partnerships across the county
- Health Action Gravesham (Gravesham BC, KCC and West Kent PCT) is offering food production and community cooking sessions with dietary/nutritional advice, a physical activity instructor for those in sheltered accommodation and residential homes and a

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young people's programme (Don't Sit – Get Fit!) that works in schools, after school and out of school times running weekly swimming lessons

- KCC, Canterbury City Council, and Eastern and Coastal PCT are working together to increase participation by children and young people in youth and community activities that tackle obesity
- 'Active Canterbury', the Community Sports Partnership, brings sports sectors together to increase participation in physical activity
- Sports and leisure partnership schemes in Swale are in place to tackle obesity such as Don't Sit – Get Fit!, MEND and Bus Club
- Big increases in physical activity programmes delivered in partnership (as identified in Target 48)
- East Kent Health Walks, exercise 'on prescription', and 'green gyms' are now being expanded across the whole county
- Weight Management Clinics are now established in Maidstone
- In Sevenoaks 'Get Sorted' and the 'Why Weight Plan' offer people lifestyle advice with an emphasis on managing their weight
- Tunbridge Wells offers 'Food 4You' workshops, 'Grow it Cook it Eat it' courses and 'Looking 4Ward with Food' to increase people's familiarity with healthy eating
- Veg Bag schemes operate in east Kent which also has a Weight Management Scheme run by the PCT
- Healthy Living Centres (HLCs) have been established in deprived areas of the county and give advice and practical help including programmes on good diet and nutrition and cookery skills, including Community Chefs (see also Towards 2010 target 51)
- Kent Adult Education Centres often offer similar support to HLCs in other parts of the county and also take referrals from health professionals of people wanting to change their lifestyles for relevant activities at reduced fees
- The Kent Healthy Schools Programme has had a 100% engagement by Kent schools and 87% have achieved national Healthy Schools Status (see also Towards 2010 target 51). These can now progress through the Healthy Schools Enhancement programme. Further work is helping children with healthy eating and nutritional lunches and community healthy eating pilots have been launched to increase the uptake of healthier school meals including free school meals
- The School Sports Partnership promotes sports with young people.

A range of other activity has also been developed:

- KCC has two food and health co-ordinators training cooks in its school kitchens and delivering Healthy Eating training to over 600 primary staff. Catering contractors are providing development and tasting sessions for pupils and parents. (See Towards 2010 target 51)
- We are ensuring that all schools within the KCC school meals contract (61% of all schools) provide meals compliant with legislative requirements. Progress towards improving the action focusing on other food consumed in schools, not just lunches provided, is going well
- A new smoking policy for KCC, aimed at promoting giving up smoking and assisting those that want to, has been adopted

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- A new tobacco control strategy 'Towards a Smokefree Generation' to help people avoid the use of tobacco and smoking has been adopted by KCC and partners
- 'Smokefree United' designed to promote the benefits of not using tobacco to young men through football has been launched
- KCC has launched a major initiative to combat misuse of alcohol following the publication of the Select Committee report. This includes a new cross-agency approach called 'Kent Action on Alcohol' and a new alcohol strategy currently being consulted upon
- KCC has a major workplace initiative designed to improve the health of the 45,000 workforce called 'Wellbeing at Work'. This includes annual health checks, online access to information and healthy activities such as 'The Virtual Gym'. The staff 'Weight Loss Challenge' has helped over 400 people lose over 277 stones in weight
- Kent Adult Social Services are expanding their preventative programmes including reducing falls in older people and increasing physical activity levels. The Brighter Futures Group helps people aged over 75 with volunteer support to give advice and assistance, including health and wellbeing (see also Towards 2010 targets 52, 54, 56)
- NHS 'Life Checks' offering screening services for heart disease are being rolled out across the county
- Kent Health Watch has been established to ensure that people's views on the health and social care services they receive are properly recorded and addressed
- The KCC 'House' campaign (see Towards 2010 target 50) has delivered 'House' shops in each of the 12 district council town centres in Kent and houses multi-agency partnerships between the PCTs, KCC directorates and the private and voluntary sector to work in innovative ways to deliver health and lifestyle messages to young people. This is an exciting and effective way of engaging young people who may otherwise not access the range of existing services offered in traditional settings
- 'House on the Move' is now delivering health and lifestyle advice to young people around the county by visiting them in their own communities
- KCC Libraries have delivered a number of specific outcomes:
 - They have been working very actively with health colleagues to give public access to NHS Choices, provide a range of resources in partnership with the Kent and Medway Cancer Network, Healthy Living Libraries, community fruit and veg schemes, health trainer sessions and specific information initiatives. Libraries also provide important community venues for 'stop smoking' services
 - Libraries are also providing 'Choose and Book' facilities on-site
 - Libraries provide facilities for smoking cessation services to operate local clinics.
- 'Books can help' is a books on prescription scheme that provides medically approved information to people with mental health and other issues
- The Kent Alcohol Strategy is being implemented by a multi-agency steering group across the county led by KDAAT (Kent Drug and Alcohol Action Team) and which will shortly be finalised
- KCC Environment Highways and Waste is working with Eastern and Coastal PCT to improve access to the countryside and healthy activities for people in more deprived areas

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- We have been working with the community in Parkwood (Maidstone) ward and in Sheerness to improve lifestyles and health, especially mental health.

What more are we going to do?

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

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

- Extend the Health Trainers programme across the county
- Roll out the Expert Patient Programme to support people with long-term health conditions
- Increase the number of pharmacies offering weight management programmes
- Work with libraries and an online health assessment to help people understand their own health issues and take appropriate action
- Extend the mental health community project in Parkwood and Sheerness to Tunbridge Wells
- Develop a new approach to helping the Gypsy and Traveller community access health care services and facilities.

Measurable indicators:

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

Monitoring completed by: Mark Lemon

Date: 27 July 2010

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Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex		
Lead Cabinet Members: Alan Marsh	Lead Managing Director: (Was) Peter Gilroy	Lead Officer: Meradin Peachey

Status: Completed

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

Kent Public Health Department, Kent Alliance on Smoking and Health (KASH), Kent Drug and Alcohol Action Team (KDAAT), Eastern and Coastal Kent PCT, West Kent PCT, Kent Police, Kent district and borough councils, Connexions, M&C Saatchi, Refocus, The Beat Project, Kent Council on Addiction, local town centre management, local voluntary services, KCC's Youth Service, KCC Children, Families and Education Directorate, Libraries, Youth Offending Service, Communication and Media Centre and the Teenage Pregnancy Partnership.

Outcomes delivered:

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

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

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

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

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

The concept of the 'House' campaign was that it runs for a month at a time in town centre shops located in each of the 12 Kent districts. The total period for 'House' was 12 months. The success of and demand for 'House' has meant that it now continues in the community and is planned to be sustained in Kent town centres (see the 'What more are we going to do' section that follows).

The results have been phenomenal. It has now visited eleven town centres and 7,500 people have visited it at least once (total visits are 13,000), many of whom are currently unknown to and do not access existing services. 'House' has provided over 30 participating agencies with

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new ways of reaching young people, including those 'hard to reach', and a place to work in different and more effective ways. Across the first six sites over 8,000 attendances were recorded (almost certainly an under-estimate). Many of the organisations are reviewing how they work in the light of their experience in 'House'.

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

It is also highly innovative in the way it is marketed relying almost solely on word of mouth and underground 'guerrilla' marketing. Within two hours of one site opening, with no forward publicity, 60 young people were inside. This has earned a KCC Chief Executive's Department Quality Service Awards Team Innovation Award and two Gold Awards in the National APG Creative Strategy Awards (the advertising industries most prestigious awards).

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

'House' campaign posters portray a very hard-hitting image and have been aligned to other relevant local campaigns throughout the year. Youthbytes (creative pop-up links accessed through College Personal Computers) has been commissioned as a pilot in West Kent College (Tonbridge) and South Kent College (Ashford, Shepway and Dover) to support alcohol messages to young people as part of the Kent Alcohol Strategy. The creative pop-up links are also being used to promote the Towards 2010 Campaign for Young People within these colleges. Youthbytes is now being rolled out to all interested secondary schools in East Kent and to special needs schools where the creative lifestyle messages are being adapted and designed around the specific needs of young people.

What more are we going to do?

Additional funding has been secured from Eastern and Coastal PCT and KDAAT to extend the operation of 'House' through a mobile facility, called 'House on the Move'. This is reaching young people in their local communities rather than town centres. Engagement with young people has produced a design brief for 'House on the Move' that will deliver 'House' directly into estates and other communities across Kent over the next two years. 'House on the Move' was launched in Maidstone in May 2010 and many of its activities will address alcohol issues and their consequences.

In addition, further work is progressing with local partnership agencies and district councils to continue the success of 'Town House' through a franchise arrangement in town centre areas. This would sustain the project and its legacy through day to day management by lead agencies who purchase the franchise and will be overseen by the Kent Public Health Department to ensure that the concept and branding of 'House' remains pure. This arrangement is also designed to be income generating for the department.

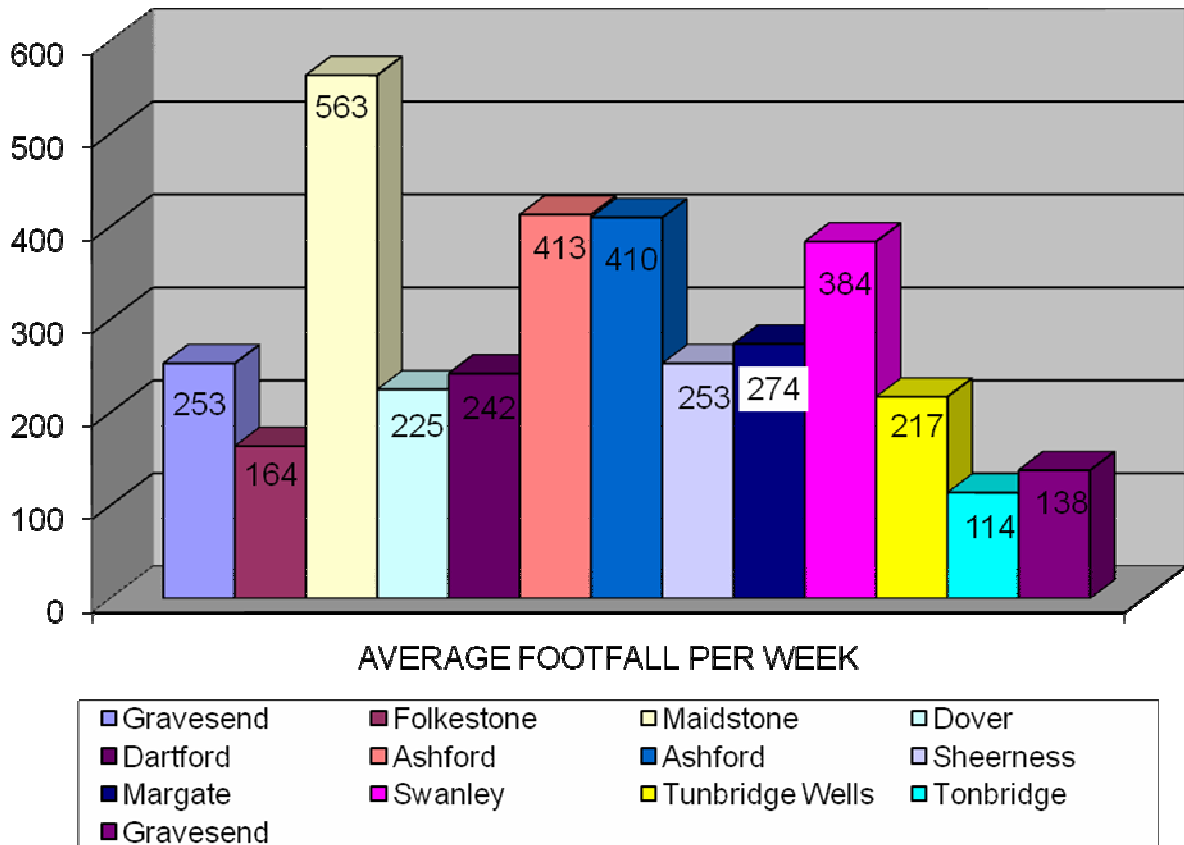
Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment.

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However, the attendance figures below show the numbers of young people that agencies have been able to access through 'House':

Average weekly footfall of young people in each 'House' location (NB: This is likely to be an under-reported figure as some young people prefer not to sign in and to remain anonymous).



In addition, there has been an evaluation of the questionnaires to invite feedback from young people and participating agencies which is being used as a learning process for potential future 'House' shops. This evidences how this campaign has successfully raised awareness of lifestyle issues to young people, with 20% specifically indicating that 'House' has influenced a positive change in their behaviour. A few examples are listed below:

“'House' has helped me cut down smoking and stop drinking”

“...I thought it was a bit of fun but it turns out that it was fun and useful. I have learned a lot and signed up to helpful programmes to help me with drug misuse...I have found 'House' and it's connections very useful”

“I got talking to a lady at 'House' and she got me on a course to help me get a job.” I have got voluntary work caring for adults with learning difficulties.”

Monitoring completed by: Debbie Smith

Date: 1 July 2010

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Target 51: Encourage healthy eating by providing nutritious lunches through the 'Healthy Schools' programme and launch a range of community-based healthy eating pilots		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officers: Marisa White/Sean Carter/Mark Sleep/Janet Stein

Status: Completed

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

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

Outcomes delivered:

100% of Kent's schools are engaged in the Healthy Schools Programme with 87% of schools having achieved Healthy Schools status as at July 2010, as can be seen from the PI table.

There are five pilots associated with the delivery of this Towards 2010 target. All the pilots have completed their delivery stage and BMG, the research organisation commissioned to undertake the evaluation, produced the final outcome focused report using impact based evaluation methodologies as well as pilot specific evaluation reports.

Pilot 1 – Community Cooking Skills (including Community Chefs and Kent Cooks! schools' cooking competition)

Community Chefs - Key outcome:

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

Kent Cooks! Schools cooking competition - Key outcomes:

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

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

- The fruit and vegetable bags have resulted in increased incorporation of fruit and vegetables in the family meals of those taking part.

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

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

Pilot 4 – Increasing School Meal Uptake - Key outcome:

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

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

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

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

Key outcomes as a whole:

Overall outcomes across the pilots:

- The proportion of the sample recognising the ‘Eatwell plate’ rose from 82% prior to participation to 96%
- The proportion always reading food labelling rose from 24% prior to participation in the pilot to 32% after participation. This was particularly looking at salt, sugar and saturated fat content of items
- With regard to the healthy eating training pilot, the proportion of participants reading food labels for information about fat levels rose from 49% to 66%, reading information about sugar content rose from 33% to 52%, and reading information about salt content rose from 30% to 51% after participation
- There was an increase in confidence in preparing raw foods at home with 38% stating that they were very confident, rising to 53% saying that they were very confident after the intervention
- Trying out a new recipe at home at least every fortnight increased from 22% to 49%, which can possibly be attributed to gaining new food preparation and cooking skills (as well as increased confidence)
- Those rating their cooking skills as ‘fairly or very good’ rose from 83% to 92%
- Over two thirds of respondents (67%) said that they had changed what they ate recently/since they had taken part in the pilot, including trying out more varied types of food, more home cooking, reduced salt intake and reading labels more
- 24% of participants that took part in the healthy eating training were monitoring their salt intake, compared to just 3% before the training. Likewise 24% of participants were monitoring their sugar intake, compared to just 7% who did before the training
- Of the participants that took part in the Community Chefs pilot, 21% said they were trying more varied types of food, compared with 2% at the start of the pilot, and 17%

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were eating few takeaways/doing more homecooking as opposed to 7% at the start of the pilot

- The majority of respondents also expected to make further changes in the future, with less than a third (29%) stating that they did not plan to make future changes to what they ate
- There was an increase in the numbers of respondents saying that their child(ren) had a healthy diet (from 76% to 84%)
- There was an increase in the numbers of respondents who said that they themselves had a healthy diet (from 71% to 78%).

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

- As already stated, 100% of Kent's schools are engaged in the Healthy Schools Programme with 87% of schools having now achieved Healthy Schools status. There are already reports of evidence from schools that healthy schools activity is leading to improved pupil behaviour, including punctuality and attendance
- 310 learners attended family programmes with a healthy eating focus provided by the Kent Adult Education Service working with the Extended Schools Team
- Obesity in both the Reception Year and Year 6 is below national and statistical neighbours' averages, and has slightly reduced. Reception year is 9.0% down from 9.4%, Year 6 is 16.7% down from 16.9%
- Parents receive information from the school nursing services which offers pathways to help and support should their children be deemed an unhealthy weight or at risk of becoming so
- Primary children in 2008 are more likely than children in 2006/07 to think that it is healthy to eat different types of food (67% and 61% respectively). (Source - Kent Pupil Survey)
- More post-16 young people ate five portions of fruit or vegetables a day at least one or two times a week in 2008, compared to those in 2006/07 (40% and 35% respectively). (Source - Kent Pupil Survey).

What more are we going to do?

We will disseminate the findings from the healthy eating pilots full evaluation report including through Kent Trust Web and seek opportunities to sustain and mainstream the successful programmes of work. The plans for each pilot are as follows:

Pilot 1 – Community Cooking Skills

The Community Chef:

- Funding has been secured via Eastern and Coastal Primary Care Trust to sustain and widen the remit of the Community Chef based in Sheppey
- Funding to sustain the Community Chef based in Dartford/Gravesend is being sought
- We will develop partnerships with Kent Farmers Markets to enable the Community Chefs to work with farmers markets to provide cooking skill demonstrations/classes and healthy eating information
- Opportunities to work more closely with Thanet College are being explored to develop an 'offer' to young people in schools to deliver cooking skills.

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Kent Cooks!:

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

Pilot 2 – Access to Fruit and Vegetables

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

Pilot 3 – The Healthy Eating Training Programme

- Develop further training packages for parent support advisors (PSAs) and Children’s Centre Staff. On the basis of feedback already received, training packages providing advice and guidance on packed lunch content are being developed
- Embed healthy eating training as part of the mainstream ‘offer’ of support provided to parents/carers by PSAs and Children’s Centre staff .

Pilot 4 – Increasing School Meal Uptake

- Findings to be used to develop a programme on increasing school meal uptake. Contractors to roll this out to Kent schools in the school meals contract. To this end, a best practice toolkit has been developed in partnership with school meals contractors and head teachers
- Findings to be used to inform the specification for the next round of tendering for the school meals provision contracts.

Pilot 5 – National Children’s Bureau Health Challenge Programme

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

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2009 Actual
Percentage of schools which have achieved Healthy Schools status as at December each year*	38%	62%	78%	80%**	84%***
Number of parents and children reached through School/Community Healthy Eating Pilots	New Indicator	4,595	5,000	5,000	5,000

* Percentage is of a total of 593 schools

** Original target was 75%

*** This was 87% as at July 2010

Monitoring completed by: Sean Carter

Date: July 2010

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<p>Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include:</p> <ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support through Direct Payments • taking advantage of new technologies, such as expanding our TeleHealth and Telecare programmes 		
<p>Lead Cabinet Member: Graham Gibbens</p>	<p>Lead Managing Director: Oliver Mills</p>	<p>Lead Officers: David Weiss, Cathi Sacco, Mike Dorman, Michael Thomas-Sam</p>

Status: Completed

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

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

Outcomes delivered:

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

Increase suitable housing to promote independence:

A key aspect of this target is the development of suitable housing to enable people to live independently. Projects to develop supported housing for older people, disabled people and those with particular needs have progressed well and all targets have been met or exceeded:

- All 340 homes delivered under the Better Homes Active Lives Housing PFI are now occupied, including seven new extra care schemes and nine clusters of housing for people with learning disabilities or mental health problems
- A vulnerable person's strategy has been adopted for the choice-based lettings scheme, in collaboration with the Joint Policy and Planning Board (JPPB) (Housing), to ensure vulnerable groups are not disadvantaged. 12% of lettings have been to people aged 60 plus and covered all disability/sensory categories. A recent report judges that vulnerable people have not been disadvantaged through this new scheme as 44 people with a learning disability, 256 people with a physical disability, 138 people with a mental health condition, 61 hearing impaired people and 32 visually impaired people all secured housing
- The 'Excellent Homes for All' housing PFI, which will deliver required funding for 228 units of additional new social housing for vulnerable people, has been approved by the Homes and Communities Agency (HCA) and the Treasury. The procurement to select a partner is progressing well. This project includes five extra care schemes for older people, a nine unit scheme of supported accommodation for people with mental health

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problems and an 11 unit scheme of 'move-on' accommodation for vulnerable homeless people. This new PFI will be delivered in partnership with five district councils, and is currently timetabled to reach financial close in early 2011

- KASS (Kent Adult Social Services) has worked in partnership with all Kent district councils securing housing for vulnerable people and continues to play a positive role on the Kent Housing Group, JPPB (Housing), and in helping to develop the Kent Housing Strategy
- KASS has successfully achieved the transfer of housing for people with a learning disability from the NHS and is now managing the project to develop and improve this housing.

Increase Direct Payments:

Direct Payments give people the opportunity to have control over their package of support which enables them to live independently. Direct Payments are being actively promoted, leading to a significant increase in take-up, with 2,786 people using this service in Kent. Additionally, the Kent Card is already being used by 1,055 people as a banking option for Direct Payments (figures as at 31 March 2010).

Increase access to TeleHealth and Telecare:

Preventative interventions such as TeleHealth and Telecare embrace new technology to enable people to remain in their own homes. As documented in detail in previous Towards 2010 annual reports, Kent has been a Whole Systems Demonstrator (WSD) site, one of only three authorities selected by the Department of Health. Kent was a forerunner in the development of such interventions and the WSD project enabled Kent to offer the benefits of TeleHealth and Telecare to far more people. As at January 2010 there were 1,134 people on Telecare and 783 on TeleHealth. Now that the WSD project has been completed the work is ensuring that TeleHealth and Telecare are a part of mainstream services across health and social care. As a result of these projects, many people have been supported in leading active, independent lives. Research which is just about to be published show these interventions have had a positive impact on people's lives and have delivered savings.

Continue investment in innovative community-based preventative schemes:

There has been continued investment in a wide range of innovative localised community-based preventative schemes. Examples of initiatives which have been developed during the period of Towards 2010 include:

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

Deliver Active Lives for Adults (ALfA):

- This is a major change programme focused on promoting personalisation and independence, enabling people to have more choice and control. New services built around this ethos are being implemented and include the following:

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- Enablement services². These services are provided in peoples' homes and are aimed at providing a quick, time limited response to people who need help to regain their confidence and skills in order to remain independent in their home. During this year these services have been commissioned through in-house services and partnerships with the independent sector. This process has been given new impetus by being commissioned through the Assessment and Enablement Teams which were established as part of phase 2 of the KASS re-structuring
- The 'Good Day Programme', which is transforming day support for people with learning disabilities by offering more opportunities and choice.

Safeguard vulnerable adults:

- To enable people to live independently it is important they feel safe from abuse. KCC, along with our partners, has a strong multi-disciplinary Safeguarding Board which has led on ensuring that safeguarding vulnerable adults is a high priority. Further evidence to support this can be seen in the inspection report³. As a result of the inspection an action plan was developed which has been implemented. A key part of the plan was to raise awareness with the general public and in June we, along with our partners on the Safeguarding Board, held a week of successful events to raise awareness among the public
- Dementia Strategy – In recognition of the increasing number of people with dementia who, together with their carers, struggle to have a good quality of life in their own homes, a joint KASS/NHS West Kent Dementia Strategy has been developed with a clear action plan to deliver the strategy. This is driving the development of new projects to support people and their families and carers with dementia.

Provide social care training:

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

What more are we going to do?

- Promoting independence continues to be the overall objective which will be driven by ALFA, a programme of total transformation for KASS, whether directly provided or commissioned from other agencies. It will deliver a structure and culture that supports people to develop solutions to their needs, from an increasingly responsive and diverse market place. Fundamental to this is Self-Directed Support (SDS), which is about people being able to choose to self-manage their support or, if they choose to, have somebody else, including KASS, manage it for them. KASS has re-structured in order to deliver SDS. The new structure is now bedding down and is being monitored carefully to ensure it is delivering the required outcomes
- Delivery of fast-track equipment is in place countywide and is delivering to 250 to 300 adults each month. Two service user evaluations have been completed with the second

² See previous Annual Reports for more detail.

³ Independence Wellbeing and Choice Inspection

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one recently published. The NHS Occupational Therapy Equipment and Minor Adaptations Request Project is now in the implementation phase. The outcome of this system is to enable people to have fast access to equipment, which is vital in maintaining independence

- As part of the ALfA programme, a strategic review of older people services is being undertaken to ensure that these services are shaped to meet the challenges of personalisation and SDS
- TeleHealth and Telecare will continue to be a significant part of our preventative strategy and will continue to expand to enable more people to be supported independently
- We will continue to develop community-based preventative services with the private and voluntary sector in partnership with the Health Service to enable more people to live independent, fulfilled lives within their community
- We will commission enablement training from the wider PVI sector.

Measurable Indicator (s)	2005/06 Actual	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of people supported by community based services provided by Kent Adult Social Services (including through voluntary sector funding) to live independently, as at 31 March each year	31,027	31,990	34,250	34,555	34,027*	35,473

* This is the original target of 3,000 extra people as agreed at the outset of Towards 2010 plus the March 2006 baseline of 31,027 shown above. This target was met in 2007/08.

Monitoring completed by: Nick Sherlock

Date: July 2010

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Target 53: Strengthen the support provided to people caring for relatives and friends		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officers: Michael Thomas-Sam, Cathi Sacco, Mike Dorman

Status: Good progress

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

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

Outcomes delivered:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues. Particular outcomes delivered are as follows:

Implement the recommendations of the Select Committee Report 'Carers in Kent' – In January 2008 this report made 14 recommendations. These are being implemented as part of Kent's Carers Strategy. Most have already been fully implemented.

Deliver the Kent Adult Carers Strategy – This was launched in July 2009 and the five outcomes are being delivered via the Carers Joint Commissioning Group. These outcomes are as follows:

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

Following the launch of this strategy, Kent Carers Strategy Joint Commissioning Plans are being developed (see also Towards 2010 target 53).

Launch the Kent Carers Emergency Card Scheme – Launched in December 2008, over 1,380 carers had signed up as of July 2010. Feedback is positive and sign-up is expected to continue to increase. The aim of the scheme is to:

- Provide carers with peace of mind when away from the person that they care for
- Offer carers as much support as necessary to complete their emergency plan
- Ensure that KCAS (Kent Contact and Assessment Service) or the Out of Hours service will step in to arrange emergency support if the plan fails
- Ensure that this support is available to all carers, not just those carers of people receiving community care services
- Increase levels of community-based respite.

Provide mental health carer support – The Mental Health Matters helpline is now funded from 5pm to 9am on weekdays and 24 hours weekends and holidays. The service is available to carers and referrals can be made to the Crisis Resolution and Home Treatment Teams. Positive feedback has been received. In addition, a Mental Health Carers Support Group is

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funded in each locality in Kent and on average, at any one time there are approximately 850 carers 'on the books' receiving this support.

Implement the KASS (Kent Adult Social Services) Carers Assessment Policy – This was revised in April 2009 and led to a trial of carer support organisations delivering carers assessments on two pilot sites. The policy enables carers to receive payments directly from the Carers Grant to support them in having a life of their own. The pilot has been extended to April 2011 and an evaluation will take place in December 2011. As a result of this policy, one-off payments and Direct Payments for carers are now active across Kent. As part of the 2010 review of the Carers Assessment Policy KASS is developing a Carers Support Planning and Review Policy.

Launch the Young Carers Strategy, 'Invisible People' – This was launched in July 2008. As a result a joint young carers' protocol was agreed in September 2009 between KASS and KCC Children, Families and Education.

Publish the Annual Carers Report – The second annual report has been delivered to ASSPOSC and will be published in July 2010.

In addition, there have been other specific outcomes associated with delivering this target:

- A Carers Advisory Group in Kent is active, bringing all the key strategic partners involved in supporting carers together
- West Kent PCT and KASS are a Department of Health Carers' Strategy Demonstrator Site. This project, which will last 18 months, is underway involving a project manager and six carers support workers to help carers navigate and negotiate the health care system in GP surgeries and acute trusts
- A consortium of Carers Support Organisations across Kent, fully supported by KASS, is a pilot site for Caring Confidently in Kent training. The first facilitator training was completed and the program commenced, with 856 carer places delivered as at June. The Department of Health announced in late June 2010 that they are now withdrawing funds for the delivery of this program. KASS is committed to working in partnership with the Better NHS Support for Carers National Demonstrator Project to deliver a new training course countywide for carers and professionals. Therefore a steering group will be created to scope carers training already delivered by the voluntary sector, develop a new Caring Confidently in Kent program and deliver the program. Membership of the steering group will include representatives from the Kent Carers Consortium, KASS and Health
- Kent and Medway authorities secured £40k in funding from the Department of Health to develop and improve carer awareness training for professionals across health and social care
- KASS has a Kent Carers Website where relevant documents are published. This includes a section specifically for carers experiences
- Two Kent Carers Surveys have now been completed and feedback is being incorporated into the Carers' Needs Assessment and Commissioning Plans
- Carer Awareness Promotion has taken place with frontline staff to reinforce policy implementation
- Carers Week was held in June 2010, during which KASS launched it's 'Do I look like I care?' social media campaign to raise awareness among younger adult carers and publicise the Kent Carers Website. The campaign was created and publicised with no cost. Four clips and four adverts of younger adult carers were posted on YouTube and

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promoted by Twitter and Facebook. To date the clips have received in excess of 2,000 hits. The mobile Gateways were used throughout the week by local carers organisations to provide information and advice around the county

- KCC as an employer has surveyed staff to gain an insight into the number of employees juggling caring with employment. This will be revisited in future
- The KCC Staff Carers Leave Pilot Scheme was launched to all staff in June 2009 and has now been incorporated into the KCC Personnel Policy
- A 24 hour Dementia Helpline has been launched across Kent using local organisations and volunteers to support people with dementia and their carers. In conjunction with this, a DementiaWeb website was also launched, offering information about dementia and a constantly updated directory of local resources
- A dementia crisis or emergency response service has been set up in west Kent, consisting of an enhanced support service delivered at the person's home and may include night sitting. The service will be delivered for a maximum of six weeks
- All carers not in full employment have access to a suitable employment programme comprising of adviser support and Jobcentre Plus (JCP) approved training. This was implemented in December 2009
- KASS held a Carers and Personalisation – One Year On event on 1 April 2010, which followed last year's event and looked at KASS's progress over the last year to identify next steps.

What more are we going to do?

- We are exploring mechanisms for information sharing and joint commissioning across health, social care and the voluntary sector. Carers assessments have been considered in discussions regarding KASS's decision to procure a Common Assessment Framework
- KASS is currently working with the PCTs on a Carers Joint Needs Assessment to identify current service provisions and support in Kent for carers and areas of improvement
- We will continue to develop services which meet the needs of carers in line with the Select Committee recommendations
- KASS and East Kent PCT are piloting Health Personal Budgets for three years as part of a Department of Health evaluation. Carers will be one group involved in this pilot receiving personal health budgets for respite services
- We are beginning to explore the use of social networking sites such as Twitter and Facebook in order to reach out to young adult carers
- KASS is currently working with the Royal Association for Deaf People to deliver a year long project working with deaf carers.

Measurable Indicator (s)	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of carers satisfied with the help from Kent Adult Social Services	*	67%	To show improvement	74%

* The first survey was undertaken in 2008/09

Monitoring completed by: Nick Sherlock

Date: July 2010

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Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent

Lead Cabinet Member:

Graham Gibbens

Lead Managing Director:

Oliver Mills

Lead Officers:

Nick Sherlock/ Cathi Sacco/
Mike Dorman

Status: Good progress

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

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

Outcomes delivered:

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

KCC has a strong tradition of working closely with the Health Service, as evidenced by the established Section 75 partnerships. Initiatives delivered within the context of this Towards 2010 target include the following:

- The Public Health Department is now firmly established and led by a jointly appointed Public Health Director for Kent. Its agenda for action is set out in the Public Health Strategy (Live Life to the Full) and the Public Health Annual Report. The establishment of the Public Health Department has seen a wider focus on prevention and health inequalities and development of new ways of working with the Health Service and communities
- The Joint Strategic Needs Assessment (JSNA) has been developed as a tool which is being used to identify joint commissioning priorities. Underneath the overarching JSNA, specialist assessments have been developed around areas such as dementia, learning disability and mental health. The outcome of these activities has been to ensure that identified priorities and commissioning have been developed from an evidenced-based needs assessment
- The INVOKE⁴ (Independence through the Voluntary action of Kent Elders) project has been developed out of the successful Partnerships for Older People bid and has introduced a range of initiatives which have supported older people in the community. The INVOKE project has been evaluated and the final report was published by the Personal Social Services Research Unit for the Department of Health in January 2010. The report showed care spending on service users fell by £2,166 per person per year after using preventive services, while users reported better outcomes
- Implementation of the Kent Adult Carers Strategy was launched in July 2009. The outcomes are being delivered via multi-agency commissioning plans (see also Towards 2010 target 53)

⁴ More detail on this project have been provided in previous Annual Reports

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- Prevention in the community projects is being delivered in partnership with Health and through joint investment in the voluntary sector. This includes 'Brighter Futures', which encourages more able older people to support those who may need help through volunteering. Other initiatives range from community support to those with dementia to 'falls' projects. The outcome has been to enable more people to remain independent. Evidence of this can be seen in the Care Quality Commission Inspection of Kent Adult Social Services 2009⁵
- Within Mental Health the delivery and development of preventative services continues to be a major priority. This includes:
 - Supporting the development of a new website, 'Live it Well', set up by Sevenoaks MIND and recently launched
 - Working with a number of GP practices and the voluntary sector to develop early intervention for people with anxiety and depression
 - Continuing to manage our investment with the voluntary sector in externalising our day services. This is beginning to show good outcomes in social inclusion and access to employment.
- The partnership with Health in developing the Whole Systems Demonstrator, already described in detail in Towards 2010 Target 52, is another initiative which is supporting the development of this target. The Whole System Demonstrator project has demonstrated the outcomes of using technology and how it can improve the independence, health and wellbeing of a person
- Delayed transfers of care has been an area of continued improvement throughout the life of this Towards 2010 target. Over the winter period, there was an increase in the numbers of delayed transfers of care which is consistent with previous years. Winter is a time when an increase in numbers is expected. This year, the particularly bad weather and other factors such as the Nova virus have had a significant impact. KASS will continue to work with Health to target avoidable admissions as an area of high priority
- We have developed a wide range of intermediate care projects in partnership with Health which are preventing avoidable hospital admissions, facilitating safe, early discharge from hospitals and maximising people's ability to regain their independence. Intermediate care has played a significant part in tackling delayed discharges from hospital and enabling people to live independently
- Approximately 400 people have transferred from the Health Service to KASS (Kent Adult Social Services) Learning Disabilities under the Section 256/NHS Act 2006. This has been a huge project which has been outlined in detail in previous Towards 2010 annual reports. The outcome of this project will be to give this group of people more opportunities of choice and independence. The transfer is rooted in the principles of 'Valuing People'
- Health plays a major role in promoting Safeguarding and is a key member agency of the Safeguarding Board. Both PCTs and especially KMPT (Kent and Medway NHS and Social Care Partnership Trust) fully supported KASS during the inspection and have played a full part in helping to deliver the Inspection Action Plan.

The vast majority of the above initiatives will be developed beyond 2010, continuing to deliver better outcomes for people.

⁵ Independence Wellbeing and Choice Inspection

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What more are we going to do?

The major priority for the next three years, as outlined in Active Lives Now, is to focus on working with the Health Service in delivering more personalised services which offer people choice and control i.e. Self-Directed Support (SDS).

We continue our focus on community-based preventative services in order to deliver the joint priorities outlined in such strategies as the Carers Strategy, the End of Life Strategy and the Dementia Strategy. A key feature will be the development of shared pathways of care that are planned jointly. Outlined below are some planned initiatives to be delivered within the context of this target along with expected outcomes:

- Whole Systems Demonstrator/Telecare/TeleHealth – This project has now ended but KASS will deliver further opportunities for people to use technology to enhance their independence and wellbeing through SDS
- Autistic spectrum – A Select Committee on this issue has been completed and the recommendations are now published. We will continue to work jointly to improve the services for this group
- Common Assessment Framework – We are working with the Health Service to develop this through Functional Assessment in Care Environments (FACE). This will mean that we will have a joint co-ordinated assessment process where people will only have to answer questions once about their circumstances
- Full implementation of the Dementia Strategy – To be developed jointly with the PCT to ensure support for people with dementia and their carers. Continued investment will be made in Dementia Services.

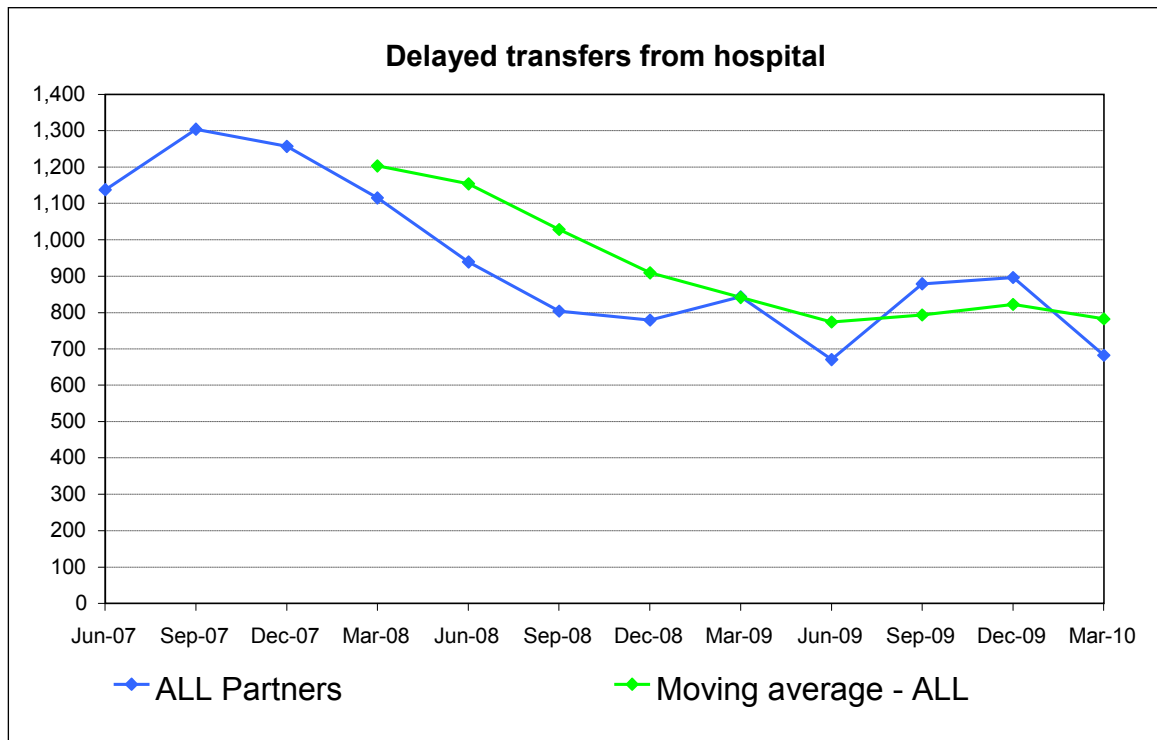
Measurable indicators:

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

However, we can demonstrate improved outcomes using the following evidence:

- The recent evaluation of the POPPS (Partnerships for Older People Projects) scheme, which INVOKE was a part of, has demonstrated better outcomes including:
 - Overall, hospital overnight stays appeared to be reduced by almost half (47%)
 - Use of Accident and Emergency (A&E) departments reduced by almost a third (29%)
 - Reductions were seen in physiotherapy/occupational therapy and clinic or outpatients by almost one in ten
 - Such change had a notable impact on costs with a cost reduction of £2,166 per person reported.
- The recent evaluation of the TeleHealth programme outlined above illustrates a significant reduction of avoidable hospital admissions and visits to A&E for those people using TeleHealth
- We have continued to make good progress in terms of delayed discharges and the graph that follows highlights activity since 2007:

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Monitoring completed by: Nick Sherlock

Date: July 2010

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Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence		
Lead Cabinet Members: Graham Gibbens/Sarah Hohler	Lead Managing Directors: Oliver Mills/Rosalind Turner	Lead Officers: Michael Thomas-Sam/Colin Feltham

Status: Good progress

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

Kent Adult Social Services and KCC Children, Families and Education (CFE) directorates are leading the partnership which includes the Kent Learning Disability Partnership Board, parent organisations, PCTs, Learning Skills Council (LSC), Connexions and schools. We are expanding the partners to include KCC's Communities directorate, local further education (FE) providers and district councils.

Outcomes delivered:

- A major driver for the work to support this Towards 2010 target was the Select Committee, from which a number of successful initiatives have sprung, and which was overseen by the Transition Board. The multi-agency transition protocols are an example of this and set out the clear commitment to every disabled young person in Kent that they will get co-ordinated support to help them move from adolescence to adulthood. The protocols also ensure that this transition support will be personalised, co-ordinated around individual needs and reflect the young person's aspirations and that young people, their families and the professionals involved all have a clear understanding of who will be involved and what they will do
- Young people that may need additional support with their transition into adult life are identified when they have their transition review in Year 9. With the young people and their carer's consent, this links together basic identifying information held by CFE, the Health Service and social care agencies and will ensure that no-one who needs and wants support through transition will be missed
- Training to support the implementation of the transition protocols across all agencies has been delivered in every locality. This builds on the best practice already within the county and is developing local virtual teams who will lead on transition for local children. The effectiveness of these is being monitored by all the agencies involved and all these actions will ensure that the practice around transition is improved upon. This training has now been extended to mainstream schools enabling local virtual transition teams to pick up and support disabled young people
- The young people and carer easy-read guides to the transition process have been distributed through a network of professionals so that it will be available to every young person who needs it. This ensures that each young person and their families will know what support they will receive and how to access it. It is also available on each agency's websites and at www.kent.gov.uk/transition
- Previous Towards 2010 annual reports have outlined the survey process to establish how satisfied young people and their families are with the support they have received during the transition process. Currently this work is being repeated to give an updated position
- The recent PFI housing initiatives that focussed on vulnerable and disabled people will give young people further options to live independently. It is recognised that housing is a key issue in supporting disabled people in transition. Housing Needs Surveys have been carried out in all Kent districts to give a comprehensive picture of housing needs.

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Furthermore in the area of Learning Disability Health and Social Care integrated teams have devised housing action plans to support the housing need of young adults

- Kent Supported Employment has a good record in supporting young people with employment opportunities. As part of 'Getting A Life', KASS, CFE, Connexions and Jobcentre Plus have been working jointly to develop an employment pathway for people aged 14
- A revised Connexions 'Moving On' (Section 139a) application form is in place to assist young people with planning and arrangements for transition between school/college and further education, training, or work. There is another form for specialist colleges outside of Kent. This is a working document for those students moving on from September 2010. The members of the 'Getting a Life' group had commented on the forms previously. The forms came into operation in May 2010.

What more are we going to do?

- The experiences of young people during and after transition will continue to be monitored. Further groups of young people and their carers will be asked to rate their satisfaction with their support to ensure that the protocols are making an improvement. This will provide a rolling measure as the impact is more widely felt
- The training to support the implementation of the transition protocols across all agencies will continue to be extended to all mainstream schools so that the local virtual transition teams pick up all young people with disabilities who will benefit from supported transition
- The uptake of Direct Payments from CFE is continuing to rise rapidly with 25% more payments being made over the year. There are now 657 young people and their families benefiting from the increased choice and control that Direct Payments bring. Work is being undertaken to allow the Kent Card to be used by families (see Target 52) to aid the smooth transition from a CFE Direct Payment to a Kent Adult Social Services personal budget. This increases both flexibility and control for individuals, enabling them to live their lives more independently. With the development of Self-Directed Support, personal budgets will become the norm for every adult needing support
- The next phase of the Housing PFI project as outlined in Towards 2010 target 52 will offer further housing opportunities for young adults with learning disabilities
- The Transition Partnership has been widened to include representatives from housing providers and engagement is increasing with the district councils and employment and training organisations. This is helping to increase the opportunities for young people to move to full adult life with more integrated access to housing and employment opportunities
- We will ensure that the delivery of this Towards 2010 target is supported by other targets:
 - Develop multi-agency support to parents and their children (Target 13)
 - Listen to young people's views (Target 14)
 - Increase the number of people who are supported to live independently (Target 52)
 - Strengthen the support to people caring for relatives and friends (Target 53).

Recently, there has been a further survey of carers, building upon the questions used by Kent in the previous survey. These results have still to be validated and published but the signs are that there has been an improvement in carers satisfaction. The latest position is shown in the table that follows:

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Measurable Indicator (s)	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Young people with disability or their carers who were either happy or very happy with the support they received during the transition period	*	73%	80%	**

* The first survey was undertaken in 2008/09

** Results awaited

Monitoring completed by: Nick Sherlock

Date: July 2010

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Target 56: Improve older people's economic well-being by encouraging the take-up of benefits		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officer: Michael Thomas-Sam

Status: Completed

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

Our partners include the Pension Service (part of the Department of Work and Pensions (DWP) that deals with people over 60), Kent district and borough councils, Kent Benefits Partnership and voluntary organisations e.g. Age Concern, Citizens Advice Bureau (CAB), Citizens Rights for Older People.

Outcomes delivered:

- Older people receiving social care services from KCC are offered information, advice and if necessary, assistance to claim all the benefits they are entitled to. Within KASS (Kent Adult Social Services) we have Finance and Benefit Officers (FABOs) who, at the same time as assessing a service user's charge for services, make sure they are claiming all the benefits they are entitled to. Complex cases and those where service users need to appeal a benefit decision are referred to one of the 12 Area Benefit Officers (ABOs) (for example if Attendance Allowance is refused). Case managers are also trained to ensure they can identify service users in need of assistance with benefits and then refer them to the relevant KASS Benefit Officer. Every year the combined efforts of the FABOs, ABOs and case managers raise several million pounds for our older service users (i.e. extra weekly gain x 52). The exact figure cannot be provided because the statistics collected cover all age groups
- Partnership working (especially with the Local Pension Service) is contributing to the increase in benefit take-up for older people in Kent. As a direct result of joint working with the Pension Service between April 2007 and March 2009, £2.1m in additional benefits was raised for Kent residents. Broken down this is £885k in Pension Credit, £898k in Attendance Allowance, £98k in Disability Living Allowance, £127k in Housing Benefit and £93k in Council Tax Benefit (the figures for 2009/10 are not yet available). In addition to monetary gain, joint working leads to a better experience for our service users who receive a quicker and less time consuming service
- It is the work by KASS officers and the joint working with the Local Pension Service that has proved most successful. These efforts will be continued and widened to include more joint working with the district councils, particularly in the Gateways. In addition to local initiatives there is a national rolling take-up programme run by the Pension Service and in 2009, Thanet, parts of Sittingbourne and parts of Dartford were specifically targeted, working with Mecca Bingo, local market traders and Age Concern
- Throughout the term of this Towards 2010 target there has been a benefit site on www.kent.gov.uk providing useful information on all benefits. In addition targeted information has been provided on the front page of www.kent.gov.uk aimed specifically at older people
- Many of the community-based preventative projects run by the voluntary sector are working with older people to maximise their benefits, as are initiatives such as INVOKE and Brighter Futures (see also Towards 2010 target 54).

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Since this Towards 2010 target was introduced, there has been an increase of:

- 5,670 older people receiving Attendance Allowance
- 1,880 older people in receipt of Pension Credit
- 1,330 older people receiving Council Tax Benefit.

What more are we going to do?

- We will continue to work with KASS service users to ensure they receive all the benefits to which they are entitled
- Improved information and advice will be provided on benefits for self-funders
- Partnership work will be developed with the Local Pension Service and the district councils, making use of the new Gateways in particular
- Targeted information will continue to be provided to older people via www.kent.gov.uk and other media.

Measurable Indicator (s)	Aug 2006 Actual	Aug 2007 Actual	Aug 2008 Actual	2010 Target	Aug 2009 Actual	Feb 2010 Actual
Number of older people who are in receipt of /with underlying entitlement to Attendance Allowance	34,560	36,330	38,300	36,290	39,960	40,230
Number of older people who are in receipt of Pension Credit	70,270	70,960	71,240	73,780	72,120	72,150
Number of older people in receipt of Council Tax Benefit	53,590	53,790	54,250	56,270	54,920*	Not available

* There is always a time lag before figures become available from DWP. For Council Tax Benefit this figure is still for May 2009

Monitoring completed by: Nick Sherlock

Date: July 2010

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

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: Completed

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

Kent Police, Kent district and borough councils, parish councils, police community support officers, Kent Fire and Rescue Service, Community Safety Partnerships (formerly known as CDRPs), National Probation Service and KCC Service Units (i.e. Emergency Planning, Children, Families and Education directorate, Kent Highways Services, Clean Kent, Kent Adult Social Services, Trading Standards, Youth Service, Youth Offending Team, Libraries)

Outcomes delivered:

Help communities to raise and tackle local issues:

- The 101 Kent Community Wardens have had a real and positive impact and are a vital asset in the development of their neighbourhood policing programme
- Community wardens are now embedded with Neighbourhood Policing teams, including police community support officers (PCSOs), using problem identification and solving techniques and a shared tasking and co-ordination process to identify issues and target activity
- Where appropriate, the wardens are part of PACT (Partners and Communities Together) panels and by working in partnership they are able to make the best use of their local knowledge and promote the use of KCC services. In Greenhill, residents can keep up-to-date via a dedicated PACT website created by the panel (www.greenhill.btik.com) in which the community warden plays an integral and highly successful role. To date the main priorities identified have been speeding, dog fouling, litter and anti-social behaviour. As a result more dog litter bins have been provided with fixed penalty notices issued to dog owners for failing to clear up after their pets, motorists have been stopped and warned about their driving; and problem families are being monitored
- Community wardens also collect information from residents about their priorities and pass the information to the PCSO/Neighbourhood Police Officer for inclusion in the joint problem solving database as part of the PACT process
- The KCC Community Safety Unit produces regular crime updates which at an operational level assist with identifying issues, making decisions and targeting work. The updates keep members and senior KCC staff informed
- In conjunction with the Kent Criminal Justice Board and Kent Police, the Community Safety Unit developed the 'Restorative Neighbourhoods' project which was launched in pathfinder sites in Shepway and Maidstone in January 2009. 'Restorative Neighbourhoods' looks to address issues identified by the local community by bringing victims, offenders and communities together to bring resolution to problems before formal entry into the criminal justice system. In November 2009, the pilot area was extended to Tunbridge Wells to include all frontline officers including the KCC Community Wardens. The Restorative approach has been rolled out across the county with all frontline police officers being trained by June 2010

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- The Community Safety Training Partnership, working in close liaison with the Kent Safe Schools Restorative Approaches Co-ordinator, has jointly set up a 'Restorative Approaches Practitioner Forum for Kent', to encourage better partnership working and the sharing of good practice. The forum is attended by various agencies and organisations from across the county. The Community Safety Training Partnership has provided Restorative Approaches Training Support for several schools and a college in the Kent area and has also assisted Kent Police with the delivery of training to police and community support personnel
- The community wardens have developed a new scheme called 'Bluff the Bogeyman' designed to help protect elderly or vulnerable people from opportunist criminals and distraction burglars. Educational material has been produced for all community wardens including a DVD, workbook and PowerPoint presentation.

Enhance the ways they help and build relationships with local communities:

- Kent community wardens, although originally envisaged as a visible uniformed presence to tackle anti-social behaviour, have developed a much broader remit, working with a wide range of other authorities and services. Their operations range from walking buses through to providing intelligence to the police which has led to a variety of arrests
- The wardens work closely with many KCC services either signposting their service or providing information direct to members of the public. Examples include collation of intelligence for Trading Standards, referrals to Social Services, school talks about road safety and 'stranger danger', assisting KCC Emergency Planning with events and working alongside them and Trading Standards in emergency situations
- The wardens facilitate a number of activities and events within their communities, both big and small, to engage with the local residents, the largest of which has been the countywide 7 a-side football tournaments. Kent community wardens work in partnership with Charlton Athletic FC, Kent Police, Kent Fire and Rescue Service and others, successfully involving more than 2,000 'hard to engage' young people since 2007 in this positive diversionary activity. These events are helping to strengthen communities, receiving support from local residents and retailers as well as providing a positive outlet for youthful energy
- The Community Safety Unit, in conjunction with partners, established the multi-agency 'Positive Tickets' pilot scheme, aimed at rewarding young people for engaging in positive activities and/or improved behaviour with vouchers for shops or activities. The positive ticket is viewed as an ice-breaker and provides a gateway to better relationships between authority figures and young people
- Wardens have provided awareness training to over 15,000 people since 2006 against the dangers of bogus callers and helping the elderly and vulnerable to remain safe and secure in their own homes
- A successful bid was made under the government funded Future Jobs Fund scheme for the recruitment of 30 young unemployed persons to join the Kent Community Wardens Service on a six month basis as support wardens. A bespoke two week training course was designed by the Community Safety Training Partnership, covering various aspects of the work carried out by the community wardens with Kent Adult Education Service providing Life Skills Training, to assist and enhance personal development and future employment opportunities. The support wardens were deployed to work with experienced wardens focusing in particular on environmental and youth issues. Two groups of young people have already completed the six month programme with the remainder due to finish in August 2010 and most have really enjoyed the experience. With new skills and a new-found confidence, some of the young people have been able to find employment, whilst others are keen to become full-time wardens if the

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opportunity arises. It is anticipated that there will be a new intake of support wardens later in the year

- The Kent Community Warden Service was recognised at the National Employers Forum on Age/Belief (EFA and EFB) Awards ceremony in July 2010 for the support warden programme. They won the category for EFA Best Public Sector Innovation Award and the judges commented that “KCC have shown a real proactive effort to engage with young people and promote community cohesion in often difficult circumstances”. In addition, the Kent Community Warden Service was shortlisted for the EFB Public Sector Award for their training and work with vulnerable diverse groups in the community
- Community wardens have been working with a variety of organisations in the Sevenoaks district to promote the need for local communities and business to involve adults with learning disabilities. As a result the wardens have received a special commendation in recognition of their service in promotion of an inclusive ‘community for all’
- Since 2006/07, the Kent community wardens have increased their visible presence in their communities to over 75%, spending time out and about, providing advice, reassurance, visits and surgeries
- Between April 2006 and March 2010, Kent community wardens were involved in almost 200,000 activities, incidents, queries or interactions with the public and over 145,000 instances of partnership working
- They can have a real and lasting impact on the lives of the residents in their communities, as they have the time to listen to people, and they can offer help and advice and are committed to finding solutions to their problems. A few examples of their work include:
 - In partnership with a local primary school, KCC Clean Kent and the district council, a warden arranged for a group of young volunteers (aged 14 to 16 years old) to get involved with clearing a plot of land at a nursery school to give the young children a garden. The young children at the nursery are now planting seeds and bulbs and hanging feeder boxes and nesting boxes in the trees and bushes
 - During the heavy snow in 2009/10, wardens in Shepway made deliveries of prescriptions/food to elderly vulnerable people, helped move vehicles stuck in the snow and also visited and provided a vulnerable lady in Greatstone with two heaters from the office in Lydd as she had no heating
 - A warden received complaints from residents regarding parking around school gates with driveways being blocked and cars double parking. In addition children were also being noisy and rude, running over gardens and breaking down fences. The warden, with the local police, held a meeting for all residents to discuss the issues, which resulted in people communicating with each other, parking issues being resolved and a Neighbourhood Watch being set up
 - Looking out for incidences of litter, graffiti, dog fouling etc. is all in a day's work for community wardens, and the warden in the Loose area of Maidstone, recently reacted swiftly to an attack of vandalism and graffiti on a local youth shelter, documenting the incident and arranging for the site to be cleaned up. Other wardens get involved in organising anti-dog fouling initiatives and litter picks in their communities
 - Wardens use tactics like community engagement, local knowledge and lateral thinking to solve problems. Dropped litter, such as discarded bottles in children's playgrounds, can indicate underage drinking. In these cases the warden will work

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with partners such as Trading Standards and the police to identify retail outlets selling alcohol and cigarettes to young people.

Extend neighbourhood policing:

- Wardens also contribute to, and assist in the Neighbourhood Policing teams' ward level quarterly newsletters which target perceptions of crime, including collation of information, delivery of newsletters and seeking feedback from residents regarding awareness of their neighbourhood policing teams and satisfaction etc.
- The Community Safety Training Partnership continues to work with the Central Neighbourhood Policing team, Kent Police College and the Kent Partnership to develop and deliver training which will enhance neighbourhood policing in Kent. This includes Police Accreditation training for over 200 KCC and other local authority wardens, parking attendants and other enforcement officers in Kent and Sussex, as well as Professional Witness training
- The Community Safety Training Partnership has worked closely with the Government Office for the South East (GOSE) with regards to the design and delivery of workshops to Community Safety Partnerships (CSP) throughout the south east region. To support delivery of the 'National Standards' the Home Office provided KCC with £12.5k funding to help finance the workshops. Seventy CSP representatives across the south east region attended at least one of the workshops provided by the training centre and feedback has been very positive
- The Kent Community Safety Training Partnership has provided or delivered training to in excess of 3,500 people during the lifetime of the 'Towards 2010' initiative. The training team have also provided consultancy support, covering a whole range of Community Safety topics, to KCC personnel and external partners/agencies
- The need for a partnership approach to training 'Prevent' was seen by the Prevent Partners Steering Group as a priority and in June 2009 the Kent Community Safety Training Partnership was identified as the most effective Unit to deliver such training. To date, awareness training has been delivered to 1,800 people, including local authority and CSP representatives across Kent, all the Kent community wardens and other KCC staff. The objective of 'Prevent' is to focus on dealing with violent extremism through the building of strong local partnerships that deal with anxieties and grievances and build cohesion capacity in communities.

What more are we going to do?

- The community wardens will continue to work with partners to deliver the countywide football tournaments
- In terms of 'Prevent', the KCC Community Safety Unit is leading on partnership engagement for this important area
- A service improvement plan is proposed to be implemented during 2010/2011 which will formalise the wardens role with a wide range of frontline service providers, such as Probation, Children and Families and Education, and Youth Offending, as well as increasing the warden deployment locations and population coverage of the service, ensuring a much wider presence across the county
- The aim in 2010/11 is to create stronger links between street level intelligence gathering systems, the PACT format and the localism reforms in order to improve KCC member engagement. Greater use is being made of technology (via Blackberrys) in recording the outcomes of engagement with the public and this should result in improved public participation and input to the joint problem-solving database

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- In 2010, it is anticipated that the community wardens will join Kent Police's Blackberry scheme which will allow direct access to the problem solving database. This will enable the wardens to become more integrated with Neighbourhood Police teams and allow a greater degree of information sharing to more effectively deal with community priorities
- Community wardens already have a presence in district and borough Community Safety Units (CSU), however, they will work more closely with both CSUs and neighbourhood policing teams to jointly manage tasks, allocate resources and deal with issues on a daily basis
- In the autumn/winter of 2010/11 it is anticipated that there will be a further intake of young unemployed persons to join the Kent Community Wardens Service on a six month basis as support wardens, funded by the Future Jobs Fund.

Measurable indicators:

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

Monitoring completed by: Stuart Beaumont

Date: 14 July 2010

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

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: Completed

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

Kent Police, Community Safety Partnerships (CSPs) (formerly known as CDRPs), Kent Trading Standards, town centre managers.

Outcomes delivered:

By focussing on this target we have helped to:

- Decrease crime across the KCC area by approximately 26% between 2006/07 and 2009/10 and in particular:
 - Domestic burglary which has reduced by approximately 24%
 - Car crime which has reduced by approximately 39%.
- In addition to the decrease in crime rates, peoples' perceptions of crime and anti-social behaviour has seen a general improvement across the KCC area since 2006/07 e.g:
 - The percentage of people worried about burglary has decreased from 56% in 2006/07 to 36% in 2008/09
 - Fear of four specific crimes (domestic burglary, car theft, mugging/robbery and physical attack) in Kent has reduced from 44% in 2006/07 to 28% in 2008/09
- Across the county there are a number of initiatives to help reduce burglary and help people to feel safer in their homes, including door step crime/bogus caller awareness training; which has been provided by Kent community wardens to over 15,000 residents within their communities, since 2006
- In response to the concern about anti-social behaviour (ASB), the Community Safety unit has produced an ASB strategy for KCC. Kent community wardens support the ASB strategy by continuing to act as 'the eyes and ears' of the community with information reports being passed to Trading Standards and Kent Police as well as working with Victim Support to help residents who have been victims of crime or low level anti-social behaviour
- The percentage of Kent people who consider that one of the seven types of ASB identified in the Kent Crime and Victimisation Survey, 'teenagers hanging around', is a very or fairly big problem has decreased from 34% in 2006/07 to 18% in 2009/10
- The Community Safety Training Partnership has developed a toolkit, in partnership with Kent Police, Kent Probation and others, which provides a joined up approach to the identification and management of those offenders who cause the greatest harm to local communities through their criminality.

Specific developments have been are given overleaf.

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Create a safer night time economy (NTE):

Recorded NTE crime has reduced and people's feelings of safety at night have increased:

- Under the umbrella of the Safer Kent Delivery Group, statutory partners joined forces to establish a managed NTE
- Various initiatives tackling the issues of night-time disorder have been carried out by Community Safety Partnerships (CSPs) (formerly known as CDRPs) across the county including Dartford's 'Grabbacab' service. During 2007/08 the 'Grabbacab' scheme contributed to a 25% reduction in NTE crime (specific crimes occurring between the periods of 8pm and 4am between Thursday night and Sunday morning) in Dartford compared with the previous year and across the county between 2007/08 and 2008/09 NTE crime (specific crimes committed by offenders under the influence of drink or drugs between the periods of 8pm and 4am Monday to Sunday) has shown a 22.7% reduction, making Kent a safer place for its residents
- The reduction in NTE crime also linked with the results of the Kent Crime and Victimization Survey (KCVS) which showed that since 2006/07 feelings of safety at night (at home alone and walking alone at night) in Kent, have increased from 74% to 81% by the end of 2008/09. In particular feelings of safety walking alone at night are at their highest for the last four years rising from 55% in 2006/07 to 67% at the end of 2009/10.

Tackle alcohol misuse problems via campaigns linked to underage sales:

- Kent Trading Standards undertake targeted underage sales campaigns using intelligence from the KCC community wardens, local licensing officers and the public aimed at reducing the sale of age-restricted goods
- The Community Safety Training Partnership has delivered police accreditation training on behalf of Kent Police, including the provision of enforcement notice training to trading standards officers to enable them to issue penalty notice disorders
- In January 2008, KCC held an alcohol seminar to discuss ways to tackle alcohol-related problems in towns and city centres and looked at how to improve treatment and support for people with alcohol problems
- In May 2008, the Community Safety Unit worked in partnership with a number of other KCC units to help with Gravesham BC's successful week-long campaign on alcohol. The campaign has since been repeated
- In November 2008, the multi-agency Kent Community Alcohol Partnership (KCAP), which includes Kent Trading Standards and Kent Police, was officially launched, aimed at changing the attitudes to drinking among young people and supporting retailers to reduce sales of alcohol to underage drinkers. The evaluation report produced by the University of Canterbury found that the project was well managed and drew together partners into a shared vision. It praised the level of communication between all partners including the retailers and publicans. The Accreditation Scheme for licensed premises was highlighted as a sensible and well-thought out move and was suggested to be of great use in future implementations of KCAP since it provides a set of clear and achievable guidelines for retailers and publicans. Other recommendations were that future projects should draw in partners from education, youth work, health and also the alcohol industry itself. Clear successes were highlighted as residents in the pilot areas reported they felt safer in the areas where they lived and the proportion who thought a number of anti-social behaviours were a problem in their area had declined. Criminal damage in the pilot areas fell during the pilots by 28% overall which is 6% higher than in the non-pilot areas of Kent. In Edenbridge, criminal damage had fallen by 43%, in Thanet by 36% and in Canterbury by 16%

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- In November 2009 KCAP was extended to include Herne Bay, Whitstable, Cliftonville, Margate, Maidstone and Swanley and results are already being seen as the following quote from a member of the Kenward Trust who is also a member of the KCAP Tactical Group shows: “Before KCAP came into Swanley the young people were very hard to engage with due to the easy accessibility of alcohol. Once KCAP came into the area, it became harder for young people to purchase alcohol. Working in partnership with Kent Trading Standards, Kent Police, Youth and Community, West Kent Extra and Refocus a lot of work is being done with young people because they are engaging more with what is being offered to them. The partnership working within KCAP is the success of some great work. I have seen two areas where there has been large underage drinking and with the support of KCAP I have noticed the difference in how young people are more acceptable to engaging with what we are doing.”
- Over the last few years the targeted underage sales campaigns undertaken by Trading Standards have resulted in a number of prosecutions, penalty notice disorders, licence reviews and cautions in respect of the sale of alcohol to young people under the age of 18 years.

Encourage domestic abuse victims to report incidents to police:

- KCC funds the majority of the Kent and Medway domestic abuse co-ordinator post who is responsible for ensuring that actions from the ‘Kent and Medway Domestic Violence Strategy Group’ (KMDVSG) are implemented with all partners
- The inter-agency KMDVSG group established a delivery plan for 2007 to 2010 encompassing prevention, early intervention, protection, justice and victim support
- Kent Police figures demonstrate that reported incidents of domestic abuse have been increasing over recent years, which could be due to increased awareness and publicity of services, increased public confidence in reporting incidents of domestic abuse to Kent Police or enhanced training for front-line practitioners to enable them to identify and refer victims of domestic abuse to the appropriate services. During 2009/10 the repeat victimisation rate (victims subject to abuse two or more times during a 12-month period) was 23.8%, which is an increase compared to 2008/09
- Multi Agency Risk Assessment Conferences (MARACs) have been running in Kent and Medway since July 2008 and were rolled out across all areas by August 2009. At MARAC, agencies share information and are asked to commit resources to those victims and families assessed at highest risk of future serious abuse/danger
- During an 18 month period, from May 2007, the independent domestic violence adviser (IDVA) at the Specialist Domestic Violence Court (SDVC) in Maidstone, received 233 referrals and supported clients at a total of 89 domestic violence trials resulting in 56 convictions. Feedback from clients has been positive with comments such as “I felt listened to and safe” and “Without the people at court I would not have been able to have gone through with the case”. A new SDVC in Margate is due to go live in July 2010
- The Domestic Violence Executive Group, which is a subgroup of Safer and Stronger Communities Group, has been established with a key priority to achieve more sustainable funding for IDVA posts across the county
- The Community Safety Training Partnership provides Domestic Abuse training for Community Safety Partners across Kent. To date, training has been delivered to all Kent Community Wardens, Primary Health Care Trust Health Visitors and Kent Police Domestic Violence Officers. One of the Community Safety Training Partnership trainers can be commissioned by the Kent and Medway Domestic Violence Co-ordinator to provide ‘train the trainer’ courses to partnership agents and organisations

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- In July 2010 a multi-agency ‘Lean’ event took place to assess whether the processes relating to dealing with domestic abuse are both efficient and effective and to also identify any cost savings and refocusing of resources which could be utilised to deliver full IDVA services across the county. The event was attended by a mixture of practitioners and managers from across a range of organisations that are involved and work with domestic abuse on a daily basis.

What more are we going to do?

- KCC’s Community Safety Unit will continue to link with partners’ ASB initiatives
- KCC will continue to lead with the establishment of an ASB multi-agency forum
- The County Strategy Group, Chief Officer Safer and Stronger Communities Group and the Chief Constable have indicated that systems and training relevant to ASB are a key priority. The Community Safety Training Partnership is therefore in the process of developing products that will positively impact on ASB across Kent. They will also provide support to highlight good practice across the county
- KMDVSG will develop a new domestic abuse strategy and delivery plan for 2010 onwards
- We will work with partners to closely monitor and react to changes due to the current economic climate
- Trading Standards will continue to undertake test purchasing and review of licences
- Following on from a positive evaluation of the KCAP pilot, the partnership will roll out the initiative to additional areas of Kent and will continue with the accreditation scheme for retailers
- The KCC community wardens will initiate a pilot project in the Canterbury area, subject to funding, to set up a series of workshops aimed at adults to raise awareness about the amount of alcohol in the home and how easily it may be accessed by children
- KMDVSG set up a steering group in August 2009 to develop a Specialist Domestic Violence Court in East Kent, this is due to go live in July 2010 and work is underway to try and establish additional SDVCs in other areas.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Domestic burglary per 1,000 households	10.7	8.5	7.8	Maintain or reduce 2006/07 baseline	7.8
Car crime per 1,000 population	10.3	8.6	7.8	Maintain or reduce 2006/07 baseline	6.2

Monitoring completed by: Stuart Beaumont

Date: 14 July 2010

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Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents		
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Lead Cabinet Member:	Lead Managing Director:	Lead Officer:
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Nick Chard

Mike Austerberry

David Beaver

Status: Completed

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

Kent Police, Kent Fire and Rescue Service, Medway Council, HM Courts Service, Highways Agency.

Outcomes delivered:

Through our second Kent Agreement (PSA2) with government, Kent Highways Services (KHS) worked with partner agencies, such as the police and other emergency services, to deliver the government target of reducing the number of people killed and seriously injured (KSI) on Kent's roads (including motorways and trunk roads) by 40% compared with the 1994 to 1998 average.

As can be seen from the PI table, the final reported figure for 2009 was 629 KSI casualties on roads in Kent and represents a 47% reduction in casualties compared with the 1994 to 1998 average. This exceeds both the national target reduction of 40% and the 45% local target that KHS has set itself to stretch our performance. The 2008 KSI figure of 627 was exceptionally low but despite this the 2009 figure has remained comparable at 629.

This level of KSI needs to be at least maintained and hopefully further reduced, but indications are that the casualty figures are levelling out, therefore a concentrated focus on means and measures to reduce casualties needs to be continued to maintain our current progress.

Compared with 2008 there is a 3% increase in the 2009 KSI casualties on the road network which Kent is responsible for. However as stated above 2008 was an exceptionally low year and the 2009 figure of 534 is still lower than the 582 figure of 2007, representing an 8% reduction compared with 2007.

Specific work related to delivering this target is as follows:

- Working with Kent Police, Kent Fire and Rescue Service, the Highways Agency and Medway Council we have identified shared priorities and have worked on joint initiatives. This approach has enabled the consolidation of the work of all the agencies involved in reducing road casualties, culminating in the formal establishment of the CaRe (Casualty Reduction) group in December 2009. The CaRe group provides added value by ensuring that the resources of all the agencies are effectively marshalled through a structured approach that will include strategic, tactical and operational levels
- KCC's approach to reducing KSIs has been to integrate the known benefits of education, enforcement, engineering and evaluation, and a programme of countywide publicity campaigns, proactive press features and public engagement projects using road safety officers which has proved effective. In addition to other casualty reduction activities, The KHS Road Safety team led a programme of high profile campaigns that utilised a range of innovative approaches from the internet through to locally targeted activities. This was in addition to TV and radio advertising, road side posters and press/media editorial. This programme of work raised awareness and improved road user choices in key areas of concern. These included seat belt wearing messages to vehicle occupants,

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messages on the dangers of using mobile phones whilst driving, how easy it could be for young drivers to lose their licence and anti-driver impairment messages dealing with both alcohol and drug use

- Speed awareness courses, that allow motorists detected at up to 39mph in 30mph areas to opt for a training course as an alternative to prosecution, have been provided for over 5,000 drivers during the period. National Driver Improvement Scheme courses provide an alternative to prosecution for drivers reported driving ‘without due care and attention’, providing courses for around 400 drivers during the year. Both these courses are run through a formal partnership agreement that includes Kent Police, KHS and Medway Council.

What more are we going to do?

- Stay focused on reducing the number of KSIs to ensure that we at least maintain performance in meeting the government's targets for 2010. We will continue to strengthen links with key agencies and ensure that the method for identifying appropriate crash remedial measures is improved through more accurate and consistent crash data recording, identifying priorities and implementing and evaluating appropriate strategies and action plans
- Deliver further publicity campaigns and community engagement projects addressing the safety of key sectors of the community identified through analysis of crash and casualty data
- Continue development and delivery of driver training programmes
- Deliver programmes of work aimed at improving the safety of the highway network
- Review the scope for development and opportunities for further reducing casualties to 2020 and beyond.

Future funding of Road Safety Operations:

- Within 2010, government has cut in year capital and revenue grant funding, equal to around £1.1m. This has led to the suspension of the countywide speed limit review and for the Kent and Medway Safety Camera to operate at reduced cost through less marketing and campaigning and reducing the level of safety camera enforcement
- The Department for Transport (DfT) has indicated that the capital grant will cease entirely after this financial year. This normally funds vehicle activated speed signs and other speed indicator devices. Further to this DfT has informed local authorities that the revenue support will also be reviewed. This grant has been reduced from £2.281m to £1.683m. This funding has been used to operate the Kent and Medway Safety Camera Partnership, road safety education and publicity and training. Clearly without the future revenue KCC will need to carefully consider how or whether to fund these activities.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Target
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	747	723	627	629	650*
Number of road accidents casualties - Killed or seriously injured (excluding Highways Agency roads i.e. Motorways)	588	582	519	534	538*

* Agreed KA2 targets

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Monitoring completed by: Ian Procter/David Beaver

Date: July 2010

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

Status: Completed

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

KCC Communities Directorate (Youth Service, Kent Drug and Alcohol Action Team (KDAAT) and the Community Safety Unit), Children, Families and Education Directorate (Children's Social Services, Education and Health), Kent Police, Crime and Disorder Reduction Partnerships from each of the Kent districts, Connexions and the Kent Fire and Rescue Service.

Outcomes delivered:

The Youth Offending Service (YOS) strategy designed to meet the Towards 2010 Target 60 is now an integral element of a wider preventative strategy led by the Children's Trust Board with significant contributions from Kent Police.

In 2006 a limited number of Youth Inclusion Programmes were established across Kent using a ring fenced-prevention grant from the Youth Justice Board. These initiatives were responsible for the assessment and delivery of interventions to children and young people aged 8 to 17 years who had been identified as being at risk of offending and built on some earlier small scale projects such as 'Power' and 'Action 7'.

Outcomes delivered to date are as follows:

A reduction in the number of children and young people entering the Youth Justice System, as can be seen by the PI table:

- Less children and young people have been entering the Youth Justice System since 2006
- Other activity commissioned by YOS or with partners in order to address known risk factors for those young people at risk of entering or already in the system includes:
 - Education, training and employment opportunities, improved through links with the Learning and Skills Council (LSC) and now the Young People's Learning Agency (YPLA), for example, in developing the 'New Skills New Lives' initiative. This aims to improve the employability and employment prospects of post-16 year olds as does the establishing of a 'Rapid English' programme which assists young people with their literacy skills
 - Health services, which have increased their investment in YOS both in terms of staff numbers (there are now four mental health practitioner posts - two funded by each of the PCTs) and in mainstreaming the YOS Dual Diagnosis Project across locations in east Kent and an objective for the service to be available countywide
 - Substance Misuse Services – The ongoing partnership between YOS and KCA to provide assessment and where necessary treatment services
 - Accommodation opportunities which it is hoped will increase as a result of joint work with Children's Social Services (the Southwark Judgement, House of Lords, May 2009) and the local housing authorities and via the developing links with Supporting People designed to enable improved access for young people to private sector accommodation and to floating support

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- Resettlement – YOS, using a time limited ringfenced grant provided by the Youth Justice Board, has implemented two Integrated Resettlement Co-ordinator posts who are working with both case managers in YOS and with secure establishments to support the effective preparation of a young person for their return to the community and to contribute to their supervision on release. It is intended that this service will reduce the likelihood of this high risk population re-offending
- Deter Young Offenders – This is a national initiative and involves YOS working in partnership with Kent Police to provide close supervision and surveillance of those amongst the youth offending population, averaging between 50 to 60 young people at any one time, most likely to re-offend. The police officers attached to the service are now focussing their time on these young people and working collaboratively with their colleagues in the Police and Probation-led Offender Management Units. The restructuring of YOS led to an alignment between the YOS and the Police areas in order to facilitate this joint working
- Intensive Supervision and Surveillance – This programme which is jointly managed with the Medway Youth Offending Team targets the more prolific and more serious young offenders. It has a strong record for securing compliance to and completion of the requirements.

In 2007 the County Youth Justice Board endorsed a proposal to refocus the prevention activity leading to the development of Youth Inclusion Support Panels (YISPs) in each of the 12 Districts throughout 2008/09.

The Panels are responsible for:

- Receiving referrals from children's services (e.g. schools, single points of access) and community safety (e.g. Anti Social Behaviour teams)
- Undertaking the assessment of all children and young people (aged 8 to 17 years) to identify where and for what reasons those referred are 'at risk' of offending
- Co-ordinating the delivery of services to match to the risks and needs identified during the assessment
- Monitoring the progress of the child/young person during an intervention of between three and six months duration.

YOS has supported a range of related diversionary activities outside the formal youth justice system that have clear links with other targets, for example:

- Delivery of education programmes on drug and alcohol misuse through the Drug Intervention Support Programme (DISP) and the Alcohol Support Programme in support of National Indicator (NI) 115
- Piloting by the Police of Restorative Neighbourhoods with which the YOS victim offender mediation service has become involved in support of target NI 57
- Accessing and developing activities enabled by the Department for Children, Schools and Families (DCSF) funding of Positive Activities for Young People which is administered by the Youth Service in support of NI 110.

Additional activity and service development supported by YOS has included:

- The Challenger Troop offering an Army Cadet type approach to youth activities
- The Phoenix Programme delivered by Kent Fire and Rescue promoting both personal safety and social responsibility

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- A partnership with the English Rugby Football Union, to increase sports participation amongst those most ‘at risk’
- Use of restorative processes in schools to resolve school based incidents without recourse to the police so avoiding the entry of children and young people into the youth justice system and reducing the need for exclusion, itself a significant risk factor for offending behaviour
- Our work has provided an important lever to influence public and police perceptions of young people at risk of offending
- A Youth Justice Board review of the quality of youth justice services delivered in Kent took place in 2010, noting in particular the significant improvement in reducing the number of first time entrants to the youth justice system
- YOS is ensuring that its strategies align with those of the new Children and Young People’s Plan for 2011-14, ensuring that outcomes are delivered for priority groups.

What more are we going to do?

- All partners will progress this work further, working to maintain and fully integrate the role of the YISPs with developments being led by the Children’s Trust Board, Kent Police and the district CDRPs
- YISPs will be engaged in a ‘Think Family’ pilot in Thanet, aiming to improve outcomes through effective co-ordination of a range of provision that targets those most in need
- We will further strengthen the links between KCC Children, Families and Education and Community directorates on the Prevention Strategy, using monies from the national Youth Justice Board, which is pledged until the end of 2010/11
- YOS will contribute to the planned multi agency initiative, the Margate Task Force, which will operate in two wards in Thanet, Margate Central and Cliftonville West with the objective to increase community cohesion. The learning from the initiative will be applied as appropriate to the preventative strategy in other parts of the county
- YOS will use the learning from a pilot Speech and Language initiative, funded by the Youth Justice Board, with the Communication Trust and will instigate a procedure for identifying the most appropriate learning style for individual young people. These initiatives are designed to increase the effectiveness of the engagement with the individual child/young person and as a result lead to better outcomes
- We will continue the work with Kent Police to further increase the reliability of the monitoring of new entrants to the youth justice system, enabling more detailed information to be shared amongst agencies concerned with both community safety and with the planning, commissioning and delivery of children’s services.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of new entrants to the youth justice system (per 100,000 10-17 population)	2,040	1,710*	1,620	1,594	1,292**

* Revised actual

** Provisional figure based on local data – Previous years figures are nationally published.

This will be available Nov 2010

Monitoring completed by: Charlie Beaumont

Date: July 2010

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officers:
Ian Treacher/Sue Edmunds

Status: Completed

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

Trading Standards alerts are now sent to an increasing number of organisations, including Age Concern, Neighbourhood Watch, Help the Aged (now known as Age UK), Citizens' Rights for Older People, Citizens Advice Bureaux, Kent Adult Social Services, Kent Libraries, parish and town councils. Other partners include Kent Police, KCC community wardens.

Outcomes delivered:

Extend alerts to local communities of rogue traders and other threats:

Trading Standards alert messages reaches 290 recipients, reaching thousands of people once cascaded onwards. In 2009/10, there has been a marked increase in the number of community organisations in Kent now receiving alerts about the activities of rogue traders as can be seen in the PI table.

Specific outcomes are as follows:

- There is a recognised link between 'doorsteppers' and distraction burglary with doorstep criminals often targeting the same vulnerable people time after time and so in addition to enforcement action we alert consumers to these criminals to prevent them from being caught out. Over recent years we have been developing and improving ways of working with communities and partners to make them aware of rogue trader activity
- Alert messages are now being used in many local publications, such as parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams. Recently we have started to use alert messages to gather intelligence. An unregistered gas fitter was working in east Kent and as a result of an alert message the story was picked up by local press and generated a number of responses, one from the man himself
- 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 290, including 161 parish and town councils. The Neighbourhood Watch Network plays an important role in reaching local communities as there are over 13,600 co-ordinators in Kent, so potentially we can reach 300,000 people. More than 100 messages are sent each year containing warnings of scams, doorstep criminals, etc. Here is an example of how an alert message stopped a local charity and a church being ripped off:

A recent message warned of traders claiming to be from Highway Services with an arrangement to paint car park lines for local charities. In one case the charity was told the job would be £40 to £50, then the traders said it would cost £4 per foot, amounting to £1,400. Our Rapid Action Team was called and was at the premises when the traders turned up for their money. Kent Trading Standards officers intervened successfully and the traders left without getting any money from the charity. A similar incident was reported by a local vicar who had agreed to white-lining work in the church car park and had handed over a cheque for £1,300. However, having been given a copy of the TS

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Alert warning about this scam he was able to cancel the cheque and did not lose any money

- Kent Police's Community Neighbourhood Watch Liaison Officer was keen to have a link to TS Alert messages on the new website and it can be found under 'Did you know'
- As a result of a local contact in Sheerness police station we have added 75 new recipients to the TS Alert network and can send alert messages across the Isle of Sheppey to a variety of organisations including religious centres, the organ club, sports clubs, working men's clubs and clubs for older people.

The Rapid Action Team responds to information that doorstep criminals are still on the premises:

- Rogue traders cause detriment and distress to unsuspecting consumers and so significantly disrupting the activity of rogue traders is a core activity for Kent Trading Standards. To do this we use an intelligence-led approach to enforcement and carry out targeted campaigns to identify and deal with rogue traders
- When we receive information about a doorstep criminal who is still on the premises we respond immediately by sending our Rapid Action Team. Here is a recent example :

An elderly couple agreed to have their driveway resurfaced. The cold calling doorstep traders said they worked for KCC and had some tarmac left over and would do the job for £1,500. While the traders were at the house their daughter rang and her father told her he was being pressured into going to the bank with the traders to get £4,000 to pay for the work. The daughter called her local neighbourhood police who immediately contacted Kent Trading Standards Rapid Action Team who advised her to tell her parents to stay indoors until they and the police arrived. On arrival officers questioned the workers, seized paperwork and ensured all the workmen, equipment and vehicles were removed from the couple's home. The traders were told they would not be paid as they had not complied with all necessary legal requirements. Whilst some officers were dealing with the traders outside, another officer was inside supporting the two elderly victims who were extremely shaken and upset.

The daughter sent Kent Trading Standards a thank you letter:

"Within 20 minutes the police and 3 Trading Standards Officers arrived who took control of the situation immediately creating a calm environment for my extremely anxious mum and dad in the house. One officer sat with my parents for a time in the house and they she was an absolute Godsend. She took away any anxiety they had and assured them the whole time the police and other officers were dealing with the builders. This was an extremely close call, had it not been for the speedy response of your trading standards officers and police, my parents would have a drive incorrectly done and lost £4,000 of their money. I would like to convey our gratitude and deep appreciation on behalf of myself, family and parents to your officers who handled this situation so professionally and sensitively for my parents with a hugely successful outcome. There has also been follow-up in building up their confidence and education of hard targeting and they have been given advice for future security in their home for which we are thankful".

- Details about rogue traders and doorstep criminals are provided on a regular basis by the Kent community wardens (see also Towards 2010 target 57) who have also carried out awareness training to over 15,000 people since 2006 about the dangers of bogus callers and 'distraction' burglary
- Since 2008 there have been over 90 Rapid Action Team interventions and 320 victims have been supported

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- Proceeds of Crime - A Medway man has been ordered to pay back over £3.2m from his life of crime in a case brought under the Proceeds of Crime Act by Kent Trading Standards and Kent Police. This is believed to be the largest amount ever laid down in a Trading Standards case in the country. The man received a two-year suspended sentence for selling and being in possession of £76k worth of counterfeit goods.

Disrupt activities of doorstep criminals with schemes such as 'Cold Calling Control Zones':

- The first No Cold Calling Control Zone was set up in Cranbrook. Since then they have been modified to Cold Calling Control Zones and now there are 18 in Kent with proposals for a further eight. Where intelligence has shown there has been a problem with doorstep callers Trading Standards Officers have worked with local councils and Community Safety Partnerships providing advice to establish local Cold Calling Control Zones. The scheme is proving to be popular at a local level and once a zone has been set up the neighbouring community often wants one as well.

Help to protect vulnerable people:

As already mentioned, the Kent community wardens have provided 'Bogus Caller' awareness training to over 15,000 people since 2006. In addition, a high profile 'Loan Sharks' warning campaign was launched in March 2009. Other specific outcomes are as follows:

- We have strengthened our relationship with Kent Adult Social Services and the manager of the County Duty Team has attended briefings to understand how to get vulnerable people into the system. All our officers have been trained on how to deal with vulnerable adults
- We have looked at new and innovative ways of getting the message about doorstep criminals across to vulnerable people, especially the elderly. Children are a good way of communicating the dangers of rogue traders and doorstep criminals to their families and in 2010/11 we received 320 competition entries from young people in 16 schools, including two special schools
- The Office of Fair Trading estimates that scams cost consumers in the UK an estimated £3.5bn per annum which would very roughly equate to £80m in Kent so this continues to be an important part of our work. We launched a new booklet 'Smart Guide to Scams' which is aimed at alerting people to rogue trader activity and includes details of how to deal with them and useful contacts. Working with Kent Adult Social Services we have developed more links for people to receive alert messages and have used them a number of times particularly when trying to deal with victims of mass mailing scams
- In 2009/10 we initiated a campaign to look at how we could reduce the number of people responding to scams. So far we have contacted over 90 victims and one success involved a family where the father had mental health issues and although the mother had done her best to stop him repeatedly sending money to scammers it was not until we stepped in and supported them that the mother and daughter were finally able to stop him. We helped them contact the bank to stop any cheques and today they have moved house (so the scammers no longer have his address) and taken the cheque book away.

Support legitimate Kent businesses with initiatives such as the 'Buy with Confidence' fair trader scheme:

- Our good trader scheme is becoming more recognised as a result of an awareness campaign which has included attendance at the County Show, 2020 Vision and Builder's Day at Folkestone Race Course. In addition, regular features in and on local media and a dedicated website provide consumers and traders with information about the scheme. We have 175 approved traders and the most popular hits on the website are

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for landscape and garden services, plumbing and heating, building maintenance, replacement windows and mobility equipment suppliers

- Help the Aged contacted us to find a suitable company to carry out work outside the remit of the HandyVan service. They were so pleased with the work they wrote to thank us and said the electrical contractor had carried out the work well and it was greatly appreciated. The additional security systems had made a great deal of difference and given peace of mind to the older people.

What more are we going to do?

- We will continue to develop ways of increasing public awareness to the dangers of rogue traders and doorstep criminals building on Trading Standards alerts, education initiatives and working with partners
- In 2010/11 we will be looking at how we can use social networking sites, such as 'twitter' to extend the reach of Trading Standards alerts. We are also exploring how we can use 'yammer' to get messages distributed more widely within KCC
- In the next twelve months we will pay particular attention to loan sharks who not only take advantage of vulnerable borrowers, but also bring disrepute to legitimate lenders. We will be working with colleagues from the Birmingham-based team using their experience and expertise to identify and disrupt the activity of loan sharks operating in Kent. Trading Standards officers will work in partnership with Kent Police. An initial media campaign has already started using Heart Radio and adverts on the back of buses
- We will continue to support the work of Kent Savers credit union (see also Towards 2010 targets 1, 2, and 9) to provide consumers with reliable credit and financial advice ensuring this key service is operated within the controls of the Financial Services Authority. This work dovetails with KCC's policy on financial inclusion
- 'Your safety, your health, your choice' is a new quiz which covers scams, doorstep crime, illegal money lending, healthy choices and much more. Again, it is aimed at vulnerable groups of people and MCAS has already said they see it as a vital piece of work and will be using it with unaccompanied asylum seekers, traveller families and Nepalese families
- When officers have given talks to the elderly they have found this audience enjoys an interactive quiz and so the quizzes ('Your safety, your health, your choice' and 'Your life, your rights, your quiz') are being adapted into a game of bingo which covers scams and doorstep crime awareness. This has already been used at CARM (Caring Altogether (on) Romney Marsh) and the audience willingly participated, enjoying the fun of both a talk and a bingo game and the feedback has been very positive
- Following a successful trial by West Lothian Trading Standards, we are looking at providing red cards for consumers to give to 'doorsteppers' explaining that they are in a cold calling control zone and that they were not interested in purchasing anything. On the front of the card there would be a phrase drawing the 'doorstepper's' attention to a sign in the window as well as having a reduced version of what they are not allowed to do under Consumer Protections Regulations Banned Practice 25 on the reverse.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage increase in number of community organisations in Kent receiving alerts about the activities of rogue traders*	New indicator	18%	23%	25%	45%

* Base number of organisations as at 2006/07 was 200. This has increased to 290 as at 2009/10

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Monitoring completed by: Ian Treacher/Sue Edmunds

Date: 12 July 2010

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

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: Completed

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

KCC Community Safety, Kent Adult Social Services, Help the Aged (now known as Age UK), Kent Fire and Rescue Service, Kent Police, Community Safety Partnerships (CSPs) (formerly know as CDRPs), Kent district and borough councils, the Primary Care Trusts (PCTs).

Outcomes delivered:

Expand the HandyVan's range of services to include additional safety items such as hand rails and minor adaptations:

- The HandyVan scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people. The scheme began in November 2001 with four fitters and vans covering the whole of Kent and was funded by the Community Safety Unit in partnership with Help the Aged (now known as Age UK)
- In August 2007 an additional HandyVan vehicle and fitter was introduced to focus in areas of high burglary and/or fear of crime
- The remit of the service has expanded with a wider range of services offered to make homes more secure, including the installation of hand rails and minor adaptations
- The HandyVan fitters not only install safety and security products but are also involved in a variety of partnership events and campaigns across the county to provide information to the public, raise awareness of the service, as well as promoting good citizen focus and reducing crime and the fear of crime. Events include the 'Safer Autumn' campaign run by Kent Police which included a week-long campaign in an area of Ashford. During the campaign the HandyVan worked alongside the police to focus on burglary reduction
- Kent Community Wardens Service (see Towards 2010 target 57) play an integral role in the HandyVan scheme by raising awareness in their communities and referring the names and addresses of people in need of the service.

Help older people feel safer in their homes:

- This has been a tremendous success with 89% of clients feeling very safe after receiving the HandyVan service compared to just 11% beforehand (based on a sample size of 1,252 clients between April 2006 and June 2009)
- In excess of 26,000 security or safety products have been installed helping to reduce the fear of crime, the risk of being a victim and improving the general safety of the homes of vulnerable people
- The HandyVan service can improve people's quality of life including one client who wrote to thank the HandyVan fitter for the inspection and installation of safety and

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security products and “for making such a difference to my peace of mind and well-being”

- The fifth HandyVan has been targeted in the north Kent area since August 2007 and following a number of initiatives and a partnership-focused approach domestic burglary in Gravesham reduced by 53.8% between 2006/07 and 2009/10
- In addition, there has been a huge perceptual change in the percentage of residents who are worried about being burgled in Gravesham which has decreased from 70% at the end of 2006/07 to 45% at the end of 2008/09.

Work more closely with other agencies and partners such as Kent Fire and Rescue (KFRS), the Primary Care Trusts and Kent Adult Social Services to extend the reach of the service:

- A steering group was established, consisting of key partners from KCC, Help the Aged, Kent Police, Kent Fire and Rescue Service, district councils and other partners with the aim of ensuring maximum use/efficiency of the whole service
- The HandyVan service works closely with the borough councils in north Kent providing awareness training to council staff about the service as well as working in partnership to focus their efforts in the areas of greatest need
- Discussions with the PCT and Kent Adult Social Services have identified opportunities to link HandyVan with hospital discharges, occupational therapy and social service referrals. These links are provided in a number of ways including a leaflet/poster campaign, warden and other KCC/PCT officer home visits, and advertisements in relevant publications
- Help the Aged has explored with the Kent and Medway Domestic Violence Co-ordinator how the service could engage with domestic abuse sanctuary schemes and discussions have taken place with local authorities. Most districts have referral mechanisms run by the local housing departments and local domestic abuse police officers (see also Towards 2010 target 58)
- Between 2006/07 and 2008/09, the number of self-referrals to the HandyVan service accounted for 31% of all referrals and the Kent community wardens for 15% with the remainder coming from a wide range of partners. The community wardens consistently support this service and by working in partnership with Help the Aged have helped the elderly and vulnerable within their communities to remain safe and secure
- A countywide advertising campaign has appeared in various publications both internally within KCC and externally, including ‘Around Kent’ (autumn/winter 2009), ‘Gadfly’ (winter 2009), West Kent Neighbourhood Watch website and various parish newsletters
- We have published promotional material including pop-up banners which have been circulated around KCC premises during the year, as well as being displayed at the Kent County Show
- We have helped deliver ‘Operation Castle’ in autumn 2009, which focused on providing fire safety checks to vulnerable individuals. The Community Safety Unit co-ordinated an exchange of information from Kent Adult Social Services to Kent Fire and Rescue Services enabling them to focus their campaign, which also included HandyVan.

As can be seen from the PI table over 10,800 safety checks have been undertaken. Due to the countywide advertising campaign by the Community Safety Unit, as well as increased referrals from Kent Police and the community wardens, there has been a higher demand for services. Although increased demand has led to a longer delay in providing the HandyVan service priority is still given to clients who have been the victim of crime or those who are

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more vulnerable. In addition, Help the Aged drafted in vans from other parts of the country, at their expense, to help deal with the demand.

What more are we going to do?

- The Community Safety Unit is considering producing a simple leaflet on behalf of the Kent Safeguarding Vulnerable Adults Board, aimed at vulnerable individuals; containing useful contact details of a variety of organisations that will be able to provide help and advice on a wide range of issues as well as details about the HandyVan service
- In conjunction with the Supporting People Programme proposals were considered for 2010/11 to enable the transfer of management responsibility and financial support for the HandyVan service to the Supporting People programme. This is now in place
- The HandyVan service will continue to be delivered to the people of Kent beyond the end of Towards 2010 and the original contract period, enabling older people to carry on accessing this invaluable service and helping them to feel safer in their own homes.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of safety checks completed by the HandyVan service (cumulative since 2006/07)	2,401	4,769	7,765	10,801	10,820

Monitoring completed by: Stuart Beaumont

Date: 14 July 2010

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By: Paul Carter, Leader of the County Council
Katherine Kerswell, Group Managing Director

To: Cabinet – 11 October 2010

Subject: *Towards 2010* Closedown Report

Classification: Unrestricted

Summary:

In September 2006, KCC set itself 63 challenging and ambitious targets in the *Towards 2010* plans for Kent. The four year term has now ended and this report attaches the draft of the *Towards 2010* Closedown Report for comment and consideration by Cabinet prior to its submission to County Council for approval on 14 October.

A summary showing the final statuses of each target is shown in Appendix 1 for ease of reference.

FOR INFORMATION AND DECISION

1. Introduction

In September 2006 we launched *Towards 2010* which set out our priorities for the next four years (2006 to 2010). Delivery of many of the 63 *Towards 2010* targets required partnership as well as cross-directorate working. We have now reached the end of the four year term of *Towards 2010*.

During the term, each of the *Towards 2010* targets was accompanied by an action plan on KCC's website that set out how it would be met and which was updated annually.

Annual reports on progress are discussed and approved by County Council each autumn. The *Towards 2010* Closedown Report is attached for Cabinet to consider prior to its presentation to County Council for approval on 14 October 2010.

Incredible progress has been made and much has been achieved, and the final status of the 63 targets is as follows:

- 'Completed' – 49 targets (78%)
- 'Good progress' – 13 targets (20%)
- 'Not achieved' – 1 target (2%)*

* In April 2009 it was agreed by the Leader that progress against Target 44 (Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products) would no longer be separately reported as the world has changed since the original *Towards 2010* concept for a Global Centre for non-food crops was first proposed.

A summary showing the final statuses of each target is shown in Appendix 1 for ease of reference.

It should be noted that *most of the Towards 2010 targets are now part of mainstream work* and therefore those targets with a status of 'Completed' should be seen against that background. It does not mean that the work is over, it signifies that the spirit of the target wording has been met but that *the activity continues*.

2. Format of the report

In order to help focus on the difference that *Towards 2010* has made to the people of Kent the separate reports for each target set out the main areas of activity and outcomes achieved since 2006.

Each report also sets out what more we intend to deliver as the work still continues even though the *Towards 2010* term is over.

3. Approval process

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

The Closedown Report will be sent to County Council for approval at the meeting on 14 October. Once approved, it will be published on KCC's website.

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

4. Recommendations

Cabinet is asked:

To NOTE the excellent progress made against the 63 *Towards 2010* targets since September 2006 and the arrangements for publishing the Closedown Report.

To RECOMMEND the final draft of the first *Towards 2010* Closedown Report to County Council for approval on 14 October 2010.

Contact officer:-

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

TOWARDS 2010: OUTTURN POSITION

The overall statuses for *Towards 2010* is as follows:

Status	Number of targets	Percentage of targets
Completed	49	78%
Good progress	13	20%
Not achieved	1	2%

It should be noted that many of the *Towards 2010* targets are now part of mainstream work and therefore those targets with a status of 'Completed' should be seen against that background. It does not mean that the work is over, it signifies that the spirit of the target wording has been met and the targets have been met where they were set, and that the activity continues.

The status for each target is set out below:

Target/Accountable Directorate	Status
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 <i>Regeneration & Economy</i>	Good progress
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 <i>Regeneration & Economy</i>	Completed
Target 3: Support a programme of town centre regeneration <i>Regeneration & Economy</i>	Completed
Target 4: Support rural businesses and communities to build a strong entrepreneurial culture <i>Regeneration & Economy</i>	Completed
Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition <i>CED</i>	Completed
Target 6: Increase opportunities for graduates to work and live in Kent <i>CFE/Regeneration & Economy</i>	Completed

<p>Target 7: Fulfil Kent's potential as a premier tourist destination</p> <p><i>Regeneration & Economy</i></p>	Good progress
<p>Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy</p> <p><i>CED</i></p>	Completed
<p>Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits</p> <p><i>Communities</i></p>	Good progress
<p>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</p> <p><i>CFE</i></p>	Completed
<p>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</p> <p><i>CFE</i></p>	Good progress
<p>Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools</p> <p><i>CFE</i></p>	Good progress
<p>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</p> <p><i>CFE</i></p>	Completed
<p>Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent</p> <p><i>CFE</i></p>	Completed
<p>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 businessmen, entrepreneurs and professionals</p> <p><i>CFE</i></p>	Completed

<p>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</p> <p><i>CFE</i></p>	Completed
<p>Target 17: Double the number of participants on Skills Force - type programmes</p> <p><i>CFE</i></p>	Completed
<p>Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors</p> <p><i>Communities</i></p>	Completed
<p>Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects</p> <p><i>Communities</i></p>	Completed
<p>Target 20: Build strong business-education partnerships that benefit both employers and schools</p> <p><i>Communities</i></p>	Completed
<p>Target 21: Launch and market a new website, “<i>What’s on in Kent?</i>”, that will list sports and leisure activities and local organisations for all age ranges in the county</p> <p><i>CED</i></p>	Completed
<p>Target 22: Establish a biennial Kent Youth Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics</p> <p><i>Communities/CFE</i></p>	Completed
<p>Target 23: Facilitate and enhance the development of Kent Youth Theatre activities</p> <p><i>Communities</i></p>	Completed
<p>Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV</p> <p><i>CED</i></p>	Completed
<p>Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county</p>	Completed

<i>Communities</i>	
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 <i>Communities</i>	Completed
Target 27: Open the Turner Contemporary gallery, Margate, in 2010 <i>Communities</i>	Completed
Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent <i>Communities</i>	Completed
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 <i>CED</i>	Completed
Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots <i>EHW/CFE</i>	Completed
Target 31: Pilot staggered school hours to relieve rush-hour congestion <i>EHW/CFE</i>	Completed
Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes <i>EHW</i>	Completed
Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption <i>EHW</i>	Completed
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 <i>EHW</i>	Completed
Target 35: Work with bus and train providers and lobby	Good progress

government to improve public transport services in Kent <i>EHW</i>	
Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing <i>EHW</i>	Completed
Target 37: Improve the way we repair roads and pavements <i>EHW</i>	Completed
Target 38: Maximise the use of previously developed land <i>EHW</i>	Good progress
Target 39: Bring back into use the large number of empty homes in Kent <i>Regeneration & Economy</i>	Completed
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes <i>EHW/Regeneration & Economy</i>	Good progress
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 <i>EHW</i>	Completed
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 <i>EHW</i>	Good progress
Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders <i>EHW</i>	Completed

<p>Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products</p> <p><i>Regeneration & Economy</i></p>	Not achieved
<p>Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage</p> <p><i>EHW</i></p>	Completed
<p>Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies</p> <p><i>Regeneration & Economy</i></p>	Good progress
<p>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</p> <p><i>CFE/Communities</i></p>	Completed
<p>Target 48: Increase opportunities for everyone to take regular physical exercise</p> <p><i>CED - Public Health</i></p>	Completed
<p>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</p> <p><i>CED - Public Health</i></p>	Completed
<p>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</p> <p><i>CED - Public Health</i></p>	Completed
<p>Target 51: Encourage healthy eating by providing nutritious lunches through the "Healthy Schools" programme and launch a range of community-based healthy eating pilots</p> <p><i>CFE</i></p>	Completed
<p>Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include:</p> <ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support 	Completed

<p>through Direct payments</p> <ul style="list-style-type: none"> taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes <p><i>KASS</i></p>	
<p>Target 53: Strengthen the support provided to people caring for relatives and friends</p> <p><i>KASS</i></p>	Good progress
<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><i>KASS</i></p>	Good progress
<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><i>KASS/CFE</i></p>	Good progress
<p>Target 56: Improve older people's economic well-being by encouraging the take-up of benefits</p> <p><i>KASS</i></p>	Completed
<p>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</p> <p><i>Communities</i></p>	Completed
<p>Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse</p> <p><i>Communities</i></p>	Completed
<p>Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents</p> <p><i>EHW</i></p>	Completed
<p>Target 60: Support young people to reduce the risk of them offending</p> <p><i>Communities</i></p>	Completed
<p>Target 61: Extend our public awareness campaign to alert people</p>	Completed

<p>to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted</p> <p><i>Communities</i></p>	
<p>Target 62: Expand the Kent Handyvan scheme, making the homes of older and vulnerable people more secure</p> <p><i>Communities</i></p>	<p>Completed</p>
<p>Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers</p> <p><i>Communities</i></p> <p><i>Communities</i></p>	<p>Completed</p>