



Summons to and
Agenda for a
Meeting on
Thursday 14 October
2010
At **10.00 am**



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Tuesday, 5 October 2010

To: All Members of the County Council

Please attend the meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 14 October 2010 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

By entering the meeting room you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured then you should make the Clerk of the meeting aware.

A G E N D A

1. Introduction/webcasting
3. Declarations of Interest
4. Minutes of the meeting held on 22 July 2010 and if in order, to be approved as a correct record. **(Pages 1 - 10)**
5. Chairman's Announcements
6. Questions **(Pages 11 - 20)**
7. Report by Leader of the Council (Oral)
8. South East Employers' Member Development Charter **(Pages 21 - 22)**
9. Towards 2010 - Closedown Report **(Pages 23 - 320)**
10. Annual Performance Report - 2009/10 **(Pages 321 - 360)**
11. Kent Safeguarding Children's Board Annual Report 2009/10 and Business Plan 2010-13 **(Pages 361 - 422)**

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| 12. Progress Report in response to Safeguarding Children in Kent:
Defending and Developing the Service | (Pages 423 - 432) |
| 13. Treasury Management Annual Review | (Pages 433 - 444) |
| 14. Petition Scheme debates | (Pages 445 - 464) |
| 16. Minutes for Approval - Governance and Audit Committee - 15
September 2010 | (Pages 467 - 470) |
| 17. Minutes for Information | (Pages 471 - 488) |



Peter Sass
Head of Democratic Services and Local Leadership
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KENT COUNTY COUNCIL

MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 22 July 2010.

PRESENT:

Mr W A Hayton (Chairman)
Mrs P A V Stockell (Vice-Chairman)

Mrs A D Allen, Mr M J Angell, Mr R W Bayford, Mr A H T Bowles, Mr D L Brazier, Mr R Brookbank, Mr R B Burgess, Mr C J Capon, Miss S J Carey, Mr P B Carter, Mr N J D Chard, Mr I S Chittenden, Mr L Christie, Mrs P T Cole, Mr N J Collor, Mr G Cooke, Mr B R Cope, Mr H J Craske, Mr A D Crowther, Mr J M Cubitt, Mrs V J Dagger, Mr M C Dance, Mrs T Dean, Mr J A Davies, Mr T Gates, Mr G K Gibbens, Mr R W Gough, Mr M J Harrison, Mr C Hibberd, Mr P M Hill, OBE, Mr D A Hirst, Mrs S V Hohler, Mr P J Homewood, Mr G A Horne MBE, Mr E E C Hotson, Mr M J Jarvis, Mr A J King, MBE, Mr R E King, Mr J D Kirby, Mr J A Kite, Mr S J G Koowaree, Mr P W A Lake, Mrs J P Law, Mr R J Lees, Mr J F London, Mr R L H Long, TD, Mr K G Lynes, Mr S Manion, Mr R F Manning, Mr R A Marsh, Mr M J Northey, Mr J M Ozog, Mr R J Parry, Mr R A Pascoe, Mr T Prater, Mr K H Pugh, Mr L B Ridings, Mr M Robertson, Mrs J A Rook, Mr A Sandhu, MBE, Mr J E Scholes, Mr J D Simmonds, Mr C P Smith, Mr K Smith, Mr M V Snelling, Mr B J Sweetland, Mr R Tolputt, Mrs E M Tweed, Mr M J Vye, Mr C T Wells, Mr M J Whiting, Mrs J Whittle and Mr A T Willicombe

IN ATTENDANCE: Katherine Kerswell (Group Managing Director) and Geoff Wild (Director of Law and Governance)

UNRESTRICTED ITEMS

1. Group Managing Director

The Chairman welcomed Katherine Kerswell, Group Managing Director, to her first County Council meeting and wished her well in her role at Kent County Council.

2. Apologies for Absence

The Group Managing Director reported apologies from the following Members:

Mr Bullock
Mr Daley
Mr Ferrin
Mr Frayne
Mrs Green
Mr Richardson
Mr Wedgbury
Mr Wickham

3. Declarations of Interest

Mr Christie declared a personal interest in item 9 (Monitoring and Outcomes from the Select Committee Topic Review Programme), as his daughter was a teacher in a Kent school.

4. Minutes of the meeting held on 13 May 2010 and if in order, to be approved as a correct record.

Resolved: that the minutes of the meeting held on 12 May 2010 be approved as a correct record and signed by the Chairman.

5. Chairman's Announcements

(a) Visit from Hillview School for Girls, Tonbridge

The Chairman welcomed a group of students from Hillview School for Girls in Tonbridge who were present to observe a full County Council Meeting as part of an Enrichment Programme arranged for them as an end of term activity.

The students are aged 12-15yrs and were the school's Student Council representing yrs 7-10, Key Stages 3 and 4.

They had a particular interest in seeing the Authority in action, carrying out its civic responsibilities in public.

The Chairman stated that he was grateful to Mr Horne for liaising with the school and making the necessary arrangements for the visit.

(b) Birthday Honours

The Chairman informed the County Council of the following Awards in the Queen's Birthday Honours list:

Mrs Helen Tait - the Headteacher at Sandgate Primary School in Folkestone, who was awarded the CBE for services to education in Kent.

Mr Alan Bernstein – the former Assistant Head of the Kent Youth Service, who was awarded the MBE for services to young people in Kent.

Mrs Catherine Marshall – the Assistant Headteacher at Wyvern School in Ashford, who was awarded the MBE for services to special needs education.

Resolved unanimously: that this Council records its sincere congratulations to Mrs Helen Tait, Mr Alan Bernstein and Mrs Catherine Marshall for the Honours they have received.

(c) Recognition for the Personnel and Development Team

The Chairman stated that the work of Personnel & Development's Reward Team was recently acknowledged at the national Employee Benefits Awards where the team was successful in gaining the title of 'Best Employee Benefits Strategy in the Public Sector'. Colin Miller, KCC's Reward Manager, also won the 'Compensation and

Benefits Professional of the Year' award and the team gained a 'highly commended' in the 'Best Total Reward Strategy' category.

The team made it a hat trick four days later by scooping the 'Best Public Sector HR Strategy' award in the national HR Excellence awards.

The Reward team has worked very effectively and imaginatively to develop a package of benefits for staff that is attractive but at the same time highly cost-effective. These national awards recognise their track record of innovation.

(d) Good Egg Award

The Chairman stated that Kent County Council had been given a Good Egg Award for 2010.

The award had been achieved through using cage free eggs (barn eggs) in 15% of our school catering and exclusively for catering at strategic headquarters and Oakwood House.

Kent schools had also made a commitment towards sourcing cage-free eggs in all the County's schools as part of working towards achieving the 'Food for Life partnership' bronze award.

It was noted that KCC was currently procuring 170,000 cage free eggs per year through this work.

(e) Innovation Award for the Community Warden Service

The Chairman announced that The Kent Community Warden Service had won a national Employers' Forum award for its innovative work with young people with the aim of reducing age discrimination.

The judges were particularly impressed with the 30 support wardens who were employed following a successful bid from the "Future Jobs" fund. The support wardens were aged between 18 – 24 years, were from deprived areas of Kent and had been unemployed for more than a year. They worked alongside Community Wardens for six months to gain valuable work experience and life skills. As a result of this experience, many had been offered jobs, e.g. Eurotunnel; the Royal Navy; care homes; local authorities and a holiday park.

The Community Warden Service also came runner up in the "Belief" Category at the Employers' Forum Awards, for their work with families from Eastern Europe, Gurkha families; Romany and traveller communities.

(f) Award for KCC's Information Services Group (ISG)

The Chairman announced that the ISG service desk had recently completed an accreditation process, managed by the Service Desk Institute (SDI) and had received the highest possible certification (4 Star). It was noted that there were only two other service desks in the country with this level of accreditation and Kent was the only local authority. A 4 Star desk was recognised as being business led, delivering a high quality but efficient service that it linked to the business requirements.

The Chairman was pleased to announce that two key members of staff from ISG, Lisa Beck and Paula Davies were present at today's meeting and it was their hard work and the work of their team that has led to this award.

The Chief Executive of the Service Desk Institute, Howard Kendall presented the award to Lisa Beck and Paula Davies on behalf of KCC.

Mr Kendall addressed the meeting to offer his congratulations to KCC on winning this award.

(g) Mr Roger Frayne and Mr Willie Richardson – extension of period of absence

The Chairman moved, the Vice Chairman seconded and it was:

Resolved: that in view of the continued absence of Mr Roger Frayne, County Councillor for the Dover Town Division and Mr Willie Richardson, County Councillor for Romney Marsh Division, due to ill health, the Council formally approves their continued absence, in accordance with Section 85(1) of the Local Government Act 1972.

6. Questions

Under Procedure Rule 1.18 (4), 9 questions were asked and replies given.

7. Report by Leader of the Council (Oral)

(1) The Leader updated the County Council on various matters since the last meeting in May 2010. Specifically, he mentioned the willingness of the new Coalition Government to address the request for a real "control shift" to empower communities and citizens, which he welcomed as being firmly in line with the discussion document "Bold Steps for Radical Reform". He warned, however, of the massive challenges ahead in relation to the reduction in revenue and capital expenditure. He urged the County Council to do what it did best – seizing the opportunity that the change agenda brings, leading and innovating within new parameters set by national government and grasping the devolution agenda. He also referred to local government's increasing role in the new health agenda, particularly around prevention, community and public health and the different working relationships that will be required with our schools and education providers.

(2) The Leader stated that he would be launching for consultation a new document "Bold Steps for Kent", which would culminate in its adoption at a special meeting of the County Council in November, which would set out the direction of travel over the next four to five years.

(3) The Leader commented upon the disappointment shared by all about the curtailing of the Building Schools for the Future (BSF) programme and a review of the national Academy Programme, but he praised officers for working hard to deliver between £400/£500 million for the school modernisation programme under BSF.

(4) Finally, the Leader commented upon the steady progress being made on the road repair programme "Operation Find and Fix". On this, he stated that all districts would be completed by the end of September.

8. Annual Report of the Standards Committee

(1) The Chairman welcomed Mr Peter Gammon, an independent Member of the Standards Committee, to the meeting.

(2) The Chairman moved, the Vice Chairman seconded that the report be formally received.

(3) Mr Gammon stated that the Standards Committee was very pleased that all 84 Members had attended training on ethical standards and the Code of Conduct following the County Council Elections in June. He also stated that the standard of conduct amongst Members was very high, which reflected well on the County Council.

Resolved: that the annual report of the Standards Committee be formally received.

9. Annual Report of the Independent Remuneration Panel

(1) The Chairman formally welcomed Mrs Fiona Leathers (Chairman) and the other two Members of the Independent Remuneration Panel, Mrs Elizabeth Tullberg and Mrs Linda Frampton to the meeting.

(2) The Chairman moved, the Vice Chairman seconded that the recommendations of the Independent Remuneration Panel be approved.

(3) Mrs Leathers stated that the Independent Remuneration Panel had recommended a number of further role descriptions for Members in positions of special responsibility; a reasonable increase in the level of the dependent carers' allowance, designed to help attract individuals from different backgrounds to stand as County Councillors; and a fairer redistribution of Special Responsibility Allowances for Members of the largest Opposition Group.

Resolved: that the Members' Allowances Scheme be amended as follows:

- a. The additional role descriptions for all SRA positions, as attached at Appendix 2 to the report;
- b. The increase in the maximum hourly rate for the Dependent Carers' Allowance, as described in paragraph 10 in the report; and
- c. The revised Special Responsibility Allowances (SRAs) as detailed in paragraph 12 in the report.

10. Monitoring and Outcomes from the Select Committee Topic Review Programme - May 2005 - June 2010

(1) The County Council considered and debated a report detailing the outcome from the Select Committee Topic Review Programme – May 2005 to June 2010.

Resolved: that the report is formally noted and, in particular, the impact and added value that the outcomes of the Select Committee reports had provided for Kent residents be celebrated.

11. Proposed changes to the Constitution

(1) The Chairman stated that he would take item 10 (a) Adoption of a Petition Scheme separately, as he was aware of a requested amendment to the recommendations.

(2) Mr A King moved, Mr A Bowles seconded the recommendations on page 171 and 172 of the Blue Book.

(3) Mr Vye moved, Mr Prater seconded the following amendment:

Add the following words to the end of recommendation (c) on page 172:

“except that where a petition calls for a full County Council debate on a matter, at least 6,000 signatures shall be required for a County-wide matter and at least 500 signatures where the County Council matter relates to a specific District Council area, and at least 500 signatures per District Council area where the matter relates to more than one District Council area; and that where a petition is for an officer to give evidence at an Overview and Scrutiny Committee, at least 3,000 signatures shall be required for a County-wide matter, and at least 500 signatures (or multiples) for a County Council matter relating to a District Council area(s).”

(4) The Chairman put the Amendment to the vote, where the voting was as follows:

FOR - 6

Mr I S Chittenden, Mrs T Dean, Mr S J G Koowaree, Mr T Prater, Mr M B Robertson, Mr M J Vye

ABSTAIN - 2

Mr A D Crowther, Mr R A Pascoe

AGAINST - 56

Mrs A D Allen, Mr R W Bayford, Mr A H T Bowles, Mr D L Brazier, Mr R B Burgess, Mr C J Capon, Miss S J Carey, Mr P B Carter, Mr N J D Chard, Mr L Christie, Mrs P T Cole, Mr N J Collor, Mr G Cooke, Mr B R Cope, Mr H J Craske, Mr J M Cubitt, Mrs V J Dagger, Mr M C Dance, Mr T Gates, Mr G K Gibbens, Mr R W Gough, Mr M J Harrison, Mr C Hibberd, Mr P M Hill, Mr D A Hirst, Mrs S V Hohler, Mr G A Horne, Mr E E C Hotson, Mr M J Jarvis, Mr A J King, Mr J D Kirby, Mr J A Kite, Mrs J P Law, Mr R J Lees, Mr J F London, Mr R L H Long, Mr K G Lynes, Mr S Manion, Mr R F Manning, Mr R A Marsh, Mr M J Northey, Mr J M Ozog, Mr R J Parry, Mr L B Ridings, Mrs J A Rook, Mr A Sandhu, Mr J D Simmonds, Mr C P Smith, Mr M V Snelling, Mrs

P A V Stockell, Mr R Tolputt, Mrs E Tweed, Mr C T Wells, Mr M J Whiting, Mrs J Whittle, Mr A T Willicombe

Lost

(5) Mr A King stated that he would wish the County Council to review the scheme after three months of operation and that a report would be submitted to the December County Council meeting for this purpose.

Resolved: that the County Council approve:

- (a) the adoption of the Petition Scheme attached as Appendix 1 to this report and that it be incorporated within the Constitution;
- (b) the coming into force of the Petition Scheme, including the provision for submitting e-petitions, on 1 September 2010;
- (c) consequential amendments to the Constitution resulting from the introduction of the Petition Scheme, as set out in Appendix 3, with effect from 1 September 2010.
- (d) the submission of a report on the operation of the petition scheme to the meeting of the County Council on 9 December 2010.

(6) The Chairman then asked the County Council to determine the following reports en bloc:

- Item 10 (b) Proposed Changes to Financial Regulations
- Item 10 (c) Proposed Changes to the Property Management Protocol
- Item 10 (d) Proposed Changes to the Terms of Reference of the Governance and Audit Committee

Resolved: that:

- (a) the updated Financial Regulations be approved as an amendment to the Constitution, together with any consequential amendments required to reflect the revised Terms of Reference of the Governance and Audit Committee
- (b) the revisions to the Property Management Protocol be approved; and
- (c) the revised Terms of Reference for the Governance and Audit Committee be approved as set out at Appendix 1, together with consequential changes to the Constitution

12. Report of an urgent key decision taken in the previous quarter - Response to Government Savings Announcements - Impact on Revenue and Capital Budgets 2010/11

(1) Mr Carter moved, Mr A King seconded that this report be noted.

Resolved: that the reasons for the urgent key decision taken in the previous quarter, relating to the Response to Government Savings Announcements – Impact of Revenue and Capital Budgets 2010/11 be noted.

13. Minutes for Approval - Governance and Audit Committee - 30 April and 30 June 2010

(1) Mr Long moved, Mr Snelling seconded that the Council notes the minutes of the Governance and Audit Committee meetings held on 30 April and 30 June 2010.

Resolved: that the minutes of the meetings of the Governance and Audit Committee held on 30 April and 30 June 2010 be noted.

14. Minutes for Information

(1) Pursuant to Procedure Rule 1.10 and 1.23(1), the Minutes of the Planning Applications Committee (13 April, 11 May and 15 June 2010); the Regulation Committee (18 May 2010); and the Superannuation Fund Committee (18 June 2010) were noted.

15. Motion for Time Limited Debate

(1) Mr Robertson moved, Mrs Dean seconded the following Motion:

"Given the information in the public domain regarding a significant severance payment to a senior officer, and the widespread public concern and anger generated by it, this Council requests the Group Managing Director carry out an urgent review of interview, appointment, contract and severance payment procedures, and report back to Members with proposals to strengthen those procedures so as to minimise the risk of such large payments being made in the future."

(2) Mr Carter moved, Mr Gough seconded the following Amendment:

(1) "Given the information in the public domain regarding a significant payment to a senior officer, this Council notes that the Group Managing Director has been asked to carry out an urgent review of the interview, appointment, contract and severance payment procedures, and report back to Members with proposals to strengthen those procedures so as to minimise the risk of such large payments being made in the future.

(2) This Council also agrees to lobby the Coalition Government to amend the Employment Rights Act 1996; in effect to make employment fixed term contracts "fixed term"."

(3) The Chairman put the Amendment to the vote, where the voting was as follows:

FOR - 72

Mrs A D Allen, Mr R W Bayford, Mr A H T Bowles, Mr D L Brazier, Mr R E Brookbank, Mr R B Burgess, Mr C J Capon, Miss S J Carey, Mr P B Carter, Mr N J D Chard, Mr I S Chittenden, Mr L Christie, Mrs P T Cole, Mr N J Collor, Mr G Cooke, Mr

B R Cope, Mr H J Craske, Mr A D Crowther, Mr J M Cubitt, Mrs V J Dagger, Mr M C Dance, Mr J A Davies, Mrs T Dean, Mr T Gates, Mr G K Gibbens, Mr R W Gough, Mr M J Harrison, Mr C Hibberd, Mr P M Hill, Mr D A Hirst, Mrs S V Hohler, Mr P J Homewood, Mr G A Horne, Mr E E C Hotson, Mr M J Jarvis, Mr A J King, Mr R E King, Mr J D Kirby, Mr J A Kite, Mr S J G Koowaree, Mrs J P Law, Mr R J Lees, Mr J F London, Mr R L H Long, Mr K G Lynes, Mr S Manion, Mr R F Manning, Mr R A Marsh, Mr M J Northey, Mr J M Ozog, Mr R J Parry, Mr R A Pascoe, Mr T Prater, Mr K H Pugh, Mr L B Ridings, Mr M B Robertson, Mrs J A Rook, Mr A Sandhu, Mr J E Scholes, Mr J D Simmonds, Mr C P Smith, Mr C (Kit) Smith, Mr M V Snelling, Mrs P A V Stockell, Mr B J Sweetland, Mr R Tolputt, Mrs E Tweed, Mr M J Vye, Mr C T Wells, Mr M J Whiting, Mrs J Whittle, Mr A T Willicombe

AGAINST – 0

ABSTAIN - 0

Carried

(4) The Chairman invited the County Council to determine the substantive motion, which was carried without a vote.

Resolved: that:

(a) Given the information in the public domain regarding a significant payment to a senior officer, this Council notes that the Group Managing Director has been asked to carry out an urgent review of the interview, appointment, contract and severance payment procedures, and report back to Members with proposals to strengthen those procedures so as to minimise the risk of such large payments being made in the future.

(b) This Council also agrees to lobby the Coalition Government to amend the Employment Rights Act 1996; in effect to make employment fixed term contracts "fixed term".

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COUNTY COUNCIL MEETING**Thursday, 14 October 2010****Question by Mike Harrison****To John Simmonds, Cabinet Member for Finance**

Will the Cabinet Member for Finance be able to explain the reasoning behind Members being asked to include the VAT petrol/diesel receipts with their monthly mileage claim? Could he also explain how the amount is deducted per receipt, as it is not always that receipt which covers certain sections of the Members claim?

Could he also give the amount collected from these receipts for the past 12 months?

Employee Services Centre response

The reason for requesting VAT receipts from both staff and Members is to maximise recovery of VAT from HMRC thereby reducing the cost of expenses to KCC and the public of Kent. HMRC require VAT receipts as evidence in order to allow such a recovery to take place against mileage costs, a change that was announced in December 2005 and took effect from January 2006.

The current level of submission of VAT receipts allows recovery of around £185,000 per annum for the whole of KCC including £2,500 from Members. If every mileage claim was supported by a VAT receipt the amount reclaimed would be increased by around £100,000 per annum.

KCC's expenses policy is designed to accommodate staff at all levels and Members to ensure transparency, consistency and fair use of public funds.

	Members		All Employees	
	<i>Amount reimbursed for VAT miles</i>	<i>Potential VAT lost</i>	<i>Amount reimbursed for VAT miles</i>	<i>Potential VAT lost</i>
Aug-09	£273.85	£186.23	£17,291.44	£9,352.45
Sep-09	£62.08	£96.98	£11,341.60	£7,124.56
Oct-09	£194.18	£251.79	£11,279.90	£7,300.04
Nov-09	£268.83	£263.09	£16,658.34	£9,166.39
Dec-09	£123.52	£243.21	£16,908.34	£9,403.28
Jan-10	£171.52	£89.66	£13,803.31	£8,496.58
Feb-10	£155.17	£203.31	£11,729.43	£7,138.87
Mar-10	£176.52	£230.95	£15,714.93	£8,423.37
Apr-10	£437.87	£429.86	£17,933.60	£9,212.28
May-10	£130.80	£59.22	£16,063.18	£9,516.84
Jun-10	£280.82	£173.99	£17,268.72	£7,728.36
Jul-10	£304.66	£130.59	£18,116.05	£7,360.11
Total	£2,579.82	£2,358.88	£184,108.84	£100,223.13

COUNTY COUNCIL MEETING

Thursday, 14 October 2010

Question by Roland Tolputt

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

Will the Cabinet Member consider writing to the Secretary of State Mr Michael Gove, to review Ofsted's system of assessing Schools in very deprived areas, with a high proportion of Special Needs pupils and many EAL pupils recently having come to Kent?

The present system of basing their overall assessment on attainment takes no account of Value Added, which is a much more constructive and realistic view of the progress of pupils and the quality of teaching in the school. In the past many such schools achieved a high grade on Value Added.

Inspections based solely on attainment will demotivate good teachers in such schools, and make it very difficult to attract future Head teachers and new staff to work in such areas. Obviously many Teachers will choose to work in schools in more affluent areas. There are a large numbers of Head teachers in such schools nearing retirement in Kent, and these schools should be accorded priority.

Response

I have considered writing to the Secretary of State requesting a review of Ofsted's system of assessing schools with a high proportion of special needs and new arrivals with English as an additional language. However, Ofsted will respond that the inspection criteria for all schools needs to be consistent and the judgements made need to be based on clear evidence of pupils' progress and attainment.

Ofsted argues strongly that the progress of individual children is taken into account when making an overall judgement and that it is triangulated with lesson observation and the pupils' progress as evidenced in the pupils' workbook. The perception that inspections are based solely on pupil attainment has been raised with Ofsted in the past, following the inspection of the current Inspection Framework (2009). Ofsted is quick to point out that this is not the case and that their judgements are made following the consideration from a range of criteria clearly set out in the Ofsted Framework and with a very clear evidence base.

I appreciate that some schools do not agree with Ofsted's explanation but, given past responses to this issue, I am not confident that writing would be productive.

I believe we should continue to work with schools, especially those in more challenging circumstances, and help schools implement systems and processes which clearly track and record each pupil's progress and, the intervention being provided, in order for them to make the anticipated progress.

This way, a school can argue strongly that the provision is of the highest quality and their value added can be evidenced through a combination of outstanding teaching, early and successful intervention and progress that is monitored very regularly.

The issue you raise in relation to attracting Headteachers and staff to schools in more challenging areas is a very real one and I know Governors are concerned about this. I believe Kent is well placed to be more creative about the way in which it addresses this issue in the future. New models of leadership[are emerging; there is a more pronounced focus on developing the complex learning needs of pupils, and schools have looked at a variety of ways of attracting staff who are keen to work in schools where additional challenges also provide additional professional satisfaction.

I am pleased that the Coalition Government is reviewing the current inspection framework and, along with other educational initiatives, will, perhaps, consider a change in approach.

COUNTY COUNCIL MEETING

Thursday, 14 October 2010

Question by Mr Leslie Christie

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

What is the financial cost and implications for Kent County Council and the taxpayers of Kent of this Government's decision to abandon the Building Schools for the Future programme?

Response

I would like to thank Mr Christie for keeping this issue live as he asked a similar question at the last County Council meeting.

There is widespread disappointment in both Gravesham and Thanet that BSF Wave 4 was halted. Half of these two districts have new facilities which risks creating a two-tier system which may impact on parental choice in respect of admissions. It also means that the process and funding by which the Special Schools Review implementation was going to be completed has been delayed.

It is widely recognised that the BSF methodology was unnecessarily bureaucratic and costly. Kent County Council did incur financial costs planning for wave 4 and it is currently difficult to assess the costs incurred. The situation will be clearer when we know what our future capital allocations are. I hope we will be able to put this preliminary work to good use when we know from the Government how the capital programme will be run in the future.

COUNTY COUNCIL MEETING

Thursday, 14 October 2010

Question by Mrs Trudy Dean

To Mr Paul Carter, Leader of the Council

Can the Leader of the Council please say whether, in the event of the Alternative Vote system being used in National Government elections, this council will lobby for the same system to be used in Local Government elections?

Response

No – I am opposed to the Alternative Vote system. For 101 good reasons why I do not support AV, I asked my good friend Keith Ferrin, who gave me the following:

I am not surprised that Mrs Dean favours the alternative vote system since Liberal Democrats have always believed that it would give them a political advantage.

In my experience people who vote almost always have a very clear view about which political party they want to win an election and they do not want to vote for anyone else.

Those who cannot make their mind up usually do not vote at all.

It seems wrong to me to try and force people to make a choice they do not want to make.

I certainly do not want to vote Labour or Liberal Democrat and I doubt very much that Mrs Dean would want to vote Labour or Conservative – perhaps we ought to ask her who she would vote for when the Liberal Democrat was eliminated?

Without doubt the alternative vote system will make hung parliaments and councils much more likely, and that will mean that who runs the country or a council will be settled in back room deals rather than in the ballot box. Surely that cannot be right.

COUNTY COUNCIL MEETING

14 October 2010

Question by Mr Martin Vye

To Mr Paul Carter, Leader of the Council

Given the likely growing need for the County Council to make use of voluntary/not-for-profit organisations to deliver core services, and on the other hand to bear down on expenditure of all kinds, will the Leader explain to the Council how he will ensure that the County Council makes every possible effort to help voluntary organisations to grow their capacity; and at the same time to ensure that cuts in grants to the voluntary sector are carried out in accordance with the Kent Compact and have regard to the vulnerability of the voluntary sector.

Response

Bold Steps for Kent envisages that the voluntary and community sector will be a critical partner in delivering the outcomes for the people of Kent, particularly in the context of the Big Society. Bold Steps will set out the following propositions:

- Establish a 'Big Society' Fund for Kent to provide start up monies for social enterprises and social entrepreneurs (with a significant fund).
- Reform our procurement framework to open it up more widely to the voluntary and community sector
- Introduce a 'Right to Bid' process for KCC services if local groups think they can run them better through mutuals/co-operatives
- Continue to support and use the Sustainable Communities Act

This programme of action enhances our commitment to the Kent Compact which recognises the need to establish financial stability within the voluntary and community sector and work with them on developing commissioning and procurement policies and protocols.

Clearly there will be less public money available, and the voluntary and community sector won't be immune from this. We will make every effort to give the sector as much notice as possible when funding is to be reduced, whether core grants or contracts for the delivery of services which is where the vast majority of KCC funding is spent. It is also important for the sector itself to rise to the challenge of delivering greater efficiencies along with other public agencies.

The sector is ambitious to improve its capacity and respond to this challenging agenda. Exploratory discussions are already taking place between us and the sector to establish how they can be engaged in the full range of options that will be set out in Bold Steps for Kent. This will ensure their existing skills and capacity are utilised but also that new approaches are developed that will offer a variety of different ways to respond to local need, including social enterprises.

COUNTY COUNCIL MEETING

14 October 2010

Question by Mr Ian Chittenden

To Mr Nick Chard, Cabinet Member for Environment, Highways & Waste

Bearing in mind the recent call by the Communities Secretary Eric Pickles to cut street clutter and the promise by Maidstone Council to remove 200 pieces of clutter from our streets, what action will KCC take to remove many of the redundant signs, posts and other items that litter our highways and pavements throughout Kent?

Response

Kent Highway Services is actively working on this issue.

Policy proposals on permanent highways signs will be considered by the Environment, Highways and Waste Policy Overview and Scrutiny Committee at its next meeting on 4 November. This will include proposals to reduce sign clutter, as well as stricter criteria for installation of new signs and their replacement following damage.

Plans are being developed to undertake sign reviews aimed at consolidating and reducing the size of directional signs to reduce their environmental impact. The sign review will include identification and if appropriate removal of redundant and unnecessary sign clutter. This will need to be a rolling programme in view of the scale of the task, accompanied by a programme of public awareness.

Removal of illegal advertising boards on the Highway continues, and a programme is in hand to identify the owners of redundant and unapproved private signs, and their subsequent removal.

The situation with housing and event signing is improving but there are still significant numbers of signs being put up each year without consent. The only temporary signage allowed is for traffic purposes and not as an advertising tool.

Lists of approved temporary signs are available to Highway Officers; they are empowered to remove illegal signs.

COUNTY COUNCIL MEETING

14 October 2010

Question by Mr Tim Prater

To Mr Paul Carter, Leader of the Council

Can the Leader of the Council explain the process that will be used to deliver the restructuring of this Council's Senior Management outlined in the "First Bold Step" proposals and "Changing to Keep Succeeding" Framework, and what risk assessment has been undertaken for the changes?

Response

I believe this question may now be somewhat out of date.

As Mr Prater is only too aware, a comprehensive Cabinet paper outlining the process that will be used to deliver the restructuring of the top tier of management and the associated risk assessment has been published and discussed at open Cabinet and Scrutiny Board on Monday of this week. The Cabinet paper is available for all to view.

A special Cabinet Scrutiny meeting on this subject is taking place tomorrow.

I trust Mr Prater now has all the information he requires.

COUNTY COUNCIL MEETING

14 October 2010

Question by Mr Malcolm Robertson

To Mr Nick Chard, Cabinet Member for Environment Highways and Waste

Will the Cabinet Member for Environment Highways and Waste please:

1. Report the responses from Joint Transportation Boards on his decision Policy for the Management of Obstructions and Temporary Items on the Highway.

Response 1

The response from JTB's have been to note the Policy Overview & Scrutiny Committee recommendation of 25th May, at which you were present, to approve the Managing of Obstructions Policy.

2. Say what action he proposes to take to respond to their representations and the response of the public to its implementation?

Response 2

Implementation of the policy has commenced in line with Policy Overview & Scrutiny Committee recommendations. There have been no specific issues raised by the public, but I am aware that a petition may be due.

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From: Alex King – Deputy Leader
Mary Cooper – Member Liaison Manager

To: County Council – 14 October 2010

Subject: South East Employers’ Member Development Charter

Classification: Unrestricted

Summary: Details of requirements to maintain Charter Status

For Decision

Introduction

1. As you are all aware Kent County Council was awarded the South East Employers’ (SEE) Member Development Charter on 22 September 2010 after 3 years’ hard work ensuring that the training and development for Members is of the highest standard and fit for purpose in challenging times.

Kent County Council will keep the Charter Status for 3 years during which SEE will visit us after 18 months to ensure standards are being maintained, and the Council will be re-assessed at the end of the 3 year period.

Way Forward

2. A full written report is awaited from SEE, setting out what they see as our strengths and areas for further development. In the meantime, informal feedback has been provided by SEE on specific areas where we still need to improve or can assist Members with their learning and development needs, and these are set out below:

- Introduce a cabinet/portfolio holder question time for all non executive members.
- Provide pre-election events to encourage a wider cross section of people to consider standing for Council.
- Develop a structured programme of development on an annual basis linked to the corporate and strategic priorities. This programme to be led by the Member Development Informal Member Group (IMG) and to be reflective of corporate priorities and the outcomes of the Personal Development Plan (PDP) process.
- A target of 70% uptake of PDPs should be targeted, with informal discussions between the Group Leaders and the Members to inform the PDP and development programme.
- Undertake development based around place to recognise district boundaries and to engage the District and Borough Councils, health and other key partner organisations.
- Maintain the Member Development budget so as to respond to the new priorities of decentralisation, localism and the Big Society.
- Provide all Members with the comprehensive skills and knowledge to be able to respond to the new local government agenda, e.g. facilitation, enabling, brokering skills and commissioning.

- Provide Members with the skills and support to respond to the personalisation agenda.
- Further embed the culture of development. This requires a reassertion of the importance of development from the political leadership of the council.
- Roll out the 360 degree Elected Member Skills Portal.

When these improvements are firmly in place it is hoped that the County Council will be in a position to apply for Charter Plus Status, which is a higher level award than the Charter.

3. Recommendation

The Council is requested to support and agree to take forward the suggested areas for improvement and ask the Member Development IMG to prepare and implement a detailed action plan for further improvement once the formal Charter report is received from SEE.

Peter Sass: Head of Democratic Services and Local Leadership

Officer Contact: Mary Cooper
Member Liaison Manager
(01622) 694354

By: Paul Carter, Leader of the County Council
To: County Council – 14 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 approval at this meeting.

A summary showing the final statuses of each target is shown in Appendix 1 for ease of reference. A separate summary setting out the main highlights and outcomes achieved during the term of *Towards 2010* is given in Appendix 2.

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 on the 63 targets have been discussed and approved by County Council each autumn.

Much has been achieved since September 2006, 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. A separate summary setting out the main highlights and outcomes achieved during the term of *Towards 2010* is given in Appendix 2.

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 Department, and discussed and agreed with the Leader.

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.

The *Towards 2010* Closedown Report is attached for County Council's approval at this meeting. Once approved, it will be published on KCC's website.

4. Recommendations

County Council is asked to APPROVE the *Towards 2010* Closedown Report and NOTE the excellent progress made.

*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* are 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 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
Target 7: Fulfil Kent's potential as a premier tourist destination <i>Regeneration & Economy</i>	Good progress

Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy <i>CED</i>	Completed
Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits <i>Communities</i>	Good progress
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 <i>CFE</i>	Completed
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 <i>CFE</i>	Good progress
Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools <i>CFE</i>	Good progress
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 <i>CFE</i>	Completed
Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent <i>CFE</i>	Completed
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 <i>CFE</i>	Completed
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 <i>CFE</i>	Completed
Target 17: Double the number of participants on Skills Force -type programmes <i>CFE</i>	Completed

Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors <i>Communities</i>	Completed
Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects <i>Communities</i>	Completed
Target 20: Build strong business-education partnerships that benefit both employers and schools <i>Communities</i>	Completed
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 <i>CED</i>	Completed
Target 22: Establish a biennial Kent Youth Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics <i>Communities/CFE</i>	Completed
Target 23: Facilitate and enhance the development of Kent Youth Theatre activities <i>Communities</i>	Completed
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV <i>CED</i>	Completed
Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county <i>Communities</i>	Completed
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 government to improve public transport services in Kent <i>EHW</i>	Good progress
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

<p>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</p> <p><i>EHW</i></p>	Good progress
<p>Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders</p> <p><i>EHW</i></p>	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 through Direct payments • taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes <p><i>KASS</i></p>	Completed
<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 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>	Completed

<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>Completed</p>

TOWARDS 2010: PERFORMANCE HIGHLIGHTS

Introduction

In September 2006, KCC launched *Towards 2010*, a far reaching plan to transform services in Kent over the next four years. During its term the outcomes delivered have been both tremendous and exciting, and it has made a difference to people's lives and provided a legacy for the future.

We've supported people to develop skills to help them find work, including an expansion of our vocational programme, helped to increase independence for more people, worked to transform education, focused on reducing congestion, and helped to ensure safer and stronger communities for the people of Kent.

The evidence is clear and set out below are some examples. Work has not stopped, however, and more will be done to ensure continued success.

Employment and Skills

- KCC won the £6.5m contract for the **Future Jobs Fund**, leading to job opportunities for up to 1,000 unemployed 18-24 year olds
- Over 100 individuals secured full time employment and moved off incapacity benefit as part of the **Kent NOW** initiative between 2006 and 2008
- A **data sharing pilot with Job Centre Plus** is leading to better targeting of people on benefits needing support
- The **Kent Success Apprenticeship Scheme** is now a fully established employment route of entry into KCC and over 340 young people have come into the scheme since 2006/07, with over 1,100 now working in other public and private sector organisations
- KCC is providing **curriculum choices and different pathways** through its 14 to 24 Innovation Unit. Courses, such as those offered by **Skill Force**, now 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
- **The Kent Community Programme** has been introduced, offering practical support, guidance and positive engagement to 250 young people not in education, employment or training.

Regeneration and Economic Development

- **Backing Kent Business** was launched in 2008 to help businesses through the recession, focusing on delivering ten commitments, including paying our Kent suppliers more quickly and maximising employment opportunities for Kent firms
- For the second year since its creation the KCC and Kent Messenger sponsored '**Kent Excellence in Business Awards**' ceremony was a sell-out success celebrating the best of Kent business in the hardest times. **Kent 2020** continues to grow from strength to strength as the biggest annual business to business event in Kent.

- We have focused on creating **opportunities for graduates** which has seen an increase of almost 20% in the numbers of graduate leavers who moved to employment in Kent. KCC has also created a number of graduate recruitment, development and support services to assist the young talent in the region.
- Thanet Offshore, the **world's biggest offshore wind farm**, has opened off the coast of Kent providing energy for well over 200,000 homes. Project developer, Vattenfall, used the Port of Ramsgate during the construction phase which also benefited from the creation of a new operations and maintenance base and is expected to generate more than 25 long-term jobs. With two off-shore wind farms in the Thames Estuary and another about to start construction, the **Swale Skills Centre** opened this September offering industry-influenced qualifications to develop our skills base for this new sector in the Kent economy. A 'Supply Chain Directory', specifically focused on the off-shore wind industry in Kent, was launched in the summer in partnership with London Array and Invicta Chamber of Commerce.
- We have concentrated on **maximising development opportunities** across Kent, for example:
 - **In 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 the area
 - **In Sittingbourne**, the Northern Relief Road commenced work in August 2009 and is on track to complete by November 2011. It is a key piece of infrastructure that will 'unlock' Sittingbourne town centre for retail, economic and housing expansion
 - **In Thanet**, KCC is working with Thanet DC to bring about regeneration opportunities at the Manston and Eurokent sites
 - **In Margate**, work has been undertaken 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. Regeneration impacts associated with the opening the **Turner Contemporary** in the town next year include major improvements to the whole of the eastern seafront area, while a number of new shops and creative spaces have opened in Margate in anticipation of the opening of the gallery
 - **In Folkestone**, a programme is focused on the eastern side of the town centre where recorded deprivation is high
 - **In Dover**, KCC is working with Dover DC and the Homes and Communities Agency to bring about significant regeneration and housing growth opportunities at Whitfield and Connaught Barracks. With Dover Harbour Board we have just completed a visually stunning environmental improvement of Dover's waterfront area to complement the recently built Sea Sports Centre, both of which are already attracting more visitors to the town. KCC secured over £2.5m in government funding to enable English Heritage to undertake major improvements in 2009/10 to its main visitor attractions at Dover Castle, which have already led to a 30% increase in visitor numbers. In 2010 we completed for Network Rail and Southeastern Railway high quality environmental improvements to the approaches to Dover Priory Station to capitalise on the introduction of High Speed 1 domestic services to the town in 2009. KCC is leading the

- planning of a new Bus Rapid Transit service to connect the existing town with the exciting growth opportunities at the port, Whitfield and Farthingloe
- **In Ashford**, KCC delivered the nationally recognised 'shared space' scheme as part of a wider scheme to reduce the impact of the old ring road. KCC is also delivering other key projects to unlock growth in the town, at M20 junction 9, Drivers Roundabout, and a new iconic footbridge over the M20, which will be completed in 2011. KCC is also constructing 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, with completion in mid 2011.
 - **Visit Kent**, the private/public partnership promoting Kent and Medway to potential visitors from across the UK and overseas, launched its three year eye-catching Kent Contemporary campaign with stunning images of the county, and its first user-generated campaign. With set up funding from KCC for the campaign aimed at changing the perception of Kent as a holiday destination, Visit Kent is already planning the next two years with industry support. Visit Kent has also 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 operator (KCC is a founding partner of Visit Kent)
 - **Locate in Kent (LiK)**, the county's inward investment agency has consistently met or exceeded its targets for companies investing in Kent and jobs created or safeguarded. A recent report produced by Price Waterhouse Coopers has shown that since 1997/98 a minimum of £89m in net additional annual GVA (gross value added) has been added to the Kent economy thanks to LiK's activities. A recent independent study of investment promotion agencies ranked LiK as 'world class'. Its 'pipeline' of live projects remains at record levels indicating the healthy interest in investing in the county despite the general economic climate. The 2010 Perception Study, commissioned by LiK, reveals that seven out of ten respondents rated Kent as a good or very good business location
 - The **Connecting Kent** programme has continued to build the evidence base, identifying areas of market failure ('Not Spots' and 'Slow Spots') across Kent at postcode level, to support the business case for public sector interventions. The programme has provided capital grants and direct support to communities such as Iwade, Selling and Ulcombe, which has enabled them to directly engage with broadband suppliers to contract for broadband services. The grant process builds on local engagement, with many public meetings attracting over 100 local residents
 - KCC consistently argued for **domestic high speed rail services** as part of its efforts to revitalise the economic prospects for Kent and improve transport links for residents. Routes serving east and north Kent commenced in December 2009
 - Since the inception of the **Kent Film Office (KFO)** in 2006 it has brought more than £14m into the Kent economy by attracting film and television productions to the county and stimulating film tourism, including the 'Other Boleyn Girl' campaign which generated £1m in tourist spend. KFO initiated the 'KCC Filming on the Public Highway' private bill, which 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. KFO also invested £75k in a local production company to produce a film entitled 'The Calling' which generated £300k of direct spend and £1.3m in induced spend back into the local economy. The film was premiered and short-listed for an award at the Edinburgh Festival in 2009, opened the London International Film Festival this year, and is now on general release.

Education and Vocational Training

- There is **increased access to early years provision** reaching over 42,000 children, doubling our nursery classes to 70 and creating nearly 100 children's centres. We have exceeded, one year early, the government target for the proportion of children accessing early years education and have increased the take-up of places by historically under-represented minority communities
- We have expanded 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 and increased engagement of parents with schools and with their children's learning
- 100% of Kent's schools are now engaged in the **Healthy Schools** programme with 87% of schools achieving Healthy Schools status
- We have concentrated on **improving engagement and participation of children and young people**. For example, nearly 40,000 children and young people completed the 2009 Children and Young People of Kent Survey, providing a wealth of information, the results of which are being used to inform performance monitoring and the planning of children's services at 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. There has also been continued success of Kent Youth County Council and the introduction and the development of a Kent Children in Care Council
- 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
- We have **expanded our vocational programme** to 8,300 students, well exceeding the *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
- 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+. Around 1,000 young people have attended employer-led masterclasses, conferences and taster days giving learners an insight into the world of work and employment
- A strong partnership has been established between educational organisations and the business sector and facilitated thousands of **work-related learning and work experience placements**.

Increasing Independence

- Over 4,400 additional people are now **supported to live independently in their own homes** which has been achieved in a number of ways including the provision of suitable housing, increased take-up of Direct Payments and access to Telehealth and Telecare
- **Support has been strengthened for people caring for relatives and friends.** This includes the Kent Carers Emergency Card Scheme, to help provide carers with peace of mind when they are away from the person that they care for, and the Mental Health Matters helpline, now funded from 5pm to 9am on weekdays and 24 hours weekends and holidays, available to carers and which ensures referrals can be made to the Crisis Resolution and Home Treatment Teams
- We are **delivering more personalised services through Self Directed Support (SDS)** which gives people choice and control over the support they receive. Personal budgets for new service users were introduced from April 2009 and since December 2009 they have also been allocated to existing service users when they have their review. As at the end of July 2010 there were 4,582 people with a personal budget
- In order to help people to feel part of their community we are working with the private and voluntary social care market in Kent to ensure there is a **wide range of local services offering people a choice** about what support they have and when. Around 85% of all social care services are now provided by private and voluntary organisations and not directly by KCC
- We have developed a wide range of **intermediate care** projects in partnership with Health which are helping to prevent avoidable hospital admissions and facilitate safe, early discharge from hospitals so maximising people's ability to regain their independence. Intermediate care has also played a significant part in tackling delayed discharges from hospital and enabling people to live independently
- 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.

Culture and Sport

- We established and staged the first **Kent School Games** in 2008 and followed it with another successful event in 2010, involving more schools and increasing cultural input. Each Games involved approximately 30,000 young people. The coalition government has announced plans for a schools 'Olympics' based on the Kent model. In addition to this, over 900 talented sports performers in Kent have been supported through dedicated programmes, funding and other initiatives
- We have **progressively increased the level of PE, school sport and competitive school sport in Kent.** In addition, 187 new or enhanced out-of-school activities for young people have been funded and delivered both after school and during the school holidays
- We have helped create more opportunities for Kent's young people to get involved in **youth theatre** activity, with over 7,200 young people involved in 2009/10

- **Fifteen libraries have been modernised** which have seen an increased number of visits. The modernisation programme has looked at finding new ways of working, including co-location, and over 80% of Kent libraries now host sessions delivered by partners or are co-located with other public service providers
- Excellent progress made on the development of the **Turner Contemporary** to be completed in December 2010, with planned opening to the public in spring 2011
- A network of **volunteers** to help at sports and leisure events is now in place with over 1,000 volunteers signed up to the Kent Event Team which will grow to 2,500 by 2012
- We achieved Beacon Status for the work in Kent to **secure a legacy from the 2012 Olympic and Paralympic Games**.

Stronger and Safer Communities

- **Domestic burglary and car crime in the KCC area has reduced** by 24% and 39% respectively since 2006/07. **The fear of crime has also reduced**, with the percentage of people worried about burglary decreasing from 56% in 2006/07 to 36% in 2008/09. The 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
- There has been a **reduction in the number of first time entrants to the youth justice system**. This success was highlighted in a national Youth Justice Board review in 2010
- **KCC Community Wardens have developed a broader remit** and play an important role within Neighbourhood Policing teams. For example, they have:
 - Facilitated activities and events within their communities to **engage with local residents**
 - **Provided awareness training** to over 15,000 people since 2006 against the dangers of bogus callers, helping the elderly and vulnerable to remain safe in their own homes
 - Been **involved in almost 200,000 activities, incidents, queries or interactions** with the public and over 145,000 instances of partnership working between April 2006 and March 2010.
- There has been a 45% **increase in the number of community organisations in Kent now receiving alerts** about the activities of rogue traders and since 2008 KCC Trading Standards has made over 90 Rapid Action Team interventions, supporting 320 victims of rogue traders
- The **HandyVan's range of services has been expanded** to include additional safety items such as hand rails and minor adaptations. HandyVan has helped older people feel safer in their homes, with 89% of clients feeling very safe after receiving the HandyVan service compared to just 11% beforehand. A fifth HandyVan with an additional fitter was introduced and deployed in north Kent to support partners such as the police to reduce domestic burglary. This was successful, with Gravesham seeing a reduction in domestic burglary of 53.8% between 2006/07 and 2009/10.

Improving Kent Roads

- We have worked hard to **reduce journey times** on Kent's roads. There has been a reduction of 25% in journey times on key radial routes in Maidstone since the **Traffic Management Centre** became operational and the average reduction was maintained throughout 2009/10
- **The Kent Freedom Pass** scheme has been successfully introduced. Young people in academic years 7 to 11 can buy a pass for £50 which enables them to travel free on public bus services in Kent. Over 22,000 passes have been issued with 75% of trips made in the peak period to school and 25% of all journeys being made outside of this time. Reductions of between 2% and 6% have been seen in the vicinity of schools where the take-up of Freedom Passes has been high
- Working with partners, particularly district councils, we have provided almost 2,000 **additional parking spaces** in Kent.
- We have made sustained efforts to **improve the condition of our roads**, with a 'pothole blitz' in 2008, an increase in resurfacing and the continuation of our focus on potholes in 2009, and the 'find and fix' initiative, a direct response to the dramatic effects of the severe winter conditions, in 2010
- Working with our partners we have achieved a **reduction in the number of deaths and serious casualties from road accidents**. There has been 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 Kent Highways Services has set itself in order to stretch our performance
- The successful **Kent Permit Scheme**, designed to keep the disruption caused by roadworks to an absolute minimum, has been launched. This new scheme, which was the first of its kind in the country, ensures that all organisations that dig up the roads (including KCC) work to the stringent standards set out in order to minimise the inconvenience created for all road users.

Other Successes

- Nine **Gateway**, including two mobiles, are now open across Kent with others planned. Gateway offers a single, convenient public service point sited in retail-based locations, using the latest innovative technologies and is working with district and borough councils and a range of other partners including Health, Kent Police, Kent Fire and Rescue Services and 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 highly successful '**HOUSE**' campaign was launched in November 2008 and rolled out across Kent aimed at young people to increase their awareness and reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex. 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 new ways of reaching young people, including those 'hard to reach', and a place to work in different and more effective ways. Further work is being done to sustain the success of 'HOUSE' in Kent towns on a more permanent basis. The brand is also being extended to a number of targeted communities on a

mobile basis. This is called 'House on the Move' and is proving very popular with young people

- Working with house builders and district councils we have succeeded in getting in **excess of 70% of all housing developments on previously developed 'brownfield' land**, thus helping to protect 'greenfield' sites
- **All new developments** implemented by KCC's Property Group now meet the Building Research Establishment Environmental Assessment method (BREEAM) 'very good' standard
- The Clean Kent initiative has secured **27 criminal convictions against people found guilty of fly-tipping**.

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**Towards 2010:
Closedown Report**

September 2010

Final Draft for Approval

TOWARDS 2010: CLOSEDOWN REPORT

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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 Director: David Cockburn	Managing Director: Theresa Bruton/Mike Bodkin	Lead Officers: Theresa Bruton/Mike Bodkin
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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)

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- 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)
- 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

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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 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.

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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, 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'.

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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.
- 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

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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.

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Support Quarterhouse, (formerly the Performing Arts and Business Centre, (PABC) Folkestone) – (see also Towards 2010 targets 3, 6 and 25). Along with partners, KCC provided grant funding towards the development of a new arts performance building in Folkestone. The building includes 15 business incubator spaces 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

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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 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

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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.

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 benefitted 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

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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 schemes at M20, Junction 9 (Drovers 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.

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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:
 - Targeting high growth sectors that offer quality jobs, in collaboration with KCC

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- 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.

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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.

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	64	66	70	70	82

TOWARDS 2010: CLOSEDOWN REPORT

investing in Kent*					
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* 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 Director: David Cockburn	Managing	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

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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
- 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:

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- £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
- 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

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- 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
- 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.

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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 Director: David Cockburn	Managing 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

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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 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:

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- 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
- Rippledown Environmental Education Centre - Funding has been awarded for the construction of a purpose built, straw-baled building containing two teaching classrooms and a kitchen area for use in teaching the rural skills programme at the centre. The construction of the building will be used as an exemplar of sustainable building techniques providing 'on the job training' as well as a venue for teaching courses
- 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 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

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- 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
- 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

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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

TOWARDS 2010: CLOSEDOWN REPORT

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

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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
- 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%

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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
- 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.

TOWARDS 2010: CLOSEDOWN REPORT

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	Lead Managing Directors:	Lead Officers:
Members:		David Cockburn/Rosalind	Jim McKenzie/Sue
Kevin Lynes/ Hohler	Sarah Turner		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:

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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 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).

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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
- 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

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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
- 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

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- 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
August 2010

Date:

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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.

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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 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

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- 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.

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

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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.

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

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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	,260,96	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 been able to invest heavily in technological advances

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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

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

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

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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 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.

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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).

** 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
27 July 2010

Date:

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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

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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 (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)

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- 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 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.

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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
- 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

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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 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

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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)	33,040	79,900	30,400	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
14 July 2010

Date:

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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 Member: Sarah Hohler	Cabinet	Lead Director: Rosalind Turner	Managing 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

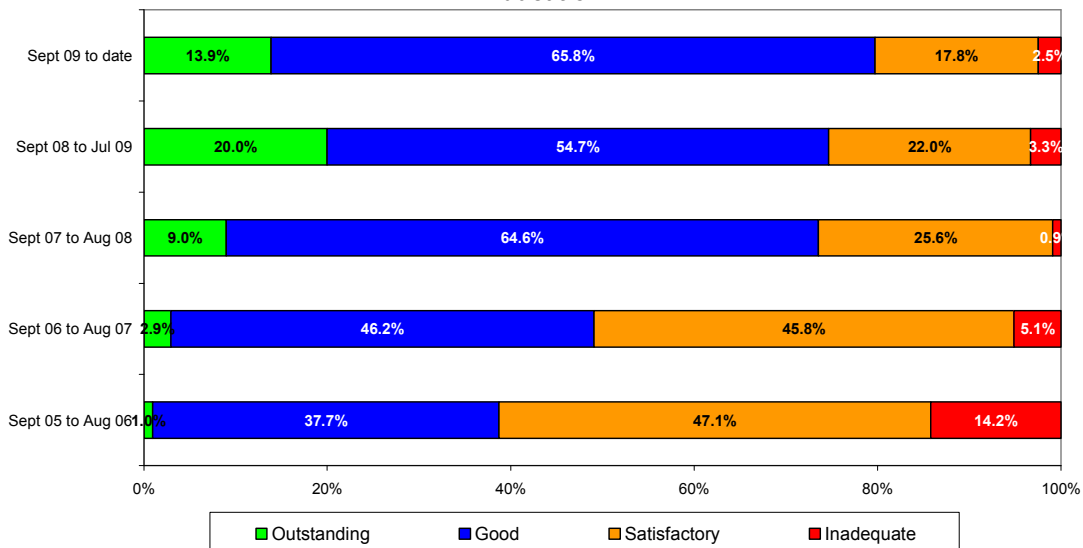
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strengthen the links between schools and settings through joint training, network meetings and shared resources. This training is enabling schools to use the Leuven Scales of Involvement, an assessment tool that quantifies children's levels of engagement 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

*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

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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.
- 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

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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.

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

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- 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 Actu al	2007 Actu al	2008 Actual	2009 Actu al	2010 Targe t	2010 Actu al
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.

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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.

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

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- 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).

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:					Improvement relative to national rate	
Reading (national rate in brackets)	83% (84%)	82% (84%)	84% (84%)	84% (84%)		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:					Improvement relative to national rate	
English (national rate in brackets)	77% (79%)	77% (80%)	79% (81%)	78% (80%)		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
September 2010

Date: 6

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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 Director: Rosalind Turner	Managing	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.

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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_APPROVED.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 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

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- 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.

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

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- 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 lead 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

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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
- 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

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- 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 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

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- 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
- 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

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- 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
July 2010

Date: 3

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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

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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)
- 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

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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.
- 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

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- 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 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.

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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
2 July 2010

Date:

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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 Member Sarah Hohler	Cabinet	Lead Director: Rosalind Turner	Managing 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.

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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. 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

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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 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

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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.

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

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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
13 July 2010

Date:

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

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- 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.

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

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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 centre's 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.

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,
Towers *	Engineering
Maidstone New Line	Hospitality and Catering, Construction, Hair and

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Learning Northfleet Boys Swan Valley Thanet College North School West Kent College Westlands	Beauty Construction, Hair and Beauty Engineering Catering Catering Construction Engineering Construction
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Phase 2

Fulston Manor Monks Hill Farm * Wilmington Enterprise College Swale Skills Centre Thanet Skills Studio Holmesdale Walmer College Maidstone Grammar Marsh Academy Folkestone Academy Towers Swadelands North School	Creative and Media Land-Based Land-Based Engineering, Construction Engineering, Motor Vehicle, Retail, Construction, Catering Engineering, Hair and Beauty Engineering Engineering, (Creative and Media) Motor Bikes and Engineering, Green Technologies Engineering, Construction Construction Hair and Beauty 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	
Canterbury High School *	Construction, Sustainable construction
Oakley Special School	Construction
Pent Valley *	Land-Based
	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

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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

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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.

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
13 July 2010

Date:

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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,

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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 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:

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- 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
 - 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

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- 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, 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

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- 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:

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- We identified that a clear application process was needed so that young people applying for Apprenticeships were recorded for the September Guarantee
- 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

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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 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

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- 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 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

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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.

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
August 2010

Date:

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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

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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%

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

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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)
- 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?

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- 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).

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
14 July 2010

Date:

TOWARDS 2010: CLOSEDOWN REPORT

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

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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. 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

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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
- 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
14 July 2010

Date:

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

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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

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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 Members: Mike Hill/Sarah Hohler	Cabinet	Lead Directors: Amanda Honey/Rosalind Turner	Managing Lead Officers: Chris Hespe/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

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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
- 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

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- 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 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.

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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")
- 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)

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- 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

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Monitoring completed by: Chris Hespe / Danny O'Donovan
Date: 9 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

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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
- 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

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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.

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*

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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.

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

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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

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**** 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

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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

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- 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 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.

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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
- 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

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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.

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

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- 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

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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 Member: Mike Hill	Cabinet	Lead Director: Amanda Honey	Managing 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

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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)
- 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 leveraging 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:

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- 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)
- 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

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- 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
- 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

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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 Awards. This work also includes our festivals focus, which based on a business cluster

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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
July 2010

Date:

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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

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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 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

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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.

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

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- 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.
- 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

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*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

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Target 27: Open the Turner Contemporary gallery, Margate, in 2010		
Lead Cabinet Member: Mike Hill	Lead Director: Amanda Honey	Managing 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 Durtnell 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

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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.

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

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- 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
- 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

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- 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

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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 Director: Amanda Honey	Managing	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

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- 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
- 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

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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.

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

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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.

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

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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.

Lead on good practice in volunteering:

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- 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 (IiV) 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

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- 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
- 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 Hespe / 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
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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 1), 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.

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- 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 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

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- 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 '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

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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.

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

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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

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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. 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

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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.

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 Members: Nick Hohler	Cabinet Chard/Sarah	Lead Directors: Mike Austerberry/Rosalind Turner	Managing 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

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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 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

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- 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

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Target 31: Pilot staggered school hours to relieve rush-hour congestion					
Lead Members: Sarah Chard	Cabinet Hohler/Nick	Lead Directors: Rosalind Austerberry	Managing Turner/Mike	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)	2006/0	2007/0	2008/09	2009/1	2009/1
	7	8	Actual	0	0

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	Actual	Actual		Target	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

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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.

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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.

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.

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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 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

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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 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

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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

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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

- 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.

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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
- 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

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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

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

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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 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

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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
- 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.

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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
July 2010

Date:

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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

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- 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
- 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

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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- 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 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

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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.

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:

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Target 37: Improve the way we repair roads and pavements		
Lead Cabinet Member: Nick Chard	Lead Director: Mike Austerberry	Managing 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

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- 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 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

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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%

** 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

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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
- 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

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- 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.

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.

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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 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	

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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
- 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

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- 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 Members: Nick Chard/Kevin Lynes	Cabinet	Lead Directors: Mike Austerberry/David Cockburn	Managing 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.

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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 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

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- 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
- 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

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- 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
- 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

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- 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 Member: Nick Chard	Cabinet	Lead Director: Mike Austerberry	Managing 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

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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
- 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 Member: Nick Chard	Cabinet	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:

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- 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
- 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

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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
- 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

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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
- 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.

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* 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 Director: Mike Austerberry	Managing Officer: Sue Barton
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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,

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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 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

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		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

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- 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
- 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

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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
- 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

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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 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

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- 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 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

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- 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

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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 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.

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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 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

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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 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 Members: Mike Hill/Sarah Hohler	Cabinet	Lead Directors: Amanda Honey/Rosalind Turner	Managing Lead Officers: Chris Hespe/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

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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 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

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- 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.

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

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- 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	84%*	88%	81%**	100%	Due Nov 2010***
Percentage of pupils involved in inter-school sport	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

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- 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
- 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

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- 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 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

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- 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

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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 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

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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
- 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

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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
- 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

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- 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 Members: Alan Marsh	Cabinet	Lead Director: (Was) Peter Gilroy	Managing 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'.

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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 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?

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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.

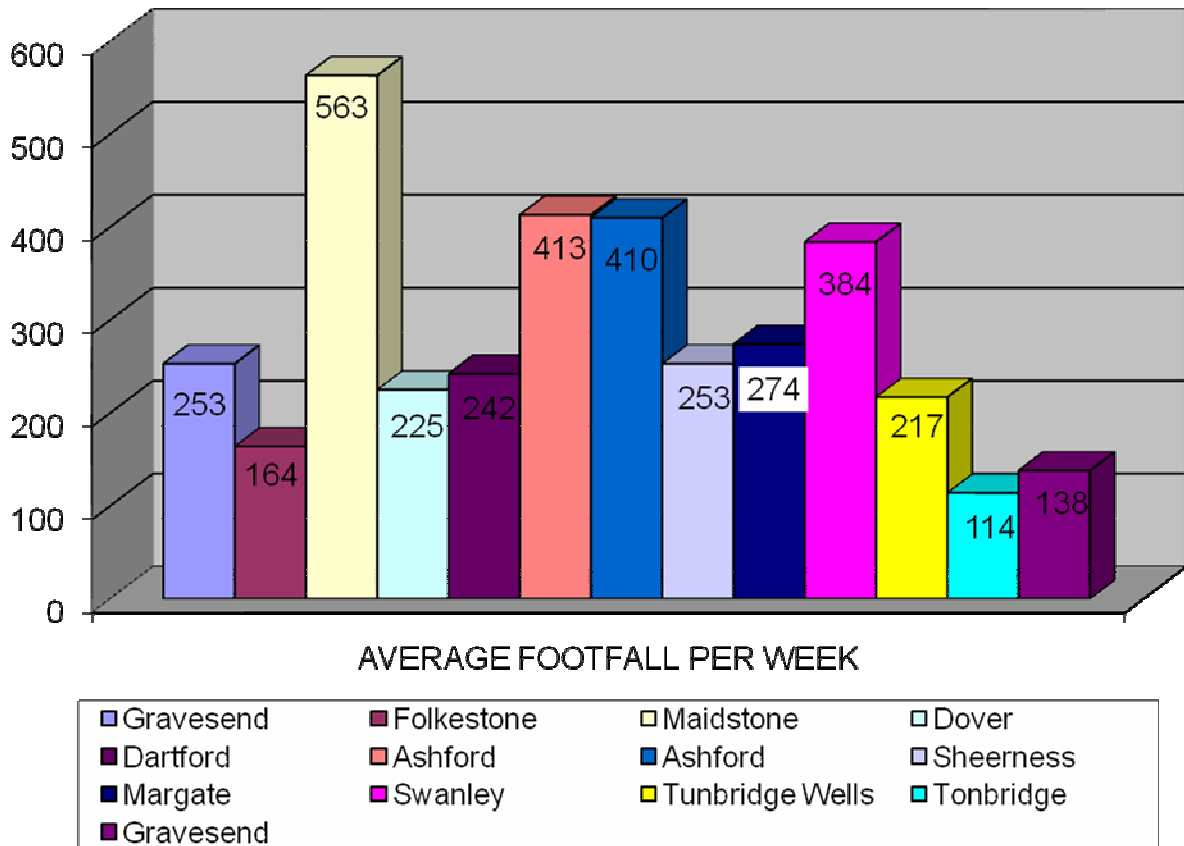
Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment.

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).

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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 Member: Sarah Hohler	Cabinet	Lead Director: Rosalind Turner	Managing 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.

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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.

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

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- 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% 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)

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- 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/Gravesham 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.

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

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- 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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Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include:

- encouraging the development of more housing for older people, disabled people and those with special needs
- encouraging more people to take control of their care/support through Direct Payments
- taking advantage of new technologies, such as expanding our TeleHealth and Telecare programmes

Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officers: David Weiss, Cathi Sacco, Mike Dorman, Michael Thomas-Sam
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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

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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 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:

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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:
 - 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

² See previous Annual Reports for more detail.

³ Independence Wellbeing and Choice Inspection

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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 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.

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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

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- 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 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

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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 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

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- 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 Director: Oliver Mills	Managing	Lead Officers: Nick Sherlock/ Cathi Sacco/ Mike Dorman
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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

⁴ More detail on this project have been provided in previous Annual Reports

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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)
- 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

⁵ Independence Wellbeing and Choice Inspection

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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.

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.

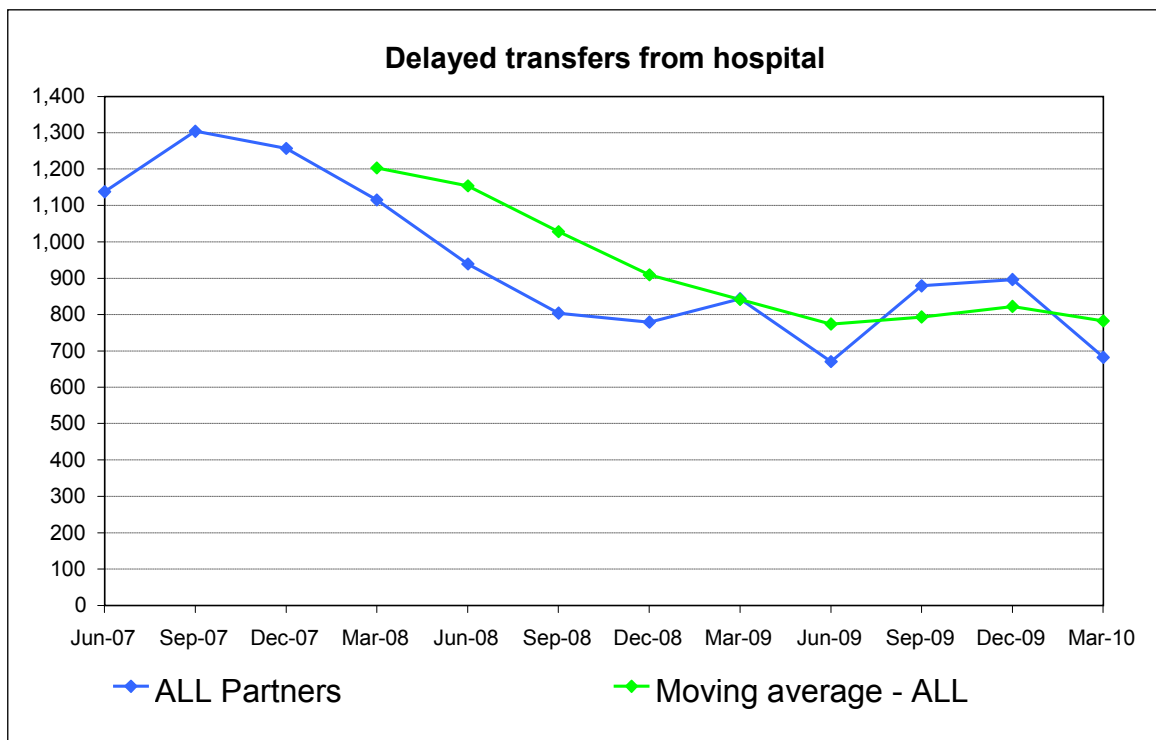
Measurable indicators:

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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:



Monitoring
Date: July 2010

completed

by:

Nick

Sherlock

TOWARDS 2010 ANNUAL REPORT - September 2010

Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence			
Lead Members: Graham Gibbens/Sarah Hohler	Cabinet	Lead Directors: Oliver Turner	Managing Officers: Mills/Rosalind
		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

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- 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. 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

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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:

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 Director: Oliver Mills	Managing	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

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- 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).

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	6,270	4,920*	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

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- 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
- 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

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- 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 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

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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 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

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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
- 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

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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 Victimization Survey, 'teenagers hanging around', is a very or fairly big problem has decreased from 34% in 2006/07 to 18% in 2009/10

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- 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.

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

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- 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%
- 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

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- 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
- 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?

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- 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		
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 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 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 recourses of all the agencies are effectively marshalled through a structured approach that will include strategic, tactical and operational levels

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- 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, 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

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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)	006 ctual	007 ctual	008 ctual	009 ctual	010 arget
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

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

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- 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
- 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.

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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
- 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

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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 Member: Mike Hill	Cabinet	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,

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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 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

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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
- 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:

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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 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

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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.

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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

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%

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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 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 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

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- 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 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

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Monitoring completed by: Stuart Beaumont
Date: 14 July 2010

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By: Roger Gough, Cabinet Member for Corporate Support Services
and Performance Management
Katherine Kerswell, Group Managing Director

To: County Council – 14 October 2010

Subject: KCC Annual Performance Report 2009/10

Classification: Unrestricted

Summary: This report attaches a copy of the Annual Performance Report (APR) 2009/10 for members to note the achievements made in 2009/10.

Introduction

1. The KCC Annual Performance Report 2009/10 is attached at Appendix 1.
2. The Annual Performance Report (APR) provides highlights of the key activities and outcomes of the council's services for the previous financial year.

The Annual Performance Report 2009/10

3. This is second year we have published an Annual Performance Report, which we have chosen to do, to replace the previous annual Best Value Performance Plan, which was a statutory requirement.
4. The APR is a relatively short document, built around the themes of *Towards 2010*. It is intended to provide highlights of key activities and outcomes from 2009/10.
5. Detailed performance information is already reported during the year, such as within the *Towards 2010* Annual Report, Business Plan Outturn Monitoring and, as relevant, Directorate's own in-year performance review documents. The APR provides a summary of the information from these more detailed reports, in one place for ease of reference.
6. The target audience are KCC Members, partners, parish councils, staff and the public.
7. A draft of the APR was provided to the September Policy Overview and Scrutiny Committees for information and comment. Some minor amendments have been made to the document following these meetings.
8. A final version, with professional layout, will be published as a PDF file on the KCC website, keeping publication costs to a minimum.

Recommendation

9. The Council is asked to NOTE this report and the achievements outlined in the APR for 2009/10.

*Contact details: Richard Fitzgerald, Performance Manager, CED,
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KCC ANNUAL PERFORMANCE REPORT

PERFORMANCE HIGHLIGHTS FROM 2009/10

This document is available in alternative formats and can be explained in a range of languages. Please call our Contact Centre on 08458 247247 for details.

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Section 1: Introduction

Kent County Council (KCC) continues to work towards the objectives set out in the county's community strategy document, the *Vision for Kent*. *The Vision* was agreed between Kent's public, private and voluntary sectors, setting out how we will all work together to improve the economic, social and environmental wellbeing of the county over the next 20 years. KCC works closely with health, police, and fire services, district councils and other local and national agencies to improve the quality of life for all of Kent's 1.4 million residents.

The *Towards 2010* programme, designed and developed in 2006, defined KCC's priorities in terms of the *Vision* and has given our business its strategic direction over the last four years.

At the heart of *Towards 2010* were KCC's agreed aims which were designed to achieve:

- increased prosperity for Kent through business growth and job creation
- transformation in education
- reduced traffic congestion
- improved health and quality of life
- quality homes in a well-managed environment
- a safer Kent
- continued improvements in services while keeping council tax down.

We are now at the end of the *Towards 2010* programme and a successor medium term programme of action for the next four years, called *Bold Steps for Kent* is under development.

We, as are all public services funded by tax payers' money, are looking at substantial cuts in funding in the years ahead as government reduces the deficit and the scale of public sector spending contracts. Our key priorities, such as supporting business growth and job creation, will become even more critical in the new era of austerity which is to come.

This Annual Performance Report provides information on the services we delivered during financial year 2009/10 and how these have contributed to some of our key objectives as stated in the *Towards 2010* document.

We have laid out this document in sections which follow the same themes as the county-wide *Vision* and within our own *Towards 2010* document. These headings reflect broad areas of focus for us and our partners, but it should be noted that many of the services we provide contribute to more than one theme and that for some themes the work is primarily the responsibility of a partner organisation.

We welcome your comments and you will find a section at the back of this document to complete should you wish to let us know whether you found this report helpful or how we could improve it.

Section 2: Economic Success

KCC promotes regeneration and sustainable economic development to secure Kent's long-term future as a vibrant and beautiful place where people want to live, work and visit. We provide support to and promote Kent businesses, particularly small and medium size enterprises and those based in rural areas. We also lead on or support regeneration programmes across the county.

We recognise that a vibrant, innovative and forward looking business community is absolutely vital for the future health of the county. This was threatened by the onset of the worst recession for decades, which made it imperative that businesses are given the best possible support through these difficult times. KCC responded with the launch of the 10 commitments of the Backing Kent Business campaign in December 2008.

Backing Kent Business (BKB)

BKB is founded on building a new relationship with business, which is a key tenet of Kent's Framework for Regeneration (2009 – 2020). We were already working with the business community through the Kent Economic Board and in other forums, but because of the recession there was a clear opportunity to work more closely with the business representative organisations and other agencies.

Some key successes from the campaign over the last year include the following:

- 82% of Kent businesses supplying KCC were paid within 20 days
- The approved contractors list was re-opened, and more than 600 new applications were received
- A simple guide to KCC procurement was published
- The Kent Business Support Centre, aimed at making it easier for local businesses to get information, saw over 40,000 visitors
- An international business event was organised by KCC and the University of Kent, supporting Kent businesses in their international aspirations
- The launch of the Business Pledge campaign at the 2020 business conference in April, to encourage businesses to use local supply chains
- The launch of the Kent Innovation and Growth Team in October 2009, a £2.6m SEEDA funded initiative with match funding from partners including KCC, to provide intensive assistance over the next three years for the top 250 high-growth potential companies in Kent
- The Kent Investors Club was launched in October 2009, an initiative funded by KCC and managed by Finance South East to develop the Business Angel's network in Kent and open up a route to finance for Kent businesses
- The provision of free business information services in libraries started in April 2009, resulting in an increase in business enquiries by over 70%.

Kent's Framework for Regeneration

In 2009 we published Kent's Framework for Regeneration (2009 – 2020) 'Unlocking Kent's Potential'. As part of this project, we commissioned Sir Terry Farrell to produce a wide-ranging spatial vision for Kent, '*21st Century Kent - Unlocking Kent's Potential*' making clear our ambitions for the future. To turn this vision into action, further

detailed work is being developed with district and borough councils, Medway Council, and with local businesses and communities, as we know that only by working in partnership will our shared ambitions be achieved.

'21st Century Kent - Unlocking Kent's Potential' was published in January 2010 and launched at four carefully targeted events, resonating at national and local levels and demonstrating KCC's readiness for new strategic responsibilities. Major issues raised at the launch, such as rail travel, have been pursued directly with action including Kent's first ever Rail Summit in March, attended by MPs, councillors and rail user groups.

Connecting Kent

The Connecting Kent programme is 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. We are helping rural communities to identify and engage with broadband service providers to address this issue, working with parish councils, including providing capital grants to ensure service delivery.

In 2009/10 the rural communities benefiting from this approach included Iwade, Kings Hill, Selling, and Womenswold. In 2010/11 we are working with Boughton Monchelsea, Crockenhill, Crockham Hill, Stockbury and other rural locations.

Transport infrastructure

The introduction of the domestic high speed rail services from Kent to London is a major economic generator, a development we have been pressing for over a number of years. Domestic high speed services commenced from Ebbsfleet in December 2009.

The East Kent Access phase 2 and Sittingbourne Northern Relief Road were both started during 2009/10 and will greatly improve access to, and the economic prospects of, the areas where they are being built. The construction of Rushenden Link Road, which will provide essential new access to the new planned development at Queenborough and Rushenden, is underway and is due to complete in June 2011.

KCC has long argued the case for a third lower Thames crossing. The Department for Transport (DfT) completed a study in April 2009 which identified three options which are the same as those identified jointly by KCC and Essex County Council. KCC is pressing strongly for an early decision to proceed with an additional river crossing, which is urgently needed to relieve the chronic bottleneck at Dartford and stimulate economic growth in the Thames Gateway. It has carried out work which suggests the crossing can be privately funded and in overall transport network and regeneration terms be most beneficially situated east of Gravesend.

Locate in Kent

Locate in Kent attracts inward investment into the county. In 2009/10 the target for companies investing in Kent was exceeded (82 compared with 70) but the jobs created/safeguarded fell slightly short of target at 2,611 compared with 2,973. This

was due primarily to the prevailing economic climate and the fact that globally, job figures per company assisted reduced substantially.

Kent Film Office

Kent Film Office seeks to encourage the filming industry into Kent to stimulate the creative sector and generate income for the Kent economy. Over the last year, the Kent Film Office handled 373 requests and 459 filming days, which generated £2.2m into the economy, and providing six work experience placements, as well as on set experience for five runners and two trainees. It also supported Maeve Films in the creation of the Kent Film Foundation, a film school for disadvantaged young people, currently teaching 15 students, some of them young offenders.

2012 Olympics

The forthcoming London Olympics represents a major opportunity for Kent businesses. We piloted a 2012 bid writing workshop with Kent small and medium sized businesses that will now be rolled out region-wide. Over 50 Kent companies have won contracts with the Olympic Delivery Authority to directly supply the 2012 Games, with many other Kent businesses benefiting within the supply chain. As at March 2010 a total of 1,932 Kent organisations are registered on CompeteFor, the Olympics website which connects potential suppliers with major contractors.

Offshore wind farms

The 100 turbines for the Thanet Offshore wind farm, which will be the world’s largest offshore windfarm, have been installed and the development was officially operational in September 2010. The Ramsgate port has 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 Backing Kent Business, an offshore wind farm supply chain directory was launched in June in association with Invicta Chamber of Commerce and London Array providing a **key opportunity for Kent businesses to set out what they can deliver.**

Economic indicators

Kent is behind the national average for earning levels and qualifications but enjoys lower unemployment levels.

Indicator		2007	2008	2009
Median full-time gross weekly earnings for employment	Kent	453.6	476.1	479.1
	England	463.6	483.9	495.2
Percentage of working age population with NVQ4+ or equivalent	Kent	26.0	25.1	28.6
	England	28.2	28.2	29.6
		2008	2009	2010
Job Seekers’ Allowance claimant rate (at March)	Kent	1.5	3.1	3.3
	England	2.1	3.8	4.0

Section 3: Learning for Everyone

KCC through its Children, Families and Education (CFE) directorate provides strategic leadership and a commissioning role for all public services provided to the children and young people in Kent. We work with our colleagues in the Kent Children's Trust to ensure that Kent's 350,000 children and young people are supported in being healthy and safe, enjoying life, achieving at school, making a positive contribution in their community and going on to achieve economic wellbeing.

To achieve this we provide services directly and work with Kent's 592 schools and 2,500 early years settings, providing advice, support and guidance, including professional development for our 30,000 teachers, ensuring the quality of provision is of the best possible standard.

See section 5 for details of our work helping young people prepare for employment and section 4 for details of our specialist children's services.

External inspection

KCC services for children and young people are subject to detailed inspections by Ofsted, the government's inspectors for children's services. These inspections inform overall assessments which are reported annually.

Our last annual assessment result, announced in December 2009, found that we were 'performing well' for children's services.

Although subsequent to financial year 2009/10, a more recent unannounced inspection of our contact, referral and assessment arrangements for Children's Social Services, carried out in August 2010, identified a number of areas requiring improvement. KCC has in place a comprehensive action plan to address the findings of the inspection, and we will work hard to ensure that our annual assessment for 2010 remains favourable.

Consultation and participation

We continue to take account of the views of children and young people to ensure that their opinions improve education and life in Kent and shape how we deliver our services. In 2009 over 39,000 children participated in the third Children and Young People of Kent survey. Some of the results of the survey are included in the information shown below.

Secondary school results

Kent's students continue to perform well in their GCSE results, ahead of national figures, with 52% of Kent students gaining five A* to C grades (including English and Maths) in 2009, which compares to a national average of 49.8%. In 2008 Kent had 33 schools in the National Challenge programme, which is targeted at schools with lower GCSE results. By 2009 the number of Kent schools performing below the target threshold had reduced to 18.

Indicator	2007	2008	2009	National average
Percentage of pupils achieving 5 or more A*- C grades at GCSE including English and Maths	48.5%	49.7%	52.0%	49.8%

Early Years results

KCC investment in the Early Years is showing results. Kent performance in the Early Years Foundation Stage Profile has significantly improved and the gap between Kent and national performance continues to reduce, standing at only 1% in 2009. A focused project entitled 'Making a Big Difference' has been effectively targeted at 30 schools with the highest level of low achievement in the Foundation Stage and this has helped ensure that children from poorer backgrounds are also doing well. Ofsted inspections of early years' settings are showing improvement with more being judged as good or better.

Indicator	2007	2008	2009	National average
Percentage of children achieving at least 78 points across the Early Years Foundation Stage	43%	46%	51%	52%

Primary schools results

The progress that has been made in Kent primary schools at Key Stage 2 has matched improvements achieved nationally but results remain behind the national average. While some children and primary schools do very well, some are not reaching the standards to which we aspire, particularly those from poorer backgrounds. CFE staff and financial resources are targeted to those schools at risk of not achieving Key Stage 2 floor targets, and we continue to support and challenge them to raise expectations and improve the quality of teaching and learning.

Building Schools for the Future (BSF)

In July, the government announced an end to the Building Schools for the Future programme which means proposals to build 40 new secondary schools in Kent will most likely not go ahead. The aim of this government programme was to rebuild or renew every secondary school in England. This is an enormous disappointment for these schools, teachers, pupils and parents who will not see these new schools built.

Kent's first eleven new schools already built under the BSF programme are about to open. KCC will continue to work with all the people who were involved with the programme to explore other innovative ways of revitalising our secondary schools.

Extended schools

95% of schools in the county are offering extended school services, which includes childcare, parenting and family support and community use of facilities all year round.

Extended services help raise the achievement of children and young people and broaden their life opportunities while building a positive community spirit.

Bullying

There has been a reduction in the percentage of children and young people’s perception of bullying. The percentage of pupils who have ever been bullied reduced from 50% in November 2008 to 47% in November 2009 and the Children and Young People of Kent Survey 2009 identified that the percentage of 11-19 year olds reporting both physical and verbal bullying during the year had decreased.

Physical activity

The amount of PE and school sport in Kent has increased. 100% of pupils are now participating in two hours of high quality PE and school sport per week compared to 64% three years ago. Improvement has been achieved within the core curriculum, as shown below and also through after-school sports such as inter-school sport competitions. 50% of pupils are involved in inter-school sport competitions, which is well above the national average of 44%. See section 10 for further details of our ground breaking School Games programme.

Indicator	2007	2008	2009	National average
Percentage of 5-16 year olds undertaking at least two hours PE and sport at school during curriculum time	70%	78%	81%	81%

Emotional wellbeing

The perception of children and young people in Kent is that they are physically healthy and generally enjoy their life, with 92% of 7-11 year olds reporting that they usually feel happy. 79% of 11-16 year olds, and 82% of post 16 year olds agreed or strongly agreed that they enjoy their life (Children and Young People of Kent Survey 2009), an increase from 76% and 81% in 2008.

Healthy Schools

All Kent schools are actively engaged with the national Healthy Schools programme with 87% having achieved ‘Healthy Schools’ status. Child obesity rates in both the Reception year and year six are below the national average. Parents are receiving information from school nursing services leading to help and support should their children be deemed an unhealthy weight, with for example, family learning with a healthy eating focus being made available.

Section 4: Specialist Children's Services

The Specialist Children's Services Group provides services for vulnerable children and their families in Kent. Our teams work across KCC and with our partners, such as the police and the NHS, working through the Kent Children's Trust to provide joined-up services relating to family support, education welfare services, Children's Social Services and services for disabled children and those with special educational needs.

Children's Social Services

Children's social services continue to be pressured with high numbers of referrals and increasing numbers of children subject to Child Protection plans, as is the case with other local authorities.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Number of children with a child protection plan per 10,000 children aged under 18	30.9	32.1	39.7	31

Recruitment and retention of social workers remains a critical priority. The activity to recruit to social work posts via a vigorous recruitment campaign has continued with the successful recruitment of 58 newly qualified social workers, 27 American recruits and so far, 14 European recruits.

Reducing family risks linked with child abuse and neglect (e.g. domestic abuse, parental mental health, and substance misuse) is key to improving outcomes. It is critical that we maintain strong child protection practice through the Kent Children's Safeguarding Board to reduce risks and safeguard children.

Looked after children

Our number of looked after children (LAC) has also been increasing (this is a national situation). However, numbers in Kent remain significantly below national rates.

Kent has been very successful in the past in reducing the numbers of LAC through options outside the care system. As this is better for children's outcomes and better value for money, these options will continue, but we will also explore other contractual models to ensure sufficient cost effective provision for our most vulnerable children.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Number of looked after children per 10,000 children aged under 18	44	46	47	55

Special educational needs

In July 2009 KCC and the NHS signed up to Every Disabled Child Matters, a formal commitment to make life better for disabled children and their families. This year 77%

of young people and carers asked were happy or very happy with the support that they currently receive.

Significant progress has been made on establishing four parent groups within Kent to become charitable trusts by January 2011, which will enable them to commission services for disabled children and their families.

The special school funding formula has been reviewed during the last year, resulting in an agreement to increase the special school delegated budgets by £5m from April 2010.

Support for parents

Kent is leading the way in parenting and carer support with three new 'Your Family Matters' co-ordinators to organise the delivery of the 'Your Family Matters' parenting programme. The 12 week evidence-based programme empowers parents of children aged 8 – 13 at risk of anti-social behaviour through self awareness, and a better understanding of child development and positive discipline techniques. It has achieved very good results, with both parents and children reporting improvements in family relationships, children's social skills and self discipline.

Family Group Conferencing

Family Group Conferencing (FGC) is a process that is triggered when a child is at risk of coming into the care of the local authority. It is a partnership and decision-making process that engages the child's family and family network with Children's Social Services and other service providers in making safe plans for the child's care. Since April 2008 it has been mandatory for all children in Kent at risk of entering care to be given the opportunity of having a FGC. This places Kent at the leading edge in this field, being the first local authority to make referral to the FGC Service mandatory for all children at risk of care.

School exclusions

During the last academic year the number of permanent exclusions of pupils from Kent schools reduced, bringing Kent closer to the national rate. Validated national results are not yet available for academic year 2009/10, but local data shows a continued reduction in Kent.

Indicator	2006/07	2007/08	2008/09	National average
Percentage of pupils permanently excluded from Kent schools (including academies)	0.17%	0.17%	0.12%	0.09%

Section 5: Preparing for Employment

Building on our work under the Economic Success theme in Section 2, KCC is committed to helping individuals prepare for employment. This includes a strong focus on helping young people gain the skills they need to enter and sustain employment, as well as helping adults gain essential basic skills to improve their employment prospects.

Our flagship programmes in this area include Vocational Training Centres, careers guidance and Apprenticeships.

Vocational learning

Over the past two years KCC has funded and established over 25 Vocational Skills Centres across Kent. These centres provide high quality vocational and 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 5,000 14-16 year olds to undertake a vocational course one day per week over two years leading to a wide range of vocational qualifications.

Skills Centres are either self-contained on school sites or further education college premises or provided and owned directed by KCC (e.g. Thanet Skills Studio).

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.

Careers guidance

KCC has worked with all schools and colleges to pilot a universal Kent Careers and Guidance programme. This includes a new information platform with up to date impartial information on 15 vocational sectors, including information from employers. The development of personal tutors in schools for all learners, to support choices and provide careers advice and guidance has also started. The new information portal is a key resource for these tutors.

The Children and Young People of Kent Survey 2009 identified that 63% of 11-16 year olds and 57% of post-16s strongly agreed or agreed that they would be able to get the type of job they want when they are older. These findings are generally in line with those reported last year, and therefore suggest that the recent changes in the economy have not had a notable effect on young people's view of the job market in Kent and therefore their future aspirations.

Youth employment

The proportion of young people aged 16 to 18 not in education, employment or training (NEET) in Kent is being pressured from the downturn in the economy. While

performance remains good at 4.9%, economic factors are impacting on young people's ability to find work and may be encouraging more to remain in education.

Indicator	2007	2008	2009	National average
Percentage of 16 to 18 year olds not in education, employment or training	5.2%	4.7%	4.9%	6.4%

KCC successfully bid for £6.5m of Future Jobs Fund money last autumn, offering minimum six month job placements for young people aged 18-24 that have been unemployed for several months. Thirty young people have begun on placements as community support wardens, focusing on environmental and youth issues. Kent will provide 1,000 opportunities for young people aged 18-24 via the Future Jobs Fund, with 700 of these being within KCC.

A New Skills, New Lives initiative has been established in partnership with the Learning & Skills Council, designed to increase training and employment opportunities for the high risk element of the youth offending population.

Kent Success

Since 2006/07, 310 starts have been achieved on the highly successful Kent Apprenticeship programme, 'Kent Success'. This compares to an original target of 250.

Indicator	2007/08	2008/09	2009/10	National average
Number of Kent Apprenticeships taken on by KCC (cumulative count)	128	228	310	N/a

In the academic year 2008/09, the KCC Apprenticeship success rate was 78% with 72% of Kent Scheme Apprentices successfully securing meaningful and sustainable employment on cessation or during their programme of learning.

Schemes such as that introduced on the Turner Contemporary construction project, providing apprenticeship opportunities for up to 21 young people over the duration of the building contract, will become increasingly important in the coming years.

The ambitious aim across Kent is for 1 in 5 students to be in an apprenticeship with a level 3 qualification or work-based learning, compared to 1 in 20 at present.

Skills for adults

Kent Adult Education Service is now the largest provider of government funded family learning programmes in England with over 7,000 enrolments achieved across a range of provision.

NextStep adult career guidance sessions have been running at seven libraries as part of a pilot project.

Over 5,605 learners engaged in 'Skills for Life' training through Skills Plus and ESOL (English for Speakers of Other Languages) in order to obtain employability skills and qualifications. We have improved our success rates in adult employability and basic skills, with 84% of learners obtaining qualifications against a national rate of 77.6%.

Indicator	2007	2008	2009	National average
Percentage of the working age population (aged 19 upwards) with a level 2 qualification	68.2%	68.9%	71.5%	70.9%

The percentage of adults with a level 2 qualification has improved significantly in Kent during 2009 and this now exceeds the national average.

Section 6: Enjoying Life

KCC provides strategic leadership and co-ordination for the development of the arts, sports and other leisure activities in Kent.

KCC and its partners work to ensure Kent is a place where residents and visitors can enjoy the recreational, sporting, artistic and cultural opportunities the county has to offer, and where the range and quality of those opportunities is enhanced and made accessible to everyone.

KCC provides 101 library buildings, 11 mobile libraries and 3 archive centres which provide community spaces for the public to meet and access our services, and which aim to stimulate lifelong imagination, exploration and discovery.

Turner Contemporary

The Turner Contemporary Gallery in Margate, which is a KCC sponsored development, will be an iconic focus in east Kent for stimulating investment and encouraging tourism and arts employment. Excellent progress has been made over the past year, both in terms of gallery construction, and preparing for the transfer of operational responsibility to the independent Turner Operating Trust, which took place on 1 April 2010. The building construction will be finished in 2010, and the public opening is scheduled for 2011.

Turner Contemporary continues to offer a lively and varied programme of contemporary art and learning and outreach work. The Turner Contemporary Project Space ran until 4 September 2009 and through this space a constantly changing programme of work was showcased. Following the closure of the space, to allow planning for the opening of the new gallery, Turner Contemporary continues to offer an artistic programme including events within the community.

Libraries

Modernisation of Kent's libraries is continuing, most notably with the creation of a Kent Library and History Centre in Maidstone.

Having a facility such as the Kent Library and History Centre has long been a vision for the county. Building work commenced in March 2010, with the new facility due to open in 2012.

Ashford, Canterbury and Gravesend Libraries are all now in temporary accommodation, as work progresses on the new facilities of the Ashford Gateway Plus, The Beane Museum and the Gravesend Library, all of which will all be opened by 2012. Work is also going ahead for the modernisation of Deal library.

Indicator	2007/08	2008/09	2009/10	National average
Number of libraries modernised (cumulative)	7	12	12	N/a

Cranbrook, Folkestone and Stanhope libraries were all due for modernisation during 2009/10 but due to delays the work started late and was completed early in 2010/11.

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.

Olympic and Paralympic Games

Kent's Campaign for the 2012 Games is ensuring that Kent benefits from the London Olympics and Paralympics taking place on its doorstep. To do this the campaign is working with a range of partners across many sectors including tourism and businesses. KCC achieved national Beacon Status for its Olympic and Paralympic work in March 2009.

Ukraine and Belarus are signed up to run Judo Pre-Games Training Camps and Slovenia has signed up to run Gymnastics Pre-Games Training Camps in Kent prior to 2012.

KCC is working with a number of organisations to support Kent sportsmen and women to compete at a national level in the run up to the 2012 Olympic and Paralympic Games. Support includes free access at designated off peak times to a number of the county's leisure and sports facilities for personal training and development, discounts on clothing and equipment, physiotherapy and sports massage therapy.

Indicator	2007/08	2008/09	2009/10
Number of athletes supported to compete at a national level in the run-up to 2012 Olympics and Paralympics (cumulative since 2006/07)	526	732	907

Hundreds of excited young people from across Dover, Deal and Sandwich took part in a Schools' Olympic Torch Relay as part of 'Pass the Passion' in September 2009. Over 12,500 local children were involved.

Sports

KCC continues to support sports activity in the voluntary sector through the community sports coach and 'Recruit into Coaching' programmes. Our support for local sports clubs includes countywide coach and club education programmes and more clubs are now signed up to the Club Connect scheme and accredited with Clubmark.

Indicator	2007/08	2008/09	2009/10
Number of sports clubs achieving Clubmark accreditation (cumulative since 2006/07)	90	149	175

Arts Development

This year KCC has attracted over £6.7m of external investment into the arts in Kent, achieved at a time of one of the most severe economic downturns experienced by the UK in several decades, including leveraging in a £3.1m Sea Change grant for the Dreamland project in Margate.

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 run the Kent Arts Investment Fund, an annual open project fund that responds to projects that increase the arts offer, including activity, performances, new audiences and visitors. Careful investment of our funds enables us to strengthen arts networks and venues in Kent by working with arts organisations on their programmes. Over 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.

Section 7: Keeping Kent Moving Safely

Kent Highways Services (KHS) is responsible for ensuring the safe condition of the 8,400 km of local roads and 6,000 km of pavements in Kent. We maintain roads, pavements, streetlights, drains and other highway structures, and also deliver major improvement projects and road safety programmes. We are not responsible for the motorways or trunk roads in Kent which are looked after by the national Highways Agency.

We also shape and influence the built environment and travel behaviour to facilitate regeneration and improve public access to key services, and provide funding to support socially necessary rural bus routes. In recent years we have also provided significant and increasing funding for concessionary bus transport for children and young people through the Kent Freedom Pass.

We have invested significant additional funds into our highways and transport systems in recent years as the public have told us that this is a high priority for them, with potholes being a particular issue. Highways nationally have suffered from years of under-investment in the past and there are no quick fixes for what is a significant maintenance backlog. However, we believe that in Kent we are making good progress in this area.

Customer response

Resident call volumes to our 24/7 Contact Centre regarding highways remain at around 12,000 per month with 7,000 of these turning into requests for service. Improving our customer interface and responding to feedback has been a key priority for us and as a result we have launched 'My Kent Highways on-line' which for the first time gives true transparency to the public on the status of the service requests they have made.

Winter impact

The past winter was the worst in the UK for over 30 years. KCC and our district council partners responded positively to the enormous demands placed on the service and we will use the lessons learnt from the extensive review of our winter service, including formal consultation with elected members and parish councils, to improve our response and winter service delivery plan for the future.

The abnormally harsh weather left roads across the entire country in serious need of urgent repairs. In response to this we arranged a major programme of repairs on Kent's minor road network. The '*Find and Fix*' initiative was launched using a number of local contractors to ensure a robust and systematic response to the deteriorating road condition. The entire initiative continued into the summer period to ensure a complete programme of repairs across the whole county.

Improving roads

Significant improvements have been made in recent months to tackle the backlog of other routine repairs and whilst there is still more to be done the foundations are now in place to keep on top of basic maintenance. We have conducted extensive market

testing of resurfacing schemes to challenge the competitiveness of our existing contracts and this has helped deliver efficiency savings of around 8%, which has been reinvested into further maintenance work.

Additional funding in 2009/10 enabled an extended road resurfacing programme to be implemented which was well received.

We have also introduced the Kent Permit Scheme, Kent's groundbreaking programme, which ensures tighter controls on permits provided for utility companies and others to conduct roadworks. This along with the Considerate Contractor Scheme is helping to improve the quality, timeliness and safety of roadworks by both KHS and others.

Indicator	2007	2008	2009
Net satisfaction of residents with condition of roads in Kent (KHS tracker survey)	19%	29%	20%
Net satisfaction of residents with condition of pavements in Kent	16%	23%	26%

Streetlights and drains

We have completed the replacement programme of over 7,000 old mercury street lights which has helped improve the quality of lighting, reduced faults and lowered energy consumption. This has led to a continued improvement in public satisfaction as recorded in our annual tracker survey.

Indicator	2007	2008	2009
Net satisfaction of residents with streetlights	44%	45%	51%

All traffic lights have also been converted to LED lamps, again resulting in cost savings in energy usage and leading to more efficient future maintenance.

The drainage investigation unit has enabled over 1,750 historic and recurring drainage problems caused by damaged pipes to be solved. This has been well received by local communities and has significantly reduced the number of emergency call outs during heavy rain.

Reducing congestion

We have made considerable efforts to reduce congestion on Kent's roads through our traffic management systems. The investment in congestion management in Maidstone is already delivering a good return with average peak morning journey times now consistently lower than before active management of traffic systems in the town. Further investment is planned in Canterbury and Gravesend with baseline data available from May and reporting 'managed journey times' from August.

The successful countywide roll-out of the Freedom Pass has also, along with its many other benefits, had a positive impact on congestion, particularly around those schools where take-up has been substantial, with a total of around 22,000 passes issued.

Freedom Pass

The Freedom Pass entitles 11-16 year olds to free public transport for an annual fee of £50. Entitlement has been expanded to include home-educated children, young people in care aged 16 to 18 and care leavers (young people who have left school, but are still the responsibility of the council) aged 18 to 20. For young people in care, the fee is now funded by KCC directly or through the foster carer.

Indicator	2007/08	2008/09	2009/10
Freedom Passes issued	5,203	13,689	22,157

The total number of journeys made with Freedom Passes is now running at around 600,000 trips per average school month. Roughly 75% of these are peak home to school journeys and 25% are for leisure or other trips. The decision to provide additional capacity on existing bus routes via the incumbent operators has proved successful.

The Freedom scheme has proved very successful. Feedback from users, the general public and other stakeholders has been extremely positive. The scheme can genuinely be described as trailblazing in a national context.

Road safety

The continuing good work in road safety education and training, safety camera partnership and driver diversion scheme (National Driver Improvement Scheme) is helping to deliver a continued reduction in the number of people killed or seriously injured on Kent's roads. Working with our partner organisations, Kent is on target to exceed the challenging national ten year target of a 40% reduction in killed and seriously injured on Kent's roads.

Indicator	2007	2008	2009
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. motorways)	723	627	629

Supporting regeneration and improving access to key services

The recent introduction of the domestic high speed rail services from Kent to London is a major economic generator and a development which we have long been arguing for. Similar strategic transport links on which we have worked very closely are two major road schemes, East Kent Access phase 2 and Sittingbourne Northern Relief Road, which were both started during 2009/10 and will greatly improve access to, and the economic prospects of, the areas where they are being built.

Section 8: Environmental Excellence

KCC is committed to ensuring economic growth is managed within a framework which provides for protection of the environment. We work to provide improved access to Kent's countryside, coast and heritage, whilst ensuring that our natural resources and man-made heritage are conserved and enhanced.

We manage 19 country parks, maintain the 6,847 km of Public Rights of Way network and work to protect and promote the natural beauty and special character of the Kent Downs (an Area of Outstanding Natural Beauty).

KCC also disposes of the county's household waste and works to achieve targets for diversion from landfill, improved recycling and waste reduction. We work in partnerships with districts councils who collect the waste and private contractors who operate household waste recycling centres on our behalf.

Of key importance for the future is our work on climate change, helping Kent to achieve reduced carbon emissions for a sustainable future.

Enjoying the countryside

We have worked hard this year in continuing to improve and promote countryside access. This is important for many Kent residents who regularly make use of our services with our countryside access web site 'Explore Kent' now receiving 100,000 page views per month.

This year we delivered over £1m worth of capital improvements to the Rights of Way network and capital developments continued at our country parks with new play areas opening in several parks in time for the Easter holidays, and the Green Café opening at Manor Park. Work has begun on several new capital projects which will take more than one year to complete, such as work at Lullingstone Country Park to improve the car parking facilities, and work to improve visitor centre services.

Indicator	2008/09	2009/10
Number of visitors to KCC-run country parks	1.4 mill	1.44 mill

In partnership with other agencies and providers we have organised many successful community events in the year. Under the banner 'Fit as a Fiddle' the Countryside Management Partnerships delivered practical countryside taster sessions for over 50's across the county who wanted to improve their fitness. More than 2,000 people attended the *Kent Goes Wild at Mote* event in September, Kent's biggest ever celebration of wildlife recording. Over 7,000 people attended Kent Coastal Week and 500 children signed up as Junior Wildlife Recorders.

Our services continue to contribute to the health and education agendas. The Countryside Access Service began an innovative Health Inequalities project with the health services, working with GPs to encourage patients to choose walking to improve their health, and the service launched a Key Stage 2 Education Toolkit.

Some of our work achieves national recognition with for example the Kent Downs being highly commended as global best destination in the Responsible Tourism Awards.

Heritage

This year has seen a number of exciting archaeological works in Kent. September saw the launch of an innovative new project in Sittingbourne with the Anglo-Saxon Conservation Science Investigations providing a public exhibition of the amazing finds from the previously unknown cemetery.

The successful community archaeology project continued at Shorne Woods Country Park with over 400 people volunteering for the excavations. During the year we held an open day at Randall Manor, produced a wider survey of the archaeology of the park, and established a permanent display and interpretation at the visitor centre.

Waste management

This year has again seen the amount of waste produced by Kent residents reduced, down from over 800,000 tonnes two years ago to just over 750,000 tonnes. This is good news both financially (less cost for the tax payer) and environmentally.

As a result of less waste collected, and also through increased use of the waste to energy plant at Allington, the amount of waste now going to landfill has significantly reduced.

Indicator	2007/08	2008/09	2009/10	National average
Kilograms of household waste collected per resident	539	507	486	463
Percentage of household waste recycling or composting	35.8%	38.7%	38.4%	39.3%
Percentage of municipal waste sent to landfill	53.2%	45.5%	30.2%	47.6%

The level of recycling has shown no increase this year due to the recession affecting recycle markets and more efficient and accurate reporting of data from recycling plants relating to 'reject' materials and un-marketable materials.

We have made further improvements to household waste recycling centres this year. Information signage at all sites has been improved to help customers understand who is operating the services and how to sort the waste for ease of recycling. Following customer feedback we also made changes to the height barriers, which were increased to 2 metres, with vehicles taller than 2 metres able to use larger sites on specific days. We will also be piloting some longer opening times.

Clean Kent

Working with partner agencies, including district councils and the police, the Clean Kent campaign continues to deliver a hard line approach towards fly-tippers. A large number of sites, which have a history of heavy flytipping are monitored and

investigations conducted continue to lead to criminal convictions and fining of offenders. The Clean Kent/KCC enforcement function is making a major contribution both in Kent and at a regional level, with the team's specialist expertise now being sought in respect of fly-tipping cases nationally.

Climate change

KCC has a target to reduce carbon dioxide emissions from our estate by 10%, but this has not yet been achieved due to increases in emissions in certain areas, in particular schools which account for almost 80% of the carbon emissions from our buildings. The increase in emissions from schools is due to increased use of computers and extended opening hours, as well as building of new and larger facilities, all of which are also priority areas for the council.

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. There have been many actions within the estate outside of schools where reductions have been achieved.

Further actions for the future are now being explored with the aim of delivering a step change to stabilise and reverse the current trend of increasing emissions.

Section 9: Maintaining Independence

Kent Adult Social Services (KASS) help the people of Kent to live independent and fulfilled lives safely in their local communities. Our vision for the future of social care in Kent was published in March 2010. 'Active Lives Now' sets out our priorities for the next three years and describes how we will turn the national concordat 'Putting People First' and Kent's 'Active Lives' ten year vision into a reality.

We offer support to people with particular needs to maintain their independence including:

- older people
- people with a learning disability
- people with a physical impairment
- people with a sensory impairment
- people with a mental health problem.

Personalisation

We are delivering more personalised services through Self Directed Support (SDS), giving more people choice and control over the support they receive. This includes the use of Personal Budgets, which are allocations of funding given to new service users after an assessment, and which gives them more control of how that funding is used, and the services they receive.

Personal Budgets for all new service users were introduced from April 2009 and since December 2009 have also been allocated to existing service users when they have their review. At the end of March 2010 1,019 people had received an approved Personal Budget.

We want people to feel part of their community and we are working with the private and voluntary social care market in Kent to ensure there is a wide range of local services offering people a choice about what support they have and when. 85% of all social care services are now provided by private and voluntary organisations and not directly from the council.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Percentage of clients with community based services receiving a Personal Budget and/or Direct Payment	4.3%	6.3%	9.1%	5.6%

Providing good information, advice and guidance is important to help people find out what is available and decide on the right care and support. The Kent Contact and Assessment Service (KCAS) is the main access point for people wanting to contact Social Services. KCAS will signpost people to other appropriate agencies or will provide relevant information and advice. KCAS handles up to 90,000 contacts and referrals each year from the public and from our main partner agencies.

Indicator	2007/08	2008/09	2009/10
Number of new clients assessed	27,920	29,575	33,785

We provide advice through KCC's Gateway facilities and voluntary organisations, such as Hi Kent, also have a presence here. A 24 hour Dementia Helpline and the Mental Health Matters out of hours helpline have been launched. We have introduced specialist community posts to help guide people through the social care system and give them advice about services available specifically in the district where they live. The Live it Well website was launched in December 2009 to promote physical health and mental wellbeing for all.

Over the last 18 months we have been moving away from traditional day services through our Good Day programme, to give people with a learning disability choice and control over how they spend their time. This year we also worked with 440 people with a learning disability to support their move from residential settings provided by the NHS to community based living. This transfer from NHS care means that we now have the responsibility for all social care services in Kent for people with a learning disability.

Maintaining independence through prevention

Most people want to remain independent for as long as possible. We have developed services that help people stay at home and prevent them going into hospital or long term care. We are currently reviewing our older people's services to ensure that they will meet the changing needs and demography of our communities.

In 2009/10 the number of people supported during the year by KASS community-based services to live independently rose to 43,110, an increase of 5,640 from the year before.

People supported to live independently	2008/09	2009/10
Adults with physical disability	4,760	6,060
Adults with learning disability	2,640	2,555
Older People (aged 65 and over)	26,235	30,650
Adults with mental health	3,640	3,635
Other adults	195	210
Total	37,470	43,110

Kent has taken part in a national pilot to test the use of assistive technology in people's homes. Assistive Technologies such as Telehealth and Telecare are monitoring systems that can alert professionals remotely about someone's health or wellbeing. The pilot has shown that the use of Telehealth technology resulted in fewer hospital admissions and delivered savings compared to traditional service options. Most importantly the general and physical health of patients increased during the trial period. As at January 2010 there were 1,134 people on Telecare and 783 on

Telehealth. We are working to mainstream these services now the pilot has concluded with such encouraging results.

We have introduced Enablement, a free intensive short term service of three to six weeks designed to help people maintain independent living skills at home. This is being offered to new clients when appropriate and is proving successful. 58% of people receiving enablement services had their needs met with no further ongoing support from social services.

KCAS can now provide fast access to community equipment and minor adaptations following first point of contact, speeding up the process and enabling people to stay at home for longer.

We have also been developing suitable housing through Public Finance Initiatives in partnership with district councils so that people with particular needs can be supported to live independently if they wish and long term residential care is not their only option.

Support for carers

Supporting carers so that they are able to manage their caring role and still have fulfilled lives themselves has been one of our priorities. We provide a range of 'short breaks' which benefit carers and the people they support. One-off direct payments are available to carers for relaxation away from caring and can be used as they wish.

The Kent Carers' Emergency Card has proved popular with carers. There are currently over 1,140 carers signed up to the scheme and the number is growing steadily.

In the latest carers' survey, 68% of carers reported being satisfied with the help they received from KASS.

Access to work

We continue to invest in supported employment for people with learning disabilities, mental health conditions and physical disabilities. KASS is committed to ensuring people who want to work are supported in doing so and we are developing a range of employment opportunities with the voluntary and community sector, social firms, co-operatives and other enterprises.

Safeguarding

Protecting vulnerable adults from harm or abuse continues to be at the centre of everything we do. In partnership with other agencies we have worked to improve our safeguarding arrangements. We ran a programme of events to help raise awareness and to support people to report incidents that have caused them concern.

Section 10: Staying Healthy

KCC works in partnerships with district councils, the private and voluntary sectors and the NHS to promote healthier lifestyles and address health inequalities.

KCC hosts the county's Public Health team which reports jointly to the Primary Care Trusts (PCTs) and KCC. The team's main objective is to provide the leadership and strategic framework to enable effective action to be implemented to address the priorities identified in the Kent Public Health Strategy.

The priorities identified in the Kent Public Health Strategy are reducing health inequalities, improving children's mental health and wellbeing, improving sexual health and reducing teenage pregnancies, increasing the number of adults living healthier lives, enabling more people with chronic disease to live at home, and reducing substance misuse and excessive alcohol drinking.

Many of the services provided by KCC, from libraries to country parks, contribute to help people live healthier lifestyles. Two key and innovative programmes we have delivered are the Kent School Games and 'House'.

Kent School Games

The Kent School Games for 2009/10 were launched by Dame Kelly Holmes in October 2009. Hundreds of local heats took place across the county, leading up to a series of finals events in July.

The Kent School Games is the largest school sports event in Europe, giving more than 30,000 young people, aged 4 to 16 the opportunity to compete in 38 different sports, including disability sports. The event has been nationally recognised as a unique opportunity for young people to engage in competitive sport, with the possibility of the Kent 'model' being advocated across the whole country, leading to a National Schools Olympics.

This is the second time the Kent School Games have been held and for the first time this now includes 4-6 year-olds and the additional sports of multi-skills, gymnastics and speed stacking.

The previous Kent School Games held in 2008 helped increase pupil participation levels in competitive school sport from 36% in academic year 2006/07 to 50% in 2008/09. This compared to a national increase from 35% to 44%. Data from the national survey for 2009/10 will be available later in the year.

Indicator	2006/07	2007/08	2008/09	National average
Percentage of pupils (years 1-11) involved in inter-school sport competitions	36%	44%	50%	44%

House

The Kent Youth Service working with the Public Health team and other partners have continued to develop the successful and innovative 'House' model which went live in December 2008.

'House' is a space aimed at young people aged 13 to 19 years old, giving them somewhere to 'chill out', where they can get informal lifestyle information to suit them in a relaxed and unthreatening environment. Its objective is to increase awareness of the damaging effects of smoking, alcohol, drugs and early or unprotected sex.

'House' has not been advertised conventionally and relies on 'viral' marketing (using pre-existing social networks) and word of mouth only. 'House' soon became a brand name among young people and has been successful because it is not immediately associated with agencies and services and the information and messages provided are discrete and offered on young people's terms.

The results have been phenomenal. By January 2010, 'House' had visited all districts across Kent and had been very well received by young people. By the end of February 2010 the project had made contact with more than 11,000 young people, including many young people who are currently unknown to and do not access existing services. Up to 150 young people visited the Maidstone 'House' per day with queues of young people to see the sexual health nurse for Chlamydia tests.

'House' is now continuing and engagement with young people produced the design brief for a mobile facility that is able to reach into local communities themselves, rather than town centres. 'House' activities can therefore be taken directly into the estates and communities that can most benefit. The new facility launched in March 2010.

Keeping fit

The health of the Kent population continues to improve and generally the county enjoys better health and longer life than the national average, although there is significant variation (health inequality) across the county.

	2007	2008	2009 Estimate	National average 2008
All age all cause mortality rates per 100,000 population - males	660.9	631.3	627.9	679.9
All age all cause mortality rates per 100,000 population - females	477.1	467.6	446.6	486.7

Contributions from other KCC services and partnerships to the health agenda this year include the following:

- The Countryside Access Service began an innovative Health Inequalities project with the NHS, working with GPs to encourage individual patients to choose walking to improve their health

- Under the banner 'Fit as a Fiddle' the Countryside Management Partnerships delivered practical countryside taster sessions for over 50's across the county who wanted to improve their fitness
- The 'activekent' website was launched and developed with Eastern and Coastal Kent PCT and West Kent PCT to promote healthy activity
- Kent's libraries have significantly increased their contribution to the public health agenda, either holding or being involved with nearly 800 health events or activities ranging from walks, sessions about nutrition, support for stopping smoking and health trainer surgeries, an 82% increase in activity compared to the previous year.

Dealing with drug and alcohol problems

The National Treatment Agency (NTA) mid-year review of the Kent Adult Treatment Plan highlighted the excellent work that had been made to rectify underperformance in previous years. The review also pointed to the substantial increase in the number of drug users in effective treatment, above average rates of successful discharge from treatment and consistently excellent waiting time figures as indicators of consistently strong performance.

Indicator	2007/08	2008/09	2009/10
Number of problem drug users in Kent in effective treatment	2,186	2,343	2,397

The Drug Action partnership has also delivered improved outcomes for people with substance misuse problems who are involved in the criminal justice system. The new Drug Intervention Programme (DIP) service continued to perform well with increasing numbers of clients with drug problems being engaged through cell interventions and arrest referrals. Roll-out of the Integrated Drug Treatment System (IDTS) also continued in 2009/10 leading to more consistently high quality drug treatment in the Sheppey Cluster prisons in Kent.

The Kent Action on Alcohol Steering Group is developing the Kent Alcohol Strategy, which is being finalised following a consultation and will be launched in 2010.

Section 11: Stronger and Safer Communities

Kent is a safe county to live in. KCC works with the police, district councils and other partners to help reduce crime and the fear of crime. We make key contributions to community safety through our community wardens, the HandyVan service, Trading Standards and Youth Offending Services. We also work to promote volunteering, helping to build stronger communities.

KCC community wardens

The 101 KCC community wardens provide a comprehensive, uniformed presence across the county, building community confidence and reassurance by reducing crime, the fear of crime and deterring anti-social behaviour.

The community wardens are now embedded within 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

In 2009/10, KCC community wardens spent over 75% of their time on visible presence activities within their communities which included more than 34,000 interactions with the public and approximately 17,000 incidents relating to the environment (i.e. highways, litter/dog fouling, fly-tipping, etc).

A successful bid was made under the government funded Future Jobs scheme for the recruitment of thirty young unemployed persons to join the Kent Community Wardens Service on a six month basis as support wardens. 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. 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 opportunity arose.

HandyVans

The HandyVan scheme provides improved home security for vulnerable people to help protect them against burglary and increase feelings of safety. 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).

Indicator	2007/08	2008/09	2009/10
Number of safety checks completed by the HandyVan service	2,368	2,996	3,055

Reducing crime and fear of crime

In Kent during 2009/10 recorded crime decreased by nearly 11,000 crimes, a 10.9% fall compared to 2008/09. Two areas where KCC has maintained a focus working with

partners over the last four years are domestic burglary and car crime, both of which continue to show reductions.

Indicator	2007/08	2008/09	2009/10	National average
Domestic burglary per 1,000 households	8.5	7.8	7.8	11.8
Car crime per 1,000 population	8.6	7.8	6.2	8.3

Under the umbrella of the Safer Kent Delivery Group, KCC has been working for some years with partner organisations to manage the night time economy and help make people feel safe. 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.

Indicator	2006/07	2007/08	2008/09	2009/10
Percentage of people who feel safe walking alone at night (Kent Crime and Victimization survey)	55%	58%	64%	67%

Trading Standards

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. More than 100 messages are sent each year containing warnings of scams and doorstep criminals. Alert messages are also published in a range of local media, including parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams.

Trading Standards continued to respond rapidly to residents in need who were victims to doorstep criminals. 105 consumers were supported up to the end of January 2010, saving residents an estimated £118k.

Where intelligence has shown that there has been a problem with doorstep callers Trading Standards officers have worked with partners 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. The first No Cold Calling Control Zone was set up in Cranbrook and there are now 18 in Kent, with proposals for a further eight.

Tackling youth offending

Local data shows a continuing reduction in the number of new entrants to the youth justice system.

We have doubled the number of victim liaison officers, significantly increasing the frequency of contact with victims of youth crime and the opportunities to engage them in restorative processes with those who have offended against them.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Number of new entrants to the youth justice system (per 100,000 10-17 population)	1,710	1,620	1,292 ¹	1,472

We have also seen sustained good progress with respect to the prevention of re-offending. The overall re-offending rate has fallen incrementally from 40.2% for the 2005 cohort to 34.6% for the 2008 cohort. This progress has continued, with the rate falling to 27.2% for the 2009 cohort tracked for 12 months.

Alcohol

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. In November 2009 KCAP was extended to include Herne Bay, Whitstable, Cliftonville, Margate, Maidstone and Swanley, and encouraging results are already being seen.

Volunteering

Over 1,000 volunteers have signed up to the 2012 Kent eVent team to support sporting, leisure and cultural events and organisations.

Kent Volunteers ran a targeted campaign, 'Volunteer Your Skills', in late summer 2009, highlighting the need for people with specialist and professional skills to volunteer. They also worked with voluntary organisations helping to ensure the opportunities they need are 'volunteer ready' and more likely to be taken up.

The Community Safety Annual Conference was entitled 'Community Safety and the Voluntary Sector', and highlighted the worthwhile and sometimes overlooked role that the voluntary sector plays in the community safety agenda, as well as the opportunities this sector can provide for volunteering.

¹ Provisional figure based on local data – not suitable for comparison with previous years. Official figure available Nov 2010

Section 12: Towards 2010 Targets

The following table provides a summary of the progress we have made in the last four years against the targets we set in the *Towards 2010* document.

Full details of progress against these targets can be found in the *Towards 2010* Annual Report on our web-site.

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 that the activity continues.

Target	Progress Made
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	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	Completed
Target 3: Support a programme of town centre regeneration	Completed
Target 4: Support rural businesses and communities to build a strong entrepreneurial culture	Completed
Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition	Completed
Target 6: Increase opportunities for graduates to work and live in Kent	Completed
Target 7: Fulfil Kent's potential as a premier tourist destination	Good progress
Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy	Completed
Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits	Good progress
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	Completed
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	Good progress
Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools	Good progress
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	Completed
Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent	Completed

Target	Progress Made
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	Completed
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	Completed
Target 17: Double the number of participants on the Skills Force programme	Completed
Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors	Completed
Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects	Completed
Target 20: Build strong business-education partnerships that benefit both employers and schools	Completed
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	Completed
Target 22: Establish a biennial Kent School Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics	Completed
Target 23: Facilitate and enhance the development of Kent Youth Theatre activities	Completed
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV	Completed
Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county	Completed
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	Completed
Target 27: Open the Turner Contemporary gallery, Margate, in 2010	Completed
Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent	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	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	Completed
Target 31: Pilot staggered school hours to relieve rush-hour congestion	Completed
Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes	Completed
Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption	Completed

Target	Progress Made
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	Completed
Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent	Good progress
Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing	Completed
Target 37: Improve the way we repair roads and pavements	Completed
Target 38: Maximise the use of previously developed land	Good progress
Target 39: Bring back into use the large number of empty homes in Kent	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	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	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	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	Completed
Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products	Not achieved
Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage	Completed
Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies	Good progress
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	Completed
Target 48: Increase opportunities for everyone to take regular physical exercise	Completed
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	Completed
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	Completed
Target 51: Encourage healthy eating by providing nutritious lunches through the 'Healthy Schools' programme and launch a range of community-based healthy eating pilots	Completed

Target	Progress Made
Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include: <ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support through Direct payments • taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes 	Completed
Target 53: Strengthen the support provided to people caring for relatives and friends	Good progress
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	Good progress
Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence	Good progress
Target 56: Improve older people's economic well-being by encouraging the take-up of benefits	Completed
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	Completed
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	Completed
Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents	Completed
Target 60: Support young people to reduce the risk of them offending	Completed
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	Completed
Target 62: Expand the Kent HandyVan scheme, making the homes of older and vulnerable people more secure	Completed
Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers	Completed

Section 13: Your comments

We are always trying to ensure that we improve the services that we provide for the people of Kent. We would be glad of your views on any part of this document and will use them in preparing future reports and developing our services.

Please complete this feedback form and return it to Richard Fitzgerald, Kent County Council, Room 1.63, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ.

If you would rather give your views by telephone, you can call 01622 221985. Alternatively email: performance@kent.gov.uk.

1. Your name/address:

2. How useful did you find this document? Did you find anything particularly helpful?

3. Was there anything missing? If so, what?

4. Did you find it easy to read and understand? If not, why?

5. Any other comments?

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By: Sarah Hohler, Cabinet Member for Children, Families and Education
Rosalind Turner, Managing Director for Children, Families and Education

To: County Council

Date: 14 October 2010

Subject: Kent Safeguarding Children Board Annual Report 2009-10/Business Plan 2010 - 2013

Classification: Unrestricted

Summary: This report presents the Kent Safeguarding Children Board Annual Report for 2009/10 and Business Plan for 2010 - 2013

Introduction

1. (1) The Annual Report/Business Plan of Kent's Local Safeguarding Children Board (KSCB) provides an account of the Board's work in 2009/10. It also sets out the Board's strategic aims for 2010/13, and the specific objectives to achieve the aims.

(2) The purpose of the Annual Report/Business Plan is to be informative about the work of the Kent Safeguarding Children Board and to make the results of its efforts accountable to safeguarding children professionals, to those who fund and support safeguarding children services and the KSCB, to all members of the Council and the Lead Member for Children's Services, to the Kent Children's Trust and to service users, and the public of Kent.

Background

2. (1) Since their introduction in 2006, Local Safeguarding Children Boards have produced annual reports and business plans so that they can be held accountable for the work they do. The KSCB Annual Report for 2009/10 highlights the wide range of activity undertaken by the Board. KSCB has been highly successful in setting in place robust arrangements and processes to ensure that it fulfils its statutory responsibilities to a high level, and this is reflected in the Annual Report.

(2) The solid foundations developed by KSCB put it in a good position to take on new challenges. Future Annual Reports will be different because of the requirements of the Apprenticeships, Skills, Children and Learning Act 2009. As well as reporting on activity, the new requirement is that they should report on the **effectiveness** of safeguarding arrangements in a local area: in other words, they will seek to address the question: *"How safe are children in this area, and how effective are the different agencies in helping to keep children safe?"*

Recommendations

3. Members are asked to **receive** and **endorse** the achievements, strategic aims and objectives of the Kent Safeguarding Children Board (KSCB) as outlined in the Annual

Report 2009-10 / Business Plan 2010-2013, which is attached to this covering report.

David Worlock
Independent Chair
Kent Safeguarding Children's Board Manager
david.worlock@tiscali.co.uk

Background Documents:

1. Children Act 2004 available on
http://www.clusterweb.org.uk/UserFiles/KSCB/File/Resources_and_Library/Children_Act_2004.pdf
2. Working Together 2010 available on
http://www.clusterweb.org.uk/UserFiles/KSCB/File/Resources_and_Library/Working_Together_2010.pdf



Annual Report 2009 -2010

Business Plan 2010-2013

Document Name & File Location	K:\SS Service Policy & Standards - C&F\KSCB\Annual Reports	
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Forward

1. Introduction

The death of Peter Connelly in Haringey resulted in a heightened national focus on the safeguarding of children. Since then, Children's Trust Boards, Local Safeguarding Children Boards and their partners have been working hard to learn lessons and strengthen arrangements to keep children safe. This is being undertaken within a challenging context: there are higher expectations and standards; increased demand in many areas in the form of referrals to children's social care services and numbers of children being the subject of child protection plans; continued workforce challenges in key areas such as social work and health visiting. Added to these challenges will be the impact of public sector funding reductions which are likely to affect all agencies that contribute to the safeguarding of children.

These are all challenges that face partners and partnerships in Kent. Building on a strong track record, the commitment of partner agencies to strengthen the safeguarding of children is high. As part of this, robust review of existing safeguarding arrangements and clarity of strategic direction are even more critical in the light of the challenges being faced.

This report provides an account of the work of the KSCB during 2009/10. It sets out the strategic aims that the KSCB intends to achieve over the next three years. These aims will be achieved by the delivery of specific objectives in each year; the specific objectives for 2010/12 are set out.

These aims and objectives are based on an analysis by the KSCB of its strengths and areas needing development; local needs, issues and experience; messages from local and national Serious Case Reviews (SCR) and research; messages from national developments and statutory regulation and guidance.

2. Key strategic priorities for KSCB

2.1 From Process to Outcomes: Making a Difference

- I. Evidence from the analysis of SCRs, both locally and nationally, highlights continuing concerns about fundamental safeguarding issues.
- II. If, then, we are going to make real progress in safeguarding and promoting the well-being of children, Local Safeguarding Children Boards, Children's Trust Boards and the individual agencies that make up the Boards will not be able to carry on doing "business as usual". There will be a need for all involved to do some things differently: to consolidate and develop what works well, but also to think and act creatively. This will not be easy as it will mean stepping outside of comfort zones.
- III. Perhaps the biggest refocusing that needs to take place is a move from process to outcome. If one considers the statutory responsibilities of LSCBs as set out in *Working Together*, then it is probably fair to say that LSCBs have concentrated on, and been most comfortable with, process type functions e.g. developing procedures, protocols, policies, delivering training programmes. Yet there is another large area of responsibility: *"Monitor and evaluate the effectiveness of what is done by the local authority and Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve"* (*Working Together*,

March 2010). The key word here is effectiveness; because this is asking what impact, what difference the activity of Board partners working both singly and collectively (and the Board itself) is making to the lives of children and their families. How are their lives better – in terms of concrete safeguarding and well-being outcomes being achieved?

- IV. Moving to an outcomes-based approach to safeguarding is not easy. It requires coming at things differently, stepping outside of conceptual boxes, adopting and struggling with new ways of thinking. This it is not something achieved as an event, but rather a journey. But it is the right path to be on: if the safeguarding work that Board partners deliver is making a positive difference to the lives of children, then we need to know that, so we can build up, share and celebrate models of what good practice looks like (instead of trying to work from deficit models of what has gone wrong); if it is not making a difference then we also need to know that so that it can be replaced by practice that does make a difference.
- V. KSCB is committed to moving towards a stronger focus on “outcomes”. This will involve a constructive dialogue with individual partners, the Children’s Trust Board and other key partnerships. It will impact on both the commissioning and delivery of services.
- VI. “Outcomes” for children and families is the principle underpinning the framing of the Board’s strategic aims and specific objectives. The review of what has been achieved in 2009/10 is largely in terms of the “quantity” and “quality” of safeguarding related activity. This is important because it is a testament of the dedication and hard work of many individuals and organisations. Future annual reviews will increasingly focus on the outcomes for children and families that have been achieved as a result of the activity.

2.2. Quality Assurance and Complexity

To find out how effective the arrangements and services designed to keep children safe and promote their well-being are, LSCBs and their partner agencies need to have in place fit-for-purpose quality assurance arrangements. What we know from the DCSF analysis of serious case reviews and local analysis is that safeguarding children is a complex business: this is because it is a fundamentally human activity; it involves working with complex individuals and families; and the work is undertaken by human beings and organisations which bring their own complexity. To make sense of what is happening will require an approach to quality assurance that recognises this complexity. This is why the development of a robust quality assurance framework is a key strategic aim. As with outcomes, it is not something that is set in place as an event; rather, it is something that is developed and built on.

2.3 Learning, Development and Supervision

Safeguarding children is about the management of risk within the context of a range of complex human relationships: relationships between professionals, relationships within families, relationships between professionals and children, relationships between professionals and parents/carers – and the internal relationships that professionals have with their own histories and experiences. If professionals are to be effective in the midst of this complexity they need the support to think clearly and imaginatively. For this

reason, learning, development and working with partners to ensure effective supervision arrangements are in place are key elements of KSCB's forward planning.

2.4 Think Family, Act Family

Children are part of family systems. In the safeguarding arena, as noted above, these are often complex family systems, with a whole range of historic and current factors interacting in a way that is detrimental to the welfare and safety of the children. Therefore, to improve the safety and well-being of children, the needs of the whole family have to be considered and addressed. This means effective partnership working and a shared approach is necessary across adults' and children's services, as well as between different children's services. This is particularly important in respect of domestic abuse, adult mental ill health, substance misuse and learning disability, and this is why they figure in KSCB's strategic planning. The aim is not just to change thinking, but for changed thinking to translate into changed ways of working and improved outcomes.

In addition, families do not exist in a vacuum. They are part of a broader community in which factors such as housing and poverty impact on family functioning and the safety and well-being of children. KSCB will need to understand such factors and identify what contribution it can make in respect of them.

2.5 Relationships that make a difference

KSCB intends to make a positive difference to the lives of children. It cannot do this on its own: it will achieve this through developing effective relationships with other strategic groups – in particular the Children's Trust Board, but also other strategic groups such as the Kent and Medway Domestic Violence Strategy Group. It will also ensure it has clear connections with the relevant governing boards and committees of partner organisations. There are particular challenges for agencies who have safeguarding responsibilities but whose core business is not safeguarding; a key role for the KSCB will be to work with such partners to ensure an appropriate balance.

David Worlock
Independent Chair

Introduction

This is the third Annual Report of the Kent Safeguarding Children Board (KSCB), covering the period of 2009/2010. The report highlights the structure of the KSCB, outlining the strategic and operational dimensions, including the various multi-agency subgroups. The report summarises the achievements of the KSCB during 2009/10, as well as those achieved by multi-agency forums, which feed into and report to the KSCB on a regular basis. It outlines the priorities set for 2010/13 in the Business Plan, with a more detailed Action Plan 2010/12.

The aim of the Annual Report is to inform the staff of the KSCB partner agencies, their service users and the public of the work of Kent Safeguarding Children Board. In addition it forms part of the accountability of the Board to those who fund and support the KSCB; Kent County Council's Lead Member for Children's Services and the agencies represented on the Kent Children's Trust Board. This report will focus not only on achievements of the Kent Safeguarding Children Board during 2009/10, but also clearly identify where more progress needs to be made through the Business Plan.

The Annual Report will be distributed and made available to all key agencies /stakeholders and is a public document. It will be accessible through the KSCB website www.kscb.org.uk

Review of Safeguarding 2009/10

Kent Safeguarding Children Board (KSCB) has now completed three full years of operation. It has worked hard to ensure that it continues to strengthen governance arrangements and that safeguarding and promoting the welfare of children and young people remains a high priority in all partner agencies.

During the year, the Board met on five separate occasions, and was chaired by Oena Windibank, the Vice Chair, and Director & Associate Director of East Kent Primary Care Trust Children and Families Services, on four of those occasions until the appointment of David Worlock, Independent Chair in January 2010.

Some of the key areas of work undertaken by the KSCB during the year are as follows:

Role and Function of Kent Safeguarding Children Board (KSCB)

Desired Outcome: An effective Local Safeguarding Children Board – with the intended outcome that the KSCB works effectively and efficiently as a Board, and in its sub-groups and effectively influences other strategic partnerships to deliver the staying safe agenda.

Safeguarding and promoting the welfare of children requires effective co-ordination in every local area. For this reason, the Children Act 2004 requires every Local Authority to establish a Local Safeguarding Children Board (LSCB). The Kent Safeguarding Children Board was established in April 2006.

Chapter 3 of "Working Together to Safeguard Children, a guide to inter agency working to safeguard and promote the welfare of children" (2010) sets out the core objectives of a LSCB:

- Co-ordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in Kent.
- To ensure the effectiveness of what is done by each person or body for that purpose.

Within the core objectives of the LSCB there are a number of core strategic functions that are a priority for LSCBs:

- To continue to develop and deliver inter agency policies and procedures including
 - setting out thresholds for service provision for children and young people
 - ensuring training is provided to meet local need
 - recruitment, selection and supervision of staff
 - investigating allegations against those working with children,
 - ensure the safety and welfare of children who are privately fostered,
 - co-operate with neighbouring authorities
- To ensure effective communication with children, parents, carers and professionals in relation to keeping children safe and promoting their welfare, and ensuring that the views of children and their carers contribute to the work of the Board and the services they receive.
- To ensure effective monitoring of what is done by the statutory KSCB members and other bodies, individually and collectively, to safeguard and promote the welfare of children, and advise on ways to improve.
- To actively participate in the planning and commissioning of services to ensure that they take full account of the need to safeguard and promote the welfare of children.
- To ensure that there is effective single and multi-agency training of staff for the development of a safe and skilled workforce to safeguard and promote the welfare of children.
- To ensure that lessons are learnt from the work of the KSCB under its functions related to child deaths, and any serious case reviews.

Board Structure and Membership

The membership of the KSCB has remained consistent over the past year, apart from a few changes due to colleagues leaving Kent. There is a new Director of Children Services and a new Lead Member. One significant change in membership has been the change in chairing arrangements for the Board.

It was agreed by the members of the Board in May 2009 that an independent chair should be appointed. David Worlock was successfully appointed by members of the Board and a Panel of Young People. The previous chair of the KSCB, Oena Windibank, Operations Director & Associate Director of East Kent PCT Children & Families Services, stepped down in January 2010. In line with requirements of the Laming Report recommendations the KSCB will look to recruit lay members next year.

The core members of the KSCB are those who are designated as statutory members under S.13(3) of the Children Act 2004. Associate members have been established and ensure robust links with key stakeholders. The KSCB also secures the involvement in its work with the Kent & Kent Domestic Violence Strategy Group, the Multi-Agency Public Protection Arrangements, Housing, and Drug Action Team via existing forums and sub-groups.

All core members and associate members of the KSCB have been provided with a written statement of their roles and responsibilities and their organisation has confirmed that they are able to:

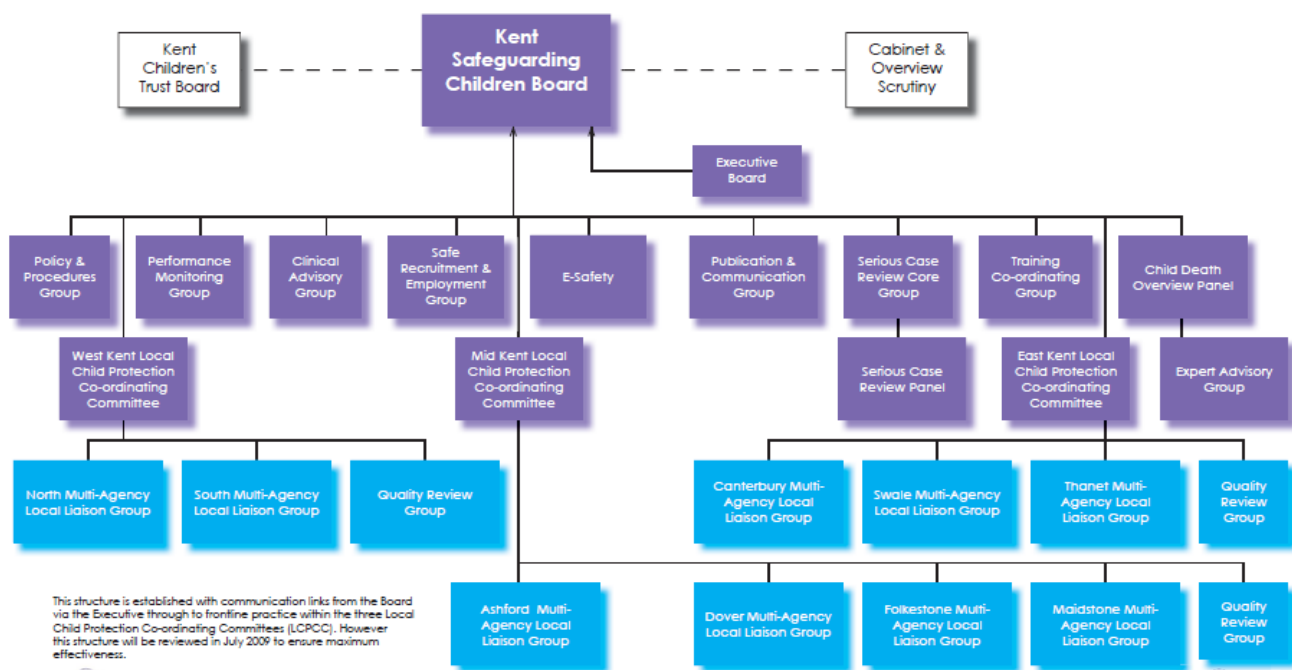
- Speak for their organisation with authority
- Commit their organisation on policy and practice matters
- Hold their organisation to account (in matters of safeguarding children).

A written constitution and terms of reference have been established for the KSCB, and terms of reference established for each subgroup are available via www.kscb.org.uk. This will be reviewed over the next coming months in light of the new Working Together guidance, published in March 2010.

In order to discharge its roles and responsibilities KSCB has established the following structure of sub-groups in order to progress the detailed work of the strategic aims of the Board (see over the page).

The sub-groups of the Board are key to its operation as they bring together professionals from all agencies to use their considerable knowledge and experience to ensure the work streams, identified in the Annual Business Plan, are achieved to the highest possible standard. The work undertaken in these multi-agency forums ensures that changes and improvements are made which positively impact on the lives of children and young people in Kent.

The Board and its associated sub-groups are administered by the KSCB Administrators and supported by the KSCB Manager, KSCB Development Officer and the Learning & Development Officer.



Governance Arrangements

The Kent Safeguarding Children Board is accountable to the Director of Children's Service and the Lead Member for Children's Services who have a particular focus on how the Local Authority and partner agencies are fulfilling their responsibilities to safeguard and promote the welfare of children and young people.

The KSCB has a clear and distinct identity within Kent Children's Trust Board. The Chair of the KSCB is a member of the Children's Trust Board, and holds that Board to account for ensuring that safeguarding is central to all its activities.

Whilst the KSCB plays the key role in co-ordinating and ensuring the effectiveness of local individuals' and organisations' work to safeguard and promote the welfare of children, it is not accountable for their operational work. Each Board partners retains its own existing lines of accountability for safeguarding and promoting the welfare of children by its services. The KSCB does not have a power to direct other organisations but will advise the Local Authority and Board partners on ways to improve. When there are concerns about the work of partners and these cannot be addressed locally, the Chair of the KSCB will report these to the most senior individual in the partner organisation, to the relevant Inspectorate, and, if necessary, to the relevant Government department.

Critical challenge and holding partner agencies to account for their safeguarding activity is a key function of KSCB, which has been strengthened by the new legislation.

The relationship between the KSCB and the Children's Trust Board (CTB) has continued to be strengthened and stronger links are established between the work of the KSCB and the CTB.

- The Chair of the KSCB is a member of the Kent Children's Trust Board
- Both Boards are continuing to develop and maintain a clear and distinct identity within the governance arrangements.

- The KSCB annually reports formally to the Children’s Champion Board and Kent County Council on the work of the Board and the current position regarding the safeguarding the of children and young people in the County.
- The KSCB will provide comment to the Kent Children’s Trust Board during the review and refresh of the Children and Young People’s Plan
- The KSCB Manager links to the Children’s Trust Manager

Recognising the need to measure effectiveness and to ensure that the Board had clarity on its strategic objectives, the KSCB organised a half day workshop in November 2009. Members used a Self Assessment and Improvement Tool to evaluate progress, strengths and weaknesses in areas which are judged to be crucial for achieving effective cooperation at strategic and practice levels that both safeguard and achieve better outcomes for children:

- a shared strategic vision;
- effective governance arrangements; and,
- systems, structures and capacity.

As a result of this workshop the Kent Safeguarding Children Board identified four key strategic priorities:

1. Creation of measurable child/young person focussed outcomes; for the Board collectively and all agencies individually to be performance managed against evidence of ‘making a difference’.
2. Performance monitoring as a Board and individual agencies, through a performance framework.
3. Involvement strategy, including the third sector, communities, children and young people and families/carers.
4. Practice development and improvement strategy, through comprehensive training strategy, learning from events/SCRs, front line practice learning and subgroup function to support Board effectiveness. Agreement of Board accountabilities and engagement of members and their agencies, of collective responsibility of outcomes/priorities, active involvement of all members, collective prioritisation of strategic objectives, resource allocation.

During 2010, Kent County Council’s (KCC) Internal Audit Team carried out a Governance of Partnerships audit regarding KSCB to provide assurance on the governance arrangements within partnerships that Kent County Council is involved in. Based on the findings in this audit, the conclusion drawn was there is substantial assurance that risks, which could prevent achievement of business objectives pertaining to the audited system, are managed effectively. The audit team also concluded that there was high reassurance accountability regarding partners’ roles and responsibilities.

Review of the KSCB Objectives

Performance Monitoring & Evaluation

Desired Outcome: All partners demonstrate compliance with s11 requirements

The requirement for KSCB to monitor whether or not work to safeguard children is effective, is a challenging one as it involves collecting and evaluating performance information across each member agency.

The Performance Monitoring Sub-group is chaired by Oena Windibank, Director & Associate Director of East Kent PCT Children & Families Services and Vice Chair of the KSCB. The group meets on a quarterly basis to monitor multi-agency safeguarding performance and to develop ways of assessing effectiveness and competence of services to undertake their safeguarding children responsibilities.

What did we do? How well did we do it?

Following the death in 2008 of Peter Connolly (Baby P), the Secretary of State ordered an urgent review of safeguarding arrangements by Lord Laming. Lord Laming published his report "The Protection of Children in England: A Progress Report" in early 2009. All of his recommendations were accepted by the Government.

Following this publication, the KSCB commissioned Kent Children Services, Kent Police and East and West Kent PCT to conduct self-audits against the Laming and Victoria Climbié recommendations. The results were good with a high degree of compliance, and action plans have been drawn up to ensure that there is full compliance.

Additionally, the KSCB in partnership with Canterbury Christchurch University produced a self-audit tool for organisations that work with children's providers to assist them in monitoring their compliance with the requirements of Section 11 of the Children Act 2004. The audit tool aimed to assess each audit standard for: the clarity of its description, the details of evidence, the achievement of the standard and the provision of an action plan where the standard was not met.

Twenty seven organisations across Kent were required and completed the self-audit tool and the information provided was evaluated to better estimate whether the Section 11 requirements were presented as met.

All twenty-seven organisations stated the explicit provisions they made to comply with KSCB standards and provided action plans to achieve unmet standards. Every organisation showed a high level of compliance. Four audit forms showed full compliance and provided clearly identifiable examples of good practice. These were provided by Children's Social Services, Canterbury City Council, Kent Police and Connexions. These organisations provided clear and detailed evidence for policies and procedures that accommodated most of the KSCB standards and also provided detailed and feasible action plans for implementing further organisational developments that would ensure children's safeguarding.

Specific examples of good practice included: undertaking 'action learning' from case studies (Kent County Council, Education), completing action plans following serious case reviews (East Kent Hospitals Foundation Trust), reporting near misses and examining them (NHS Eastern and Coastal Kent Community Services), utilising Viewpoint software to collect the views of service users (Kent Young Offenders Service), whistle blowing system being in operation where all staff members can make anonymous referrals to the

Professional Standards Department (Kent Police), obtaining Stonewall membership to promote equality and diversity in the workplace (South East Coast Ambulance Service NHS Trust), pursuing ISO27001 accredited for information management (Kent Probation Service), senior officers attending mandatory training at Canterbury Christchurch University as well as maintaining an annual safeguarding action plan to ensure continuous improvement and establishing a Quality Assurance and Performance group to monitor child protection matters (Connexions).

What difference did we make?

There continues to be a strong commitment to partnership working and the ongoing development of good practice within the multi-agency teams that are working to support children, young people and their families. These audits show robust governance arrangements are in place in all partner agencies. More work needs to be done to further embed the following good practice and understanding between agencies:

- The rule of optimism held by some practitioners needs to be challenged by line managers in supervision and the escalation procedures used effectively
- Understanding of thresholds between different agencies needs to be improved so that we are able to support each other and the child/young people more effectively

The KSCB will be using the findings from these self-audits to inform the business planning for 2010/12. This will allow the Board to set objectives and indicators to improve outcomes in the coming year.

The evaluation of local practice is one element of the Kent Safeguarding Children Board's monitoring and evaluation programme. In Kent there are 3 Local Child Protection Co-ordinating Committees. These bring together partners working in the districts, including local authority children's social services, schools, early years settings, police, health and the voluntary/community/faith sector.

The Quality Review Groups have focused on the effectiveness of information sharing, and children and young people who present with 'risk taking behaviour'.

What do we do next?

- The Independent Chair will take over the chair of the Performance Monitoring Sub-group in June 2010. There will also be a review of the group's membership.
- Develop a quality assurance framework based on key priorities identified by the Kent Safeguarding Children Board. This will include elements of understanding needs, outcomes are analysed and evaluated, stakeholders' views, including those of agencies, parents, children and young people, are taken into account and form an important plank of evidence. All of this will assist in the Board having a quality assurance system which is relevant, manageable, children and young people focused, transparent and evidence based.
- Continuing to strengthen scrutiny of performance and implementing good quality assurance systems across agencies.
- Develop and implement a programme of continuous sampling and qualitative audits of case files across agencies focusing on the effectiveness of multi agency child protection practice.

- The establishment of a clear dissemination process to share the learning from these activities, working with relevant subgroup and existing processes.

Improving and Promoting Best Safeguarding Practice and Procedures

Policies and Procedures

Desired Outcome: Processes are fit for purpose and promoting positive outcomes for vulnerable children

What did we do? How well did we do it?

The Policy and Procedure Sub-group has started to review the contents of the Kent and Medway Safeguarding Children Procedures 2007.

A number of new Procedures and Protocols were introduced during the year, namely;

- The KSCB worked alongside the London Safeguarding Children Board to support the London-wide Trafficking Children Project.
- Updated procedure for children in whom illness is fabricated or induced, in line with recent DCSF guidance.
- Toolkit for Individual Management Reports in Serious Case Reviews
- Procedures and Practice Guidance for the Review of Child Deaths
- Procedures for the Rapid Response Process
- Joint working protocols between Adult Services and Children's Services
- Fire Safety Practice Guidance and supporting leaflets and posters
- Safeguarding Children in Custodial Settings
- Safer Practice in use of Technology for Adults Working with Children

All of these have been widely disseminated and are available to view or download from the Kent Safeguarding Children Board website: www.kscb.org.uk

During the year, the KSCB received briefings and/or was actively involved in consultations on the following areas:

- Independent Vetting and Barring Scheme
- Children and Young People's Plan
- Missing Children
- "Together we can end violence against women and girls"
- Consultation on the new statutory draft guidance for Children's Trusts
- Handling Allegations of Abuse made against Adults who Work with Children and Young People
- Serious Case Review Consultation
- Working Together Consultation

What difference did we make?

There are clear protocols in place to clarify roles and responsibilities to safeguard children in Kent.

Information about strengths and weaknesses and lessons from serious case reviews are fed back to Board representatives to promote accountability and drive up best practice.

What will we do next?

The “missing children” procedure is currently being revised to encompass children missing from home and to update sections covering children missing from education and children missing from care.

A second edition of the Kent and Medway Safeguarding Children Procedures will be published in the third quarter of the next financial year and will reflect the new national statutory guidance Working Together which was issued on the 17th March 2010. This will be a joint venture between the both the Kent and Medway Safeguarding Children Boards and will ensure consistency in policy and practice across the area.

Safer Recruitment & Employment

Desired outcome: The Kent children’s workforce is competent and safe.

The statutory guidance Working Together to Safeguard Children places a duty on the KSCB to have effective arrangements in place to deal properly and quickly with all allegations of harm made against professionals who work with children. It should coordinate the investigations into these allegations and ensure that safer recruitment practices are established.

The framework for managing cases where allegations have been made against people who work with children is wider than those situations where there is a reasonable cause to believe that a child is suffering, or is likely to suffer significant harm. It also caters for cases of allegations that might indicate that a perpetrator is unsuitable to continue to work with children in his or her present position, or in any capacity. The procedures are adhered to in those cases where it is alleged that a person who works with children has:

- Behaved in a way that has harmed, or may have harmed, a child
- Possibly committed a criminal offence against, or related to, a child; or
- Behaved in a way that indicates that he/she is unsuitable to work with children

It is essential that procedures are followed and timescales are adhered to. Therefore it is a requirement that all agencies are familiar with what to do should they become aware, or suspect, that a professional has abused a child.

What did we do? How well did we do it?

All member organisations of the Safeguarding Board have a named senior officer with responsibility for dealing with allegations. In addition, the Local Authority Designated Officers (LADOs) manage and oversee all individual cases. The LADOs provides advice and guidance in relation to allegations as well as monitoring the progress of cases to ensure that they are dealt with as quickly and consistently as possible. The LADO role within Kent County Council is currently performed by two officers within the Policy & Performance Unit at Kent County Council.

The Local Authority Designated Officers (LADOs) received 474 allegations/ concerns in relation to people who work with children between 1st April 2009 and the 31st March 2010.

These staff worked in a variety of different roles across a number of agencies, including schools, childcare, foster care, children's services, the police and voluntary sector.

The allegations/concerns related to the following categories:-

Physical Abuse (Including inappropriate restraint)	264
Sexual Abuse (including Internet abuse and abuse of trust)	107
Emotional	22
Neglect	2
Risk by association	12
Other Conduct Concerns	67

There have been 5 referrals of historical abuse (4 sexual, 1 physical) reported by Kent Police to the Social Care LADO during the year, equating to a 500% increase. Three cases were risk by association, all sexual and all related to internet misuse. There has been a significant increase in internet abuse activity. The offences included being in possession or making indecent images of children.

It is evident that many of the allegations and complaints of a physical nature emanated from a child's perception of a situation when staff had intervened appropriately and in line with approved behaviour management policies to keep a situation safe. It is also clear however that many teachers, unqualified support staff and residential care workers do not have the necessary experience or training to deal with increasingly challenging behaviours presented by young people in some settings.

During 2009, partner agencies continued to deliver its programmes to staff regarding best practice for safer recruitment and employment.

Following the launch of the Independent Safeguarding Authority and the new Vetting and Barring Scheme on 12 October 2009, the KSCB produced a briefing paper aimed at raising awareness amongst partners about new statutory requirements which come into effect in summer/autumn 2010. This was distributed to all board partners, and is available on the Kent Safeguarding Children Board website.

What difference did we make?

Sir Michael Bichard's recommendation on safer recruitment has led to training being developed in this area for all agencies and the wider workforce by the Child Workforce Development Council (DWDC).. The requirement for schools to have completed this training becomes mandatory in January 2010. KSCB will be encouraging partner agencies to use this training resource throughout 2010/ 2011.

Awareness of abuse and harm is improved amongst the Kent workforce which is critical as they are ideally placed to identify and support children at risk. Reports from the Local Authority Designated Officers LADOs indicate that partner agencies are referring allegations against staff appropriately and in a timely fashion. Investigations being completed within timescales remain a challenge.

What will we do next?

Ensure that vetting and barring protocols, procedures and guidance are in place across the all agencies in line with the Independent Safeguarding Authority's (ISA) Vetting and Barring Scheme.

Child Death Review Processes

Desired outcome: KSCB is compliant with statutory requirements and multi-agency collaboration reduces preventable child deaths in Kent

What did we do? How well did we do it?

Child Death Reviews have been a statutory requirement since April 1st 2008 as part of the Local Safeguarding Children Board Regulations 2006. LSCBs are required to review the circumstances of all child deaths (up to the age of 18 years). This is because a fuller understanding about why children die may help reduce overall child deaths. Research has shown that parents want the death of their children to be investigated so that they may understand why this happened to their family.

In line with Chapter 7 of [*Working Together to Safeguard Children*](#), the Kent Child Death Overview Panel has oversight of the processes, ensuring:

- That reviews occur in a timely fashion.
- That the information, support and investigation of each death is appropriate and compassionate.
- That there is appropriate investigation or referral of any deaths where there are safeguarding or criminal issues.
- That where issues or lessons emerge that have broader relevance, or public health implications, they are effectively disseminated.
- That deaths are monitored so that trends or apparent associations can be identified and where appropriate investigated.
- That information is appropriately collated and reported to the DCSF.

The Child Death Overview Panel (CDOP) consists of senior managers in those organisations which regularly have contact and care of children, who provide scrutiny and transparency. The Panel Chair is Oena Windibank.

This year the CDOP has met four times and considered the conclusions from the Expert Advisory Group (EAG). The Expert Advisory Group consists of a group of practitioners who review all cases in detail and have met on 12 occasions throughout the year.

There were a total of 95 deaths of children normally resident in Kent. Of that total, 70 cases were reviewed and 54 deaths were considered to be unexpected and 41 expected. 2 were deemed to be preventable, 8 potentially preventable and 59 to be not preventable. In one case there was insufficient information to make a decision on preventability. The remainder of the cases are awaiting inquests, criminal proceedings, SCRs or have yet to be reviewed.

One case considered by the child death process was referred to the SCR core panel, this case was accepted as an SCR, and a review undertaken.

The review of these child deaths have considered the appropriateness of professionals' responses to each unexpected death of a child, their involvement before the death and any relevant environmental, social, health and cultural aspects, to ensure a thorough consideration of how such deaths might be prevented in the future.

What did we do? How well did we do it?

- The Single Point Of Contact (SPOC) process has been established and is embedded well and an efficient secure process has been established around the notification process and collation of information.
- The improved gathering of information in terms of detail and from a wider spectrum of agencies has enabled the groups to consider far more information when considering the cases. Attendance by paediatricians has improved and the EAG has co-opted specialists such as a Neonatologist, Head of the Police Serious Crash Investigation Unit to attend EAG meetings when considering thematic issues such as neonatal deaths and road traffic crashes.
- Procedures for the Child Death Review Process and the Unexpected Death of a Child produced and ratified by the KSCB.
- Three designated doctors for Child Deaths (with protected time) have been recruited in the Eastern & Coastal PCT and two in West Kent PCT through its commissioning arrangements.
- Specialist nurses have also been appointed by both PCTs. These staff co-ordinate the health response to all child deaths in the area including the initial stages of the rapid response.
- A database has been established by the KSCB.
- There are now agreed information sharing channels with Kent Coroners.
- Ten members of the Child Death Overview Panel and Expert Advisory Group have been funded by the KSCB to attend the three day advanced training course [The Warwick Advanced Course in the Management of Unexpected Childhood Deaths](#) to facilitate improved management of unexpected childhood death across Kent in line with recognised good practice and with the statutory guidance from DCSF. In addition the PCTs have funded all their designated doctors and nurses who roles cover the child death process. To attend.
- Leaflets have been designed for Parents and Carers regarding the Child Death Review Process and home visits that are conducted when a child dies.
- Annual Report 2008/9 published.
- The average time between death and review is about 3 months unless the case is subject to inquest, SCR or criminal proceedings.
- The KSCB Development Officer with Lead Responsibility for Child Deaths was appointed in August 2009.

- A Child Death Training Strategy has been written and agreed by CDOP.
- Two intermediate training days have been held where 61 supervisors from the key agencies have attended. These courses have been led by the KSCB assisted by CDOP/EAG members. Training sessions for the Kent Registration Service, Coroner's Officers and Designated Child Protection Coordinators (schools) have also been held. Presentations on the CDOP and rapid response process have been given to all three local child protection co-ordinating committees.
- Reflective sessions delivered by the Child Bereavement Charity for the administrative staff involved in the CDOP process and members of the EAG and CDOP have been arranged.
- The KSCB procedures for child death investigation have been re written in light of Working Together 2010.

What difference did we make?

The KSCB Development Officer with a lead for child deaths will be producing an overview report containing the findings of the second year of the child death review processes later this year; this will identify the number of deaths across the county, themes and trends arising from these deaths and action taken to address areas highlighted.

The Panel is still in its infancy and it is still too early to identify local patterns and trends in child deaths from birth to aged 18 years. However, there are some themes that are beginning to emerge in relation to a number of deaths. These include the need to raise awareness in respect of co-sleeping arrangements and safe places to sleep. However, given the relatively small numbers of child deaths involved, the Board will feed in the information gathered to regional and national data and from this more reliable conclusions can be drawn

What will we do next?

- Developing more thematic reviews.
- West Kent PCT currently does not have permanent designated doctors in post for CDOP. Work is ongoing to finalise the person specification and job description to ensure the designated paediatrician's posts can be recruited to.
- Deaths of Kent children that occur overseas will continue to be difficult to investigate properly particularly in countries where infrastructure is limited.
- The reporting requirements from DCSF are still unclear.
- Further CDOP & Rapid Response Development sessions to be held.
- E Learning Package to be developed.
- Review existing policy and procedure in light of the revised Working Together guidance.
- Develop effective communication/involvement of parents in the CDOP process.
- Translate learning from CDOP into prevention activity.

- Improve the completeness of the data set and in a timely way.
- Develop a system to monitor the support families are offered/ receive following the death of a child.
- Enhance local safeguarding children board cross boundary working.
- Produce an information leaflet for professionals about Child Death Overview Panel.
- Identify any potentially contributory recurrent themes, circumstances.
- Identify possible limitations to service provision by agencies.
- Develop local recommendations to help reduce childhood deaths and where appropriate, specific ad hoc recommendations e.g dealing with particular road or environmental factors.
- Feed into the regional and national reports on the Child Death Review process – to produce more generalised sets of recommendations aimed at reducing child deaths.
- Roll out the programme of 6 basic courses lasting 2 hours between July to January.
- Develop improved links between KSCB and the Coroners, Registration Service, tertiary centres outside of Kent, hospices and other CDOP coordinators in the region and London have been developed.
- The panel has identified a trend of 6 incidents of co-sleeping deaths of infants which are being considered further to identify what action if any can be taken to reduce this category of death. The further analysis will examine any common factors and issues to assist the panel in deciding what action to take.
- Setting up of an audit trail for recommendations/actions arising from the CDOP panel to monitor all recommendations and ensure ownership and accountability.
- Evaluate the routinely collected data on the deaths of all children, identifying lessons to be learned, issues of concern, patterns or trends, with a particular focus on inter agency working to promote the welfare of all children.

Serious Case Reviews (SCRs)

Desired Outcome: SCR recommendations are effectively implemented to improve child safety, with reviews completed within time and judged to be of good quality.

Local Safeguarding Children Boards are required to consider holding a serious case review when a child dies and abuse or neglect is known or suspected to be a factor in the death. In addition, Local Safeguarding Children Boards should always consider whether a serious case review should be conducted where:

- a child sustains a potentially life-threatening injury or serious and permanent impairment of health and development through abuse or neglect; or

- a child has been subjected to particularly serious sexual abuse; or
- a parent has been murdered and a homicide review is being initiated;
- or a child has been killed by a parent with a mental illness; or
- the case gives rise to concerns about Multi-agency working to protect children from harm.

What is the purpose of a serious case review?

The purpose of a serious case review is to:

- establish whether there are lessons to be learnt from the case about the way in which local professionals and organisations work together to safeguarding and promote the welfare of children
- identify clearly what those lessons are, how they will be acted upon and what is expected to change as a result; and
- as a consequence, improve Multi-agency working and better safeguard and promote the welfare of children.

Serious case reviews are not inquiries into how a child died, or who is culpable, that is a matter for Coroners and criminal courts, to determine as appropriate.

What did we do? How well did we do it?

During 2009/10 four SCRs have been undertaken. One review was undertaken jointly with a London LSCB.

Independent Consultants were commissioned to write all the overview reports and in all cases the parents were offered the opportunity to contribute to the report.

Action plans have been drawn up from the frequently. These are monitored regularly by the KSCB.

All of the serious case reviews have been evaluated by Ofsted and all have been awarded a rating of 'good'. This reflects the commitment and hard work shown by agencies and organisations to this challenging but necessary work. Action plans drawn up from the recommendations have been implemented and are regularly monitored with a view to carry out audits to track progress.

Key themes arising from the SCRs undertaken during 09/10 were:

- Understanding the significance of hard to reach individuals and families
- Assessment and engagement with families with multiple and chronic difficulties
- Information sharing
- Compliance with procedures

Abigail

Over a period of ten months when Abigail was 11 years old she was seriously sexually abused by a 48 year old man who was a friend of the family. This culminated in Abigail

becoming pregnant. The family friend then arranged for her to have a termination of pregnancy at a private clinic.

KSCB decided to undertake a discretionary serious case review because Abigail had sustained serious impairment of her health and development through abuse and the case gives rise to concerns about the way in which local services work together to safeguard the welfare of children.

The serious case review was assessed against the criteria for conducting reviews as set out in *'Working Together to Safeguard Children'* (Chapter 8) by Ofsted, who evaluated the review as 'good' overall.

Ofsted stated that there were strong terms of reference and there was a good focus on the child in the majority of the individual management reviews. Six individual management reviews were judged good, two were judged adequate and three judged inadequate. The overview report gave careful consideration to the child's disability and considered how this was addressed through practice. Issues of race and culture were considered and there was good involvement of the child and her immediate family in the review process. The recommendations were assessed as adequate and Ofsted felt there were adequate arrangements in place for monitoring the overview report and action plan.

Brooke

Brooke, a three week old white British girl, died as the result of serious head injuries. She was the only child of the relationship between her mother and her father. The father has another daughter who is now aged five and who lives with her paternal grandmother. At the time of Brooke's death, the family was known to universal health services. The mother was previously known to Children's Social Care Services and had been the subject of a Care Order. The father became known to these services at the age of 17 years through his involvement with his then partner's child. He was arrested on suspicion of murder and subsequently convicted of Brooke's manslaughter.

This serious case review was also assessed by Ofsted, as 'good' overall. Ofsted stated that the serious case review was commissioned and completed within the agreed timescales and the terms of reference and the scope of the review was good. However, the quality of the individual management reviews was more variable. Nine were judged as good; two adequate, and one judged as inadequate. The overview report was good. The recommendations and action plans were judged as good. The executive summary was suitably anonymised and it was also assessed as good.

The report concluded appropriately that there was an overall failure on the part of health professionals to undertake a holistic assessment and a lack of multi-agency information sharing with the result that the potential risks to the child were not identified.

Caroline

Caroline, a five week old, white British, girl was discovered lifeless in her parents' bed on 17 November 2008 and pronounced dead on arrival at hospital. The mother had taken Caroline into bed to breast-feed her during the night and fell asleep with her.

The mother admitted she had drunk some alcohol the evening before and Caroline's father had also been drinking heavily.

There was a significant history of professional intervention into Caroline's family life with specific concerns around neglect of her siblings including poor conditions in the home,

siblings being left unsupervised, parental alcohol abuse and domestic violence. Prior to this incident none of the children were subject to child protection plans.

One of the key issues highlighted in this review was the importance of professionals being aware of how and when to escalate concerns regarding a case. The serious case review made a recommendation in this respect.

Agencies have been asked to remind their staff of the importance of challenging if they are dissatisfied with the actions being taken by another agency in respect of any case and ask them to re-familiarise themselves with the escalation process found in the Kent and Medway Safeguarding Children Procedures 2007. This provides clear guidance for professionals about the process that should be followed when there are disagreements regarding the management of a case.

This serious case review was also assessed by Ofsted as 'good'. Overall, six individual management reviews were judged good, one was judged adequate and two were judged inadequate. None of the individual management reviews considered the family's ethnic, cultural and religious background, and that fact was commented on in the overview report, which was judged as good. The recommendations were adequate and the action plan was good. The executive summary was judged as inadequate.

All three serious case reviews have been completed, the cases presented to and agreed by the KSCB, action plans developed and the reports circulated as required. The KSCB remains committed to learning the lessons from these reviews and will ensure that, as well as specific recommendations being carried out, lessons learned will be incorporated into future training and procedural revisions.

Other developments

- The local guidance and templates for the completion of SCRs has been completely revised to support the SCR process in line with the Ofsted Descriptors and its required explicit Quality Standards.
- Established a clear protocol with partner agencies to ensure that Individual Management Review (IMRs) are undertaken by appropriate senior managers within their agencies in accordance with the revised guidance and within the required timescales.
- A training programme for senior managers within partner agencies on the completion of IMRs to the required standard. To date this course has been delivered to over seventy five participants.
- Ensured all KSCB External Training providers are aware of the findings from SCR to promote the lessons to be learned from both the Kent SCRs and other SCRs and national research in their training
- We have developed a monitoring system for serious case review Action Plans to ensure recommendations are implemented and lessons are learnt.

The Board has maintained a focus on learning from these tragic cases and is committed to identifying how we can improve practice and sharing this across agencies. There is strong commitment from serious case review core panel members and the agencies they represent within the Serious Case Review process and in particular Individual Management Review writers have devoted a huge amount of time and resource to the completion of reviews.

We have made a number of positive changes to the whole process, including the SCR Practice Guidance and Toolkit; the challenge and decision making process within the panel and the quality of reports produced and we are looking forward to seeing a change in outcomes for children within the County

In June the KSCB commissioned the University of Edinburgh/NSPCC Centre for UK-wide Learning in Child Protection (CLiCP) to undertake an analysis of all Serious Case Reviews (SCRs) completed since 2000. The overall purpose of the study was to obtain a profile of the children and families involved in SCRs and to provide an overview of the main practice themes arising from the reports.

The findings of this study and the serious case reviews undertaken during 2009/10 reflect many of the themes identified in national surveys of serious case reviews. Of particular interest is that many of the cases were highly individualised and although some involving long-term neglect could be considered as fairly typical of this type of case, “others contained unique and complex factors which are far less likely to be familiar to professionals”. Further, they found “There was also a distinct absence of risk factors in some cases”.

It has to be remembered that the majority of children who have an agreed and co-ordinated multi-disciplinary child protection plan are generally well served by the child protection processes and the services involved. There are over 1200 children in these circumstances at any one time in Kent out of the total child population of 327,000. The numbers of serious case reviews constitute, therefore, a small but significant proportion of the child population being safeguarded. Furthermore, not all will have been identified as children about whom agencies have had safeguarding concerns or been assessed as children in need under the Children Act 1989 and be in receipt of services.

However, the Kent Safeguarding Children Board is clear that there must be a continuing focus ensuring that the findings of serious case reviews are rigorously implemented, and on tackling the practice issues that this report has highlighted.

Sharing the Learning from Serious Case Reviews

On the 10th November 2009, KSCB held a conference called ‘Learning Lessons from Serious Case Reviews’.

The conference was well attended with nearly 180 representatives from agencies working with children in Kent. The theme for the day was “learning from Serious Case Reviews Nationally and locally”, reminding professionals of Baby Peter and what has happened since his death and.

To help in delivering this conference the following speakers were invited:

- Hedy Cleaver – Emeritus Professor at Royal Holloway College, University of London
- Sharon Vincent – research fellow of the University of Edinburgh/NSPCC centre for UK wide learning in child protection

To help look at the different themes involved in serious case reviews the following workshops were arranged on various issues that have arisen from serious case reviews within Kent:

1. Parental Learning Disability and Children’s Needs: protecting the most vulnerable
2. Parental Mental Health and Resilience
3. Information Sharing & the Law

4. MARAC, MAPPA, Domestic Homicides and SCR
5. Emotional Abuse and Neglect
6. The Serious Case Review Process
7. How to Manage Allegations Against Staff
8. Sexual Exploitation of Children and the Serious Case Review of Abigail
9. Eyewitness Theatre Group – issues arising from local serious case reviews.

What difference did we make?

The KSCB now monitors the implementation of actions arising from SCRs through the Performance Monitoring Sub-group.

The overall opinion from the conference revealed that the 95% believed the conference did help them to recognise the impact of parental mental disorders, substance misuse and domestic abuse on children.

As part of the conference, KSCB had various promotional products printed, one of which was a post it folder containing the 'golden tips for information sharing'. KSCB also contacted the DCSF for their small booklet on information sharing, which were placed in the packs for the attendees. Statistics revealed that the post it notes were indeed useful as 97% of attendees stated they would use the same.

During the year the KSCB were selected by Ofsted as one of the twelve LSCBs for a 'good practice visit' to inform their analysis of good practice in serious case reviews.

The National Safeguarding Delivery Unit are currently working on a number of projects which link to a number of issues raised by the SCR – for example, information sharing between adult and children's services, referral practices by all agencies and the Think Family Programme. The newly revised Working Together 2010 published on the 17th March, emphasises issues relating to undertaking assessments in complex circumstances; giving greater weight to parental substance misuse, adult mental health issues and domestic abuse. The work of the Board in the coming year will be focussed upon these national developments.

The conclusions drawn from both the Edinburgh study and the serious case reviews undertaken this year, continue to make a significant contribution to the wider knowledge about safeguarding children in Kent.

What will we do next?

We will continue to improve our performance in this critical area of work and provide critical, reflective analysis to improve the safeguarding of children.”

Following the publication of new Chapter 8 guidance on how SCRs should be undertaken, the KSCB is re-writing its own local practice guidance which will be published later in 2010. To accompany this, the KSCB is planning to deliver a series of SCR train the trainer events.

Once an action is completed the agency concerned will be required to provide clear evidence of the changes made. This process is important to ensure that the change recommended by reviews is leading to improved outcomes for children and young people in Kent.

Complete and publish two remaining Serious Case Reviews, one with another LSCB.

Consider the new guidelines for Serious Case Reviews (update of Working Together to Safeguard Children Chapter 8) and revise the procedures and IMR Toolkit accordingly.

Continue to receive ongoing cases from all partner agencies and consider concerns and issues that may lead to decision to conduct reviews.

Continue to link with the other sub-groups of the KSCB to ensure communication is maintained and action agreed from reviews.

Draw up more formal process in Kent for disseminating 'lessons learnt' to staff across the Children's Workforce.

Multi-agency training and workforce development

Desired outcome: Ensuring that all staff serving children in public, private, voluntary and community sectors are sufficiently trained in safeguarding awareness to play their part in protecting children from the risk of significant harm.

What did we do? How well did we do it?

The assertion that 'safeguarding the children of Kent is everybody's business' must be supported by training. Staff within agencies and organisations need the opportunity to consider what this means for them, so that they can recognise when and how to intervene whatever their role in relation to children and young people.

Throughout 2009/2010 the multi-agency safeguarding children learning and development programme has continued to be regularly delivered to ensure courses are available for this to happen. The programme covers a wide range of subjects including Raising Awareness, Keeping the Child in Focus, Advanced Course in Safeguarding Disabled Children, Supervision and Management of Complex Cases, Protection as a Need in Neglect and Emotional Abuse, Essential Children and Family Law for Non Social Workers, Lessons Learnt from Baby P; Risk: Analysis and Decision Making, Effects of Domestic Abuse on Children and Young People, Child Death Review Process and Understanding Fabricated and Induced Illness to name a few.

Since 2006 there has been a steady increase in the amount of individual training courses Kent Safeguarding Children Board (KSCB) has commissioned for the workforce within Kent. Since 2006 the amount of individual training courses that KSCB has facilitated has increased by 245%, from running 11 courses during 2006-2007 to 38 different courses during 2009-2010. During 2006-2007 the courses were only scheduled 47 times during the year, whereas during 2009-2010 the courses ran 95 times in different areas of Kent to cater for the varying needs of the workforce. Since 2008, there has been a steady and significant increase in the various training courses offered and the amount of times scheduled throughout the training year.

All available courses fall into one of three levels of training: introductory, intermediate and advanced. In total there were 95 courses delivered (an improvement upon the 41 in 2007/08) providing a possible 1,926 training places. Attendance by Communities, Kent Police, CAF/CASS, Independent Fostering Agencies, Kent Community Housing Trust, the Prison Service and Probation as well as independent charities have all increased.

Additionally, bespoke training has been provided to Kent Adult Social Services on six occasions as well as specific training to local children's home and the University of Creative Arts.

During 2009-2010 five courses were cancelled due to lack of numbers. The courses this affected included Raising Awareness, Participating in Child Protection conferences and

Domestic Violence in the Workplace. Four courses were cancelled when trainers were unable to deliver planned training as planned. Where it has been possible other dates have been arranged with the trainer during the calendar year or moved over to 2010-2011.

In addition, the Education Safeguarding Unit provided 11,621 staff employed in education and early years settings with child protection training during the last academic year, including 440 Designated Staff in schools. Nearly 200 whole staff group sessions were delivered, including independent schools. Designated staff in early years settings were provided with 13 training days attended by 466 Managers. Additional sessions were provided for LA advisors, staff in settings, School Governors, Childminders, residential establishments, children's centres and Connexions.

The Kent Safeguarding Children Board has continued to work on developing the 'KSCB Training College'. This year we have trained 14 trainers to be part of the multi-agency college.

In addition we have applied for grant funding from Christchurch University to develop a package of support for KSCB trainers to enhance the quality, consistency and currency of safeguarding training. This will include setting up support meetings every 2-3 months run jointly by academic staff from the university and members of the KSCB Learning and Development Group, using an online group networking tool, annual refresher training days to provide policy, practice and training updates, and a mentoring scheme. The next stage is to develop and evaluate a course to train people to deliver multi-agency child protection awareness training. The project will have the potential to lead to further collaboration with the University and partner agencies.

The project has the potential for significant benefits to a wide range of agencies, professionals and children and families throughout Kent. The partnership between the university and KSCB will be innovative and allow for the sharing of expertise and knowledge to ensure a high quality of child protection training through the development and support of those delivering the training.

What difference did we make?

Multi-agency training is monitored through feedback forms after each event including an assessment of any changes needed to the materials and reflective feedback on the performance of facilitators/trainers.

A post course evaluation form is sent to participants three months after the course to randomly selected participants to ascertain how the training has impacted upon their practice and their organisation. This form provides the opportunity to collect data, which could inform future training and assist in evaluating whether the course was felt to have made a difference back in the workplace. The majority of the evaluation forms have revealed that the participants felt they had benefitted from change in knowledge, attitudes, skills and self-confidence attributable to the effects of the courses. As well as giving them confidence to handle the different issues which arise in their jobs and to communicate more effectively and to appreciate issues from a wider perspective.

Positive outcomes were consistently identified and these were irrespective of participants' gender, age, ethnicity, service experience or whether their attendance had been mandatory. The improvements identified were significant; meaning substantial, observable change in knowledge, attitudes, skills and self-confidence attributable to the effects of the courses.

Interagency training makes a substantial contribution to learning the skills and knowledge of the "Common Core" and therefore to the training of the children's workforce in general.

The Learning and Development sub-group is a good example of effective partnership working, with members believing that their agency's and the partnership's goals with respect to interagency training were interdependent and mutually beneficial.

Overall, the multi agency training provision is flourishing and offers a valuable source of support and development to the children's workforce in Kent and is considered good value for money.

What will we do next?

- The successes of the multi-agency training programme are set to continue into 2010/2011 as a number of new developments have been added to the training schedule – for example, e-learning.
- E-learning, will now be accessible via the KSCB website, and will be offered as part of the multi-agency safeguarding children training provision.
- Identify further members to support the KSCB training college.
- Undertake a Training Needs Analysis to inform the Learning and Development Strategy.

Challenges

Several agencies have commented that their resources are stretched and training is not viewed as a priority in the operational day to day duties and core business needs.

Communication and Engagement

Desired outcomes: KSCB has a high profile across all partner agency's staff and the Public

Awareness raising is an important element of the work of the KSCB. During the year a number of initiatives have been undertaken to improve knowledge and awareness and promote the safeguarding agenda.

What did we do? How well did we do it?

The website content has been continuously updated and new information posted on a regular basis. Many encouraging comments have been made about the user-friendliness, accessibility of and wide range of information provided on the website by both professionals (both within and outside of Kent) and from members of public who have accessed the site.



The website has allowed us to communicate directly with parents, children and young people and front line professionals and it is receiving on average over 2500 hits a month. The content on the website has been reviewed and updated to reflect the ever changing context of safeguarding and child protection. Work will begin in 2010 to generate more child focussed content. This will ensure that it is accessible and relevant to children and young people.

During the last year the KSCB has commissioned the production of various merchandise, which has been distributed widely throughout the County to raise awareness about the website and the message that 'safeguarding children and young people is EVERYONE'S responsibility'. Safeguarding leaflets have been developed and updated, as has the Safer Parenting Handbook.

The various awareness raising initiatives during the year 2008/09 have included:

- Safer Parenting Handbooks updated and distributed to agencies and in public areas.
- Safeguarding pens, which have the KSCB website address - www.kscb.org.uk - on it (April 2009).

- Colourful laptop shaped bookmarks regarding safer practice on the web as the website address (as above).
- Colourful mobile phone shaped bookmarks that have the message 'U R being bullied' with the key message in text speak.
- Why is 28 important? postcards (Private Fostering).
- Child Death Overview Panel leaflets.
- The bookmark '*Safeguarding Children is Everybody's Business*' was distributed via Kent libraries; the Kent Show and through a number of shopping centres throughout the County.

The KSCB ran four Road Shows, in Maidstone, Tunbridge Wells, Ashford and Broadstairs shopping centres to raise awareness on five different safeguarding issues:

1. Worried about a child
2. Bullying
3. Cyber-Bullying
4. Private Fostering
5. Internet Safety

These awareness campaigns included the production of 5 adverts on the areas listed above; three 60 second adverts (Worried about a Child, Private Fostering and Internet Safety) and two 30 second adverts (Bullying and Cyber bullying) to be played on a loop on 17ft screens at the shopping centres.

By placing these adverts in the various shopping centres around Kent, KSCB was able to target a wide audience in Kent. Whilst these adverts were being played on a continuous loop, KSCB staff members approached the public and asked them to complete a questionnaire on the 5 different child protection issues.

The aim of the Road Show was to engage not only adult members of the public but also children and young people to discover the general opinion held by the public concerning child protection issues.

Adults were asked questions on the following topics:

1. Internet Use
2. Private Fostering
3. If Concerned About a Child

Children and Young People were asked questions on the following topics:

1. Internet Use
2. If Concerned About a Friend

Adults seemed to believe the majority of their children were accessing the internet for gaming sites. However in actual fact the majority of children and young people stated they mainly accessed the internet for instant messaging and social networking. These results reveal that although adults are aware of the amount of time their children are spending on the internet they do not realise what sites they are accessing.

Based on the amount of children/young people that answered the questionnaire, 78% of young people who had engaged in Social networking had not proceeded to arrange face to face meetings. The results did reveal that the majority of young people did take someone with them, 87% taking a friend. However 24% of those who did agree to meet someone in the real world who they initially met online did not take anyone with them.

From the statistics, 85% of those adults who had received lessons on internet safety believed they were useful. It appeared that 59% of those adults who had not received any lessons would be interested in attending free lessons. The questionnaire showed that 56% would prefer for these lessons to be held at the child's school, with 23% answering their local community centre, 9% at the local library, 4% at the local church/faith group centre, 4% at home and 4% answering anywhere local.

The main issue that was revealed from the questions on private fostering was that the majority of adults, 77%, were not aware that if you are looking after someone else's child for 28 days or more you could be privately fostering.

Copies of the five films have been put onto DVDs which have been circulated to all Board partner agencies, to deliver the message in public arenas and relevant events. They have also been placed on U-Tube and Kent TV.

The Road Shows were also used as an opportunity to find out from the public what knowledge they already had and whether they knew what to do if they were concerned about a child and their knowledge about private fostering. With support from Subgroup members and their colleagues, the KSCB received 2129 responses from adults which was much higher than anticipated. 1465 questionnaires were completed by children and young people.

Only 2% of respondents indicated that they either did not know who to raise their concerns with, or that they would not get involved. Of the remainder, just under 30% said they would contact "Social Services". The rest identified a range of professionals and people with specific roles in the community that they felt they could consult. Many young people said they would raise their concerns with a parent, teacher or Connexions worker.

Young people were asked about whom they would go to if they had concern about a friend regarding abuse and their use of the internet. 1465 questionnaires were completed. Young people stated that if they had a concern about a friend they would report this to a family member and then to the Police.

In November 2009, a panel of children and young people were engaged in the recruitment and appointment of the new KSCB Independent chair. The appointment made was the children and young people panel's first choice.

What difference did we make?

This feedback indicates that a range of professionals and people are perceived as a useful resource to the public and consequently reinforces our objective to engage a wider range of professionals and community services in our training and multi-agency events

What will we do next?

As part of the work plan for the Board in 2010/2011, a feedback process will be developed to provide information from children and young people and their families about

how effective they feel the Board in achieving it's objectives to engage with them and raising it's profile in Kent.

Children and Young People have a Safe Environment to Grow Up In -
Desired outcomes: Children in Kent are resilient, have positive self esteem and know what to do if they feel unsafe

Bullying

Desired Outcome: That children and young people feel safe from bullying and discrimination – with the intended outcome that children and young people report that they feel safer and incidents of bullying and discrimination are reduced.

The KSCB Anti-bullying Policy was approved in June 2009. This was developed following widespread consultation with the full range of partners including schools, parents and children and young people. This key document serves to strengthen the ongoing work in the County to ensure children and young people feel safe, and are able to enjoy and achieve throughout their childhood.

What did we do? How well did we do it?

Parental and school support has been offered through a booklet "Why me? A parent's guide to helping your child deal with bullying" produced by the LA. 28,000 copies have been distributed to schools and the Children's Information Service. In addition a questionnaire for parents and carers has been made available.

There has been positive engagement by key partners and services to audit practice and plan action.

There has been an increased interest in the anti-bullying accreditation scheme and training on anti-bullying. Around 120 schools have successfully achieved accreditation and another 64 schools are going through the accreditation. In those schools that have taken part a reduction in bullying behaviour is evidenced and most pupils report that their school is good at dealing with bullying.



Young people have been involved on an ongoing basis with ensuring that any form of bullying is challenged and addressed. There has been positive feedback from schools on the use of restorative approaches to resolve conflict, including reductions in the number of days lost to exclusion and for incidents involving the wider family to be resolved.

The local authority is working with transport providers, as part of a pilot with a group of schools in Thanet, to strengthen work on 'safer travel'.

What difference did it make?

The most comprehensive data set on bullying available is collected on a regular basis through the on-line anti-bullying pupil survey¹.

The 8,475 responses to the 'Online Survey' in 2009 showed that the majority of children surveyed felt safe in their schools and when going to and from school. The same survey found that 47% of children experienced some form of bullying. In line with the national picture cyber-bullying had increased by 2% since 2007.

- A local survey of schools found that a minority (approximately 5%) of children were often or sometimes physically bullied and 8% were often or sometimes verbally bullied.
- Young people have stated they feel that bullying is recognised as an issue and feel supported in trying to address these issues in their schools and local communities.
- We have been successful in raising awareness that the issue of anti-bullying does not just manifest itself in schools but that is also evident on school transport and in communities. This has had an impact in that it has been raised as an important issue in relation to school transport and there have been meetings to look at how those concerns raised by young people and through feedback from the transport questionnaire, can be addressed.
- The anti-bullying accreditation scheme has been in place in Kent for 3 years. A reduction in bullying behaviour is evidenced and most pupils report that their school is good at dealing with bullying.



What will we do next?

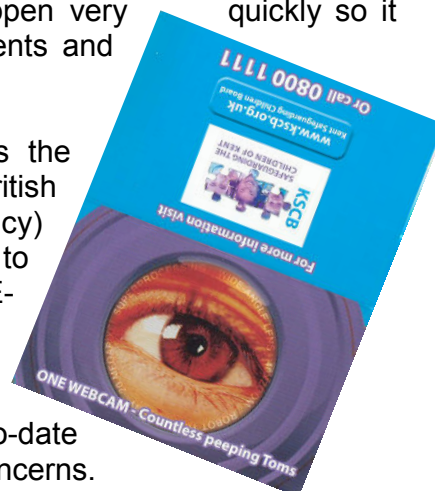
KCC's Anti-bullying Strategy is coming to an end in 2010 and a new strategy will be developed. The forthcoming anti-bullying strategy will focus on school and educational settings, bullying outside of school and parental support. This will ensure that a framework is in place to direct anti-bullying work that reflects local and national policy.

¹ 6,017 pupils took part in 2006 and 8,475 pupils took part in 2009.

E-Safety

E-Safety is a major area of work for KSCB. There have also been clear recommendations from the Government and Becta that the LSCB has a subgroup due to the dynamic nature of the subject matter. Changes happen very quickly so it is essential that KSCB remain abreast of new developments and respond quickly with consistent advice across the County.

The KSCB Development Officer has been appointed as the LSCB E-Safety Champion for Kent in line with Becta (British Educational Communications and Technology Agency) National Guidance and best practice. His role is to compliment the work of the Kent County Council, Schools E-safety Officer, who provides support and advice to schools to ensure that awareness about e-safety is raised and that children and young people, parents and carers, and child care professionals, understand the issues and have up-to-date information about keeping safe on-line and how to report concerns.



Information about e-safety is available on the KSCB website and is updated regularly. The web page provides links to other useful sites for additional advice and information e.g. the Child Exploitation Online Protection (CEOP's) website. DCSF Thinkuknow; and The Internet and Children – What's the Problem?

- Training for foster carers - approx 120 attended
- 220 parents/carers attended events in schools
- e-Safety presence at Kent County Show over all 3 days
- Provided updated information about e-Safety for parents/carers online
- Distributed over 1,000 leaflets to parents/carers

Kent has number of CEOP trained Ambassadors who are able to train others and raise awareness about e-safety issues. The KSCB E-Safety Strategy sets out the plan for how training will be cascaded across the County, utilising an increased number of trained ambassadors.

Developing an e-Safety Strategy was identified as an area of priority for the E-safety subgroup using the toolkit by Becta. The e-Safety Strategy was circulated for consultation over a 2 month period and was approved by the KSCB in April 2009. An e-Safety Policy was developed alongside the strategy, for schools. This has been used as a template by a number of LSCBs nationally.

The "Safer Practise with New Technologies" document has been developed by the E-safety subgroup aimed at the Kent workforce whatever their setting.

This document discusses appropriate and safer behaviours for adults working in paid or unpaid capacities, in the context of all agencies.

This document suggests a set of real situations to enable adults to develop greater awareness of the dangers and to consider consequences of behaviour earlier in a developing situation. It is also hoped that it will reduce the number of



allegations made against staff regarding inappropriate use of digital equipment in the workplace.

Both the Kent Safeguarding Children Board Manager and the CFE e-Safety Officer have presented at conferences representing Kent Safeguarding Children. The Board Manager is also a member of the National BECTA LSCB e-Safety Expert Reference Group.

What difference did it make?

E-Safety is now considered by staff as a safeguarding and not as an IT issue.

Children, young people and their families are increasingly well informed of risks and how to deal with them.

The programme of work outlined above has been well received by national and regional bodies.

This work will be continued over the coming months as specified but new areas of concern will inevitably arise throughout the foreseeable future.

A major challenge will always be to bridge the knowledge gap between that of carers and professionals with that of children and young people.

What will we do next?

Develop packages for staff to use to support children and young people and parents/carers.

Fire Safety

Desired outcome: Children are protected from accidental injury and death – with the intended outcome that fewer children are involved in fire related incidents and other accidents/incidents at home and play.

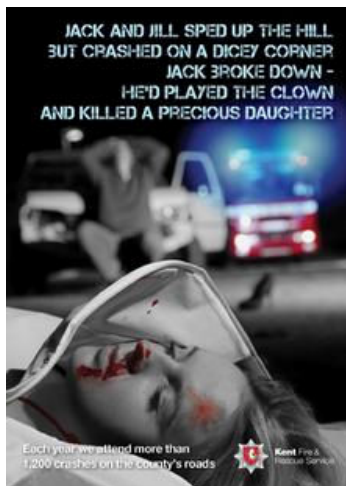
What did we do? How well did we do it?

Kent Fire and Rescue Service (KFRS) provide a broad spectrum of community safety activities which range from schools education to the reduction of deliberate fires. These activities are underpinned by the KFRS Community Safety Strategy on specific areas of community safety activity.

The KFRS have participated in the School Education programme which has ensured 72,000 children within Kent have been contacted and informed of fire safety procedures. In addition, KFRS have:

- Educated 18,000 young people with the 'Young driver road safety education programme'
- Visited 2,601 households for Home Safety Visits where there are under 5s
- 302 referrals for 'Fire Setting' have all been seen and advised
- 302 young people have attended and participated in the 'Youth Engagement' course
- 423 KFRS staff have received basic safeguarding awareness training

There has been positive feedback from both staff and students concerning the Schools Education Programmes and the Out of School road safety activity. This positivism has been reinforced through the KFRS facebook site which allows young people to make contact with our service and encourages young people to make comments about KFRS.



What difference did it make?

In the last three years there has been a 40% reduction in the number of people killed or seriously injured on the roads in Kent. Furthermore, there has been a 14% reduction in the number of fires in Kent from last year.

The KFRS make on average two referrals a month to Children's Specialist Services regarding child protection concerns. This is usually as a result of where neglect in the home has placed children at risk from a fire.

What will we do next?

KFRS intend to focus home safety activity at high risk households and have set a target of visiting 16,000 homes per year. The KFRS Community Safety Teams will be able to deliver the messages effectively and therefore, continue to reduce the number of people killed or injured in their home by fire.

It is KFRS's aim and objective to ensure all of the child protection champions receive NSPCC designated officer training thus enabling the child protection champions' role to be enhanced trained in-house experts.

KFRS take the role of safeguarding seriously and will continue to ensure all staff are trained in basic safeguarding awareness, This will ensure that all staff will have an understanding of their role with safeguarding children and therefore will be informed of what to do if there is a concern.

Road Safety

Desired Outcome: Children are protected from accidental injury and death – with the intended outcome that fewer children are involved in road traffic accidents and other accidents at home, play and employment.

Improving road safety is an essential part of the overall Kent transport strategy with the aim of meeting the national casualty reduction targets. Despite a rise in 2007 of numbers killed or seriously injured, the council is on target to meet the 40% reduction required by 2010. Work is targeted on key trunk roads and effective traffic calming measures in urban areas that have reduced child injury and death.

Missing Children

Desired Outcome: Services are effective in establishing the identity and whereabouts of all children and young people aged 0-16

Kent County Council leads the 'Missing Children Work group' which ensures close partnership working between schools, Kent Police and a wide range of children's services.

What did we do? How well did we do it?

The government has introduced a new national indicator (NI 71), which asks local areas to assess whether appropriate systems, procedures and protocols are in place to identify the levels of running, and whether responses and services are appropriate to the needs of young people who run away. As part of the Boards performance monitoring arrangements, the chair of KSCB is required to agree the self assessment score provided by the local authority before submission to the DCSF.

The analysis of data relating to runaway and missing children now forms part of the CFE Performance Management Report. Data from this report will be used to report on a regular basis to the KSCB. A baseline report has been presented to the KSCB outlining the current position and future work to be undertaken.

Joint procedures and protocols for responding to all runaway and missing children have been developed by the Board. These include an agreed tool for the assessment of risk for differing children and circumstances. Appropriate referral and intervention strategies are included. Final consultation has been concluded in respect of the completion of Returner Interviews for children not known to Children's Social Services or meeting the criteria for statutory social work intervention. The implications of the Southwark Judgement relating to homeless 16 and 17 yr olds has also been integrated with these protocols.

Kent Police have purchased an information system which will allow information concerning all reports of runaway and missing children to be made available to the local authority for analysis.

What next?

A coordinated and outreach response to Missing Children.

Private Fostering

Desired Outcome: Private fostering arrangements are strengthened through coordination and effective implementation of statutory guidance

Private fostering occurs when a child under the age of 16yrs (or 18 yrs if a child is disabled) is cared for on a full-time basis, and provided with accommodation for more than 28 days, by an adult who is not a direct blood relative. It does not include children looked after by the local authority. It is usually arranged by the birth parent and is a private arrangement.

Examples of private fostering include:

- Child living with a family friend following family breakdown, divorce etc
- Child whose parents study or work arrangements mean they are unable to care for the child
- Teenagers staying with a friend or boyfriend/ girlfriend's family
- Asylum and refugee children
- Children brought to England by a friend of the family for the purposes of education

Anyone who is caring for a child under such an arrangements has to notify Kent County Council and that child's needs must be assessed.

If such an arrangement comes to the notice of a professional it is the responsibility of that professional to inform the carer of the need to notify the local authority and if necessary follow this up by informing Children's Social Ca

What did we do? How well did we do it?

The KSCB has received several briefings on the development work regarding Private Fostering arrangements. This is a key area of safeguarding performance and one that the KSCB will continue to monitor closely. The Children's Social Services Private Fostering team has implemented a range of initiatives to highlight the notification arrangements to staff within Children's Services, the Council and partner agencies and the public including:

In 2008-09, raising awareness of the notification requirements was promoted in the following ways:

- Large posters placed in buildings throughout the County
- Parents and carers poster widely circulated
- Refreshed and updated dedicated page on the Council and Kent Safeguarding Children Board websites
- Publicity material has been redesigned and distributed through key points of contact such as schools, libraries one-stop shops, council offices and relevant voluntary/community groups.
- Briefing sessions to partner agencies, third sector, independent schools, children centres.
- Three designated Social Worker specifically for Private Fostering in post to undertake all assessments and subsequent welfare visits.
- Professionals and members of the public being able to access information about Private Fostering from the KCC website.
- The Fostering Team provided training to a range of professionals so that they have a clear and defined understanding of the Private Fostering Regulations and their roles and responsibilities to ensure that the Local Authority becomes aware of any Private Fostering arrangements within the area.
- Awareness raising presentations at team meetings, training events, professional forums, school events etc for professionals working with children on a regular basis.
- Guidance has been developed for services to help identify children in Private Fostering arrangements.

The KSCB has supported the awareness raising campaign that Kent County Council has in place through explaining requirements on its website and signposting potential enquiries through links on its web pages.

Did you know

- If you have somebody else's child in your care for more than **28** days, you are probably a private foster carer. If this is the case you must notify your local authority, Kent County Council.
- If your child is staying with someone else for more than **28** days you must notify your local authority, Kent County Council.
- As a private foster carer you can get help and support from your local authority.

KSCB
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www.kscb.org.uk
Kent Safeguarding Children Board

Throughout 2009-2010, there were a total of 69 notifications of new private fostering arrangements made during the year, of which 63 led to an assessment under the private fostering regulations. On the 31st March 2009, Kent Children, Families and Education Directorate had a total of 43 open private fostering arrangements, demonstrating an increase of 5 across the County in comparison to the previous year on 31st March 2008.

What difference did we make?

In addition to the national campaign in January 2009, private fostering was included in the series of short video scenarios commissioned and funded by KSCB and shown widely across the County in local shopping centres. The video showings were accompanied by the distribution of information leaflets about private fostering and passers-by were interviewed about their knowledge and understanding of such arrangements. The main issue that was revealed from the questions on private fostering was that the majority of adults questioned (77% of a sample of 618) were not aware that if they were looking after someone else's child for 28 days or more this was private fostering.

In January 2009, Children's Social services contacted all independent boarding schools in the Kent by letter to raise their awareness of the nature of private fostering. In addition, an offer was extended to all the schools to meet with their governing body or senior management team to offer further advice and support in this matter. Only 2 of the 42 schools responded, both replying that they knew of no such arrangements in their schools. No independent school has requested further information about private fostering.

Private Fostering Arrangements in Kent were inspected by Ofsted in July 2008 and rated as 'good'. The Inspector assessed the service provision as strong across all aspects of the service. The inspection report for Kent identified only one recommendation in respect of improving the quality and standards of care. This being that accurate records are written to demonstrate the nature and type of information given to parents, carers and young people. This recommendation has now been implemented across the County.

Overall 2009-10 has been a good year for private fostering in Kent.

Domestic abuse

What did we do? How well did we do it?

The Kent and Medway Domestic Violence Strategy Group was formed for the purpose of researching the multi-agency response to domestic abuse and to make recommendations for the way forward. It works towards ensuring a more co-ordinated approach is adopted by all, with a particular focus on the identification of what is both best practice and best value.

The KMDVSG 2007 – 2010 Strategy and its associated Delivery Plan sets out a vision for effectively addressing the issue of domestic violence in the county and details the steps that will be taken to achieve this within individual agencies as well as on a multi-agency basis, with particular emphasis on the continuing need to strengthen services that assist survivors of domestic abuse throughout the county and the development of preventative initiatives.

The strategy identifies and prioritises current gaps in service delivery as well as aiming to promote and embed current effective initiatives that have already been put in place. The strategy aims to encourage all agencies and partnerships to work towards providing the highest standards in the provision of services relating to domestic abuse.

Kent has introduced Multi Agency Risk Assessment Conferences (MARAC) to discuss cases of domestic abuse where risk is escalating. These conferences identify ways to intervene and in particular safeguard children and young people who may be caught up in violent relationships.

In partnership with the Kent and Medway Safeguarding Adult Protection Committee, and the Kent and Medway Domestic Violence Strategy Group we have produced a training resource to address consistency issues and quality check the training that is delivered on domestic abuse across Kent. The training pack includes several chapters: Overview and Dynamics of DV, Children and Young People and DV, Perpetrators of DV, DV and Substance Misuse, Specialised Needs and Issues, Multi-agency Roles, Domestic Violence in the Workplace, What Health Professionals Need to Know about DV, Domestic Violence and the role of Education and Domestic Violence and Housing.

Kent and Medway Domestic Abuse Good Practice Protocols: Working with Young People in Schools and Community are aimed at agencies (voluntary and/or statutory) who are, or plan to be, working in school settings delivering lessons on domestic abuse, to promote consistency and good practice in this work across Kent and Medway. The Protocols cover a range of topics including: Definitions, Relevant Networks and Partnerships, Risk Assessment, Evaluation Measurement, Recommended Resources, Sample Lesson Plans.

What difference did we make?

The KMDVSG Annual Conference was held on the 18th November 2009 called Domestic Abuse and Substance Misuse: Making the Links. 150 people attended and generally feedback was positive and the scores came back higher than last years.

Penny Hennessey, Manager of the Kent Perpetrator Programme has won a National Award for her work on the Community Perpetrator Programme. Penny will be providing training for Kent Safeguarding Children Board over the next year.

New Independent Sexual Violence Advisor (ISVA) Service for North-West Kent. Family Matters applied to the Home Office for ISVA funding & in August and were successful in

their bid, to deliver an ISVA service across North-West Kent from August 2009 until April 2010.

Agencies contribute to reducing the risk by providing reports and participating in Multi Agency Risk Assessment Conference (MARAC). Total number of cases discussed at MARAC last year was 486. These relate to those victims assessed, by police, as at 'very high' risk of homicide.

Kent Police along with Children's Social Care operate a screening process of incidents involving all children; the purpose of which is to reduce risks to children.

Throughout Kent there is a range of innovative services designed to meet the needs of families. This includes working in partnership with housing services to provide individual refuge properties; with Kent Police who have co-located staff and ensure that victims are referred for support; information sharing has been agreed across all agencies; high risk cases are taken through the Multi-Agency Risk Assessment Conference and a fast tracking system is in place to get cases to the Magistrates Court. A range of support services is offered to families including housing, legal, personal safety, welfare benefits and child protection advice. There is a support service for children and young people. The number of repeat victims has fallen from 19% in 2005 to 14% in 2007/08.

What will we do next?

The KMDVSG have commissioned a Childrens Research Project to establish what needs to be done to better protect children affected by Domestic Violence. The report was started in mid October, and is due to report in April. The report, once finished, will provide an opportunity to make more changes to improve the support given to children and will be considered in detail by the Board.

Review the effectiveness of DV partnership working and services.

Papers to the Board during 2010 /11

- Child Death Overview Panel Procedures April 09
- Unexpected Death of A child Procedures April 09
- The Death of Baby P: Implications for Kent Safeguarding Children Board and partner agencies (April 09)
- Anti-bullying Policy (June 09)
- CAA Report (June 2009)
- Education Safeguards Annual Report (June 2009)
- Neonatal Mortality Annual Report (June 09)
- Child Deaths Annual Report 2008-09 (Sept 09)
- Private Fostering Annual Report (Sept 09)
- Statutory guidance on children who run away and go missing from home or care (Sept 09)
- Report on the Evaluation of Kent Serious Case Reviews carried out by the University of Edinburgh (Sept 09)
- CSS Activity Report (Sept 09)
- Bexley Serious Case Review Child A (Sept 09)
- Workshop on the strategic direction & operating framework of KSCB (Nov 09)
- Local Child Protection Co-ordinating Committees Annual Reports (Nov 09)
- KCC Safeguarding Review (Nov 09)
- Section 11 Audit Report (Nov 09)
- Accommodation for Vulnerable Children & Families (Nov 09)
- Serious Case Reviews 'Alfie' & 'Billy' (Nov 09)
- Ofsted SCR Evaluation Letter of Caroline (Nov 09)
- Serious Case Review Action Plans Updates (Nov 09)
- An Overview of Challenges for and Expectations of LSCB's (Feb 10)
- Strategic direction and operating framework of the KSCB (Nov 09)
- Kent Children Trust Review (Nov 09)
- The Health Economy in Kent (Nov 09)
- CAF/CASS Inspection on Safeguarding (Nov 09)

Activity Report & Performance Indicators 2009/10

Safeguarding children – the national context

There are 11 million children in England. Of these:-

- 200,000 children live in households where there is a known high risk case of domestic abuse and violence
- 235,000 are 'children in need' and in receipt of support from a local authority
- 60,000 are looked after by a local authority
- 37,000 are the subject of a care order
- 29,000 are the subject of a Child Protection Plan
- 1,300 are privately fostered
- 300 are in secure children's homes

The Protection of Children in England: A Progress Report, Lord Laming

Safeguarding children – the local context

Geographically, Kent is one of the largest local authorities in the United Kingdom. The total population is currently estimated to be 1.3 million

The County displays remarkable diversity and contrasts, including ethnic and linguistic diversity and wide socio-economic disparities. Black and minority ethnic people make up 3.5% of Kent's population. 77% of Kent people live in urban areas and towns and 23% in rural areas. Although the County is affluent with income levels and property values which are significantly higher than national averages, this disguises the fact that there are pockets of high deprivation. Kent is below the regional average for skills - 28% of the working population have no qualifications. The average household income in Kent is lower than in the rest of the south east.

Overall, the local economy is thriving, but there are areas where employment is below the national average. An estimated number of at least 43,000 people do paid or voluntary work with children and young people across Kent

There are an estimated 346,810 children and young people under the age of 19 in Kent; making up 24% of the population.

Within the local arrangements for the National Performance Indicators across the Every Child Matters outcomes, the KSCB monitors the following staying safe performance indicators:-

Performance Indicators

This section of the annual report summarises Safeguarding activity in Kent between 1st April 2009 and 31st March 2010.

Data is for 2009/10 unless stated

NI 47	People killed or seriously injured in road traffic accidents (<i>includes young people aged 16-18, positive figure shows a reduction compared to previous period</i>). (2007-09)	5.6
NI 48	Children killed or seriously injured in road traffic accidents (<i>0-15 yr olds, positive figure shows a reduction compared to previous period</i>) (2007-09)	9.8
NI 59	Initial assessments for children's social care carried out within 7 working days of referral.	69.0%
NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement.	80.4%
NI 61	Timeliness of placements of looked after children for adoption (following an agency decision that the child should be placed for adoption).	76.8%
NI 62	Stability of placements for looked after children: number of moves (percentage of children looked after with 3 or more placements during the year).	8.2%
NI 63	Stability of care placements of looked after children: length of placement	72.4%
NI 64	Child Protection Plans lasting two years or more.	12.4%
NI 65	Children becoming subject of a child protection plan for a second or subsequent time	16.0%
NI 66	Looked after children cases which were reviewed within required timescales	94.6%
NI 67	Child Protection cases which were reviewed within required timescales.	97.9%
NI 68	Referrals to children's social care going onto an initial assessment.	46.4%
NI 69	Children who have experienced bullying. (2008/09)	51.7%

NI 70	Hospital admissions caused by unintentional and deliberate injuries to children and young people (<i>Rate per 10,000</i>). (2008/09)	127.1
NI 71	Children who have run away from home/care overnight (<i>score out of 15, higher is better</i>). (2008/09)	5

Financial Report

Financial Statement for 2009/10 outturn and 2010/11 budget

Income

Table 1 sets out the income for 2008, 2009, and projected income for 2010.

KSCB is funded largely from agency contributions. These contributions were established during the days of the Kent Child Protection Committee. They have not been reviewed by KSCB and the only change was in 2008 when the Youth Offending Service (YOS) agreed to provide a contribution. There has been no annual uplift to contributions during the last four years.

In addition to agency contributions, the board receives a Child Death Overview Panel (CDOP) grant from the Department for Children, Schools and Families (DCSF). It has also attracted a small amount of income through its training functions.

The EKPCT figure for 2008/09 includes a one off payment for training contractors which has not been used and has been rolled over. It is ring fenced for EKPCT use and is £39,998.

Kent Safeguarding Children Board	No.of FTE's	Projected Spend 2009/10	Actual Spend 2009/10	Projected Spend 2010/11 *
		£	£	£
Expenditure				
KSCB Staffing	8.5	222,809	132,941	330,429
Independent Chair	1	4,875	4,192	19,500
Training programme (includes conferences, meetings, seminars & expenditure as a result of Phase 2)		47,566	59,933	76,634
Serious case reviews		50,237	46,807	85,000
Child Death Overview Panel – start up costs		58,969	54,655	
Child Death Overview Panel – running costs			Nil	25,000
Printing and publications (includes training materials, conference materials and leaflets, & reports commissioned externally)		52,659	74,795	58,412
New Safeguarding Policy & procedures Manual				35,000
IT and other office equipment		29,035	24,094	8,000
Stationery		13,428	14,714	13,697
TOTAL		479,578	483,827	651,672

Kent Safeguarding Children Board	No.of FTE's	Projected Spend 2009/10	Actual Spend 2009/10	Projected Spend 2010/11 *
Income		£	£	£
CFE		241,327	241,327	241,327
CDOP Grants		95,000	95,000	185,000
EKPCT		39,664	39,664	39,664
WKPCT		50,710	50,710	50,710
Kent Police Authority		56,484	56,484	56,484
Kent Probation Service		6,276	6,276	6,276
Connexions		10,000	10,000	10,000
CAFCASS		750	750	750
YOS		8,000	8,000	8,000
Additional training income		15,197	20,512	20,000
TOTAL		515,408	528,723	618,211

* Includes 2% uplift on 2009/10 variable expenditure item

** Includes one off payment of £39,998.99 for training for contractors (ring fenced monies.)

There is a development fund which currently stands at £467k. This fund will be used to help address the high level of child protection activity in the County and to improve quality assurance arrangements and drive forward the practice improvements which has been identified as being necessary. The budget for the KSCB will need to be remodelled in response to the reduction in public sector funding.

Strategic Aims and Specific Objectives

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
1	<p>To improve the safety and well-being of children by ensuring the effectiveness of the work of all partners in relation to safeguarding and promoting the welfare of children</p> <ul style="list-style-type: none"> To promote and develop an outcomes-based accountability approach to safeguarding. To have in place and deploy a robust framework for evaluating the quality and effectiveness of multi-agency and single-agency safeguarding arrangements and, in particular, the impact of these arrangements on outcomes for children and their families. The operation of this framework impacts positively on the safety and well-being of children. 	<ol style="list-style-type: none"> Partner agencies to develop and adopt an agreed quality assurance framework. The particular elements within the framework will be developed year-on-year. In 2010 / 2012 Board partners will: <ol style="list-style-type: none"> Each identify two areas of activity / service where they will measure the outcomes in terms of the well-being of children and/or their families. Introduce agreed and consistent arrangements to systematically collate the views of children and families, feedback from front-line staff and the views of their partner agencies. Based on i. and ii. identify, celebrate and share models of positive practice. Define the quantitative and qualitative information required for quality 	<p>Independent Chair</p> <p>Individual Agencies (after OBA)</p> <p>Independent Chair</p> <p>Independent Chair</p>	<ol style="list-style-type: none"> To undertake a Deep-Dive Review of "Housing and Children's Safeguarding".

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
	<ul style="list-style-type: none"> To ensure the confidence of the Kent Children's Trust and the public in the Safeguarding Board 	<p>assurance.</p> <ol style="list-style-type: none"> Members of the Board and key members of groups reporting to the Board to be trained in Outcomes-based accountability. Strengthen arrangements for monitoring the impact of the implementation of messages from SCRs. 	<p>Performance Monitoring Subgroup</p>	

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
2	To ensure that KSCB has effective relationships with other strategic bodies, evidenced by a positive impact on outcomes for children.	<ol style="list-style-type: none"> 1. To develop a set of principles to govern the relationship between the KSCB and the Children's Trust Board. 2. To develop an effective relationship between the KSCB and the Kent & Medway Domestic Violence Strategy Group and the MAPPA Strategic Management Board. 3. To ensure that the KSCB contributes effectively to the development of the Children and Young People's Plan due by April 2011. 4. To build up a picture of "safeguarding need" to inform planning and quality assurance. 	<p>KSCB Manager & KCT Partnership Manager</p> <p>Detective Superintendent PPU</p> <p>KSCB Manager (ask CTB to provide data on safeguarding need)</p>	

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
3	<p>To improve safety and well-being outcomes for children by making sure that local work is co-ordinated and avoids gaps and overlaps.</p> <ul style="list-style-type: none"> The safeguarding practice, services and arrangements of partner agencies are well co-ordinated and operate an approach which takes into account the whole family (<i>Think Family</i>). 	<ol style="list-style-type: none"> To review the effectiveness of partnership working, services and arrangements in respect of Domestic Violence and adult mental health. The methodology of the reviews will: <ul style="list-style-type: none"> take account of the inter-relationship of domestic violence, adult mental ill health, learning disability and substance misuse. include a locality perspective include linkage with the Kent and Medway Domestic Violence Steering Group provide the opportunity to implement the principles governing the relationship with the Children's Trust Board. To ask the Children's Trust Board to report on the progress and impact (in terms of outcomes) of the implementation of the Common Assessment Framework in Kent. 	<p>Detective Superintendent PPU (in connection with Head of Service, Community Safety</p> <p>Managing Director, CFE Directorate (in connection with Managing Director, Kent Adult Social Services) re investigating adult mental health.</p> <p>Managing Director, CFE Directorate & Director Specialist Children Social Services, CFE</p>	<ol style="list-style-type: none"> To review the effectiveness of partnership working, services and arrangements in respect of: <ul style="list-style-type: none"> Substance misuse and/or Parental learning disability and/or Other areas of multi-agency activity which needs analysis (e.g. JSNA, needs analysis for the CYPP) identify as having a significant impact on the safety and well-being of children. To strengthen co-operation with and the impact of the private and third sectors in respect of safeguarding.
4	<p>To improve outcomes for children by adopting – both for the Board itself and all partners - continuous learning</p>	<ol style="list-style-type: none"> To develop a new safeguarding learning and development strategy which will address (amongst other issues): 	<p>Learning and Development subgroup</p>	<ol style="list-style-type: none"> To evaluate the effectiveness of the safeguarding learning and development strategy in terms of practice outcomes for

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
	<p>and development.</p> <ul style="list-style-type: none"> Staff in partner agencies (including and KSC Board and Sub group members) are continuously learning and developing their skills and knowledge in respect of safeguarding work, at all levels and in all roles. 	<ul style="list-style-type: none"> The need to focus on <i>practical learning</i> e.g. dealing with manipulative parents The need to strengthen <i>clarity of thinking</i> for professionals and managers The range of potential <i>methodologies</i> e.g. learning sets. Strengthening of <i>integrated working</i> The potential contribution of <i>children and parents</i> to achieving learning outcomes The potential contribution of <i>local higher education institutions</i>. The need for learning and development initiatives to be evaluated in terms of their impact on practice and outcomes for children and their families. <p>2. All partners to have in place a “fit-for-purpose” supervision framework for their agency.</p>	<p style="text-align: center;">Learning and Development Subgroup (to lead / co-ordinate – identify core principles)</p>	<p>those trained, and the well-being outcomes for children and their families.</p> <p>2. To evaluate the effectiveness of the supervision frameworks in terms of practice outcomes for those trained, and the well-being outcomes for children and their families.</p>

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
5	To ensure that KSCB membership, structures and business processes add measurable value to achieving positive outcomes for children.	<p>1. Identify any changes and developments necessary arising from Working Together 2010 and develop a prioritised implementation plan.</p> <p>2. Review the membership and structure of Board in light of Working Together 2010 and the needs arising for from the aims and objectives in this business plan.</p>	<p>KSCB Manager</p> <p>KSCB Manager / KSCB Independent Chair</p>	

Board Attendance Figures

The following attendance figures are based on the minutes and apologies received.

1) Members Attendance during April 2009 – March 2010

- 27 April 2009
- 29 June 2009
- 7 September 2009
- 23 November 2009
- 11 February 2010

Name	Title	Representing	Present	Apols	%
Bill Anderson/Helen Davies	Director of CSS	KCC	4	1	80
Sarah Andrews	Director of Nursing	ECKPCT	2	3	40
Kel Arthur	Safeguarding Manager	KCC	4	1	80
Gordon Bernard	Chief Executive	Connexions	3	2	60
Sue Bromley	Head of Safeguarding	KMPT	4	1	80
Aine Campbell	Head of Service	CAFCASS	5	0	100
Penny Davies	Manager	KSCB	5	0	100
Alan Dowie	Director	Probation	3	1	75
Trish Dabrowski	Strategic Lead of Children & Young People	SHA	0	1	0
Sarah Fletcher	Assistant Director	WKPCT	2	2	50
Janet Garnons - Williams	District Crown Prosecutor	CPS	0	5	0
Karen Goodman	Head of Operations, SUASC	KCC	4	1	80
Karen Graham	Head of Children's Services East Kent	KCC	4	1	80
Andrew Hickmott	Head of Children's Services West Kent	KCC	4	1	80
David Hughes	Chief Executive	Tonbridge & Malling BC	0	1	0
Julie Hunt	Director of Nursing and Quality	WKPCT	3	1	75
Jenny Kay	Director of Nursing	Dartford & Gravesham NHS	5	0	100
Elizabeth Kenyon	Named Doctor	CAMHS	0	5	0
Donna Marriott	Performance &	KCC	4	1	80

	Standards Officer				
Carol McKeough	Adult Protection Policy Manager	KCC	4	1	80
Jane Mitchell	Safeguarding Children & Adults Manager	SECAMB	3	2	60
Sally Moore	Deputy Director of Nursing, Quality & Midwifery	ECKPCT	4	1	80
Richard Murrells	Director, Children's Health	PCTs/KCC	1	4	20
Meradin Peachey	Kent Director of Public Health	KCC	4	1	80
Leyland Ridings	Deputy Cabinet Member	KCC	4	1	80
Lee Catling/Maria Shepherd	PPU	Police	5	0	100
Angela Slaven	Director of Youth & Community	KCC	5	0	100
Alistair Stewart	Chief Executive	Shepway DC	0	1	0
Kate Taylor	Manager, Women & Children	Medway NHS	2	3	40
Wendy Thorogood	Named nurse Consultant	WKPCT	2	0	100
Rosalind Turner	Managing Director	KCC	3	2	60
Charles Unter	Consultant Paediatrician	Maidstone & Tunbridge Wells NHS	5	0	100
Joanna Wainwright	Director of Commissioning	KCC	5	0	100
Kay Weiss	Head of Policy & Performance	KCC	5	0	100
Oena Windibank	KSCB Vice Chair / Operations Director	ECKPCT	5	0	100
Sheila Wheeler	Chief Executive	Tunbridge Wells BC	3	1	75
David Worlock	KSCB Independent Chair	KSCB	1	0	100
Cathy Yates/ Michelle Woodward (job share)	Head of Children's Services Mid Kent	KCC	3	2	60

KENT SAFEGUARDING CHILDREN BOARD ©

Sessions House

Maidstone

Kent

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Written by Penny Davies, Kent Safeguarding Children Board Manager

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By: Sarah Hohler, Cabinet Member for Children, Families and Education
Rosalind Turner, Managing Director for Children, Families and Education

To: County Council

Date: 14 October 2010

Subject: Progress report in response to Safeguarding Children in Kent: Defending and Developing the Service

Classification: Unrestricted

Summary: This report summaries the actions taken in response to Safeguarding Children in Kent: Defending and Developing the Service

Introduction

1. (1) A review of child protection in Kent was commissioned by elected Members in December 2008, following the publication of the urgent joint review in Haringey, following the death of baby Peter. The final report of the review of child protection arrangements in Kent, 'Safeguarding Children in Kent: Defending and Developing the Service' was considered by the County Council on 1 April 2010.

(2) The report concluded that much has been done in Kent to assess the robustness and integrity of child protection arrangements, and when necessary, steps have already been taken by KCC and the Kent Safeguarding Children Board, to strengthen further those arrangements, including the investment of additional resources for front-line teams.

(3) Nevertheless, The 'Safeguarding Children in Kent: Defending and Developing the Service' highlighted areas for further improvement to counter issues such as high and increasing levels of referrals to the children's social care teams, and the difficulty in recruiting qualified social workers. These are factors experienced by most other local authorities, and is the subject of much national concern and debate.

(4) The report considered by the County Council in April 2010, made a total of 19 recommendations, which were agreed by the Council. This report provides a summary of the actions taken in response to the review findings.

(5) In addition, since the County Council report, the service has had an unannounced inspection of its duty and assessment service, and this is referenced below.

Actions taken in response to recommendations agreed by County Council 1 April 2010

2. (1) The main elements of the proposed strategy should be the basis for further detailed review and refinement by the Managing Director of Children, Families &

Education Directorate, the Director of Specialist Children's Services and their staff, including an analysis of the national reports published on 18 March 2010.

- (i) The National reports included Sir Roger Singleton's response on behalf of the government to the second Lord Laming report, following the death of baby Peter, and a proposed update of government guidance on multi-agency safeguarding "Working Together".
- (ii) Following an analysis of these reports, and following consultation on the proposed restructure of Children, Families and Education Services, the new posts of Preventative Services Managers were created for each of the 12 districts and the postholders began work on 1 September. Their role is to drive the preventative strategy in each District, focussing on earlier intervention to prevent children's needs escalating to the point where they require specialist services.
- (iii) In addition, the social care teams have been boosted back to 12 (from 10) which is enhancing capacity. There has been considerable success in recruiting newly qualified social workers and social workers from abroad, although the service is still struggling with high levels of vacancies.
- (iv) Kent Safeguarding Children Board has also considered the guidance in relation to multi-agency working, and the business plan for KSCB is also for consideration by County Council at this meeting.
- (v) The Coalition Government has recently announced a national review of Child Protection and Safeguarding by Professor Eileen Munro. KSCB and CFE are actively contributing to this review. The final report is due April 2011.
- (vi) In August, an unannounced Ofsted inspection of contact, referral and assessment arrangements within Kent's Children's Services identified a priority action in relation to the timeliness of initial assessments, and a number of areas of development, alongside some strengths. The inspection is part of a national rolling programme of inspections following the Haringey Serious Case Review of baby Peter. The inspection framework was changed from 1 April 2010 with an increased emphasis on priority actions.
- (vii) The Ofsted letter providing feedback on the Kent inspection was published on September 9th. The outcome was reported to Cabinet on 13 September and was also considered by Cabinet Scrutiny Committee on 15 September and the Joint CFE Policy Overview and Scrutiny Committee on 17 September. Copies of the inspection letter and the Cabinet Member's statement have been sent to all elected members. Scrutiny Committee asked that County Council should consider the action plan which has been put into place to address the findings of the inspection (attached as annex 1).
- (viii) The plan includes:
 - Immediate actions to improve safeguarding practice

- Strengthened quality assurance processes
 - Strategies to further increase the capacity of social work teams through continuing a robust recruitment strategy, a competitive reward system, and increasing the establishment of administrative staff, social work assistants and trainee social workers
 - Strategies to improve retention of experienced social workers, including manageable workloads and good supervision.
 - Review of the integrated Children's System (ICS)
 - Work with partner agencies to reduce the number of inappropriate referrals to Children's Social Services.
- (ix) This action plan will be monitored by an Improvement and Development Team, led by the Cabinet Member and Managing Director for CFE. Regular reports will be provided to Cabinet and the POSC for Vulnerable Children and Partnerships.
- (2) The Kent Safeguarding Children Board should give positive consideration to undertaking a multi-agency peer review of a sample of current child protection cases to assure itself about practice standards across agencies. (See Paragraph 20)
- (i) Kent Safeguarding Children Board is currently developing a multi-agency quality assurance framework. This framework will consider a range of qualitative and quantitative review and audit approaches for work throughout 2010-2011. The recent findings of the unannounced inspection indicate a need to focus energy and resources on embedding multi agency understanding regarding referral and eligibility criteria and the consistent application of the common assessment framework. This issue will therefore form the central focus of the multi-agency audit programme for the forthcoming year rather than child protection planning.
- (3) The Kent Safeguarding Children Board should identify and report on steps taken to improve the culture of openness and exchange between member agencies to establish greater accountability to the KSCB for child protection standards within member agencies.
- (i) The new process which is being introduced for the development of KSCB's Annual Review / Business Plan will support this, as it will focus on the effectiveness of partner agencies' safeguarding work: what difference they have made to the safety and well-being of children. The multi-agency local liaison groups (already in place) are being strengthened further to enhance the culture of openness and constructive challenge between professionals.
- (ii) For example, an externally facilitated multi-agency audit took place during July 2010, examining referrals and threshold criteria. The findings of this audit have been reported through KSCB and shared with multi-agency partners.
- (iii) New procedures have also been developed to clarify eligibility and threshold criteria for access to Children's Social Services. These have been endorsed by KSCB for use as draft procedures, pending a period of review by multi-agency partners.

- (iv) KSCB continues in its work to develop a culture of openness and information exchange between member agencies. It has updated the Safeguarding Children Procedures to reflect this. All agencies are now required to share their inspection reports where safeguarding is an element.

(4) The independent Chairman of the Kent Safeguarding Children Board should present an annual report to Kent County Council. It is also recommended that this report is also taken to all other relevant public bodies in Kent at Board level (See Paragraph 22).

- (i) KSCB has completed its third annual report, which will be presented to member agency governance boards / committees, including this County Council.

(5) Kent Children's Social Services should make regular use of the Social Work Task Force's organisational self-appraisal tool to ensure it is achieving high standards as a social work employer (See Paragraph 43).

- (i) Kent Children's Social Services has commenced work on the use of the self-appraisal tool, which will be implemented by October 2010.

(6) The Kent Safeguarding Children Board should, as a standard practice, deliver multi-agency seminars and targeted training following every Serious Case Review to ensure that the lessons from the Reviews are quickly and efficiently promulgated. (See Paragraph 52)

- (i) Briefings and seminars are already in place following the conclusion of a Serious Case Review.
- (ii) All existing training courses and sessions are being reviewed by the KSCB to ensure that, where applicable, the issues raised from SCR Reports, are appropriately included.

(7) Kent Children's Social Services should maintain a continuous review programme to ensure the adequacy of administrative support services and systems for social workers with a view to reducing professional social work time spent on administration and increasing the direct client contact time (See Paragraph 57).

- (i) Children's Social Services has undertaken a review of its administration capacity, and increased capacity in the Duty and Initial Assessment Teams. The current arrangements will be subject to further review through the Improvement and Development plan, with a focus on increasing the role and function of social work assistants and trainee social workers.

(8) Kent Children's Social Services should establish partnerships with other local authorities to share approaches aimed at minimising the administration workload of social workers and to seek shared solutions through the joint development of efficient, casework-oriented, and user-friendly information technology programmes (See Paragraph 57).

- (i) A number of changes has been made to the Integrated Children's System (ICS) which has made the system more effective. The burden of data quality has been reduced somewhat by additional administration capacity, although it is still a very bureaucratic and unwieldy system, and more needs to be done to help the teams monitor and track their workloads.
- (ii) As part of the Improvement and Development plan, a further review is in hand to consider the functionality of ICS and possible solutions. ICS is currently a national requirement, although it is left to each local authority to determine how best to implement it. The future of ICS and statistical recording requirements is being considered by the national review of Safeguarding, as mentioned above.

(9) Kent Children's Social Services and the Kent Safeguarding Children Board should ensure a good standard of referral information through training programmes and quality assurance audits with partner agencies (See Paragraph 58).

- (i) Kent Children's Social Services Professional Development Unit is currently developing a training programme for Kent Contact and Assessment Service staff with a focus on ensuring good quality referral information.
- (ii) KSCB has undertaken an audit with multi-agency partners, to consider referral thresholds and referral quality. The findings of this audit have been reported to KSCB and shared with Board members.
- (iii) All existing trainers for KSCB courses have been requested to reiterate the importance of referrals being of an appropriate standard when submitted by agencies to Children's Social Services.

(10) Urgent action should be taken by Kent Children's Social Services to reduce the rate of abandoned calls to the Kent Contact and Assessment Service, based at Kroner House (See Paragraph 60).

- (i) Responsibility for Kent Contact and Assessment Service (KCAS) sits with Kent Adult Social Services (KASS). KASS has developed KCAS to undertake a wider remit of assessment and fast track equipment provision, in addition to its core call handling function. From April 2010, KASS has undertaken to cease KCAS's role in engaging this wider assessment activity in order to enable the service to focus on call handling until achievement of a significantly improved telephone response rate.
- (ii) A new and enhanced telephony system is being installed and a training programme is underway to up-skill Contact Kent operators to minimise inappropriate referrals.
- (iii) Children's Social Services has also provided additional funding to increase capacity within Kent Contact and Assessment Service.
- (iv) It is encouraging that since April 2010 the abandoned call rate has shown an overall reduction. This is subject to ongoing review.

(11) Kent Children's Social Services should give high priority to the current review of their staff supervision policy with the objective of making professional social work supervision a guaranteed and protected element of the service with protected time for practitioners and supervisors. (See Paragraph 62)

- (i) Kent's staff supervision policy has been reviewed and a new policy developed, which takes account of the complexity of the social work task across different parts of the service. The policy was launched on the 3 August 2010, and is supported by an implementation plan, detailing how the policy will be embedded into practice via a training programme. A well known expert and trainer in this field has been commissioned to devise a programme which will be ready for dissemination in the autumn of 2010.

(12) The Kent Safeguarding Children Board should develop in partnership with appropriate academic and other training institutions electronic and interactive training packages that can be used for workplace training and team development of skills necessary for child protection work across and specific to agencies (See Paragraph 63).

- (i) KSCB has developed a training college of facilitators, in partnership with the NSPCC and Christchurch University College. Additionally, several e-learning training packages have been developed with the Children's e-Academy.
- (ii) KSCB's approach to learning and development is also being reviewed. A new learning and development strategy, based on an analysis of learning needs, will be developed during 2010/11 as part of the Board's Business Plan. This new strategy will take into account both local and national messages about priorities for practice development. There will be an increased focus on different approaches to learning (including interactive video), in order to develop professional skills, knowledge, understanding and attitudes in a more experiential way.

(13) Kent Children's Social Services should establish a trainee scheme for suitable candidates for professional social work training and provide financial assistance through training professional training in return for a contractual commitment to remain in employment with the county for a minimum of two years after qualifying (See Paragraph 66).

- (i) Two trainee schemes are in the process of being developed. Ten Social Work Assistants currently employed by Children's Social Services will be funded to undertake the Open University social work qualification pathway. Additionally, a trainee graduate scheme for the MA in social work has been developed which is due to start in December 2010. Ten places will be available for graduates in the autumn, ready to begin their MA in September 2011.

(14) Kent Children's Social Services should seek to establish a number of bursaries or sponsored places on suitable social work training courses (See Paragraph 67).

- (i) This scheme is in place. The aim is to recruit between 30 – 40 Final Year Students this year.

(15) Kent Children's Social Services should establish close partnerships with suitable centres of academic excellence to develop training and research programmes that will meet the demands of child protection social work (See Paragraph 70).

- (i) Kent Children's Social Services have been working closely with the University of Kent to develop training and research programmes.
- (ii) Training has taken place exploring decision making in risk management. In addition, the new supervision policy has been implemented in Children's Social Services, which will be supported by a comprehensive supervision training programme, delivered by a nationally renowned trainer.
- (iii) As part of the training and development work on risk management, the University of Kent are undertaking Action Research into how staff perceive risk and then make decisions. It is intended this work will improve the quality of decision making in child protection work and create a robust evidence base for safeguarding.

(16) The Kent Safeguarding Children Board and Kent Children's Social Services should develop training initiatives that will ensure that all professionals in the course of their qualifying training have joint training modules to increase the shared professional understanding of child protection work and to establish a core of inter-professional skills and knowledge (See Paragraph 70).

- (i) Current qualifying training programmes for health, education and social work staff already include inter-professional modules on safeguarding. In respect of core social work degrees, Universities seek stakeholder consultation with Kent Children's Social Services on the development of the graduate programmes.
- (ii) This proposal will be explored further as part of the development of the Safeguarding Board's new Learning and Development Strategy.

(17) Kent Safeguarding Children Board and Kent Children's Social Services should seek to establish a multi-agency specialised training unit, ideally in partnership with all agencies, within the county aimed at developing the necessary skills for working with difficult uncooperative families (See Paragraph 71).

- (i) KSCB is establishing a 'College' of multi-agency trainers who will be used to deliver multi-agency Safeguarding training. These staff will bring a variety of specialist skills to the training college. By using 'operational' staff to deliver training, a more practical and job-related approach to training is being developed. The use of video and role actors is being planned, with skilled staff facilitating training and de-briefing to ensure learning is transferable to the workplace and really makes a difference to the children of Kent.

- (ii) The possibility of establishing a specialist training centre will be considered further as part of the development of the new Learning and Development strategy referred to above.

(18) Kent Children's Social Services should establish robust mechanisms for providing advice and alerts to senior managers and to elected Members and which will also provide reassurance to social workers that their professional values and ethics are being promoted and safeguarded (See Paragraphs 72 and 73).

- (i) Significant work has been undertaken in respect of this action. A new protocol has been introduced (the serious incident reporting protocol) across Children, Families and Education Directorate, aimed at ensuring effective reporting to senior managers. The Children's Services alerts procedure has been updated and re-issued to all front line practitioners and managers. A protocol for reporting the findings and publication of serious case reviews has also been agreed by Cabinet Scrutiny Committee Members.

(19) The Leader and Chief Executive/Group Managing Director should arrange with the Director of Children's Services, the Director of Specialist Children's Services and the independent chairman of the Kent Children's Safeguarding Board an annual programme of reporting to Cabinet and full Council to provide an open and systematic approach to quality assurance. This programme should be managed through the Managing Director for Children, Families & Education and the Director of Specialist Children's Services and coordinated by Corporate Policy, supported with advice from a reference group comprising frontline practitioners (See paragraphs 72 and 73).

- (i) This report to County Council is the first report actioning this recommendation, and regular reports will follow as agreed on 1 April. Also, as mentioned above, there will be regular reports to Cabinet and POSC on the action plan following the unannounced inspection of the duty and assessment service. The Improvement and Development Team will include front line practitioners.

Conclusion

3. The findings of the unannounced inspection revealed significant areas of development in the duty and assessment processes. The responses to the 2009 review outlined above will assist in making the necessary improvements. However, the key issues are social work capacity, ensuring that referrals made to Children's Social Services are appropriate, that social work practice focuses on the basics (the needs of the child, sound assessment and care planning) and that there is effective management oversight and staff supervision. This is the focus of the Improvement and Development Plan attached.

Recommendations:

4. Members are requested:

- (i) to note the progress made in implementing the recommendations of the Safeguarding Children in Kent report

(ii) to note the issues arising from the unannounced inspection and actions to address them

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Background documents

None

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By: Cabinet Member for Finance
Director of Finance

To: County Council – 14 October 2010

Subject: **TREASURY MANAGEMENT ANNUAL REVIEW 2009-10**

Classification: Unrestricted

Summary: To present the Treasury Management Annual Review for approval.

FOR DECISION

INTRODUCTION

1. The CIPFA definition of Treasury Management is “the management of the Council’s investments and cash flows, its banking and its capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks”.
2. The Treasury Management Code requires public sector authorities to determine an annual Treasury Management Strategy and now, as a minimum, formally report on their treasury activities and arrangements to Members mid-year and after the year-end. These reports enable those tasked with implementing policies and undertaking transactions to demonstrate they have properly fulfilled their responsibilities, and enable those with ultimate responsibility for the treasury management function to scrutinise and assess its effectiveness and compliance with policies and objectives.
3. This report:
 - Is prepared in accordance with the revised CIPFA Treasury Management Code and the revised Prudential Code;
 - Presents details of capital financing, borrowing, debt rescheduling and investment transactions;
 - Reports on the risk implications of treasury decisions and transactions;
 - Gives details of the outturn position on treasury management transactions in 2009-10;
 - Confirms compliance with treasury limits and Prudential Indicators.

At its meeting on 30 June 2010, this report was considered and approved by the Governance and Audit Committee and is now before the County Council for formal approval.

REVISIONS TO THE CIPFA TREASURY MANAGEMENT AND PRUDENTIAL CODES, CLG GUIDANCE ON INVESTMENTS

4. In November 2009 CIPFA released the revised Code of Practice for Treasury Management in the Public Services and accompanying Guidance Notes and the revised Prudential Code for Capital Finance in Local Authorities. The CLG also issued revised Guidance on Local Authority Investments for English authorities. The revised Codes / Guidance re-emphasise an appropriate approach to risk management, particularly in relation to the security and liquidity of invested funds. Authorities were also henceforth required to demonstrate value for money when borrowing in advance of need and ensure the security of such funds. Authorities are now also required to have a separate body or committee responsible for the scrutiny of the treasury function. For the Council the Treasury Advisory Group and Governance & Audit Committee undertake this role.
5. The Council has revised its treasury policy and practices documentation to take account of the requirements and changes in the revised Codes and Guidance.

ECONOMIC OUTLOOK FOR 2009-10

6. At the time of determining the Treasury Strategy Statement for 2009-10 in February 2009 the UK, Eurozone and US economies were contracting, globally economies faced a prolonged recession or period of weakness following the financial market meltdown in the autumn of 2008. Availability of credit was restricted as banks undertook to repair their balance sheets. This exacerbated the slowdown as finance for small businesses effectively came to a standstill. The UK Bank Rate had been cut to 0.5% and in March 2009 the Bank of England announced its initial £75bn of Quantitative Easing (QE). There remained a sizeable gap between short-dated LIBOR rates (i.e. the rates at which banks are willing to borrow from other banks) and the Bank Rate; this gap was forecast to narrow. Gilts were expected to benefit from QE, resulting in lower yields.

THE ECONOMY AND EVENTS IN 2009-10

7. The Bank of England forecast UK growth to fall by 3.9% in 2009, whilst inflation was forecast to be heading lower and staying lower for longer. The depth of the recession was borne out by the 5.9% year-on-year fall in GDP recorded at the end of the second quarter of 2009. The service sector – the dominant element of the UK economy – also stalled for much of early 2009 despite a number of optimistic surveys to the contrary. Signs of recovery were finally evident in the final quarter of 2009 with growth registering 0.4% for the quarter.
8. In order to stimulate growth, the Bank of England maintained the Bank Rate at 0.5% throughout the year. The Bank also took extreme measures to revive the economy through its Quantitative Easing (QE) programme. Financed by the issuance of central bank reserves QE was initially announced at £75bn, and then extended in stages to £200bn.
9. Consumer Price Inflation, having hit a high of 5.2% in September 2008, began the year at 3.2% (February 2009 data), fell to a low of 1.1% in September 2009

as the oil, commodity, utility and food prices (the main drivers of high inflation in 2008) fell out of the year-on-year statistical calculations. Thereafter, inflation pushed higher with rising oil and transport costs and VAT reverting to 17.5%. CPI at year end was 3.0% (February 2010 data).

10. The November 2009 Budget was primarily about public debt. The Chancellor's forecast for net public sector borrowing in 2009-10 was £175bn or 12.4% of GDP. Gross gilt issuance was expected to hit £220bn in 2009-10. Standard & Poor's responded to the debt that the UK government was building up and a lack of credible plan to reduce the debt burden by changing the UK's rating from stable to negative.
11. LIBOR and LIBID rates (i.e. the rates at which banks are willing to borrow from and lend to other banks) which had been stubbornly high in early 2009, slowly moved lower towards the Bank Rate of 0.5%.
12. UK Government Gilts were the main beneficiary of the economic downturn (it is an asset class that responds positively to poor economic news); they also formed the significant bulk of the QE purchases and are thought to have pushed gilt yields, and consequently the cost of borrowing, lower by 0.5%.

TREASURY PORTFOLIO 2009-10

13. The treasury position is summarised in the table below:

31/3/2009 £m	%		31/3/2010 £m	%
(660.6)	63	External Borrowing Long-term:	(660.6)	54.8
(381.8)	37	• PWLB	(381.8)	31.7
(0)		• Market	(0)	
0		Temporary Borrowing	0	
(1,042.4)		Other Long-term Liabilities	(1,042.4)	
		Long-term liabilities	(1,042.4)	
		PFI Schemes Lease Liability (a requirement for 2009-10)	(163.5)	13.6
(1,042.4)		Total External Debt	(1,205.9)	
		Investments:		
357	100	Managed in-house	265	100
0		Managed externally	0	
357		Total Investments	265	
(685.4)		(Net Borrowing) / Net Investment Position	(940.9)	

LONG TERM BORROWING / OTHER LONG TERM LIABILITIES

14. The Council's new borrowing requirement for 2009-10 was £106.2m with a further requirement of £74.4m in 2010-11. We also had loans maturing in 2009-10 of £60.48m.
15. The Prudential Code permits the Council the flexibility to bring forward or defer borrowing in relation to its Capital Financing Requirement. During the year the differential between debt costs and investment earnings was significant. In

order to eliminate the high “cost of carry” associated with the higher cost of long term borrowing compared to temporary investment returns (between 0.5% and 1%), the Council used internal resources in lieu of borrowing. By doing so, the Council lowered overall treasury risk during the year. The Council recognises that utilising investments in lieu of borrowing clearly has a finite duration and that future borrowing will be required to support capital expenditure; this will be kept under review in 2010-11.

16. The Council’s borrowing costs were £90.5m against a budget of £96.8m.
17. Our view on borrowing was arrived at with advice from our treasury advisors, Arlingclose and Butlers.
18. A debt maturity profile is shown in Appendix 1.

DEBT RESCHEDULING

19. The main objective of debt rescheduling is to either reduce the Council’s overall exposure to the risk of interest rate movements, to lower the long-term interest charges paid on its debt, to smooth the maturity profile without compromising the overall longer-term stability, or to alter its volatility profile (i.e. exposure to variable rate debt). Debt rescheduling became more challenging after the introduction by the PWLB of a separate, lower set of repayment rates in November 2007. This increased the costs associated with the premium payable and diminished the discount receivable, thus reducing the cost savings achievable.
20. No debt rescheduling was undertaken in the year.

DEBT RESTRUCTURING

21. In October 2009 £60.47m of PWLB loans maturing in January 2010 were refinanced with a 25 year loan at a rate of 4.1%.

ANNUAL INVESTMENT STRATEGY AND OUTTURN

22. The Council held average cash balances of £415m during the year. These represented working cash balances / capital receipts, Pension Fund monies and the Council’s reserves.

The CLG’s Guidance on Investments, revised during 2009-10, reiterated security and liquidity as the primary objectives of a prudent investment policy. Although the Guidance becomes operative on 1 April 2010, its principal recommendations run parallel to the credit risk management requirements in the revised Treasury management Code. In the revised Guidance, Specified Investments are those made with a body or scheme of “high credit quality”. Both the Guidance and the revised Treasury Management Code emphasise that counterparty credit criteria should not rely on credit ratings alone but should include a wider range of indicators. The revised Code nonetheless requires that ratings assigned by all three rating agencies – Fitch, Moody’s and Standard & Poor’s – be taken into account and the lowest rating be used.

23. The criteria agreed by Cabinet in October 2009 for the selection of counterparties were:
- Access to the Government Credit Guarantee Scheme.
 - Credit rating / other information.
 - Reputational issues in the event of default by a counterparty - how could their use be justified.
 - Exposure to other parts of the same banking group.
 - Country exposure.
24. Prior to the October report to Cabinet all new and maturing monies had been placed with the Debt Management Office which is part of the Treasury. Primarily on the basis of access to the Credit Guarantee Scheme Cabinet agreed to add the following counterparties:
- Royal Bank of Scotland
 - Lloyds Banking Group
 - Barclays
 - HSBC
 - Santander UK

Nationwide was added to this list in February 2010 by Cabinet. These institutions have been selected on the basis that they are too large for the UK Government to allow them to fail, so we are able to achieve slightly better returns than through the DMO but without reducing security.

25. As the ongoing problems with the Eurozone countries demonstrate the financial crisis is by no means over and we retain a position of predominantly seeking security for our funds. In support of this since October 2009 all deposits with non-DMO counterparties have been in call accounts, we have made no fixed term deposits.
26. The Council's investment income for the year was £2.8m compared with a budget of £2m.
27. Deposits at 31 March 2010 are shown in Appendix 2.
28. All investments made during the year complied with the Council's agreed Treasury Management Strategy, Prudential Indicators, Treasury Management Practices and prescribed limits. Maturing investments were repaid to the Council in full and in a timely manner.

ICELANDIC EXPOSURE

29. Heritable

- (1) The Heritable recovery process is proceeding as the administrator initially set out. Ernst and Young have increased their base case recovery to 79-85p in the £ and to date we have received the following payments:

July 2009	16.13p in £
December 2009	12.66p in £
March 2010	6.19p in £

This gives a total return of £6.4m to year end out of a total exposure of £18m and we anticipate quarterly returns through 2010 and 2011.

- (2) A trust law issue which relates to the last deposit with Heritable is being pursued through the courts with KCC and the Financial Services Compensation Scheme.

30. Glitnir and Landsbanki

- (1) The total exposure to Glitnir is £15m and Landsbanki £17m – of this £32m one-third relates to the Kent Superannuation Fund and £1m to Kent Fire.
- (2) From the earliest visits to Iceland it has been clear that there would be litigation to confirm the preferred status of depositors. Other creditors, major banks and bondholders, were bound to challenge and have little to lose in doing so.
- (3) The recovery work is coordinated by a steering committee including KCC. Bevan Brittan were commissioned at an early stage to provide the core legal input – they have also involved UK Queen's Counsel and Icelandic legal advisers. The cost of the legal work is charged pro-rata to the value of deposits across all local authorities with deposits in Landsbanki and Glitnir.
- (4) With preferred creditor status we anticipate a 100% recovery from Glitnir, with a rapid payout, and on Landsbanki around 90% but over a longer period. KCC's accounts have been closed on this basis using advice from CIPFA.

PRUDENTIAL CODE INDICATORS

31. The Council adopted the CIPFA Treasury Management Code at the budget meeting in February 2010. At the 2009 budget meeting the Prudential indicators for 2009-10 were agreed.

32. Authorised Limit

This is the maximum amount of external debt that can be outstanding at one time during the financial year. The limit, which is expressed gross of investments, is consistent with the Council's existing commitments, proposals

for capital expenditure and financing and with its approved treasury policy and strategy and also provides headroom over and above for unusual cash movements. This limit was set at £1,219m for 2009-10.

33. **Operational Boundary**

This is set to reflect the Council's best view of the most likely prudent (i.e. not worst case) levels of borrowing activity and is based on the Authorised Limit excluding the headroom for unusual cash movements. For 2009-10 the limit was set at £1,179m.

The levels of debt were measured on an ongoing basis during the year for compliance with the Authorised Limit and the Operational Boundary. The Council maintained its total external borrowing and other long-term liabilities within both limits; at its peak this figure was £1,102.8m.

34. **Upper Limits for Interest Rate Exposure**

These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The exposures are calculated on a net basis, i.e. fixed rate debt net of fixed rate investments. The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on our portfolio of investments.

	Estimated %	Actual %
Upper Limit for Fixed Rate exposure	100	100
Upper Limit for Variable Rate exposure	30	0

35. **Maturity Structure of Fixed Rate Borrowing**

This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total borrowing that is fixed rate.

	Lower Limit	Upper Limit	Actual Borrowing as at 31/3/2010 £m	Percentage of total as at 31/3/2010
	%	%		
Under 12 months	0	25	45	4.32
12 months and within 24 months	0	40	55	5.28
24 months and within 5 years	0	60	99.2	9.52
5 years and within 10 years	0	80	120	11.51
10 years and above	40	100	723.1	69.37

36. **Total principal sums invested for periods longer than 364 days**

This indicator is set in order to allow the Council to manage the risk inherent in investments longer than 364 days. For 2009-10 this limit was set at £190m. At their peak, these investments totalled £91m.

TREASURY ADVISERS

37. During 2009-10 the Council has used two firms of Treasury advisers to ensure broad coverage. This service is currently out to tender and the Director of Finance and Treasury Advisory Group will be making an appointment.

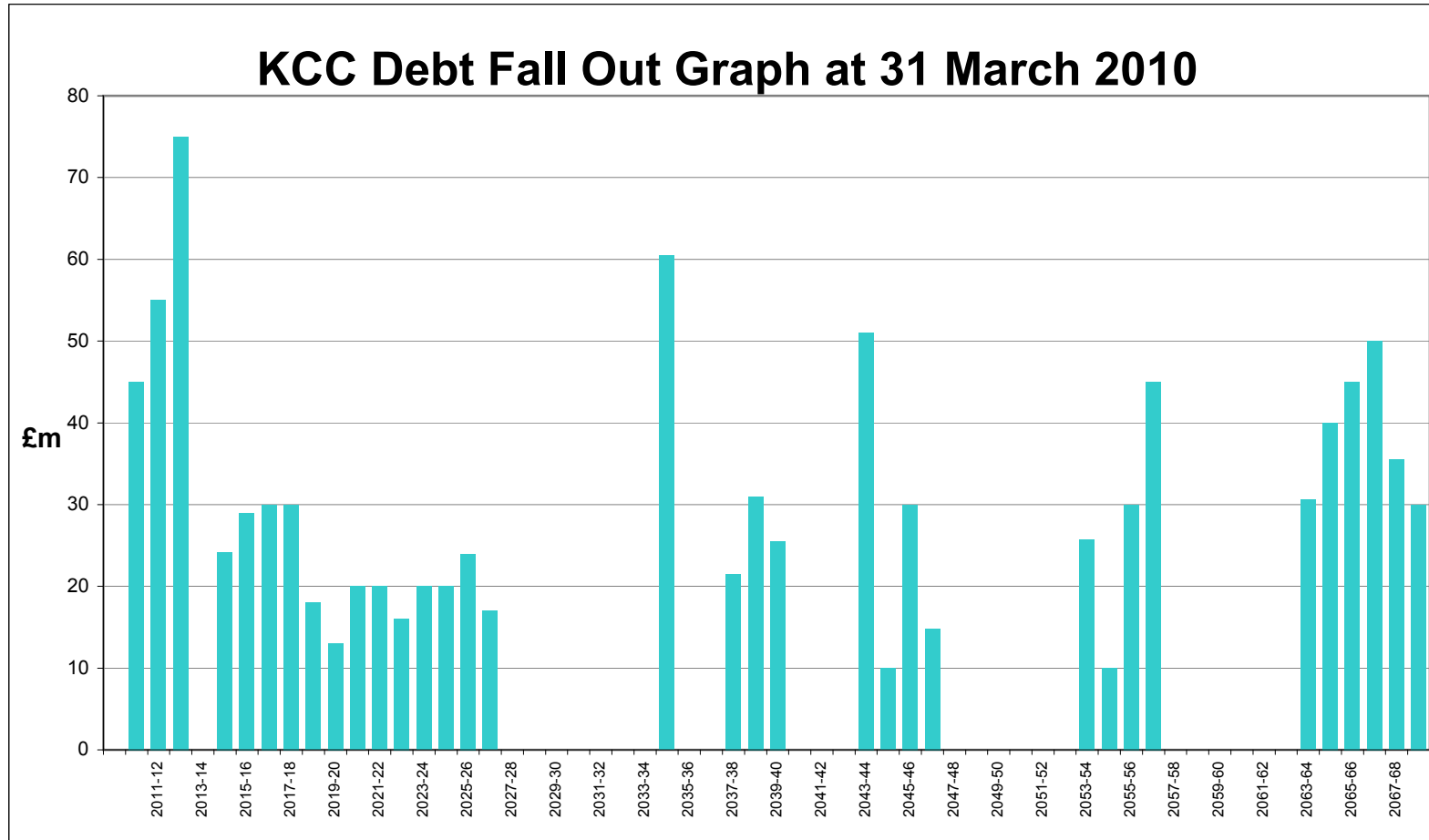
TRAINING

38. CIPFA's revised Code requires the Director of Finance to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities. Training has been provided to members of the Treasury Advisory Group, as well as attendance by members of that group on external training courses, and an awareness raising session was undertaken with Governance & Audit Committee. There is also a Treasury Management module in the Financial Management Development Programme.

RECOMMENDATION

39. The County Council is recommended to formally approve the Treasury Management Annual Review.

Nick Vickers
Head of Financial Services
Ext: 7000 4603



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KCC Deposits at 31 March 10

Instrument Type	Counterparty	Amount	Interest Rate	Start Date	End Date	Territory
Fixed Deposit	Debt Management Office	£7,000,000.00	0.25	25/03/10	01/04/10	UK Govt.
Fixed Deposit	Debt Management Office	£5,000,000.00	0.25	31/03/10	01/04/10	UK Govt.
Fixed Deposit	Debt Management Office	£19,300,000.00	0.25	31/03/10	07/04/10	UK Govt.
	Total UK Govt. Deposits	£31,300,000.00				
Fixed Deposit	Dexia Bank	£10,000,000.00	0.505	15/04/09	31/10/11	Belgian Bank
	Total Belgian Bank Deposits	£10,000,000.00				
LIBOR Fixed Deposit	Glitnir	£5,000,000.00	0.00	21/01/08	21/01/09	Icelandic Bank
Fixed Deposit	Glitnir	£5,000,000.00	0.00	06/02/08	06/02/09	Icelandic Bank
Fixed Deposit	Glitnir	£5,000,000.00	0.00	20/08/08	19/08/09	Icelandic Bank
Fixed Deposit	Heritable Bank Ltd	£2,000,000.00	0.00	08/11/07	10/11/08	Icelandic Bank
Fixed Deposit	Heritable Bank Ltd	£4,600,000.00	0.00	02/05/08	23/12/08	Icelandic Bank
Fixed Deposit	Heritable Bank Ltd	£1,500,000.00	0.00	18/08/08	17/08/09	Icelandic Bank
Fixed Deposit	Heritable Bank Ltd	£2,000,000.00	0.00	03/09/08	03/11/08	Icelandic Bank
Fixed Deposit	Heritable Bank Ltd	£3,250,000.00	0.00	01/10/08	30/10/08	Icelandic Bank
Fixed Deposit	Heritable Bank Ltd	£5,000,000.00	0.00	02/10/08	02/07/09	Icelandic Bank
1st Tranche Creditor Payment	Heritable Bank Ltd	-£2,959,121.00	0.00	30/07/09		Icelandic Bank
2nd Tranche creditor Payment	Heritable Bank Ltd	-£2,323,110.00	0.00	18/12/09		Icelandic Bank
3rd Tranche Creditor Payment	Heritable Bank Ltd	-£1,136,429.10	0.00	30/03/2010		Icelandic Bank
Fixed Deposit	Landsbanki Islands	£2,000,000.00	0.00	08/11/07	10/11/08	Icelandic Bank
Fixed Deposit	Landsbanki Islands	£5,000,000.00	0.00	22/04/08	22/04/09	Icelandic Bank
Fixed Deposit	Landsbanki Islands	£5,000,000.00	0.00	02/05/08	05/05/09	Icelandic Bank
Fixed Deposit	Landsbanki Islands	£5,000,000.00	0.00	19/09/08	24/10/08	Icelandic Bank
	Total Icelandic Bank Deposits	£43,931,339.90				
Fixed Deposit	Barclays Bank	£5,000,000.00	6.8	02/06/08	31/05/13	UK Bank
Same Day Call Account	Barclays Bank	£30,000,000.00	0.7	05/11/09		UK Bank
Callable Deposit	Lloyds HBOS	£5,000,000.00	7.53	13/06/08	13/06/13	UK Bank
Same Day Call Account	Lloyds HBOS	£34,988,284.59	0.85	12/10/09		UK Bank

KCC Deposits at 31 March 10

Callable Rate Flipper	Royal Bank of Scotland	£5,000,000.00	1.21125	19/09/08	20/09/11	UK Bank
LIBOR Fixed Deposit	Royal Bank of Scotland	£5,000,000.00	1.9	20/10/08	18/10/13	UK Bank
Same Day Call Account	Royal Bank of Scotland	£30,000,000.00	1.15	12/10/09		UK Bank
Same Day Call Account	Santander UK	£40,000,000.00	0.8	12/10/09		UK Bank
	Total UK Bank Deposits	£154,988,284.59				
LIBOR Fixed Deposit	Nationwide Building Societies	£5,000,000.00	1.11125	17/04/08	19/04/10	UK Building Society
Fixed Deposit	Nationwide Building Societies	£5,000,000.00	6.25	03/06/08	03/06/10	UK Building Society
LIBOR Fixed Deposit	Principality Building Societies	£5,000,000.00	1.21688	21/04/08	21/04/11	UK Building Society
Fixed Deposit	Skipton Building Society	£5,000,000.00	5.92	04/04/08	06/04/10	UK Building Society
Fixed Deposit	Chelsea Building Society	£5,000,000.00	6.25	06/08/07	06/08/10	UK Building Society
	Total UK Building Society Deposits	£25,000,000.00				
	Total Deposits	£265,219,624.49				

From: Alex King – Deputy Leader
Peter Sass - Head of Democratic Services and Local Leadership

To: County Council – 14 October 2010

Subject: Petition Scheme Debates

Classification: Unrestricted

Summary: Details of Petitions received which will be the subject of debates in accordance with the County Councils Petition Scheme.

For Decision

Introduction

1 (1) In accordance with the Petition Scheme agreed at the County Council meeting on 22 July 2010, any petition on a County Council matter relating to a single District Council area that has more than 1,000 signatures will trigger a debate at County Council.

(2) The process for this debate is that the Lead Petitioner (or their representative) will be invited to speak to the petition for up to 5 minutes any Member who has submitted the petition will be given the opportunity to speak early in the debate before the relevant Cabinet Member is invited to respond. The debate will last for up to 45 minutes at the end of which the County Council in accordance with the Petition Scheme will “decide how to respond to the petition at this meeting. They may decide to take the action the petition requests, not to take the action requested for reasons put forward in the debate, or to commission further investigation into the matter, for example by the relevant Cabinet Member or Committee. Where the issue is one on which the County Council’s Executive is required to make the final decision, the County Council will decide whether to make recommendations to inform that decision.”

Petition 1 - Manorbrooke Residential Home, Dartford

2. A petition has been received containing 1390 signatures against the proposed closure of Manorbrooke Residential Home and the service re-provision to Extra Care Homes. A statement from the Lead Petitioner, Ms Yvette Knight will follow (**Appendix 1**). Ms Knight will be attending the meeting and speaking to her petition.

Petition 2 - Cornfields Care Home, Dover

3. A petition has been received containing 1816 signature and 700 “standard” letters opposing the demolition of Cornfields Care Home for older persons and asking the County Council to make the necessary improvements to the existing facilities. A supporting statement from the Lead Petitioner, Councillor Wendy Bowman (Whitfield Parish Council), will follow (**Appendix 2**). Council Wendy Bowman will be attending the meeting to speak to her petition

Petition 3- Sampson Court Residential Care Home

4. (1) A petition has been received containing 4200 signatures opposing the closure of Sampson Court Residential Care Home, Deal.

(2) A supporting statement from the Lead Petitioners, Mr and Mrs Hubble, will follow (**Appendix 3**). Mr and Mrs Hubble will be attending the meeting to speak to their petition.

5. A briefing report from the Managing Director of Adult Social Services relation to Petitions 1 – 3 is attached as **Appendix 4**.

Petition 4 - Request for the re-opening of right-turns off the A256 from Sandwich towards Dover

6. (1) A petition has been received from Eythorne and Tilmanstone Parish Councils containing 1074 signatures requesting the re-opening of the turnings across the A256. A copy of the supporting information submitted with the petitions will follow (**Appendix 5**).

(2) A supporting statement from the Parish Councils will be circulated prior to the meeting and a representative(s) from the Parish Councils will be attending the meeting to speak to this petition.

(3) A briefing report from the Managing Director of Environment Highways and Waste is attached as **Appendix 6**.

RECOMMENDATION

7. (1) The County Council is invited to respond to the Cabinet Member for Adult Social Services in relation to Petitions 1 – 3.

(2) The County Council is invited to respond to the Cabinet Member for Environment, Highways and Waste in respect of Petition 4.

Peter Sass
Head of Democratic Services and Local Leadership
01622 694002

Background Documents: None

Consultation on the Future Older Person’s Provision by KCC

This information gives the background to the petition debate to be held by the County Council on 14 October 2010.

Petitions have been received concerning three of the KCC run homes, Manorbrooke in Dartford, Cornfields in Dover and Sampson Court in Deal, broadly requesting that KCC maintains the current service. The petitions have arisen due to the current consultation on future provision of these homes and 8 other ones which KCC runs.

On the 14 June 2010, KCC Cabinet agreed to start consultation on the following proposal for 11 of the 16 KCC run care homes.

Home	Proposal
Wayfarers, Sandwich	Proposing that it is sold to another organisation for them to run.
Blackburn Lodge, Sheerness Doubleday Lodge, Sittingbourne Kiln Court, Faversham	Proposing that these services could be run by another organisation, with terms set by Kent County Council.
Bowles Lodge, Hawkhurst Cornfields, Dover Manorbrooke, Dartford	Proposing to replace these with Extra Care Housing.
Ladesfield, Whitstable Sampson Court, Deal The Limes, Dartford	Proposing to close these completely within the next two years.
Dorothy Lucy Centre, Maidstone	Proposing to keep this as it is. A decision about its future will be taken at a later date.

The reasons behind the proposals are:

People

- More people are living longer and more are living with dementia. People rightly expect more choice in care. Developing future models of care, such as Extra Care Sheltered Housing, will facilitate these choices.

Care

- High quality care is a continuing priority. Dignity in care is crucial and more people want care at home.

Buildings

- Residential care should be in high quality buildings. Some of the current KCC buildings have reached the end of their useful life and don't meet expectations.

Cost

- Good quality care can be commissioned for less money than it costs KCC to run its own homes. The private and voluntary sector is also set up to care for more people.

There is recognition that the uncertainty caused by the consultation will potentially be distressing for those who currently live in or use the homes, their families and the staff affected. As part of the proposal, a commitment has been given to work carefully with every older person affected and their families to ensure that any changes are suitable and provide the right care. This will cover all who use the homes, whether as permanent residents or for respite visits, for rehabilitation or for day care.

Further details on the proposals are available:

- By visiting www.kent.gov.uk/opfutures
- By calling 01732 525 477, or
- By writing to Older Persons Futures, Brenchley House, 123 -125 Week street, Maidstone, ME14 1RF

The consultation process has involved meetings with the current residents, their family carers, staff, district and borough councillors, the local KCC members, health professionals and potential future recipients of older people services. In response to requests, further meetings have been held and this offer remains open.

There has been significant feedback received from the meetings, by post, by the dedicated hotline and via KCC's website. This, along with input such as expressions of interest by other organisations, will all be collated for each of the homes affected, after the close of the consultation on the 1 November 2010. This will then inform the revised proposal for each of the homes.

The Cabinet Member for Adult Social Services is expected to take a decision for each of the homes in January 2011.

By: Mike Austerberry - Executive Director of Environment, Highways & Waste

To: County Council
14th October 2010

Subject: A256 Tilmanstone and Eythorne – Gap Closures

Classification: Unrestricted

i) On the 16th July 2009 the Environment, Highways & Waste Policy Overview & Scrutiny Committee were asked to consider a report regarding proposed gap closures on the A256 and recommend to the Cabinet Member that:

(a) an Experimental Traffic Order be made for the closure of the gaps on the A256 at Eythorne and Tilmanstone, the latter having an exemption for buses and emergency vehicles (with consultation on the Order being carried out during the first six months);

(b) the crash record and traffic flows on the A256 and the surrounding road network be monitored;

(c) the results of the consultation and the monitoring be reported back to a future meeting of the Dover Transportation Board.

This was referred to the Policy Overview & Scrutiny Committee by the Dover Joint Transportation Board.

ii) It is highlighted within the report that two fatal crashes, resulting in 3 fatalities, had occurred at the gaps on the A256 dual carriageway. H.M. Coroner for Kent and the police also made representations to Kent County Council regarding concerns about the dangers of the gaps and supported the proposed closures.

iii) At the recommendation of the Policy Overview & Scrutiny Committee the Cabinet Member visited the A256 with the local Member. Following this visit the decision was taken to put an experimental order in place to close the gaps as the Cabinet Member felt that safety issues on this stretch of road should be quickly addressed to prevent further casualties.

iv) The experimental Traffic Order was made on 26 March 2010 and commenced on this date for a statutory period of six months. To date, 57 responses have been received, 24 of which were addressed to the Leader, the Cabinet Member for Environment, Highways and Waste, or the Director of Kent Highway Services.

v) A number of issues were raised in these responses regarding the closures and the impact and effect on the villages of Eythorne and Tilmanstone. The main concerns include:

- People are now 'forced' to use the Barville Roundabout which many people perceived as dangerous with poor sightlines.
- The gaps are safe, with very good sightlines. The Whitfield gap, which has been left open, is more dangerous due to poorer sightlines.
- Residents have to undertake lengthy detours with associated time and fuel costs
- Why is it safe for buses to turn right but not safe for cars to do so?
- Detours force residents to use minor country roads, which are narrow, and have poor street lighting
- There is an effect of increased traffic in Eythorne village

A number of additional comments and concerns have also been raised.

vi) The crash record on the A256 during the experimental period from 31 March 2010 to 24 September 2010 shows 1 slight personal injury crash since the closures (tyre blow-out). The crash record on surrounding roads for the same period is also low but exact figures are not yet available.

vii) Kent Police have inspected the Barville Roundabout and feel there are no problems with obscured sightlines. Kent Police have also indicated that they would "...support a Traffic Order to permanently close the crossover points at Dover Road, Tilmanstone and Kennel Hill, Eythorne" based on the potential for future serious or fatal crashes at these junctions.

Background documents

Environment, Highways & Waste Policy Overview & Scrutiny paper – 16th July 2009

By: Head of Transport and Development

To: Environment, Highways and Waste Policy Overview Committee - 16 July 2009

Subject: A256 Tilmanstone and Eythorne – Proposed Experimental Gap Closures

Classification: Unrestricted

Summary: The results of preliminary consultations on the proposed experimental gap closures were reported to the Dover Joint Transportation Board (JTB) on 25 June 2009, with a recommendation that an Experimental Traffic Order be made, with consultation on the Order during the first six months of the experiment.

The Dover JTB rejected the Officer recommendations and resolved that Officers be asked to look again at all possible options and report back to a future meeting of the Board giving the reasons why they are unacceptable. The JTB also resolved that, in the interim, temporary 'SLOW' signs should be erected.

As this decision reverses the Dover JTB's original decision to support the closures in principle, it has been referred to POC.

1. Introduction

- 1.1 At the meeting of the Dover Joint Transportation Board on 8 September 2008, the circumstances concerning the two recent fatal crashes, resulting in 3 fatalities, which occurred at the gaps (crossovers) on the A256 dual carriageway at Tilmanstone and Eythorne were reported. These were 2 out of 7 fatal crashes across Kent, that were all as a result of right turn or u-turn movements on high-speed 'A' class dual carriageways.
- 1.2 The Coroner, who investigated the fatal crashes, had written to the County Council stating her concerns about the potential risk of further fatal crashes occurring at these gaps on a high speed dual carriageway and requesting they be closed on safety grounds. (A copy of the Dover Joint Transportation Board Report on 8 September 2008, which includes the letter from the Coroner, is attached as Appendix A).
- 1.3 The Dover Joint Transportation Board resolved:-
 - (a) that the closure of the two crossovers on the A256 at Tilmanstone and Eythorne, under an Experimental Traffic Order, be supported in principle;
 - (b) that consultations take place with Tilmanstone and Eythorne Parish Councils, the emergency services and bus companies on the details and signing of diversion routes and traffic monitoring arrangements;

- (c) that an appropriate Experimental Closure Order be subsequently advertised and any objections reported back to a future meeting of the Board.

2. Crash Statistics

- 2.1. The crash statistics for the last three years (up until the end of February 2009) at the two gaps are given in Table 1. The main factor in the fatal crashes was the difficulty the driver turning right had in judging the high speed of oncoming vehicles. The closure of these two gaps would have prevented the manoeuvres at these locations which resulted in 3 deaths.

Table 1 – Crash Statistics at A256 Gaps at Tilmanstone and Eythorne

Location	Crashes Involving Injury (in the last 3 years)			
	Fatal	Serious	Slight	Total
Tilmanstone	1 (2 fatalities)	0	0	1 (2 fatalities)
Eythorne	1 (1 fatality)	0	1	2 (1 fatality)

3. Traffic Monitoring Surveys

- 3.1. Traffic Surveys have been carried out on the A256 and the surrounding road network in April/May 2009, and the results are given in Appendix B.
- 3.2. The amounts of right-turning traffic at the Tilmanstone and Eythorne gaps were 240 vehicles/day and 262 vehicles/day respectively. If these two gaps were closed, the Barville Road roundabout could provide access to reasonably convenient alternative local routes, increasing the distance travelled by no more than 2 miles.

4. Proposed Experimental Gap Closures

- 4.1. The proposed gap closures would be undertaken under an Experimental Traffic Order (as used recently on the A2 at Lydden Circuit), which will allow us to monitor the crash record and traffic flows on the A256 and the surrounding road network, before a final decision is made.
- 4.2. Experimental Traffic Orders are made and come into force at the same time as the statutory consultation begins. The consultation then lasts for the first six months of the experiment, and the experiment may last for up to 18 months.

5. Results of Preliminary Consultations

- 5.1. Preliminary consultations on the proposed experimental gap closures have taken place with the emergency services, bus company, six Parish Councils and local

County and District Councillors, and their comments and objections are summarised in Appendix C, along with my comments on the points raised.

- 5.2 We have also received comments and objections from 19 members of the public and these are summarised in Appendix D, along with my comments.
- 5.3 The Police support the proposed gap closures at Tilmanstone and Eythorne on safety grounds.
- 5.4 Stagecoach objected to the proposed gap closure at Tilmanstone because it is vital to the continued existence of bus route 88, which is a marginal rural route between Dover and Sandwich, and they have strongly advocated that the facility is retained as a 'bus only right turn'. It is therefore proposed that the Tilmanstone gap would be 'no right turn except for buses and emergency vehicles.
- 5.5 Four Parish Councils and 19 members of the public have objected to the proposed experimental closure because of their concerns about the negative effects on the villages, inconvenience to local residents and the suitability of the diversion routes (see Appendices C & D). It is understood that the proposed closures would cause some inconvenience to residents. However, the amount of diverted traffic would be small, being around 250 vehicles/day from each gap and one of the main reasons for proposing the closures on an experimental basis is that effects can be monitored and reported back to this Board before any decisions on permanent closure are made.
- 5.6 Tilmanstone Parish Council and six respondents were concerned that the diversion route at Tilmanstone would involve using Barville roundabout which is perceived to have a poor crash record. There have been 3 crashes involving injury at Barville roundabout in the last three years (which is in line with what would normally be expected at this type of junction). However, because speeds are generally lower at roundabouts and there have been no fatal crashes, it is considered that the potential for further fatalities is greater at the gaps, hence the proposed closures.
- 5.7 Seven respondents suggested that the fatal crash at Tilmanstone had not been caused by the junction because the driver had a heart attack. My understanding is that there were no medical factors involved in the crash.

6. Decision of Dover Joint Transportation Board on 25 June 2009

- 6.1 At the Dover JTB meeting on 25 June 2009, 5 further letters of objection (which had been sent to Dover District Council) were circulated to the Board. The JTB were informed that these letters did not appear to raise any new issues that were not already covered in my report and appendices.
- 6.2 The recommendations to the Dover Joint Transportation Board were:-
 - (a) an Experimental Traffic Order be made for the closure of the gaps on the A256 at Eythorne and Tilmanstone, the latter having an exemption for buses

and emergency vehicles (with consultation on the Order being carried out during the first six months);

- (b) the crash record and traffic flows on the A256 and the surrounding road network be monitored;
- (c) the results of the consultation and the monitoring be reported back to a future meeting of the DoverJTB.

6.3 The Dover JTB rejected the Officer recommendations (by 7 votes to 6) and resolved that Officers be asked to look again at all possible options and report back to a future meeting of the JTB, giving the reasons why they are unacceptable. The JTB also resolved that, in the interim, temporary 'SLOW' signs should be erected.

6.4 As this decision reverses the Dover JTB's original decision to support the closures in principle, it was decided to refer the matter to the Highways Advisory Board.

7. Conclusions

7.1 The proposed gap closures on the A256 at Tilmanstone and Eythorne are supported by the Police and the Coroner on safety grounds.

7.2 In response to concerns raised by Stagecoach about the effect on bus route 88, it is proposed that the Tilmanstone gap would be 'no right turn except for buses and emergency vehicles'.

7.3 Four Parish Councils and 19 members of the public have objected to the proposed experimental closures (see paragraphs 13 to 15 and Appendices C and D).

7.4 The County Council's primary objective is road safety, and therefore the gaps should be closed. Implementing the closures on an experimental basis would enable the effects to be monitored before any decisions on permanent closures are made.

8. Recommendations

8.1 Subject to the views of this Committee, it is recommended to the Cabinet Member for Environment, Highways and Waste that:

- (a) an Experimental Traffic Order be made for the closure of the gaps on the A256 at Eythorne and Tilmanstone, the latter having an exemption for buses and emergency vehicles (with consultation on the Order being carried out during the first six months);
- (b) the crash record and traffic flows on the A256 and the surrounding road network be monitored;

- (c) he results of the consultation and the monitoring be reported back to a future meeting of the Dover Joint Transportation Board.

Background Documents:

Appendix A – Dover Joint Transportation Board Report – 8 September 2008

Contact: Mike Smith

Transport and Development Manager

✉ mike.smith@kent.gov.uk

☎ 08458 247 800

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Dover Joint Transportation Board Report – 8 September 2008**A256 Whitfield to Eastry – Fatal Crashes**

A report by the KCC Head of Transport and Development to the Dover Joint Transportation Board on 8 September 2008.

Introduction

1. In the last 3 years across Kent, there have been 7 fatal crashes as a result of right turn or U-turn movements on high speed 'A' class dual carriageways. Two of these fatal crashes, resulting in 3 fatalities, occurred on the A256 dual carriageway section between Whitfield and Eastry.
2. For some years now, on new highway schemes, the County Council's practice, whenever possible, is not to permit right-turn or U-turn movements on high speed dual carriageways at 'at grade junction/crossover' locations. This positive measure prevents this type of manoeuvre and thus the potential for a fatality.
3. The Coroner, who investigated the fatal crashes on the A256, has written to the County Council stating her concerns about the potential risk of further fatal crashes occurring at grade crossovers and requesting that they be closed on safety grounds (see Appendix 1). The Police have also indicated that they would support these closures on safety grounds.

Crash Statistics:

4. The A256 Whitfield to Eastry dual carriageway was constructed in the 1990s, and it carries around 12,000 vehicles per day. Although right turn movements onto the A256 are not possible, there are 3 locations where right turn movements off the A256 are permitted (Tilmanstone, Eythorne and Whitfield – see Appendix 2).
5. These locations have full width right-turning lanes and are designed to an adequate standard. However, there was a fatal crash (involving 2 fatalities) at Tilmanstone in June 2006 and another fatality at Eythorne in August 2007. The closure of these two crossovers would have prevented the manoeuvres at these locations which resulted in 3 deaths. The crash statistics for the last three years at the three crossover locations are given in Table 1.

Table 1 – Crash Statistics at A256 Crossovers

Location	Crashes (in last 3 years)			
	Fatal	Serious	Slight	Total
Tilmanstone	1 (2 fatalities)	0	0	1 (2 fatalities)

Eythorne	1	0	0	1
Whitfield	0	0	1	1

Diversion Routes:

6. The amounts of right-turning traffic at the Tilmanstone and Eythorne crossovers are both less than a thousand vehicles per day. If those two crossovers were closed, the Barville Road Roundabout, which is situated mid-way between them, could provide access to reasonably convenient alternative local routes, increasing the distance travelled by no more than 2 miles.

7. The amount of right-turning traffic at the Whitfield crossover is higher at around three thousand vehicles per day and the diversion route via the A2/A256 grade-separated junction, and possibly also the A2 Whitfield roundabout, could increase the journey distance by up to 3 miles.

Proposed Experimental Closure

8. I agree with the Coroner that there is a potential risk of further fatal crashes occurring at these crossovers, in particular at the two locations where the previous fatalities occurred. At these two locations, the right turning traffic flows are relatively small and the alternative routes reasonably convenient.

9. I therefore propose that the crossovers at Tilmanstone and Eythorne be closed on an experimental basis under an Experimental Traffic Order (as used recently on the A2 at Lydden Circuit). This would allow the traffic situation to be monitored over a period of six months and the results of this monitoring be reported back to this Board for a final decision on a permanent scheme within the next 12 months.

10. With regard to the Whitfield crossover, there has been one slight crash in the last three years. However, there have been no fatal crashes. Also, the diversion route is likely to be longer. I therefore propose that no further action is taken at this time and the safety record continues to be monitored.

11. I also propose that consultations take place with Tilmanstone and Eythorne Parish Councils, the emergency services and bus companies, on the details and signing of diversion routes and the traffic monitoring arrangements, with a view to introducing an Experimental Closure Order for the two crossovers as soon as possible.

Recommendations

12. I recommend that:-

- (a) The Board supports in principle the closure of the two crossovers on the A256 at Tilmanstone and Eythorne under an Experimental Traffic Order;

- (b) Consultations take place with Tilmanstone and Eythorne Parish Councils, the emergency services and bus companies, on the details and signing of diversion routes and the traffic monitoring arrangements;
 - (c) An appropriate Experimental Closure Order be subsequently advertised and any objections be reported back to a future meeting of this Board.
-

Accountable Officers:

Mike Smith, Transport and Development Planning Manager 08458 247 800

Ray Ball, Transportation Engineer 08458 247 800

Background Documents:

Appendix 1 Letter from HM Coroner dated 9 April 2008

Appendix 2 Location Plan

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039737

Recd 29/4/08



**H.M. CORONER FOR KENT
NORTH EAST KENT DISTRICT**

Coroner: **REBECCA COBB LL.B.**

Deputy Coroner: **IAN GOLDUP LL.B.**

Assistant Deputy Coroners: **JAMES DILLON LL.B. and ROGER HATCH**

Tel: 01843 863260

Fax: 01843 603927

**5 Lloyd Road
Broadstairs
Kent
CT10 1HX
DX 32450 Broadstairs**

Our Ref: RC/JO/MAS
Your Ref:

9th April 2008

G. Harrison-Lee Esq.,
Director of Highways,
Kent Highways Services,
Invicta House,
County Hall,
MAIDSTONE,
Kent. ME14 1XX

Dear Mr. Harrison-Lee,

Re: Frederick Herbert MASON deceased

Mr. Mason died on 9th August 2007 at the junction of the A256 with Kennel Hill at Eythorne as a result of injuries received when the car he was driving to make a right turn across the A256 to Kennel Hill was impacted by a vehicle travelling in the outside lane of the A256.

At the conclusion of the Inquest I announced that I would be making a report under Rule 43 of the Coroners Rules 1984 concerning the potential danger of the availability of gaps in central reservations on dual carriageways enabling traffic to cross the main stream of traffic.

Since the Inquest I have ascertained that this is a matter that has already been discussed at the highest Kent County Council levels and that an independent study has been commissioned from consultants and that their report has recently been completed.

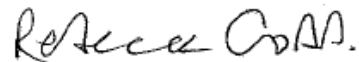
I should be very interested to be informed of the outcomes of the study and the consideration of it by Kent Highways and I would wish to pass a copy of your

response to the deceased's widow for onward transmission to his children, and also to the other driver involved in the collision. Perhaps when writing you will confirm that you have no objection to this.

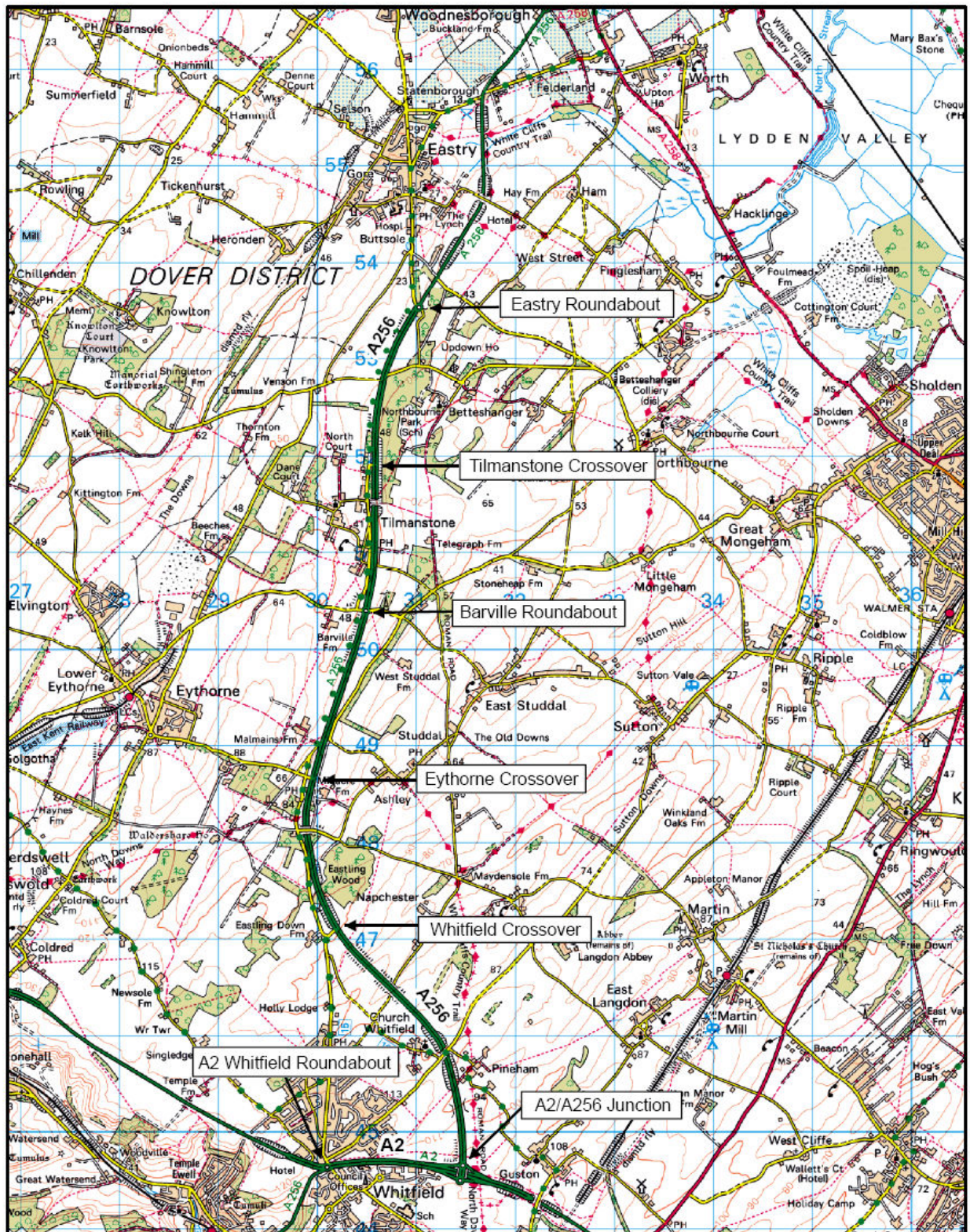
My decision to make a Rule 43 report as a result of this Inquest was in part because of other Inquests that I have held into deaths in similar circumstances, most recently those of Darryl Peter Hughes Key on 8th October 2006 on the A28 at St. Nicholas at Wade, Birchington (where the judge at the Crown Court hearing expressed concerns) and of Daphne Diana Florence Swanson and Reginald Herbert Post following a collision in very similar circumstances to that of Mr. Mason being on 16th June 2006 also on the A256 but at a different crossing.

I look forward to hearing from you.

Yours sincerely,



c.c. Mrs. J. E. Mason, K. A. Mayes Esq.



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By: Mr Paul Carter - Leader of the Council
Mr Peter Sass - Head of Democratic Services and Local Leadership

To: County Council - 14 October 2010

Subject: Quarterly Report On Urgent Key Decisions

Classification: Unrestricted

Summary: To report two urgent Key Decisions taken in the last quarter.

1. The Constitution requires me to provide a quarterly report to the County Council of any Key Decisions which were taken as urgent matters during the previous three months.

2. Two urgent Key Decisions were taken in the last quarter as set out below.

(a) The procurement of Alternative Provision at Key Stage 4 in Kent from September 2010 – Phase 2 (10/01456)

An urgent decision was taken on 22 July 2010 by Mrs Sarah Hohler, Cabinet Member for Children, Families and Education, as follows:

- (i) to authorise the Managing Director, Children, Families and Education to enter into a contract with a third party supplier on behalf of KCC for the alternative provision of Key Stage 4;
- (ii) that the three contracts in round two, which did not attract suitable bids be withdrawn and provision be made within the existing Alternative Curriculum Pupil Referral Units (AC PRUs) in time to allow the County Council to meet its statutory obligations; and
- (iii) that the single contract in round one, which was left without any bidders following the withdrawal of the KCC organisation that had been successful in round one be withdrawn and provision made within the existing SC PRUs in time to allow the County Council to meet its statutory obligations.

These decisions were deemed as urgent because the delay caused by re-tendering the remaining four contracts and the subsequent legal advice required on TUPE issues left the authority at a significant risk of not delivering adequate provision to children out of school on 1 September 2010.

(b) Kent Connexions and Work Related Learning Services Contract 2010-2013; Budget Savings Options (10/01547)

An urgent decision was taken on 6 September 2010 by Mrs Sarah Hohler, Cabinet Member for Children, Families and Education, as follows:

- (i) the proposal already identified through the Budget Savings Options process to make £5 million of savings from the Connexions Budget over a two year period, or any other sum as Cabinet may deem appropriate. This is based on Kent County Council's anticipation of at least a 20% reduction

- in baseline funding including the Area Based Grant, hence targeted savings currently proposed would seek to save a total of £5 million over the final two years of the contract period;
- (ii) approve the proposed timeline, noting that Connexions was due to hold an emergency board meeting on 9 September and so financial proposals needed to be approved by KCC as soon as possible; and
 - (iii) further identify proposals for savings through meetings with the Connexions Board, the Chairman and Chief Executive of Connexions as well as other stakeholders as appropriate.

These decisions were deemed as urgent because there had been no assurance from the Department for Education that there would be sufficient funding for the Connexions Grant to remain the same for 2011/12 and later years and urgent action was necessary in order to discuss and negotiate the expected changes to be effected in April 2011.

Consultations

3. The Chairman and Spokespersons of the Cabinet Scrutiny Committee were consulted about both of these matters and their views were reported to the Cabinet Member prior to the decisions being taken.

Recommendation:

4. The County Council is requested to note this report.

P B Carter
Leader of the Council

*Enquiries: Peter Sass
Head of Democratic Services and Local Leadership
Ext: 4002*

Background documents: Records of Decision 10/01456 and 10/01547

KENT COUNTY COUNCIL

GOVERNANCE AND AUDIT COMMITTEE

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

PRESENT: Mr R L H Long, TD (Chairman), Mr M V Snelling (Vice-Chairman), Mr A R Chell, Mr B R Cope, Mr K A Ferrin, MBE, Mr C Hibberd, Mr D A Hirst, Mr P W A Lake, Mr J F London, Mr T Prater, Mr R Tolputt and Mr C T Wells

ALSO PRESENT: Mr R W Gough and Mr J D Simmonds

OFFICERS: Ms L McMullan (Director of Finance), Mr G Wild (Director of Law and Governance), Mr D Tonks (Head of Audit & Risk), Mrs J Armstrong (Senior Audit Manager), Mr D Cloake (Head of Emergency Planning), Mrs K Hunter (Employee Relations Manager), Mrs K Watson (Operational Services Manager), Mr N Vickers (Head of Financial Services), Mr A Wood (Head of Financial Management), Mrs D Mattingly (Corporate Risk & Insurance Manager), Ms J Hill (Performance Manager) and Mr A Tait (Democratic Services Officer)

ALSO IN ATTENDANCE: Mr D Wells and Mrs E Robinson of the Audit Commission

UNRESTRICTED ITEMS

36. New Committee Terms of Reference

(Item 3)

The Committee noted its new Terms of Reference as appended to these Minutes.

37. Minutes - 30 June 2010

(Item 4)

RESOLVED that the Minutes of the meeting held on 30 June 2010 are correctly recorded and that they be signed by the Chairman.

38. Committee meeting dates in 2011

(Item 5)

The Committee noted the following dates for its meetings in 2011.

Wednesday, 16 March 2011;
Thursday, 30 June 2011;
Wednesday, 14 September 2011; and
Tuesday, 29 November 2011.

39. Committee Work Programme

(Item 6)

(1) A forward work programme was presented to the Committee for approval.

(2) The Head of Audit and Risk confirmed that following a meeting of the Member Group set up on 30 April 2010, a programme of pre-meeting training would commence in November 2010.

(3) RESOLVED that subject to (2) above, the forward work programme for 2010/2011 be agreed.

40. Business Continuity

(Item 7)

(1) The Head of Emergency Planning reported on the current position of the management of Business Continuity across the County Council, giving details of the way forward and the timetable being undertaken.

(2) Members of the Committee asked questions, including questions on the supply chain during pandemic scares, heavy flooding and the regional failure of the electricity supply system.

(3) The Head of Emergency Planning responded by saying that flooding was recognised as very high risk, requiring a comprehensive multi-agency response. This was in place. Lessons regarding electricity supply failure had been learned during the recent four day power outage in Dartford. Plans addressing the provision of critical supplies in emergency situations had been or were in the process of being developed. He also said that he had no concerns that Emergency Planning was placed within the Communities Directorate rather than the corporate centre.

(4) RESOLVED that the report be noted.

41. Capita Payroll services to Schools

(Item 8)

(1) The Employee Relations Manager reported on the payroll service provided by Capita to Kent County maintained schools and on how information was provided for the Teachers' pensions returns.

(2) RESOLVED that the report be noted.

42. Audit Fee Update

(Item 9)

(1) The Director of Finance reported on the current position in relation to the Audit Commission fee for the 2010/11 financial year. She drew attention to the letter dated 9 August 2010 from Mr Gareth Davies of the Audit Commission which did not fully address the County Council's concerns. She confirmed that she had stopped all payments to the Audit Commission pending a satisfactory resolution. She suggested that Mr Davies should be invited to a meeting with the Chairman, herself, the Head of Audit and Risk and any Member of the Committee who wished to attend. This was agreed.

(2) RESOLVED that:-

- (a) the report be noted; and
- (b) an invitation be extended to Mr Gareth Davies of the Audit Commission to meet the Chairman, Finance Director, Head of Audit and Risk and other Members of the Committee in order to more fully discuss the County Council's concerns.

43. Treasury Management Update

(Item 10)

- (1) The Head of Financial Services presented a quarterly treasury management update.
- (2) The Committee noted that the report author was the Cabinet Portfolio Holder for Finance rather than the Chairman of the Superannuation Fund Committee.
- (3) The Committee discussed the questions of whether borrowing should be for a period of 49 – 50 years or whether it had been necessary to borrow at all during the quarter. The Finance Director and the Cabinet Portfolio Holder explained in detail the reasons for their decisions on borrowing.
- (4) RESOLVED that the report be noted.

44. Final Accounts 2009/10

(Item 11)

- (1) The Director of Finance updated the Committee on the final Annual Governance Report from the External Auditors relating to the 2009/10 Statement of Accounts.
- (2) RESOLVED that the Annual Governance Report for 2009/10 be noted.

45. Report on Insurance Activity

(Item 12)

- (1) The Corporate Risk and Insurance Manager provided an overview of insurance activity over the past twelve months. She explained that the reason for the unusually high level of public liability claims had been the unexpected deterioration of the highways network since December 2009 which had generated claims over potholes.
- (2) RESOLVED that the report be noted.

46. Update on the Audit Commission

(Item 13)

- (1) The Head of Audit and Risk reported the announcement by the Communities and Local Government Secretary that the Audit Commission would be abolished. He summarised the consequences for the County Council.

(2) The Director of Finance offered to bring a report on the tender specification to a future meeting of the Committee.

(3) RESOLVED that the report be noted.

47. Internal Audit Progress Report

(Item 14)

(1) The Head of Audit and Risk summarised the outcomes of Internal Audit activity for the period April to July 2010.

(2) RESOLVED to note:-

(a) the amendments to and progress against the 2010/11 audit programme; and

(b) the assurance provided in relation to the County Council's control environment as a result of the outcome of the internal audit programme completed to date.

48. Internal Audit Benchmarking results

(Item 15)

(1) The Head of Audit and Risk summarised the 2009/10 Internal Audit benchmarking results. A further report would be made to the next meeting of the Committee once the means of overheads recording by the comparator County Councils had been clarified.

(2) RESOLVED that the report be noted.

49. Ombudsman Complaints

(Item 16)

(1) The Performance and Improvement Manager reported the Local Government Ombudsman's Letter and Annual review for 2009/10 together with the latest position on complaints about the County Council which had escalated to the Ombudsman between 1 April and 30 July 2010.

(2) RESOLVED that the report be noted.

KENT COUNTY COUNCIL

PLANNING APPLICATIONS COMMITTEE

MINUTES of a meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 27 July 2010.

PRESENT: Mr R E King (Chairman), Mr J F London (Vice-Chairman), Mr R Brookbank, Mr A R Chell, Mr H J Craske (Substitute for Mrs V J Dagger), Mr J A Davies, Mr T Gates, Mr C Hibberd, Mr G A Horne MBE, Mr J D Kirby, Mr R J Lees, Mr R F Manning, Mr R A Pascoe, Mr M Robertson, Mr C P Smith, Mr K Smith and Mr A T Willicombe

IN ATTENDANCE: Mrs S Thompson (Head of Planning Applications Group), Mr M Clifton (Team Leader - Waste Developments), Mr J Crossley (Team Leader - County Council Development), Mr R White (Transport and Development Business Manager) and Mr A Tait (Democratic Services Officer)

UNRESTRICTED ITEMS

48. Minutes - 15 June 2010

(Item 4)

RESOLVED that the Minutes of the meeting held on 15 June 2010 are correctly recorded and that they be signed by the Chairman.

49. Meetings of the Committee in 2011:-

(Item A4)

The Committee noted the following meeting dates in 2011:-

Thursday, 20 January 2011;
 Tuesday, 15 February 2011;
 Tuesday, 15 March 2011;
 Tuesday, 12 April 2011;
 Tuesday, 10 May 2011;
 Tuesday, 14 June 2011;
 Tuesday, 26 July 2011;
 Tuesday, 16 August 2011 (provisional);
 Tuesday, 6 September 2011;
 Tuesday, 11 October 2011;
 Tuesday, 8 November 2011;
 Tuesday, 6 December 2011;

50. Site Meetings and Other Meetings

(Item A5)

The Committee agreed that there would be a training session on either Tuesday, 12 October 2011 or 2 November 2011. The free date would be provisionally set aside for a site visit and public meeting concerning a major application which had not yet been fully validated. The Committee also agreed to hold a site visit at Kemsley Mill on

Tuesday, 17 August 2011 for those Committee Members who had not yet visited the site. The Democratic Services Officer was also asked to arrange a tour of permitted development sites in October or November 2011.

51. Status of the South East Plan - Update

(Item B1)

(1) A letter from Bob Neill MP, Parliamentary Under Secretary of State at the Department for Communities and Local Government had been circulated to the Committee Members prior to the meeting. This letter contained the "Guidance for Local Planning Authorities following the revocation of Regional Strategies."

(2) Revised recommendations from the Head of Planning Applications Group were tabled. These were agreed subject to the authorisation to the Head of Planning Applications Group being in consultation with the Chairman.

(3) RESOLVED that:-

- (a) the report be noted and its contents taken into account in the delivery of Kent County Council's development control function; and
- (b) the Head of Planning Applications Group be authorised, in consultation with the Chairman, to review any application for which a resolution of the Committee has been made but where the decision has yet to be issued in the light of the Secretary of State's revocation of the South East Plan and of the Department for Communities and Local Government's "Guidance for Local Planning Authorities following the revocation of Regional Strategies" dated 6 July 2010 and (where she is satisfied that there is no reason to alter the decision) to determine the application in accordance with the Committee's resolution.

52. Application CA/10/285 - Section 73 application to amend Condition 18 of Permission CA/09/607 to vary opening hours at Units D and E, Lakesview Business Park, Canterbury; Ling (UK) Holdings Ltd

(Item C1)

RESOLVED that permission be granted to the variation of Condition 18 of Permission CA/09/607 subject to additional conditions restricting the hours during which abandoned vehicles may be delivered and off loaded at the site to between 0700 and 2300 hours together with a restriction on Bank Holiday working to only allow public access and delivery of Civic Amenity site waste to the site between 0800 and 1600 hours.

53. Application GR/10/412 - Change of use to a Waste transfer Station with demolition of existing portacabin at Unit 4, Apex Business Park, Queens Farm Road, Shorne, Gravesend; RS Skips

(Item C2)

The Committee deferred consideration of this application to enable consideration of the implications of the weight restriction on the access route to the site.

54. Proposal DA/10/347 - Conversion of existing air raid shelter to classroom space, replacement pitched roof and installation of windows at St Alban's Road Infant School, St Alban's Road, Dartford; Governors of St Alban's Road Infant School
(Item D1)

RESOLVED that permission be refused for the following reasons: -

- (a) by virtue of the proximity of the shelter to the neighbouring household, the raised elevation would reduce the natural sunlight and daylight enjoyed by the garden and the rear ground floor windows, and would be an oppressive and dominant feature over a residential property, and would therefore not be acceptable under policies H12, B1 and CF3 of the Dartford Local Plan; and
- (b) the development would be likely to result in the loss or reduction of a tree significant to the neighbouring amenity.

55. Proposal DO/10/414 - Covered link and awning including the installation of 1.8 metre high black bow top fencing at Worth Primary School, The Street, Worth; Governors of Worth Primary School and KCC Children, Families and Education
(Item D2)

RESOLVED that subject to the further details of the awning being acceptable, permission be granted to the proposal subject to conditions, including conditions covering the standard time limit; the development being carried out in accordance with the submitted details, plans and specifications; control over the roofing material and colour; and the fencing being finished in black.

56. Proposals GR/10/463 and GR/10/464 - Clarification of use (with particular regard to major events) and external lighting of the core activity park at The A2 Activity Park, Gravesend; KCC Communities
(Item D3)

(1) Mr H J Craske informed the Committee that one of the objectors to the proposals was a constituent with whom he had corresponded on a number of issues not involving the matter in hand. He did not therefore have a personal or prejudicial interest in the application.

(2) Resolved that:-

- (a) permission be granted to Proposal GR/10/463 subject to conditions, including conditions covering a 5 year time limit for implementation; the development being carried out in accordance with the permitted details; hours of use; all lighting on site, except security lighting, being extinguished by 10pm, or 15 minutes after last use of the facility if

earlier; the extinguishment of lighting when the pitch is not in use; the level of use of the facilities according with the submitted details; lighting being installed in accordance with the approved details, and checked on site; lighting levels not exceeding those specified within the application; no further lighting being installed without planning permission; hours of working during construction; and measures to prevent mud and debris on the highway; and

- (b) permission be granted to Proposal GR/10/464 subject to conditions covering: a 5 year time limit for implementation; the development being carried out in accordance with the permitted details; the mitigation, safeguards and commitments given within the 'Major Event Travel Plan and Traffic and Parking Management Strategy', including monitoring and, where necessary, a financial contribution to a Traffic Regulation Order being adhered to and implemented where necessary; the number of major events to be held per annum being limited to 22 (with a maximum of 3 "Case 6" events, i.e. major events with 20% additional competitors and 100% extra paying spectators); and restrictions on hours of use of the Core Activity Park and the pavilion and car park.

57. County matters dealt with under delegated powers *(Item E1)*

RESOLVED to note matters dealt with under delegated powers since the last meeting relating to:-

- (a) County matter applications;
- (b) consultations on applications submitted by District Councils and Government Departments (None);
- (c) County Council developments;
- (d) Screening opinions under Environmental Impact Assessment Regulations 1999 (None); and
- (e) Scoping opinions under Environmental Impact Assessment Regulations 1999 (None).

PLANNING APPLICATIONS COMMITTEE

MINUTES of a meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 7 September 2010.

PRESENT: Mr J F London (Vice-Chairman, in the Chair), Mr R Brookbank, Mr I S Chittenden (Substitute for Mr M Robertson), Mr A R Chell, Mrs P T Cole (Substitute for Mr T Gates), Mrs V J Dagger, Mr J A Davies, Mr C Hibberd, Mr G A Horne MBE, Mr J D Kirby, Mr R J Lees, Mr S Manion (Substitute for Mr R F Manning), Mr C P Smith, Mr K Smith and Mr A T Willicombe

ALSO PRESENT: Mr J N Wedgbury

IN ATTENDANCE: Mr P Crick (Director Integrated Strategy & Planning), Mrs S Thompson (Head of Planning Applications Group), Mr M Clifton (Team Leader - Waste Developments), Mr J Crossley (Team Leader - County Council Development), Mr R White (Transport and Development Business Manager) and Mr A Tait (Democratic Services Officer)

UNRESTRICTED ITEMS

58. Minutes - 27 July 2010

(Item A3)

RESOLVED that, subject to Minute 54 being amended to specify that it refers to the conversion of an existing air raid shelter, the Minutes of the meeting held on 27 July 2010 are correctly recorded and that they be signed by the Chairman.

59. Site Meetings and Other Meetings

(Item A4)

The Committee agreed to hold a training session on the Minerals and Waste Development Framework on 12 October 2010 and that there would be a site visit and public meeting in connection with the Hermitage Quarry application in Maidstone on 7 December 2010. A tour of permitted development sites would be held in November 2010.

60. Application GR/10/412 - Change of use to a waste transfer station with the demolition of the existing portacabin at Unit 4, Apex Business Park, Queens Farm Road, Shorne, Gravesend; R S Skips

(Item C1)

(1) Correspondence from Shorne Parish Council maintaining its objections to the application were tabled.

(2) The Head of Planning Applications Group reported the comments of the Local Member, Mr M V Snelling supporting the objections raised by Shorne Parish Council.

- (3) The Committee unanimously agreed the recommendations of the Head of Planning Applications Group subject to a clarification that vehicle movements would be limited to 12 in and 12 out and to a condition preventing crushing on site.
- (4) RESOLVED that permission be granted to the application subject to conditions including the standard time condition, hours of use and operation; a limit on vehicle movements to 12 in and 12 out; the implementation and maintenance of a dust suppression system; restrictive limits on open storage, stock pile, skip, container and machinery heights; drainage conditions; no crushing taking place on site; and other operational conditions.

61. Proposal MA/10/123 - New Archbishop Courtenay CEP School including demolition of existing buildings and construction of two-storey school building, single-storey nursery building, vehicular access, drop-off zone, car parking, separate service and pedestrian access, sports pitches and play areas at Archbishop Courtenay CEP School, Beaconsfield Road, Maidstone; Diocesan Board of Education and KCC Children, Families and Education
(Item D1)

- (1) Mr I S Chittenden informed the Committee that he had lobbied in support of the proposal in his capacity as the local Borough Councillor. He took no part in the decision-making process for this item.
- (2) Mr C P Smith made a declaration of personal interest as a friend of one of the School Governors.
- (3) Mr A R Chell informed the Committee that he had been lobbied on the proposal as the Local Member. He confirmed that he had no pre-determined view on the proposal.
- (4) The Head of Planning Applications Group agreed to the incorporation of a condition in consultation with the applicants on the hours of use.
- (5) The Committee agreed by 7 votes to 5 that it would require the conversion of the zebra crossing to a puffin crossing.
- (6) The Committee unanimously agreed the recommendations of the Head of Planning Applications Group subject to additional conditions requiring the prevention and suppression of dust during the construction phase and requiring the parking of construction vehicles on site instead of in the adjacent roads.
- (7) RESOLVED that planning permission be granted to the proposal subject to conditions, including conditions covering the standard time limit; the development being carried out in accordance with the permitted details; control on hours of construction and demolition; control on hours of community use; a report/assessment on the bat roost potential of the trees being prepared (including recommendations on the timing of shrub/tree removal); a junction improvement scheme being progressed for the Church Road/Tovil Road junction; the prevention and suppression of dust during the construction phase; a Traffic Regulation Order being progressed and advertised for the

“School Keep Clear” road markings in Eccleston Road and Beaconsfield Road and for parking restrictions around the school service access in Eccleston Road; the regularisation of the signing on the approach to the existing zebra crossing; the conversion of the zebra crossing to a puffin crossing; no mud being deposited on the public highway; construction vehicles parking on site instead of in the adjacent roads; an archaeological watching brief on groundwork on the upper terrace of the site; the proposed hedgerow extension being included in the Planting Plan for the site; an arboricultural condition to be determined in subsequent discussions with the applicant and the County’s Landscape Architect; and a street lighting condition to be determined in the subsequent discussions with the applicant and the County’s Street Lighting Engineer.

62. Proposal AS/10/380 - Extension of Wyvern Special School to form a new primary school wing, construction of a Multi-Agency Specialist Hub (MASH) for disabled children and the construction of a specialist early years centre nursery, together with associated access roads and car parking at The Wyvern School, Great Chart Bypass, Ashford; KCC Property Group
(Item D2)

(1) Mr J N Wedgbury was present for this item pursuant to Committee Procedure Rule 2.24 and spoke.

(2) In agreeing the recommendations of the Head of Planning Applications Group, the Committee specified that there should be arrangements for wheel washing on site during the construction period.

(3) RESOLVED that:-

(a) permission be granted to the proposal subject to conditions, including conditions covering a 5 year implementation period; the development being carried out in accordance with the permitted details; the development being carried out in accordance with submitted Flood Risk Assessment; the provision of compensatory flood storage capacity on site to a 100 year (20% climate change) standard; the finished floor level within both the MASH and Specialist Nursery being set no lower than 40.42m AOD; a Community Use Agreement including the hours of community use of the new playing fields; an assessment of the ground conditions of land proposed for replacement playing fields; a scheme to ensure that new playing fields are provided to an acceptable quality (including appropriate drainage where necessary); the playing field ground level to be agreed in discussions with the Environment Agency; details of external materials; the submission of a detailed landscaping scheme and its implementation within the first planting season following construction activities; measures to prevent mud and debris being tracked out onto the public highway, including arrangements for wheelwashing on site during the construction period; parking being on site for construction operatives and construction vehicles during the construction works period; vehicle and cycle parking (as proposed in the application) being provided prior to the first occupation of the building and being permanently retained on site thereafter; the submission of a site Travel Plan within six months of the first occupation of either and/or both the two buildings (whichever date occurs

first), and on-going monitoring and review thereafter; the submission of badger and bat surveys, with any necessary mitigation measures being provided prior to commencement and during construction activities; the erection of newt and reptile fencing around the construction site prior to and during all construction activities; the submission of biodiversity enhancement measures to be incorporated on site; details of external lighting being agreed; a limit on the hours of construction; further archaeological works and mitigation being agreed by the Planning Authority following findings from pre-determination trial trenching; and surface water drainage measures being agreed; and

- (b) the applicant be reminded by Informative of the requirement to sign up to the Environment Agency's Flood Warning System; the requirement for vehicles to observe the left hand turn in and out of the site entrance/exit slip road with the A28 Great Chart Bypass at all times; and the requirement to ensure that the electricity pole is relocated at a suitable location

63. Proposal MA/10/1209 - Refurbishment of schoolhouse into a proposed children's centre at Marden Primary School, Goudhurst Road, Marden; KCC Children, Families and Education

(Item D3)

- (1) Mrs C Pavey, a local resident spoke in opposition to the proposal. Mr S Flook from AECOM spoke in reply on behalf of the applicants.
- (2) The Committee unanimously agreed to defer consideration of this matter pending a Members' site visit.
- (3) RESOLVED that consideration of this proposal be deferred pending a Members' site visit.

64. Proposal TH/10/227 - Multi-Agency Specialist Hub (MASH) for disabled children, together with associated access roads and car parking at land annexed from Garlinge Primary School and Nursery, Westfield Road, Margate; KCC Property Group

(Item D4)

- (1) Mr J D Kirby informed the Committee that the local Member, Mr R B Burgess fully supported the proposal.
- (2) RESOLVED that permission be granted to the proposal subject to conditions, including conditions covering a 5 year implementation period; the development being carried out in accordance with the permitted details; Sport England's compensatory measures including: *(i) provision of replacement U14 junior football pitch within Garlinge Recreation Ground to an agreed specification; (ii) upgrading and refurbishment of the Garlinge Primary School swimming pool and it being made available for community use; (iii) provision of community access to Garlinge Primary School's existing U14 junior football pitch; and (iv) provision of a new pedestrian link between Garlinge Primary School and Garlinge Recreation Ground, being in place prior to the first occupation of the building; a Community Use Agreement covering the usage of the refurbished swimming pool and Garlinge Primary School junior football pitch; a scheme to*

ensure that new playing fields are provided to an acceptable quality (including appropriate drainage where necessary); details of external materials being agreed; the submission of a landscaping scheme and its implementation within the first planting season following construction activities; measures to prevent mud and debris being tracked out onto the public highway; parking being made available on site for construction operatives and construction vehicles during the period of construction works; vehicle and cycle parking (as proposed in the application) being provided prior to the first occupation of the building and permanently retained on site thereafter; the completion of the new vehicular access prior to first occupation of the building and full removal of the existing vehicle crossing and re-instatement of the pedestrian footway; the submission of a Travel Plan (including an implementation programme) prior to the first occupation of the building and on-going monitoring and review thereafter; the implementation of biodiversity enhancement measures; details of external lighting being agreed; a limitation on the hours of construction; a programme of archaeological evaluation prior to commencement of the development and the implementation of any appropriate safeguarding measures (if required); a land contamination study being undertaken together with a verification report; and details of surface water drainage measures being agreed.

65. Proposal DO/10/637 - Detached single storey building for use as a children's centre and nursery at The Downs CEP School, Downs Road, Walmer, Deal; KCC Children, Families and Education
(Item D5)

RESOLVED that, in the light of Sport England's objection, the proposal be referred to the Secretary of State for Communities and Local Government and that, subject to his decision, permission be granted to the proposal subject to conditions, including the standard time condition; the development being carried out in accordance with the submitted details and plans; the hours of use being limited to between 0800 and 1800 hours during the term time; the provision and maintenance of designated vehicle turning and drop off areas and vehicle and cycle parking arrangements at the site prior to occupation of the building; the provision and maintenance of the cycle and footpath to Walmer Science College; precautions to guard against the transfer of mud to the highway during construction; the submission of further details regarding native species to be planted as part of the landscaping scheme; and the submission of the findings of the assessment of the potential for roosting bats at the site prior to the removal of any trees at the site.

66. County matters dealt with under delegated powers
(Item E1)

RESOLVED to note matters dealt with under delegated powers since the last meeting relating to:-

- (a) County matter applications;
- (b) consultations on applications submitted by District Councils and Government Departments;

- (c) County Council developments;
- (d) Screening opinions under Environmental Impact Assessment Regulations 1999; and
- (e) Scoping opinions under Environmental Impact Assessment Regulations 1999.

KENT COUNTY COUNCIL

REGULATION COMMITTEE

MINUTES of a meeting of the Regulation Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 9 September 2010.

PRESENT: Mr M J Harrison (Chairman) Mr A D Crowther (Vice-Chairman) Mr D L Brazier (Substitute for Mr A H T Bowles), Mr R Brookbank, Mr C J Capon, Mr H J Craske, Mr J M Cubitt, Mr J A Davies, Mr T Gates, Mr P J Homewood (Substitute for Mr R A Pascoe), Mr R J Lees, Mr S Manion, Mr J M Ozog, Mr M J Vye (Substitute for Mr S J G Koowaree) and Mr M J Whiting

ALSO PRESENT:

IN ATTENDANCE: Mrs S Thompson (Head of Planning Applications Group), Mr R Gregory (Principal Planning Officer Enforcement), Mr S Bagshaw (Head of Admissions & Transport), Miss M McNeir (Public Rights Of Way and Commons Registration Officer) and Mr A Tait (Democratic Services Officer)

UNRESTRICTED ITEMS

17. Membership

(Item 1)

The Committee noted the appointment of Mr J A Davies in place of Mr W A Hayton.

18. Minutes

(Item 4)

RESOLVED that the Minutes of the Committee meeting held on 18 May 2010 and of the member Panel meeting held on 25 May 2010 are correctly recorded and that they be signed by the Chairman.

19. Amendments to the Committee's Terms of Reference

(Item 5)

RESOLVED that the following amendment to term of reference (c) and new term of reference (g) be noted:-

- (c) the creation, stopping up, diversion of any footpath or bridleway or restricted byway or the reclassification of any public path where substantive objection has been raised or a political party or the local member objects; and
- (g) the discharge of persons who are subject to guardianship, pursuant to section 23 of the Mental health Act 1983 on the recommendation of the Director of Adult Social Services.

20. Committee meeting dates in 2011

(Item 6)

The Committee noted the following meeting dates in 2011:-

Tuesday, 25 January 2011;
Tuesday, 17 May 2011; and
Wednesday, 7 September 2011.

21. Mental Health Guardianship Panels

(Item 7)

RESOLVED that the content of the report be noted.

22. Update from the Commons Registration Team

(Item 8)

RESOLVED that the content of the report be noted.

23. Home To School Transport

(Item 9)

(1) Mr S C Manion made a declaration of personal interest as his children were in receipt of home to school transport.

(2) RESOLVED that the report be received.

24. South East Plan Update

(Item 10)

RESOLVED that the content of the report be noted together with its implications for the delivery of the County Council's enforcement function.

25. Unauthorised Development

(Item 11)

RESOLVED that the stance taken by the Kent Leaders be noted.

26. Update on Planning Enforcement Issues

(Item 12)

(1) The Committee noted the views of Mr R W Gough and Mrs J Whittle in respect of the planning enforcement issues in their electoral districts set out in the report.

(2) RESOLVED to endorse the actions taken or contemplated on the respective cases set out in paragraphs 5 to 49 of the report together with those contained within Schedules 1 and 2 of Appendices 1 and 2 to the report.

EXEMPT ITEMS

(Open Access to Minutes)

(Members resolved under Section 100A of the Local Government Act 1972 that the public be excluded from the meeting for the following business on the grounds that it involved the likely disclosure of exempt information as defined in paragraphs 5 and 6 of Part 1 of Schedule 12A of the Act)

27. Update on Planning Enforcement issues at Deal Field Shaw, Charing

(Item 15)

(1) The Head of Planning Applications Group reported the latest enforcement position concerning the Deal Field Shaw (Shaw Grange) former landfill site in Charing.

(2) RESOLVED that the report be received and that the actions taken in paragraphs 3 to 5 of the report be noted.

28. Update on Planning Enforcement issues at Four Gun Field, Upchurch

(Item 16)

(1) The Head of Planning Applications Group reported the latest enforcement strategy concerning the Four Gun Field site in Otterham Quay Lane, Upchurch.

(2) RESOLVED that the enforcement strategy outlined in paragraphs 4 to 7 of the report be noted.

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SUPERANNUATION FUND COMMITTEE

MINUTES of a meeting of the Superannuation Fund Committee held in the Medway Room, Sessions House, County Hall, Maidstone on Friday, 20 August 2010.

PRESENT: Mr J E Scholes (Chairman), Mr J Burden, Mr P Clokie, Mr J A Davies, Mrs J De Rochefort, Mr M J Jarvis, Mr J F London, Mr R A Marsh, Mr R Packham, Mr R J Parry, Mr S Richards and Mr M V Snelling.

ALSO PRESENT: Mr D Boyd and Mr S Birch of Hymans Robertson and Miss S J Carey.

IN ATTENDANCE: Ms L McMullan (Director of Finance), Mr N Vickers (Head of Financial Services) and Mr G Rudd (Assistant Democratic Services Manager).

UNRESTRICTED ITEMS

28. Minutes - 18 June 2010

(Item 3)

RESOLVED that the Minutes of the meeting held on 18 June 2010 are correctly recorded and that they be signed by the Chairman.

29. Superannuation Fund Report & Accounts

(Item 1 - report by the Chairman of the Superannuation Fund Committee and the Director of Finance)

(Mr G Brown of the Audit Commission was in attendance for this item)

RESOLVED that:-

- (a) the contents of the Annual Report and Accounts for 2009-10 be noted and that the report and accounts can be published;
- (b) the thanks of the Committee be conveyed to all staff involved in the preparation of the Annual Report and Accounts;
- (c) the external auditor's Annual Governance Report be noted;
- (d) the position with regard to Governance and Audit Committee be noted; and
- (e) the Chairman of the Superannuation Fund Committee and the Director of Finance attend the next meeting of the Governance and Audit Committee to come to an arrangement about what practical arrangements are required to gain the Committee's approval of the Fund's accounts.

30. Fund Position Statement

(Item 2 - report by the Chairman of the Superannuation Fund Committee and the Director of Finance)

RESOLVED that the report be noted.

31. Cash Management

(Item 3 - report by the Chairman of the Superannuation Fund Committee and the Director of Finance)

RESOLVED that the Treasury Management report be noted.

32. Application for Admission to the Fund

(Item 4 - report by the Chairman of the Superannuation Fund Committee and the Director of Finance)

RESOLVED that:-

- (a) the admission to the Kent County Council Pension Fund of the successful contractor from the four companies tendering for the East Kent Joint Waste Shepway District Council Street Cleansing Contract be agreed;
- (b) a legal agreement can be entered into in respect of Golding Homes Limited;
- (c) once legal agreements or deeds have been prepared for all of the matters referred to in (a) and (b) above, the Kent County Council seal can be affixed to the legal documents; and
- (d) the policy on employer contribution rates in respect of Kent County Council Schools and Medway Council Schools which became academies on or after 1 September 2010 be agreed.

33. Response to the Hutton Review of Public Sector Pensions

RESOLVED that it be noted that the Superannuation Fund has made a response to the Hutton Review of Public Sector Pensions.

EXEMPT ITEMS

(Open Access to Minutes)

34. Minutes - 18 June 2010

(Item 1)

RESOLVED that the exempt Minutes of the meeting held on 18 June 2010 are correctly recorded and that they be signed by the Chairman.

35. Schroders

(Item 2)

(1) Mr G Day and Mrs S Noffke of Schroders attended the meeting to give a presentation on Schroders performance and to answer Members questions.

(2) RESOLVED that the report from Schroders be noted.

SUMMARY OF EXEMPT ITEMS

(Where Access to Minutes Remains Restricted)

36. Review of Asset Allocation And Equity Managers

(Item 3 - report by the Chairman of the Superannuation Fund Committee and the Director of Finance)

(Mr D Boyd and Mr S Birch of Hymans Robertson were in attendance for this item)

The Committee agreed a number of issues relating to the Fund's asset allocation and investment managers.

37. Fund Structure

(Item 4 - report by the Chairman of the Superannuation Fund Committee and the Director of Finance)

The Committee agreed a number of issues relating to the structure and management of the Fund.

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