

**COMMUNITIES POLICY OVERVIEW AND SCRUTINY
COMMITTEE**

Tuesday, 12th January, 2010

10.00 am

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

***Would Members please bring their copy of the
draft budget circulated on 5 January 2010***





AGENDA

COMMUNITIES POLICY OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 12 January 2010 at 10.00 am
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: Denise Fitch
Telephone: 01622 694269

Tea/Coffee will be available 15 minutes before the meeting

Membership (12)

Conservative (11): Mrs E M Tweed (Chairman), Mr A R Chell (Vice-Chairman),
Mr H J Craske, Mr D A Hirst, Mrs J Law, Mr J Ozog, Mr K Smith,
Mr R Tolputt, Mr C T Wells, Mr A Wickham and Mr A Willicombe

Liberal Democrat (1): Mr I S Chittenden

UNRESTRICTED ITEMS

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

Item No

A. COMMITTEE BUSINESS

- A1 Substitutes
- A2 Declarations of Interests by Members in items on the Agenda for this meeting
- A3 Minutes - 11 November 2009 (Pages 1 - 6)

B. ITEMS FOR CONSIDERATION

- B1 Portfolio Holder and Managing Director's Verbal Update
- B2 Financial Monitoring Report : Community Services 2009/10 (Pages 7 - 34)
- B3 Budget 2010/11 and Medium Term Financial Plan 2010/13 (Pages 35 - 42)
(would Members please bring their copy of the draft budget circulated on 5 January 2010)
- B4 Performance Monitoring 2009/10 (Pages 43 - 62)
- B5 The Kent Supporting People Programme (Pages 63 - 70)
- B6 The Kent Approach to Literacy and Reading (Pages 71 - 76)
- B7 Adult Education and KEY Training Update (Pages 77 - 98)

B8 The Youth Rehabilitation Order & The Scaled Approach (Pages 99 - 108)

B9 Draft Communities Risk Register 2010/11 (Pages 109 - 120)

C. SELECT COMMITTEE WORK

C1 Select Committees - update (Pages 121 - 122)

EXEMPT ITEMS

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

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

Monday, 4 January 2010

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

KENT COUNTY COUNCIL

**COMMUNITIES POLICY OVERVIEW AND SCRUTINY
COMMITTEE**

MINUTES of a meeting of the Communities Policy Overview and Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 11 November 2009.

PRESENT: Mrs E M Tweed (Chairman), Mr A R Chell (Vice-Chairman), Mr I S Chittenden, Mr H J Craske, Mr D A Hirst, Mrs J Law, Mr J Ozog, Mr K Smith, Mr R Tolputt, Mr C T Wells, Mr A Wickham and Mr A Willicombe

ALSO PRESENT: Mr P M Hill, OBE and Mr A Sandhu, MBE

IN ATTENDANCE: Mr C Bainbridge (Director of Community Safety & Regulatory Services), Mr D Crilley (Director of Community Cultural Services), Ms J Edwards (Director of Policy and Resources, Communities Directorate), Ms D Fitch (Assistant Democratic Service Manager (Policy Overview)), Mr C Hespe (Head of Sport, Leisure & Olympics), Mr R Morsley (Project Manager - Turner Contemporary), Ms A Slaven (Director Youth Services and KDAAT), Ms L Spencer (Strategic Manager, Projects), Ms S Staples (Head of Kent Arts Development Unit) and Mr K Tilson (Head of Finance for Policy and Resources)

UNRESTRICTED ITEMS

27. Minutes - 17 September 2009

(Item A3)

Arising from the Minutes

Minute number 10 – Budget for the Coroners Service

(1) Mrs Tweed informed the Committee that she had contacted the Cabinet Member for Finance regarding splitting the budget for the Coroners service across the County Council. She was advised that the budget would remain with Communities at this time. Mr Hill stated that he would be having an ongoing discussion with his Cabinet colleagues about where the budget for this service should sit in the long term.

RESOLVED that, subject to Minute number 19 being amended to reflect that the Chairman was asked to suggest to the Cabinet Member for Finance that the budget for Coroners service should be spread across the County Council, the minutes of the meeting held on 17 September 2009 are correctly recorded and that they be signed by the Chairman.

28. Portfolio Holder and Managing Director's Verbal Update

(Item B1)

(1) Mr Hill updated the Committee and answered questions on the following issues:-

Capital programme

(2) In relation to the Ashford Gateway it was hoped that work would start on site in April 2010 with a completion date of April 2012.

(3) Regarding the Beaney in Canterbury following the tendering exercise a price had been achieved that was within budget and a provisional selection had been made. This tender was due to be awarded by Canterbury City Council at a meeting on 12 November 2009. It was anticipated that work would start on site in February 2010 and be completed in 2012.

(4) Good progress had been made with Gravesend Library and planning approval was being sought this month. Subject to planning permission being granted by Gravesham District Council work would start on site in Spring 2010 and it was hoped to open the library in April 2011.

(5) Turner Contemporary and the Kent History Centre were the subject of reports later in the meeting.

Cultural Summit

(6) The second Cultural Summit had been held on 28 September 2009 this had been very successful. It had been well attended and would provide a good basis for going forward.

Dover Torch

(7) On 2 October 2009 there had been a big event in Sandwich attended by hundreds of school children to celebrate the torches journey around local schools.

Olympics

(8) A commitment had been made to the first two training camps in the county. These were some of the first in the country.

Libraries

(9) The Council had receive a national award for the design of Ramsgate Library

Schools games

(10) The launch of the Kent School Games for 2010 had taken place at three schools across Kent, this had receive good press coverage. At the Conservative Party Conference, Dame Kelly Holmes had highlighted her own belief in the value of

the Kent School Games and issued a challenge for this to be adopted at a national level. A commitment had been given by Mr Hunt MP, Shadow Secretary of State for Culture, Media and Sport, that subject to the outcome of the general election, there would be a national schools games in 2012.

(11) Mrs Law asked a question about the Deaf School Games, Mr Sandhu reported that the games had been very successful. This was the first time that this event had been held and it had been very well attended. He hoped that there would be an even bigger event next year.

(12) Ms Edwards (on behalf of Ms Honey) highlighted “volunteer your skills”, a campaign which aimed to encourage those with professional skills to become volunteers. The Committee would be supplied with further information on this in due course.

(13) In relation to volunteering Mrs Tweed undertook to consider inviting representatives from local volunteer groups to briefly address the Committee when it met in other localities.

(14) The Chairman on behalf of the Committee congratulated the Head of Sport, Leisure & Olympics and his team on the work that they had done on the Kent School Games and the 2012 Olympics and also congratulated officers on the award that they had won for Ramsgate Library.

(15) RESOLVED that the updates be noted

29. Turner Contemporary - 6 month update

(Item B2)

(1) Mr Hill presented a report on Turner Contemporary which updated the Committee on the latest position regarding the construction of the gallery, operational developments and transition to the Turner Contemporary Trust. Mr Hill introduced Mr Morsley, (Project Manager - Turner Contemporary)

(2) It was noted that Mrs Tweed had spoken to the Chairman of the Regeneration and Economic Development POSC about both Committees having the opportunity to visit the Turner Contemporary development in the Spring and to discuss the regeneration and cultural aspects of the scheme.

(3) Members comments and questions were invited which included the following

- The legal team were congratulated on the successful settlement of the dispute in connection with the architectural design, engineering advice, cost advice, project management and intended construction of the first Turner Contemporary Gallery project which was abandoned in February 2006.
- Confirmation was sought that Turner Contemporary would be financially independent of the County Council in the long term. Mr Hill advised that the County Council would provide an annual grant to Turner Contemporary, but that Turner Contemporary should in the long term aspire to raise funds to reduce its dependence on the local authority.

- Mr Hill confirmed that there was a shortfall in funding for the construction of over £2m in the current year, but fundraising attempts were ongoing.
- Members were reminded that the Turner Contemporary hoped to attract 150,000 visitors to Margate in the first year but although the gallery was important it was part of a wider regeneration of the area.
- It was hoped that it would be possible to have an open ticket for a number of attractions in Kent including Turner Contemporary.
- The suggestion that there should be an update on Turner Contemporary at each meeting of this POSC was noted.

(4) RESOLVED that the latest developments on the Turner Contemporary project be noted.

30. Financial Monitoring Report : Community Services 2009/10

(Item B3)

(1) Mr Tilson presented a report on the forecast outturn against budget for the Communities portfolio. Members asked question which included the following:-

- In relation to the residential development connected to the Kent History Project it was confirmed that there was an agreement with the Developer to share the financial benefit from any increase in the market value of the properties.
- The increase in the Coroners budget was highlighted.
- It was confirmed that the library service were aware that the audio visual market was reducing and they were looking at, for example, e-books in order to keep up with the changing market and public demands.
- Mention was made of the need to still have older format audio visual material available for hire by people who may not have access to the new technology.
- It was confirmed that when funding to partner organisations was reduced full consideration was given to the impact and consequences of this action.

(2) RESOLVED that the projected outturn figures for the directorate for 2009/10 based on the first quarterly monitoring report, presented to the Committee in September 2009, and the subsequent exceptions reported to Cabinet in October 2009 be noted.

31. Medium Term Financial Plan - 2010-11 to 2012-13

(Item B4)

(1) Mr Hill introduced a report which identified the proposed strategy for determining next year's budget and the financial plans for the following two years. This included the latest indications of likely pressures facing the Communities portfolio, suggested areas for service improvements and the savings that might be needed in order to set a realistic three year budget plan.

(2) The Chairman reminded Members that there would be an informal meeting of the Committee to consider the Medium Term Financial Plan in more detail on 18 November 2009.

(3) Members made a number of comments which included the following:-

- The importance of the library service especially in areas of deprivation was emphasised. This was particularly important in a time of economic downturn.
- It was suggested that as Children, Families and Education Directorate was now responsible for Further Education there would be a logic in Adult Education being within that Directorate.
- A list setting out which of the Directorate's functions were discretionary and statutory was requested.

(4) RESOLVED that the comments made by Members be noted and a further a detailed discussion on Members priorities be held at the informal meeting of the Committee on 18 November 2009.

32. Cultural Olympiad

(Item B5)

(1) Ms Staples presented a report which provided an overview of the activity relating to the Cultural Olympiad and answered questions from Members.

(2) Ms Staples confirmed that she worked with the producers of the Kent Mela and there were aspirations for a county wide event in 2012.

(3) An assurance was given by Ms Staples that Kent TV were involved with the Dover big screen project.

(4) Mr Hespe was invited to give an update on the Kent 2012 campaign and set out the work being done to ensure that there was a Kent legacy from the 2012 Olympics.

(5) RESOLVED That the scale and range of opportunity around the Cultural Olympiad, the projects already successfully delivered by Kent County Council with partners within this context, and the work being undertaken for the 2012 Olympics be noted.

33. Kent History Centre

(Item B6)

(1) Mr Crilley introduced a report which summarised progress made to date on the Kent History Centre, the challenges and changes to the original programme and cost profile. It also outlined the current situation and revised timeline and information was provided regarding resource implications.

(2) There was a slight reduction in the number of residential units due to built on the site but Mr Crilley emphasised the achievement of delivering this project in the current economic climate.

(3) Mr Crilley confirmed that the Kent History Centre contained elements of archaeology. Mr Hill stated that there was still an aspiration to have a Kent Archaeological Resource Centre and efforts to identify a site for this. Currently,

discussions were taking place with English Heritage regarding the possibility of locating the Centre at Dover Castle.

(4) RESOLVED that progress on the Kent History Centre be noted.

34. Crime and Disorder Committee

(Item B7)

(1) The Committee received a report which updated them on the process of establishing a protocol for the operation of the County Council's Crime and Disorder Committees' functions.

(2) RESOLVED that the protocol be endorsed and submitted to County Council, via Selection and Members Services Committee, for approval.

35. Select Committees - update

(Item C1)

(1) The Committee were informed of their successful bid to establish a Select Committee on Extended Schools. There would be regular updates on the Select Committees progress.

(2) RESOLVED that the new Select Committee work programme, including the new Select Committee on Extended Schools, be noted.

To: Communities Policy Overview & Scrutiny Committee – 12th January 2010
From: Mike Hill, Cabinet Member and Amanda Honey, Managing Director
Subject: **Financial Monitoring Report: Community Services 2009/10**
Classification: Unrestricted

Summary: This is a regular report to this Committee on the forecast outturn against budget for the Communities portfolio.

FOR INFORMATION

1. INTRODUCTION AND BACKGROUND

1.1 Policy Overview & Scrutiny Committees (POSCs) consider the draft Medium Term Financial Plan at their November and January meetings. To enable an informed discussion, three reports are presented to the Committees on a regular basis:

a) Budget Monitoring reports

Detailed quarterly budget monitoring reports are presented to Cabinet during the year, normally in September, December and March, and a draft final outturn report in June. A section of the Cabinet Report relates to each directorate which is then presented at the next round of POSC meetings. These reports inform members about current trends, pressures and management actions in advance of the following year's budget setting.

The timing of the quarterly reports to Cabinet, and of subsequent POSC meetings, leads on occasion to considerable gaps but this is a corporate issue and cannot be easily be resolved by individual POSCs.

The second quarter's full monitoring report, for the period ended October 2009, was presented to Cabinet on 30th November and has been included in the annex to this report.

This is the first time that this report has been shared with this Committee, due to the timing issues referred to above. An exception report for November's monitoring will be presented to Cabinet on 11th January 2010 and an oral update will be provided to this Committee on the 12th January 2010.

b) Performance monitoring reports

These are reported to the POSCs twice a year, in January and July. Reference item B4 on this agenda.

c) Unit level outturn reports

Effectively an amalgam of the above two, the annual outturn report in July summarises financial and performance information at unit level for the whole of the preceding year. The first of these, the outturn report for 2008/09, was reported on 7th July 2009.

2. QUARTERLY MONITORING REPORT

2.1 Attached is the monitoring report for the second quarter in 2009/10 for the Communities directorate. The table has been amended to show net variance as an amount, and percentage, as requested by Members.

2.2 Revenue

The previous forecast outturn for Communities – based on August's outturn - was a net overspend of £0.085m, as reported to Cabinet on 12th October 2009.

The outturn for September and October's monitoring, as reported to Cabinet on 30th November 2009, showed a gross pressure of £0.033m, offset by associated management action. A balanced outturn was therefore presented for the directorate.

The main movements were:

- -£0.040m Turner Contemporary - the service has been able to review its commitments and reduce these in order to present a balanced position.
- -£0.077m Arts - additional one-off funding has been received and £0.050m of this has been retained in order to mitigate the pressures on other units. A post has also become vacant and will not be reappointed to in the current year.
- +£0.69m Adult Education & KEY Training - the services continue to forecast an underspend for the year, although the net underspend has reduced from £0.140m to £0.071m. Redundancy costs of £0.030m and £0.030m of fees relating to an Ofsted inspection were incurred unexpectedly in the period and account for the change.
- -£0.033m Supporting Independence Programme - the above reconciles the primary variances to the prior month's £0.085m overspend. These movements mean that the gross pressure now facing the directorate is £0.033m and Supporting Independence Programme has delivered savings to this amount in order to balance the overall directorate budget.

The main components of the net overspend of £0.033m are set out below:

Adult Education and KEY Training: - £0.71m underspend

As reported in September, an underspend of £0.160m was forecast in respect of staff pay within the Adult Education service, with an off-setting adverse variance of £0.018m within the KEY Training service. This has since been reduced by the £0.069m movement in October 2009 as noted above.

Coroners: + £0.186m overspend

The pressure from prior years has continued into the present year with further pressure arising from long inquests and analytical tests, principally in the Mid Kent and Medway district. The August exception report identified a reduction in the forecast overspend on the Coroners Service, from £0.277m to £0.192m and a small movement occurred in the period ended October.

The four Coroners in Kent are part-time, with their salary established and based upon an estimate of the number of cases referred to them, with additional payments due for long inquests (hearing and preparation time), as well as additional payments for premises.

The position remains that the authority can do very little to direct the work of the Coroners and therefore control expenditure and we are continuing to work with other local authorities and the Local Government Association to lobby for changes to the funding/organisation of the Service.

In the meantime, costs are being actively monitored and all avenues are being explored to secure or generate additional income to mitigate the pressure.

Kent Scientific Services: + £0.35m overspend

A pressure has arisen in relation to the service's current inability to meet the income targets of £0.050m that were established within the previous MTP process for generating income from internal sources.

The service is committed to meeting the target, although in future will focus on generating additional external income as and when other local authority laboratories are forced to close, which has been the trend in recent years.

The service was forecasting an increased level of income of £0.015m in September but this figure has since reduced due to declining demand in the current climate.

Trading Standards: - £0.018m underspend

The service is forecasting an underspend for the year, as vacancies are being held prior to a planned recruitment in the coming year. This underspend has been offset by a forecast reduction for generating income as a change in legislation now permits the self verification of liquid fuel measurements which the service provided a certificate, and charged, for in prior periods.

Arts (including Folkestone Forward): - £0.077m underspend

The Arts unit received additional one-off funding in the period and has retained £0.050m to offset directorate overspends. This is in addition to managing its vacancies and not reappointing to certain roles in the year. This aggregates to a £0.103m underspend for the unit, which is offset by a £0.026m overspend on the Folkestone Forward project. The service is currently exploring opportunities to generate income to present a balanced position by the year end.

2.3 **Capital**

The authority's capital programme has been reviewed as a result of the current economic situation and of the impact this had on property prices and our ability to raise capital receipts. The result of the ongoing review is that certain planned expenditure has been deferred into later years on a number of projects due to declining receipts, lower land transfer values or increased tendered prices.

The previous forecast for the portfolio showed a movement on budget of -£2.409m, partly attributable to re-phasing and partly due to additional costs. The current period shows a variance of - £0.759m, split between re-phasing adjustments of -£0.780m and actual variance on cost of £0.021m.

The main movements are detailed below:

- Ashford Gateway Plus (-£0.242m): Re-phasing into 2010/11. The design enhancements that were previously reported have led to a slight deferral of the expenditure into the final year of the project. The cost of the project is unchanged.
- Library Modernisation Programme (-£0.200m): Re-phasing into 2010/11. One of the significant modernisation projects has been delayed, with minimal costs likely to be incurred this year, as the tenders for the project are in excess of expectation. The specification is to be revisited with a view to maintaining the original budget, the consequence of which is re-phasing into the coming financial year.
- Gravesend Library (-£0.342m): Re-phasing into 2010/11 and 2011/12. The budget has been adjusted to reflect the delay in finalising the design specification and other planning issues. The planning application was determined on 17 November 2009.

3 RECOMMENDATION

- 3.1 Members of the POSC are asked to note the projected 2009/10 outturn figures for the portfolio, based on the outturn included within the second quarterly monitoring report, as presented to Cabinet on 30th November 2009.

Amanda Honey
Managing Director

Contact:

Kevin Tilson
Head of Finance & Asset Management
Tel: 01622 696136

COMMUNITIES DIRECTORATE SUMMARY OCTOBER 2009-10 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” i.e. where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the last full monitoring report to reflect the a number of technical adjustments to budget including the transfer of Supporting People from KASS and the virement of £0.1m from the Finance portfolio to fund our contribution towards the construction programme at Maidstone Museum as agreed by Cabinet in September.
- The inclusion of new 100% grants (i.e. grants which fully fund the additional costs) awarded since the last full monitoring report. These are detailed in Appendix 2 of the executive summary.

1.1.2 **Table 1** below details the revenue position by Service Unit:

Table 1

Budget Book Heading	Cash Limit			Variance			Variance	Comment
	G	I	N	G	I	N	On Gross	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	
Communities portfolio								
Turner Contemporary	1,122	-332	790	7	-7	0	0%	
KDATT	17,392	-15,103	2,289	57	-57	0	0%	
Youth Offending Service	7,244	-3,417	3,827	0	0	0	0%	
Youth Services	13,586	-6,451	7,135	23	-23	0	0%	
Adult Education (incl KEY)	17,427	-17,638	-211	-117	45	-72	0%	Net variance relates to an underspend of £91k within AE and a £19k deficit on KEY that cannot be mitigated in year.

Table 1

Budget Book Heading	Cash Limit			Variance			Variance	Comment
	G	I	N	G	I	N	On Gross	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	
Communities portfolio								
Sports, Leisure & Olympics	2,697	-1,498	1,199	39	-39	0	0%	
Supporting Independence	1,616	0	1,616	0	0	0	0%	
Supporting People	33,034	-32,175	859	0	0	0	0%	
Kent Community Safety Partnership	4,393	-473	3,920	12	-12	0	0%	
Coroners	2,421	-384	2,037	186	0	186	8%	Continuation of 2008-09 pressures on Mortuary fees/long inquests, Pathology costs and new pressure regarding body removal, toxicology, histology and deputy coroner cover.
Emergency Planning	817	-168	649	0	0	0	0%	
Kent Scientific Services	1,327	-752	575	78	-43	35	3%	Unachievable internal income target, partly mitigated by management action.
Registration	4,224	-3,140	1,084	-84	84	0	0%	Reduced spend on premises and running costs, due a reduction in fees income
Trading Standards	3,821	-340	3,481	-46	28	-18	0%	Extended vacancy management policy to contribute to divisional overspends, offset by reduced anticipated fees due to self verification of liquid fuel measurements. The underspend has reduced since the previous quarter due to a revised allocation of central overheads.
Policy & Resources	1,388	-76	1,312	0	0	0	0%	
Business Development & Support	650	-220	430	0	0	0	0%	
Strategic Management	957	0	957	0	0	0	0%	
Centrally Managed directorate budgets	954	-1,363	-409	300	-300	0	0%	dilapidations costs to be met by contribution from CFE & recharges to other Communities Service budgets
Support Services purchased from CED	4,109	0	4,109	-21	0	-21	-1%	Reduced charge for KPSN
Total Communities controll	143,912	-86,482	57,430	409	-376	33		
Assumed Management Action				-33	0	-33		

1.1.3 **Major Reasons for Variance:** [provides an explanation of the 'headings' in table 2]

Table 2, at the end of this section, details all individual forecast revenue variances over £100k.

Each of these variances is explained further below:

1.1.3.1 Adult Education incl. KEY: -£72k net (-£117k gross, +£45k income)

a) *KEY Training: £19k Net pressure (-£28k gross, +£47k income)*

The KEY training service has made progress with regard to addressing the 2008-09 overspend and has managed all base pressures, as well as making a significant contribution to the rolled forward deficit from 2008-09 of £211k, with only a £19k net pressure forecast.

The origin of the 2008-09 deficit was detailed in the prior quarter's full monitoring report. To date, there have been no significant changes to the profile of payments from the LSC and where income targets have not been met, expenditure has been reduced accordingly to prevent a further pressure arising.

Although this service is currently forecasting a net pressure of £19k, within this is a gross variance of -£28k and an income variance of +£47k. The gross variance has reduced from the +£191k in the previous report as a result of savings on staff, whereby management action commenced earlier than was scheduled, which has been partially offset by a £25k increase in internal recharges. Staff savings have been achieved as a result of the restructuring of the service and by some staff leaving a month earlier than planned.

Further changes made to the Entry 2 Employment contract, which has moved from being a guaranteed income profile to being contingent and linked to learner numbers, has resulted in an income shortfall and explains the £47k variance.

A management action plan was drafted to address the underlying 2008-09 overspend and was to be delivered over a two year period and is well on the way to achieving this target, all things remaining equal.

b) *Adult Education: -£91k Net underspend (-£89k gross, -£2k income)*

A management plan was enacted to hold vacancies to the value of £252k, with a view to making annual contributions to build a reserve to meet planned renewals of plant and equipment, rather than to meet the full cost of these renewals from the annual budget in the year in which they occur which places undue pressure on the service during that time.

As the Communities portfolio as a whole is currently forecasting a net pressure, this contribution will not be made until a balanced position is reported.

The current forecast gross underspend of £89k consists of the £252k saving from vacancy management offset by the following pressures:

- £39k in relation to IT replacement needs in the Skills Plus Centre and an increase in contracts with the private sector;
- £86k additional costs in relation to an allocation to the Ofsted inspection nominee to update teaching resources, increase staff training and replace furniture and equipment in readiness for the forthcoming Ofsted inspection.
- £38k has also been set aside to fast track much needed maintenance improvements of the service's premises portfolio.

1.1.3.2 Libraries: +£35k Gross and -£35k Income

The service has made savings on gross expenditure, mainly through vacancy management (-£161k), and on premises costs, which have been achieved by the re-tendering of the cleaning contract (-£63k) and from one-off rate rebates for the Tunbridge Wells and Sevenoaks Libraries of (-£100k) and reduced spend on Third party payments to Canterbury City Council in respect of shared running costs of the Beaney (-£11k).

This is being offset by the service's contribution of £175k towards directorate wide savings targets and unexpected costs that had been held centrally such as Church Street dilapidations, an overspend on energy costs of £70k, and other costs totalling £125k which include such items as a £40k revenue contribution to capital projects, £26k additional expenditure relating to Prison IT system and £26k increased internal recharge to the district offices relating to merchandising.

Libraries are forecasting a reduction in their Audio Visual (AV) income streams of £70k (supported by the activity indicators in section 2.2 and a shortfall in their merchandising income of £74k. The Archives service is also forecasting a shortfall in income of £6k from work done on parish surveys and an underachievement on the income target set for the Centre for Kentish Studies shop.

This is being offset by increased income from access services (including prisons) (-£47k), additional rent from Thanet District Council (-£44k) and an increase in internal income of £94k.

1.1.3.3 Coroners: +£186k Gross and Net

The service continues to experience pressures, despite providing an additional £150k (£100k for long inquests, £50k pay) into the budget in 2009-10.

The main pressures arise from Pathology and Mortuary costs of £85k. There is also a pressure on Histology (child death post mortem referrals), Toxicology and Mortuary costs arising from increased activity, as more deaths are being investigated, currently forecast as a pressure of £67k. This pressure is being exacerbated because one of the coroners has opted to use a private sector provider instead of Kent Scientific Services, thus attracting increased costs and procedures (Toxicology) are being undertaken to try and mitigate this behaviour.

Increased costs arising from the re-tender of the body removal contract are estimated at £70k during 2009-10, with the full year effect being £100k that will impact in 2010-11.

The Head of Service has met with Coroners in an attempt to agree a solution, but Coroners are governed by central government and not the Communities directorate, which makes this budget very difficult to control.

It should also be noted that a further pressure could arise due to payments made to deputy coroners due to the enforced absence of one coroner, outside of the annual leave allowance. The deputy coroner is required to cover for the day to day operational tasks that the coroner is no longer able to undertake during more intensive inquests (see 1.1.5). The outcome, when known, will then be reflected in a future monitoring report, but shows the constant pressure that the service faces in order to try to balance this budget.

To date no definitive solution has been formulated although the service is committed to monitoring all of its budget lines in order to mitigate these pressures as far as practical given the limited level of authority that we have to govern the coroners.

1.1.3.4 Supporting People

A balanced position is forecast for this service, but commitments are in place that will result in gross expenditure being close to £2.69m in excess of the agreed cash limit. However these costs will be met by a draw down from the existing Supporting People earmarked reserve, as part of a planned programme of expenditure approved by the Supporting People Commissioning Body, and therefore a balanced position is forecast.

1.1.3.5 Centrally Managed Budgets: £300k Gross and £300k Income

The Directorate experienced an unexpected dilapidations notice in relation to one of its properties at a total cost in the region of £300k. It has been agreed that £169k of the cost of these works will be met by CFE due to their period of occupation, with the remainder to be funded from contributions from the various services within Communities.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER
(shading denotes that a pressure/saving has an offsetting entry which is directly related)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CMY	Supporting People	+2,690	CMY	Drawdown from Supporting People reserve	-2,690
CMY	Central budgets: Unexpected dilapidation claim.	+300	CMY	Central Budgets: contribution from CFE & recharges to services within Communities of dilapidations cost	-300
CMY	Libraries: contribution towards directorate wide savings targets & other centrally held costs	+175	CMY	Adult Education: Support staff savings.	-252
CMY	Coroners: Mortuary, Histology, Pathology, long inquest and Toxicology fees that are not governed by CMY	+152	CMY	Libraries: staff savings to mitigate reduced income from AV issues and merchandising.	-161
CMY	Libraries: Reduced forecast in relation to Libraries' Audio Visual income streams due to declining demand and alternative sources of supply. Shortfall in merchandising income	+144	CMY	Libraries: one off rates rebates	-100
		+3,461			-3,503

1.1.4 Actions required to achieve this position:

In order to mitigate the underlying rolled forward deficit on KEY Training from 2008-09 of £454k, the Directorate has reviewed the structure of the service, and that of Adult Education, in order to achieve synergies and better working practices.

A thorough review was undertaken concerning staffing levels and premises costs given the reduction in funding available and a management action plan was enacted which will result in a £199k net saving in year, with the full year effect being £534k.

This removes the base pressure facing KEY Training and the service is on schedule to present a balanced position by the end of 2010-11, reinforced by the net pressure reported of only £19k, based on current assumptions surrounding income targets and profiles.

1.1.5 Implications for MTP:

The on-going pressures faced by the Coroners Service and the impact of the full year effect of the body removal contract, are medium term financial pressures for the portfolio. Rising costs concerning mortuary fees, increases in the number of long inquests being held, increased fees for pathology, toxicology and histology all present a base pressure for the Directorate.

A further pressure that is yet to be quantified is the current year issue of the increasing length of the number of long inquests. A long inquest is deemed as such if the time a coroner attends the court exceeds one day (or five hours) and in the past it was the volume of long inquests that caused the additional costs.

In the current year, two inquests are forecast for periods of four and five weeks and therefore the length of these two long inquests has essentially committed a significant part of the long inquests budget for the year. The impact of extensive long inquests also requires the use - and cost - of deputy coroners to cover the operational day to day tasks that the coroners otherwise would do at the end of the day but are unable to do so for longer inquests, as not only are the coroners required to attend court but they are required to prepare and read for the following days hearing.

Until the full extent of the commitments for the current and future years are quantified by the coroners, then the impact on monitoring and the MTP cannot be accurately forecast, but it was felt that this continuing pressure, albeit for different reasons, should be highlighted at the earliest convenience.

Other pressures for the Directorate relate to their property portfolio as there is deemed to be inflationary pressures on energy, premises, rates and other property related expenses.

1.1.6 Details of re-phasing of revenue projects:

N/A

1.1.7 Details of proposals for residual variance:

1.1.7.1 Both KEY Training and Adult Education reviewed their structures in an attempt to address the previous year's deficit in KEY so that the service is able to respond more quickly to changes in LSC funding levels. Part of this review included regular annual contributions to reserves as a % of the annual income target of £172.5k and £160k for KEY and Adult Education respectively.

As Communities is currently forecasting a net pressure (mainly in relation to Coroners), these contributions will not be made in the current year as was hoped, as the Directorate must first present a balanced budget, but will be included in the budgets from 2010-11 onwards.

1.1.7.2 The Directorate expects to deliver a balanced budget by the end of the year by applying management action as appropriate. The specifics of which, are still to be agreed by the Directorate Management Team, but if necessary, will implement a moratorium on non essential expenditure across the directorate should the position not improve within a reasonable timescale.

1.2 CAPITAL

1.2.1 All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the appropriate approval via the Leader, or relevant delegated authority.

The capital cash limits have been adjusted since last reported to Cabinet on 12th October 2009, as detailed in section 4.1.

1.2.2 **Table 3** below provides a portfolio overview of the latest capital monitoring position excluding PFI projects.

	Prev Yrs Exp £000s	2009-10 £000s	2010-11 £000s	2011-12 £000s	Future Yrs £000s	TOTAL £000s
Community Services Portfolio						
Budget	23,568	24,208	19,964	3,698	5,670	77,108
Adjustments:						
- re-phasing agreed at Oct Cabinet		-2,408	1,786	622		0
-						0
Revised Budget	23,568	21,800	21,750	4,320	5,670	77,108
Variance		-759	+2,450	+1,285	0	+2,976
split:						
- real variance		21	1,663	1,292	0	+2,976
- re-phasing		-780	787	-7	0	0

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2009-10 and identifies these between projects which:

- are part of our year on year rolling programmes e.g. maintenance and modernisation;
- have received approval to spend and are underway;
- are only at the approval to plan stage and
- are at the preliminary stage.

The variances are also identified as being either a real variance i.e. real under or overspending, which has resourcing implications, or a phasing issue i.e. simply down to a difference in timing compared to the budget assumption.

Each of the variances in excess of £1m which is due to phasing of the project, excluding those projects identified as only being at the preliminary stage, is explained further in section 1.2.4 below.

All real variances, in excess of £250k, are explained in section 1.2.5, together with the resourcing implications.

Table 4: CAPITAL VARIANCES OVER £250K IN SIZE ORDER

Portfolio	Project	real/ phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Initial Planning Stage
			£'000s	£'000s	£'000s	£'000s
Overspends/Projects ahead of schedule						
CMY	Ramsgate Library	Real		+333		
			+0	+333	+0	+0
Underspends/Projects behind schedule						
CMY	Gravesend Library	Phasing			-342	
CMY	Tunbridge Wells Library	Real			-298	
			-0	-0	-640	-0
			+0	+333	-640	+0

1.2.4 Projects re-phasing by over £1m:

None

1.2.5 Projects with real variances, including resourcing implications:

Modernisation of Assets -£0.429m (-£0.250m in 2009/10 and -£0.179m in 2010/11)

Underspend from DDA may be needed in 2010-11 and 2011-12 to contribute to the disabled access costs of the Beaney project. Scheduled DDA works will be delayed accordingly and will be reinstated if the tender process reduces the current forecast overspend.

Canterbury High School Adult Education facilities -£0.03m (in 2009/10)

Underspend expected from the final negotiations with the school regarding the share of costs to be borne by Communities in 2009-10.

BLF Physical Education & Sport Programme -£0.083m (in 2009/10)

Grant may have to be returned to the Big Lottery Fund if the St Gregory's School project is finally cancelled. If it cannot be cancelled an additional grant of £14k will be sought from BLF, which would otherwise be a pressure on the programme.

Renewal of Library ICT System -£0.028m (in 2009/10)

Underspend with costs now forecast lower than expected. Project due for completion in November 2009.

Herne Bay Youth & Children's Centre +£0.009m (in 2009/10)

Overspend as despite the project completing in 2008-09, there were additional costs arising from the need to remedy a problem with the air circulation system and some late payments for computer equipment. This should be funded from developer contributions.

Ramsgate Library Betterment +0.333m (in 2009/10)

Overspend as a result of delays during construction, some design changes and additional fees as a result of the higher overall cost. There has also been an extension of time claim by the contractor, which has now been settled, however, the contractor is now in administration and the final costs cannot yet be confirmed. This extra cost will be funded from savings on the Tunbridge Wells project.

Ashford Gateway Plus +£1.623m (+£0.731m in 2010/11 and +£0.892m in 2011/12).

The total project cost is now £7.566m. The additional funding of £1.95m from GAF3 has now been approved and compensates for the increased cost of the design changes.

Dover Big Screen +£0.055m (in 2009/10)

Overspend arising from the additional costs of piling and archaeology. This cost will be funded from savings elsewhere in the programme and additional funding from the revenue budgets with the Arts Unit and EH&W.

Tunbridge Wells Library -£0.298m (in 2009/10),

Savings expected with the necessary works trimmed back to meet DDA requirements for the library and AEC. Tunbridge Wells BC are also making a contribution of £0.109m; with the overall saving (£0.407m) to be used to fund the over spend at Ramsgate Library.

The Beaney +£0.429m (+£0.250m in 2010/11 and +£0.179m in 2011/12).

This has been identified from the additional cost of acquiring Kingsbridge Villas and the detailed pre-tender estimate. Further value engineering has been undertaken pending the results of the tendering process. The additional costs will be funded from within the Modernisation of assets programme if the tender price cannot be reduced. See Modernisation of Assets comments above.

Kent History Centre +£1.332m (+£0.932m in 2010/11 and +£0.400m in 2011/12)

The revised proposals have an additional cost. However, the reduced land value at James Whatman Way means additional funding totalling £2.562m will be required. The borrowing costs will be met by the service once the project is operational and savings can be delivered from rationalisation of premises.

After allowing for these funding issues the true underlying variance is -£0.057m in 2009/10.

1.2.6 General Overview of capital programme:

(a) Risks

Ramsgate – the financial costs to the project of the contractor being in administration are still being determined. Retention monies are held, but it is not yet known if they will be sufficient.

Ashford Gateway Plus – planning approval is now being sought, but any further delays and variances from the cost plan could impact on the deliverability of the project.

Turner Contemporary – the profile of funding from ACE has altered in line with the project spend profile. The effect is to change further the upfront funding from £3.75m over 2 years to £2.841m over 3 years.

Tunbridge Wells – there is a possibility that the anticipated costs of the proposals may yet rise due the AEC and library being listed buildings. Any such additional costs will be managed within the overall CMY capital programme.

The Beaney – The project pre-tender estimate is some £858k above the agreed budget with the KCC share being £429k. The £0.4m external funding requirement underwritten by KCC, if not achieved, will add to the extra resources required. The archaeology works have yet to begin and there is the potential for additional cost and delay.

Kent Library & History Centre - if project does not proceed KCC would be liable for site survey, design and planning expenses incurred by Bourges (currently being quantified). However planning permission has now been granted (see below).

(b) Details of action being taken to alleviate risks

Ramsgate – financial assessment being completed by the QS and a meeting with the Administrator is to take place in early November. A final cost figure is expected shortly afterwards.

Ashford Gateway Plus – agreement has been reached with the partners regarding both the design and funding. A report is being prepared advising members of the revised spending profile.

Turner – the funding agreement is in place with ACE and SEEDA and we are expecting to claim the remaining £2.9m of external funding required for the project from the Turner Contemporary Arts Trust during 2010-11.

Tunbridge Wells – the plans will be tendered shortly and the detailed works carefully reviewed to achieve the forecast cost profile.

The Beaney – The additional costs of £429k are factored in to the overall Directorate budget. However, analysis of the tenders is now underway and initial indications suggest the building works costs could be below the pre-tender estimate; however a more detailed review is being completed. The findings from the initial archaeological investigations have been factored into the project. Work is now in hand with Canterbury City Council to develop and implement a funding strategy.

Kent Library & History Centre – new proposals have been carefully assessed and contract negotiations are proceeding with Bouygues. It is expected this will be signed off when Approval to Spend has been secured. Planning approval has been granted for James Whatman Way and outline permission for Springfield. A report is being prepared and members will be kept informed of the options/proposals.

1.2.7 Project Re-Phasing

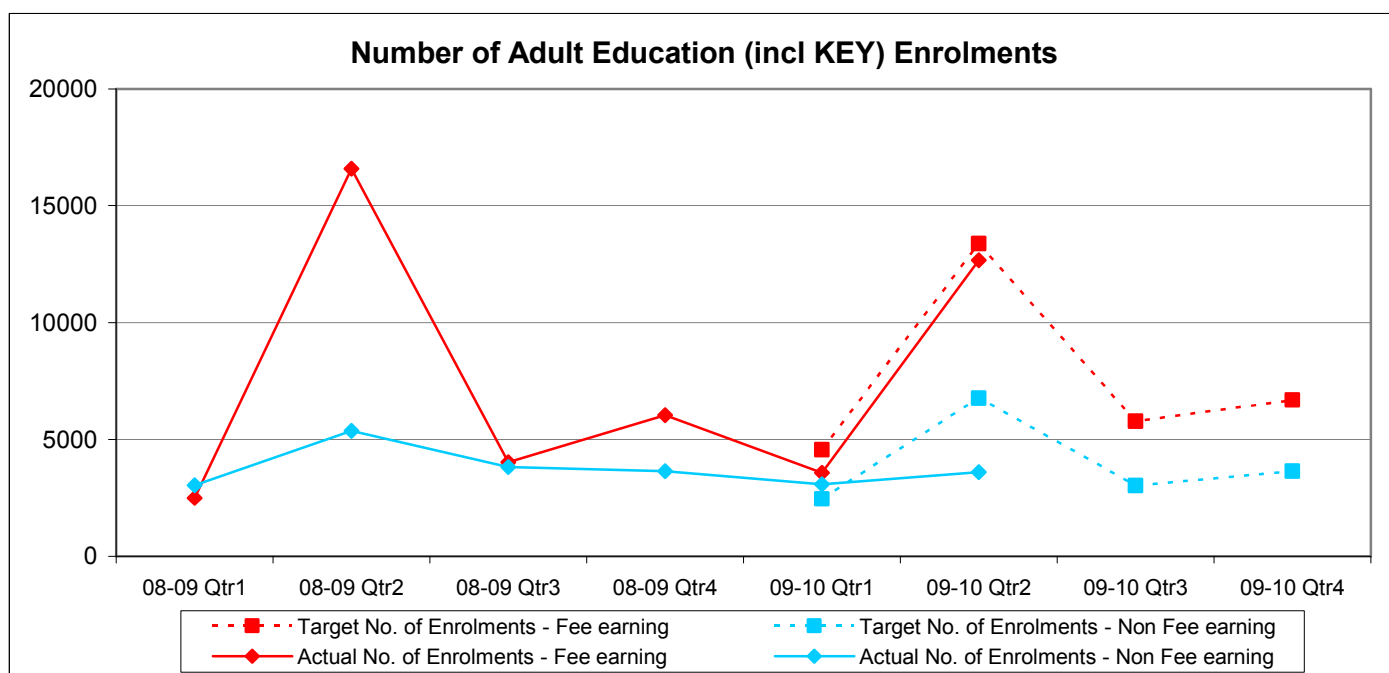
Cash Limits are changed for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m will be reported and the full extent of the re-phasing will be shown. The possible re-phasing is detailed in the table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

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
Library Modernisation Programme					
Amended total cash limits	+932	+460	+460	+920	+2,772
re-phasing	-200	+200			0
Revised project phasing	+732	+660	+460	+920	+2,772
Ashford Gateway Plus					
Amended total cash limits	+639	+4,377			+5,016
re-phasing	-242	+242			0
Revised project phasing	+397	+4,619	0	0	+5,016
Gravesend Library					
Amended total cash limits	+700	+1,125	+638		+2,463
re-phasing	-342	+349	-7		0
Revised project phasing	+358	+1,474	+631	0	+2,463
Total re-phasing >£100k	-784	+791	-7	0	0
Other re-phased Projects below £100k					
re-phasing	+4	-4			0
Revised phasing	+4	-4	0	0	0
TOTAL RE-PHASING	-780	+787	-7	0	0

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number of Adult Education & KEY enrolments:

	2008-09			2009-10					
	ACTUALS			TARGET			ACTUALS		
	Fee earning	Non fee earning	TOTAL	Fee earning	Non fee earning	TOTAL	Fee earning	Non fee earning	TOTAL
Apr - Jun	2,496	3,049	5,545	4,560	2,456	7,016	3,572	3,087	6,659
Jul - Sept	16,590	5,360	21,950	13,377	6,774	20,151	12,667	3,598	16,265
Oct - Dec	4,024	3,816	7,840	5,776	3,029	8,805			
Jan - Mar	6,039	3,639	9,678	6,689	3,651	10,340			
TOTAL	29,149	15,864	45,013	30,402	15,910	46,312	16,239	6,685	22,924



Comments:

- The LSC grants depend partly on enrolments to courses and are subject to a contract agreement with LSC. Students taking courses leading to a qualification are funded via Further Education (FE) grant based upon the course type and qualification. However, students taking non-vocational courses not leading to a formal qualification are funded via a block allocation not related to enrolments, referred to as Adult and Community Learning Grant (ACL) grant. Student enrolments are gathered via a census at three points during the academic year.

Students pay a fee to contribute towards costs of tuition and examinations. There is a concession on ACL tuition fees for those aged under 19, those in receipt of benefits and those over 60. FE courses are free for those aged under 19 or in receipt of benefits undertaking Basic Skills or Skills for Life Courses.

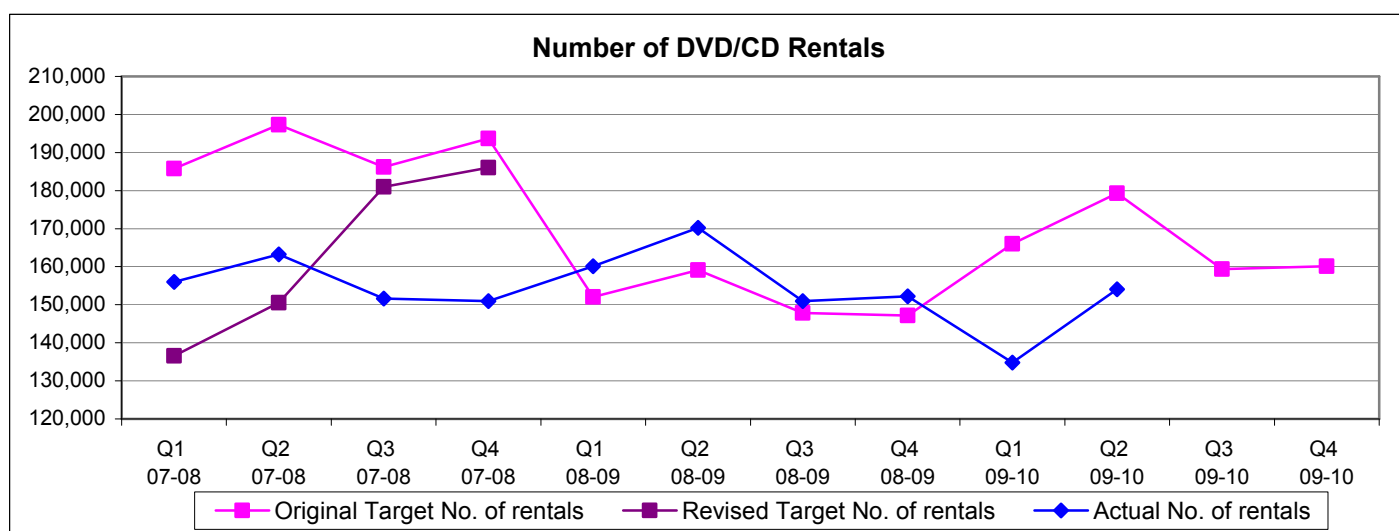
- The enrolment figures reported this year represent actual enrolments in the quarter rather than enrolments for courses started during the quarter, which is what has previously been reported. This should resolve the issue of previous quarter's figures constantly changing. The figures also now include KEY training enrolments as well as Adult Education enrolments.

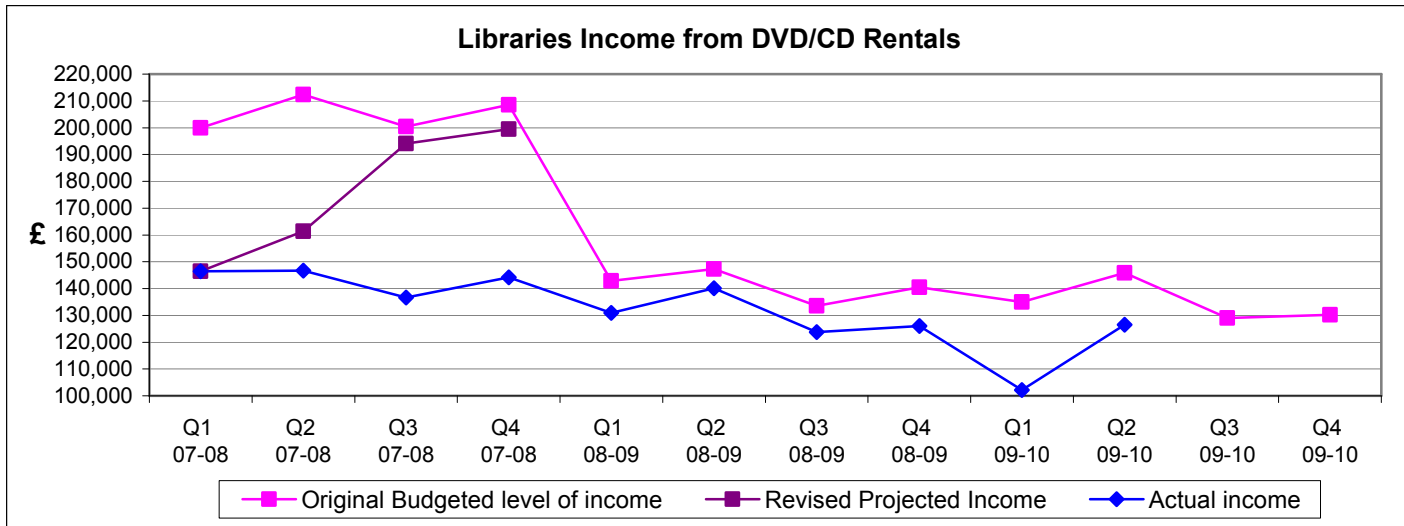
- The actual enrolment figures for the year to date are below initial expectations. An improvement had been expected for quarter two, but student numbers are still below the target. To mitigate against the decrease in student numbers, the use of sessional staff will be reviewed and costs controlled in line with a projected decline in income.

2.2 Number of Library DVD/CD rentals together with income generated:

	2007-08						2008-09			
	No of rentals			Income (£)			No of rentals		Income (£)	
	Budgeted target	revised target	Actual	budget	revised projected income	actual	Budgeted target	actual	Budget	actual
April–Jun	185,800	136,556	155,958	200,000	146,437	146,437	152,059	160,162	142,865	130,920
July–Sep	197,300	150,500	163,230	212,300	161,390	146,690	159,149	170,180	147,232	140,163
Oct–Dec	186,200	181,000	151,650	200,400	194,096	136,698	147,859	150,968	133,505	123,812
Jan–Mar	193,700	186,000	150,929	208,500	199,458	144,136	147,156	152,249	140,533	126,058
TOTAL	763,000	654,056	621,767	821,200	701,381	573,961	606,223	633,559	564,135	520,953

	2009-10			
	No of rentals		Income (£)	
	Budgeted target	actual	Budget	actual
April–Jun	166,000	134,781	135,000	103,135
July–Sep	179,300	154,044	145,800	126,494
Oct–Dec	159,400		129,000	
Jan–Mar	160,100		130,200	
TOTAL	664,800	288,825	540,000	229,629





Comments:

- Rentals of audio visual materials (especially videos and CDs) continue to decline as videos become more obsolete and alternative sources for music become more widely available, which has resulted in the forecast reduction in AV income of £70k as identified in tables 1 & 2 and paragraph 1.1.3.2.

Demand for spoken word materials and DVDs has remained reasonably stable.

- Research undertaken by the service in order to mitigate this actual and forecast decline, indicates issues can be increased if loans are offered for longer periods at a reduced fee. The service has also identified that it has a niche market for certain genres where demand can be sustained and there is little competition e.g. old TV shows.
- The service has reviewed its marketing strategy and set more realistic levels of rentals both in terms of volume and value. The service reduced expenditure on consumables in 2007-08 to offset the estimated loss of £120k income from the original budget.
- The roll out of the revised strategy in 2007-08 was not as successful as the research indicated and we fell just over 30,000 issues short of the revised target. The service was able to generate additional income from other merchandising in libraries not included in the original or revised budget to offset the £127k shortfall against the revised income budget for 2007-08.
- Targets and income budgets set for 2008-09 were based on a continued decline but these were increased slightly for 2009-10. The service increased income budgets from other merchandising to offset the loss of income from AV issues. Issues in 2008-09 exceeded the target but income fell short, due to an increase in the spoken word issues for which no fees are charged and this trend has continued in 09-10. The correlation between issues and income is subject to an ongoing review and mitigating action will be taken accordingly.
- The actual number of rentals includes those from visits to lending libraries, postal loans and reference materials.
- To enable better comparison of AV issues and income data, the actual income reported for quarter 1 of 2009-10 has been changed from the £102,152 previously reported, to reflect the late banking of income which has taken place during the second quarter but relates to rentals issued within the first quarter, the number of

rentals reported previously remains unchanged. It is likely that a similar adjustment will be required in each report.

**Communities
2009/10 In-Year Monitoring
September 2009**

Managing Director's Summary

Introduction

The Communities Directorate has made good progress against objectives set out in the 2009/10 Annual Business Operating Plans, in what is likely to become an increasingly challenging environment, both in terms of our operations and for the users of our services. For example, we are monitoring closely potential risks to partnership funding levels and government grants.

Summary of Achievements

National Presence

Several of our services have enhanced KCC's presence at national and even international level.

Beacon work relating to the Olympic & Paralympic legacy has commenced, with KCC's Sport, Leisure & Olympics Service hosting a sports workshop at a highly successful event at Wembley. The Belarus and Ukraine Judo Federations, both very strong medallist nations in Judo, have been signed up to train in Kent ahead of the 2012 Olympic and Paralympic Games. It is the largest pre-games training camp deal in the South East region and is only the second multi-nation agreement to be signed in the UK.

Our pledge to take on 250 apprentices, as well as schemes for gap year students, graduates and young persons' talent management courses has led to KCC being one of six companies nationally, and the only public sector employer, to be short listed for the prestigious 'Personnel Today' awards for Talent Management.

A scheme of work for Financial Literacy developed within Kent Adult Education Service has been accepted onto the Learning & Skills Improvement Service website as a model of good practice for family learning.

Partnership Working

Services within the directorate continue to forge strong links with partners both within and outside of KCC.

The Community Safety Training Partnership is well regarded across the county and beyond. It has recently been authorised to deliver Restorative Approaches training in Kent Schools as part of the Safer Schools initiative.

Trainers from the Partnership are also now approved to offer domestic abuse awareness training to KCC staff and partners via the Kent Safeguarding Children Board, as well as providing domestic violence / children protection training to officers within the Kent Police Special Investigation Unit.

The Emergency Planning Unit has worked with all twelve district partners and KCC to agree a 'One Kent' template for a major emergency plan.

Kent's Libraries have made a significant contribution to the public health agenda in the past six months, either holding or being involved with 186 health events or activities ranging from walks, sessions about nutrition, support for stopping smoking and health trainer surgeries.

Another milestone has been reached in the finalisation of a consensus-driven cultural strategy for Kent, a key Towards 2010 priority. The Arts Development Unit staged the second of three summits in September, attended by 100 key influencers and decision makers from across the County and South East region.

Innovation and Access to Services

The Envision Library Management System went live in April on schedule and has received positive customer comments about the improved technology and speed of access to the internet and booking system. The new technology will allow the Service to gain a deeper understanding of its customers and brings opportunities for personalisation closer.

Several Communities directorate services are stationed within Gateways across Kent – during the first half of 2009/10 facilities for birth and death registrations opened at Tonbridge and Dover Gateways, joining a myriad of services and groups joining together to match the needs of the Kent Community.

The Youth Service has continued, with the Public Health team, to develop the successful and innovative HOUSE model in high street locations around the county. Attendance levels by young people have exceeded 10,400 since its launch in December 2008 up to the end of September 2009 and this has allowed services to offer information and advice on lifestyle issues in an informal manner. One example of success is that from April-June there was a 500% increase in young people contacted through the Kent Drug & Alcohol Service's commissioned providers compared to last year.

Backing Kent Businesses and People

A key directorate commitment is to support KCC's 'Backing Kent Business' and 'Backing Kent People' campaigns. Libraries across the county have been offering free provision of business information services since April, leading to a 56% increase in enquiries, while the proportion of invoices paid within 20 days has increased during 2009/10. The Trading Standards 'loan shark' campaign was officially launched in April, aiming to prevent people being

'bitten' by loan sharks and offering advice and support to those who may already be victims.

Targeting Resources

In difficult economic times it is important to target resources at areas of greatest need.

The multi-agency Margate Task Force has been established to focus on two of the most deprived wards in the county - Cliftonville West and Margate Central, with the aim of closing the gap between these two wards and the rest of the district. An Implementation Group has been formed and is developing a full plan, including strategy development, operational plans and involving and empowering the community. This will include resource mapping in these two specific wards.

Directorate services provide focused support to vulnerable young people; for example the Kent Drug & Alcohol Action Team funded diversionary summer projects in areas of alcohol related need, engaging 1,800 young people.

Skills and Employment

The Supporting Independence Programme transferred into the directorate in April and continues to promote initiatives across KCC that help to get people into work and live independently. They co-ordinated the successful £6.5m Future Jobs Fund bid that will lead to minimum six month job placements for 18-24 year olds that have been out of work for 10 months or more.

Communities services have championed this cause and the Community Safety Unit is a prime example, with plans to offer 30 'Support Warden' roles focusing in particular on environmental and youth issues.

The 'Kent Success' apprenticeship programme has continued to provide valuable opportunities for young people. Achievement rates are above national average and the number of apprentices accessing the programme within KCC has exceeded the target set for April 2010. Progress is being made outside of KCC as well, typified by an apprenticeship scheme developed with the building contractor, R Durtnell and Sons, which will provide apprenticeship opportunities for up to 21 young people over the duration of the Turner Contemporary building contract.

Young People

Communities Services continue to work closely with Kent Children's Trust partners, both internal to KCC and via multi agency settings at local level. Provision of positive activities for young people is a high priority for the Kent Children's Trust and an LAA target. Information from the national TellUs survey in late 2008 suggests that the proportion of young people engaging in positive activities is lower than national average. While this was a small sample size, work is in progress to address the issue, via initiatives such as

the Kent Freedom Pass, as well as research to understand potential barriers to engagement using local sources such as the NFER survey. Much of this work is captured within the KCC Select Committee report on provision of activities for young people, from which the Youth Service has prepared an action plan that will be taken forward during the coming six months.

Latest results available show that youth re-offending rates in the county have decreased, with the most significant improvements being recorded for young people receiving the more intensive interventions. Good progress has been made in engaging more young people post-statutory age in Education, Training or Employment (ETE), although improvement is required to ensure more young people of statutory school age who offend are actively in education. Suitable accommodation for vulnerable groups such as young offenders is a difficult issue nationally, and the Kent Youth Offending Service is working with local partners to find positive local solutions.

Core Business Monitoring

Individual service unit returns at the mid-year point show that the significant majority of projects, developments and key actions, as well as key performance and activity levels have either been achieved or are on track for achievement by the end of March 2010. 94% of projects & key actions are either 'done and ongoing' or 'on course'. The few that are listed as not on course are detailed below, with accompanying explanations. Plans are in place to address where necessary.

93% of key performance or activity levels are currently forecast to be achieved by year-end. Again, any areas where more progress is required will be addressed via the Senior Management Team. Particular attention will be paid to usage of Libraries across Kent and the Service will be concentrating on investigating the needs of non-users.

Forward Look

Much has been done in the last six months and there is still plenty more to do. The directorate will be focused on ensuring a balanced budget by year-end, keeping its high profile but often complex capital projects on track, and planning for 2010/11 and beyond.

I am positive that the good work will continue during the latter half of the year and look forward to reporting on progress at year-end.

Amanda Honey
Managing Director, Communities Directorate

Progress against Business Plans

1. Exception reporting against projects, developments and key actions

The following are those not expected to be completed and the reasons why/action to be taken:

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
Sport, Leisure & Olympic Service		
Establish Links with the proposed Regional Coaching Development Centre	Links established and programmes developed.	The Regional Coaching Centre Initiative has been shelved by Sport Coach UK – however Kent will be supporting coaching through a new Coaching Network Officer position
Identify the facility needs in Kent for 42 sports, including disability sports.	Publish Needs Assessment and influence Building Schools for the Future	Identification & publication of facility needs will not be completed due to National Governing Bodies still in the process of identifying their facility needs.
Libraries & Archives		
Improve and increase access to Kent's heritage and culture.	Develop partnership with Creative Foundation to promote the built heritage	A delay on the external funding bid to the EU for funding means this has not progressed to the original timescale – likely to move forward April 2010 onwards.
Adult Education & KEY Training Services		
Increase participation in short lifelong learning courses providing progression opportunities.	15% Increase in enrolments.	Enrolment position affected by changes in Education Business System (EBS) Mgmt Info System and Website during enrolment period. Plans in place to rectify the position.
Emergency Planning		
Purchase of W&I system	The procurement of a suitable mass messaging system to improve emergency alerts to KCC staff, partners and possibly	The opportunity arose to develop a new County Emergency Centre, which will be brought into operation in Spring 2010. Consequently these actions were put on hold and will be considered for 2010/11.

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
	the public. This may be as a stand alone system or as a web based solution.	
Purchase of Forward Control Vehicle	Coachworks and installation of equipment, seating and consumables into leased 3.5t van. This vehicle will be used in major emergency response for forward control, exercises, promotional activities and by Community Wardens for field work or dedicated activities at a specific location.	The opportunity arose to develop a new County Emergency Centre, which will be brought into operation in Spring 2010. Consequently these actions were put on hold and will be considered for 2010/11.
Kent Scientific Services (KSS)		
Introduce a single quality operating system across KSS.	Single policy document. Each section to have a Standard Operating procedure (SOP) and method statements. Single United Kingdom Accreditation Service (UKAS) assessment.	Calibration quality manual reformatted to match analytical manual but it will take a further year to amalgamate.
Supporting Independence Programme		
Kent Public Service Board & Kent Partnership	SIP priorities raised and targets identified Integrated Workforce Plan (all public sector HR) LSP priorities developed	SIP review underway and the target relating to greater integration with PSB and LSPs will commence / be revised on the completion of review
Kent Drug and Alcohol Action Team		

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
Redesign community and residential provision for crack cocaine focusing on high need areas within current resources	Improve access to treatment and reduce related harm to crack cocaine users.	There remains some uncertainty about the level of unmet need for users of crack cocaine and more progress is needed to ensure that treatment services are better placed to identify and reach these problem drug users. The full KDAAT commissioning team is now in place and there are plans to re-focus tier 2 services on bringing treatment naïve crack cocaine users into targeted treatment through the development of further outreach services.
Youth Offending Service		
Implement the Police Electronic Notification to YOTs (PENY) project which is being undertaken with the Police and the National Youth Justice Board.	<p>Improved reliability in the information sharing processes between the Police & YOS.</p> <p>More confidence in the data provided on the number of First Time Entrants to the youth justice system in the county.</p> <p>Provision of accurate data to the CDRP Summary Packs.</p>	Still some concerns over quality of locally available data from Police that is used as a proxy for national measure. Focus on this area will be maintained, although both national and locally available data indicate a reduction in first time entrants to the youth justice system.
Youth Service		
Work closely with KCC Property to market the site and put together a package of investment to progress the youth / community facility in Edenbridge	Contract awarded to high quality construction company, delivering completed building on budget and within agreed timeframe.	<p>Cluttons, KCC's Estate Agent, has been asked to review and recommend the best configuration for the site. On receipt of new recommendations, KCC will consider its development options.</p> <p>As a result of the above the March 2010 target date for completion of a new Youth/Community facility will not be met.</p>

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
<p>Subject to success in first phase of application process for 'myplace' funding, undertake detailed application process in partnership with the Creative Foundation to the Big Lottery for a new Youth and Training Centre in East Folkestone costing in excess of £4 million.</p>	<p>Robust, high quality application to the Big Lottery, leading to successful final phase application and award of funds</p> <p>Commencement of tender and construction phase (with completion scheduled for late 2010).</p>	<p>Following early success by the Thames Gateway YMCA in Dartford, none of the projects submitted from across Kent were successful in the subsequent round of this Government- funded programme of capital projects for new youth facilities. This included the application submitted by the Creative Foundation & Kent Youth Service in Folkestone. Big Lottery has recently announced that applications in Kent will only be invited from Swale and Thanet. Hopes for a re-application in Folkestone are therefore presently on hold awaiting new guidance from Government and Big Lottery for a funding round in 2010.</p>

2. KPIs not expected to be completed as planned, reason(s) why and actions to rectify

Performance Measure or Activity	2008/09 actual	2009/10 target	2009/10 Mid year actual (or estimate)	2009/10 End of year forecast	PROGRESS STATUS
Kent Scientific Services					
Consumer average turnaround time	33.5 Days	21 Days	36 Days	30 Days	Much of the work is sub-contracted. External laboratory performance is improving but unlikely to deliver year end target.
Toxicology average turnaround time	39.5 Days	25 Days	33 Days	30 Days	The section started the year working off a backlog. Performance is improving, although unlikely to meet target by year-end.

Performance Measure or Activity	2008/09 actual	2009/10 target	2009/10 Mid year actual (or estimate)	2009/10 End of year forecast	PROGRESS STATUS
Registration Service					
Total Income	2.702m	3.123m	-	3.030m	Analysis of impact of recession on number of marriage ceremonies being conducted
Kent Drug & Alcohol Action Team (KDAAT)					
Percentage of young people who are assessed as requiring specialist substance misuse treatment who commence treatment within 15 working days of the referral	94%	100%	70%	70%	Action plan being devised to improve performance

Performance Measure or Activity	2008/09 actual	2009/10 target	2009/10 Mid year actual (or estimate)	2009/10 End of year forecast	PROGRESS STATUS
YOS					
<u>NI 45</u> : Engaging children & young people known to YOS in education, training & employment.	80.9%	90.0%	72%		*YOS has revised the methodology used to measure the participation of those of statutory school age in education to record young people in education as opposed to having the offer of education. Kent performance is still comparable with that of statistical neighbours.
Engaging young people of <i>statutory school age</i> known to YOS in education, training and employment	91.8%	95.0%	76.7%		
Ensuring young people <i>returning to the community from custody</i> are in suitable accommodation	76.3%	100%	76%		There is a constant challenge nationally to find suitable accommodation (i.e. not bed & breakfast) for young people being resettled in the community following a period in custody. Work with Children's Social Services & Local Housing Authorities in the light of the Southwark Judgement (House of Lords, May 2009) should improve partnership working but resource development will occur in the medium / long term as opposed to the short term.
Libraries & Archives					
Total Issues (Book and AV)	7,262,462	7.5m	3,336,881*	7m*	*

*The switch in Library IT system during 2009 has highlighted errors in data supplied by the previous supplier for earlier years, which resulted in over reporting of issue numbers up to end 2008. In addition, the Library Service is aware that some customers over estimated the disruption that the transfer to the new IT system would cause and did not borrow as many items through the rollout period in early 2009. We will be able to fully judge the impact of the data quality issues from early February 2010.

By: Mike Hill, Cabinet Member Communities
 Amanda Honey, Managing Director Communities

To: Communities Policy Overview & Scrutiny Committee – 12 January 2010

Subject: Budget 2010/11 and Medium Term Financial Plan 2010/13

Classification: Unrestricted

Summary: The purpose of this report is to consult the Committee on the budget proposals for the Communities Directorate, with reference to the KCC published budget consultation paper issued on 5th January 2010.

The report also provides a summary of the relative priorities discussed at the IMG of this Committee, which met in November 2009.

Members are invited to comment on the proposed budget changes for the services provided by the Communities Directorate, to note the relative priorities of the IMG and the ongoing corporate led policy review process.

1. Introduction

1.1 The Autumn Budget Statement report by the Leader, Cabinet Member for Finance, Chief Executive and Director of Finance to Cabinet on 12th October 2009 identified that we are likely to be entering more uncertain times for local government finance.

The report to Cabinet on 11th January 2010 sets out the provisional Local Government Finance Settlement, which confirmed that the level of Formula Grant was as announced in the three year settlement.

However, there are still uncertainties over some specific grants and the level of council tax capping, and the announcement on 25th November that the Government intends to fund some of the free “Personal Care at Home” from local government efficiencies was a surprise.

Furthermore, the next Comprehensive Spending Review, which was due to start in the summer, has been delayed until after the forthcoming general election.

1.2 We reported the national and local context to the last Policy Overview & Scrutiny Committee meeting and outlined the proposed MTP priorities and efficiency savings. The Committee discussed the policy issues from that report, and used an Informal Member Group (IMG) to look at the budget details.

The IMG met on 18th November and questioned a number of budget headings and pressures and then offered its relative priorities for services that it wished

to retain, as well as those services where inclusion in a corporate review may be possible. This report provides a response to the issues raised.

- 1.3 Since the November meetings, there have been a number of further developments, many still ongoing, that have resulted in budget proposals being presented for consultation such as the removal of certain Towards 2010 monies from a number of our services.

Members are invited to comment on the key issues for the services provided by the Communities Directorate, in order that these can be taken into account at the budget meetings of Cabinet on 1st February 2010 and County Council on 18th February 2010.

- 1.4 Members are asked to read this report in conjunction with the draft Medium Term Plan and Budget Book, issued on 5th January 2010.

2. Background

- 2.1 The budget consultation papers include an overall summary of the proposed Portfolio budgets for 2010/11, showing the amounts proposed for each service within the portfolios. This identifies the gross expenditure, income and net expenditure.
- 2.2 The papers also include the proposed capital investment programme and the medium term revenue and capital plan for 2010/11 to 2012/13. All MTP entries and budget book pages are presented in as a consistent format as possible for each Portfolio.
- 2.3 Copies of the draft Budget Book and Medium Term Plan have been distributed to all Members (on the 5th January). You are asked to ensure you bring those to this meeting.
- 2.4 The MTP and Budget Book reflect the new portfolio responsibilities following the County Council elections in June.

3. Revenue Budget

- 3.1 The overall direction for the Communities directorate is now well established, and the current Medium Term Service Priorities are included in Appendix B of the draft MTP (pages 95-97).
- 3.2 We are setting this budget in a period of great economic instability. The recession has hit deeper and lasted longer than earlier forecasts and inflation (as measured by Retail Prices Index) has been negative all year.

The Bank of England Monetary Policy Committee is committed to achieving the 2% target for Consumer Price Index over the medium term.

The continuing economic also increases the likelihood of new pressures arising, as a significant proportion of the Communities budget relies on income generation from fees and charges and also from external funding.

- 3.3 The position on budget increases can be summarised as follows:

	2010/11	2011/12	2012/13
	£'000	£'000	£'000
Base adjustments	32,308*	-19	-2
Budget increased for:			
Pay	99	0	0
Prices	190	234	254
Legislative	52	72	0
Service Improvements	749	-54	-81
Total Pressures and base adjustments	33,398	233	171

Table 1: Summary of value of base budget adjustments and budget pressures

** Includes the transfer of Supporting People of £31,990,000.*

- 3.4 Areas of spending priority in 2010/11 for which significant additional funding is required are summarised below:

Pay: £99k – The authority has, under the local pay bargaining process with trade unions, proposed that there should be no increase in pay for cost of living award for all staff in the Kent scheme from April 2010.

This position has not been taken lightly but is we believe reasonable at a time when employees in other sectors are being asked to take pay cuts and many others are facing redundancy. It is also a matter of fact that for all of 2009 inflation has been low/negative.

The £99k pressure relates to non Kent Scheme staff, whose pay is determined by national pay bodies (such as JNC, NJC and Solbury) and is outside of the control of the Directorate and the authority as a whole. The Coroners service for example has seen an additional uplift over and above the basic award by the National Joint Council for Local Government Services for the past two years.

The current pay provisions also do not include staff in externally funded or trading functions. At this stage we have not received notification of funding settlements from partner agencies or set price increases and thus we have made no allowance for cost increases or additional income. This affects KDAAT, Youth Offending Services, Adult Education, Sports Leisure and Olympics, Kent Scientific Services and Registration Service.

The majority of staff in the Kent Scheme will be eligible to benefit from incremental increases in their salary under the performance assessment process. On average incremental progression equates to a 2.7% increase in pay. No funding is provided within the overall cash limit for incremental progression, as in prior years, on the grounds that the cost is offset by the effect of staff turnover.

Staff turnover levels have marginally declined in the current recession and the authority now has an average turnover level of around 12% of staff. For Communities specifically, this figure is significantly lower at around 6%, which

is consistent with the prior year. Across the 16 different budget lines, staff turnover ranges from 0% up to 18% for both the current and previous year and this will therefore continue to be closely monitored.

We have started consultation with staff and unions about changes to the pay structure and performance progression but any financial impact would not come into affect until April 2011. We are assuming the new arrangements will continue to be cost neutral after taking into account staff turnover.

In addition to staff turnover, vacancy management continues to be used to both deliver existing budgets and wherever possible to mitigate the impact of restructuring and any necessary downsizing for other employed staff.

Prices: £678k – We have identified potential pressures in relation to fuel, transport, social care provision, rent, rates and other ancillary costs over the three year period, although a negative pressure presents itself for 2010-11 in relation to fuel.

The above pressures are in line with the Bank of England Consumer Price Index (“CPI”) inflation rates, where applicable, or conform to other industry information. As with pay, the pressure on fuel prices for externally funded services (in this instance principally Adult Education) has been excluded.

Included within these costs are the ongoing pressures associated with the Coroners service, as previously reported to this committee. We are continuing to work with the Local Government Association (LGA) and other local councils to lobby government for a change in the funding and/or organisation of the Coroner’s service.

Legislative pressures: £124k - We have identified pressures caused by changing, or anticipated changes to, legislation surrounding our services.

The annual grant of £22k from the General Registrars Office is being phased out over the next two years and there is a pressure of £60k in relation to the levels of rates facing Youth Centres in the coming years.

A further Coroners led pressure of £20k is included due to the mandatory referral of certain child deaths, which now carry an individual fee of £1,000 per child.

Service Strategies & Improvement

a) Service strategies included within previous MTP: These include a £115k contribution to Turner Operating Trust, £160k towards the 2012 Olympic / Paralympic Games, £295k contribution to the Rendezvous site and an £80k contribution to Open Golf. Some of the above have been amended since the previous MTP.

The additional proposed spend on the Olympics relates to Cultural Olympiad activities, the campaign for the Olympic torch to arrive in Dover, media relations and publicity, and pre games training camps.

b) New service strategies: The services strategies identified for the first time in this round of the MTP process amount to £584k gross, but only £75k poses

a base pressure. The remaining pressures are alleviated in future years as the spend is not recurring.

The £584k is allocated as follows: £350k transfer of the contribution to the Open Golf from Regeneration (reduced from £400k), £75k Sure Start monies that now have to be bid for in 23 Local Children Partnerships, rather than direct funding, and £159k of premises related pressures which include dilapidation costs and increased rates that are due to the increased specifications of a newly built library.

- 3.5 Provisional cash limits for each Portfolio have been set, and therefore to balance to those cash limits, given the pressures outlined above, we will need to deliver savings, efficiencies and new income streams.

The three-year financial plans, shown in Appendix A of the MTP (pages 65-66), detail the proposed savings required in 2010/11. The major items are explained in the following paragraphs.

3.6 Savings and Income generation

- 3.6.1 The total of the proposed savings and income generation required in order to meet the indicative cash limits is £5.111m over the three year period of the 2010-13 MTP.

- 3.6.2 Of the £5.111m, £4.576m is proposed to come from savings, the major themes over the three year period being:

- Rationalisation of premises, services and small grants - £192k
- Single staffing solution for mobile libraries - £220k
- Review/restructure of back office and management - £2,845k
- Review of procurement costs and contracts - £500k
- Reduction/removal of certain Towards 2010 funding - £725
- Review of property maintenance costs - £94k

- 3.6.3 Of the £4.576m to come from savings, £2.371m will be achieved in 2010/11:

- Rationalisation of premises, services and small grants - £192k
- Single staffing solution for mobile libraries - £132k
- Review/restructure of back office and management - £878k
- Review of procurement costs and contracts - £400k
- Reduction/removal of certain Towards 2010 funding - £675
- Review of property maintenance costs - £94k

- 3.6.4 Of the £5.111m, £535k is proposed to come from additional net income to be generated by units over the three year period, with £305k to be achieved in 2010/11.

Income generation is a significant funding stream for this Directorate and any shortfall can have a severe impact on service delivery so each unit is looking to ensure that they are able to adapt to unanticipated changes to income levels and to amend their gross expenditure accordingly.

An income generation target of £80k has been included in the MTP in relation to the uplift of registration fees and it is felt that this is achievable but we

would like to draw to the attention of this committee a significant reduction in the forecast level of the number of ceremonies for the current and future years that may impact on the feasibility of this target.

The impact of this on the current year will be reported to Cabinet in January and subsequently to this Committee.

3.6.5 The proposed net position is therefore as follows:

	2010/11	2011/12	2012/13
	£'000	£'000	£'000
Base budget	57,204	87,926	86,083
Total Pressures and base adjustments (from Table 1)	33,398	233	171
Savings	-2,371	-1,846	-359
Income Generation	-305	-230	0
Revised base budget	87,926	86,083	85,895

Table 2: Total proposed base budget for Communities.

4 The Committee's IMG to discuss budget issues

4.1 The IMG met on 18th November and asked for members to individually and collectively provide a summary of their relative priorities for services within the directorate that they would like to protect from any efficiency or policy savings and also to contribute or suggest services that should be considered when setting the draft budget proposals for this Directorate.

The meeting identified the following services that its members felt were their relative priorities, in that the members wanted to protect the service from the most radical policy savings, and in some cases for no policy saving at all:

- Youth Service
- KDAAT
- Libraries
- Sports, Leisure & Olympics
- Community Safety (Wardens)

All savings relating to these services in 2010/11 are concerned with efficiency savings and/or income generation, except for the reduction or removal of Towards 2010 funding, a finite project leading up to the 2010 Olympics.

There are currently no proposals within the 2010/11 Budget book that will adversely affect the level of provision for these services. However this may need to be re-considered in years 2 and 3 of the MTP cycle.

The Directorate is currently involved in a corporate review process, as discussed at the previous committee meeting and at the IMG.

The results of the review will be made available to the committee as and when the potential impact on the Directorate has been finalised.

- 4.2 The IMG process has been a useful exercise in identifying the relative priorities of our POSC members and we endeavour to involve the POSC in any policy led decision making that will affect the level of service(s) that the Directorate may provide in the future.

5 Capital Budget

- 5.1 The starting point for the capital programme is the existing published capital programme for 2009/12. This is adjusted for re-phasing of schemes from 2009/10, changes to the total cost or funding of schemes, and new schemes.

The detail of the proposed capital programme is provided in the draft budget book on pages 37 and 38, with the Directorate's Capital Strategy outlined on pages 119-121 of the draft MTP book.

- 5.2 Members should note that the level of financial support from Government in 2011/12 and 2012/13 is not known. It is very likely that across the authority, we will see a significant reduction in the grants and supported borrowing.

Because of the difficulty in predicting this we have presented the budget to show that the level of spend on certain schemes will be equal to the level of Government financial support. These schemes are identified in italic font in the draft budget book.

6. Recommendation

- 6.1 Members are asked to note and comment on the revenue and capital budget proposals, and note the issues raised by the IMG, along with the resulting responses.

Officer contact:

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Footnote:

Background documents that the POSC members may need during this item:

- Autumn Budget Statement; Cabinet, 12th October 2009
- Medium Term Financial Plan 2010/11 to 2012/13 for the Department; POSC 11th November meeting papers
- Provisional Local Government Finance Settlement; Cabinet, 11th January 2010
- Draft Budget Book and Medium Term Plan 2010/13 (issued on 5th January 2010)

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To: Communities Policy Overview & Scrutiny Committee – 12 January 2010

By: Mike Hill, Cabinet Member, Amanda Honey, Managing Director.

Subject: Performance Monitoring 2009/10

Classification: Unrestricted

Summary: This report summarises ‘in-year’ service unit performance information in Communities during 2009, in advance of the annual report on performance in July 2010. It also provides an update on the National Indicator Set.

FOR INFORMATION

1. BACKGROUND

1.1 In July 2009, Members of the Communities Policy Overview Committee received the annual review of service unit performance in the Directorate for 2008/09. In September 2009, reports on progress against each of the seventeen Towards 2010 targets, led in Communities, were also considered. Good and in some cases excellent progress was reported.

1.2 This report now summarises Communities service unit performance to date, since April 2009, in advance of the next annual review which will be presented in July 2010. It also notes progress against the eight Local Area Agreement targets which are led by Communities; and gives an update on activity relating to equalities and diversity.

2. SERVICE UNIT PERFORMANCE 2009/10

2.1 An overall summary of performance to date is featured in the Managing Director’s Summary at Appendix One and it shows a significant range of activity and achievement.

2.2 A review of individual service unit performance is also included in Appendix One and it indicates good progress across the board with approximately 94% of all the key actions and projects approved in the 2009/10 unit plans either achieved or on course for achievement by 31 March 2010. The actions that are unlikely to be achieved by March 2010 (approx 6%) are listed in Appendix Two and they generally relate to factors such as changing government priorities or re-prioritising of operational activity within the units. These do not give cause for concern and will roll forward if necessary into the 2010/11 unit business plans.

2.3 93% of targeted quantitative outputs or activity levels are already expected to be achieved by year-end. Any areas where more progress is needed are listed in Appendix Three and are being addressed.

3. THE NATIONAL INDICATOR SET AND THE LOCAL AREA AGREEMENT

3.1 The 'new' National Indicator Set came into effect from 1st April 2008 and 35 of the indicators were incorporated into the second Local Area Agreement for Kent 2008-11.

3.2 The latest position on those where the KCC lead is in Communities, but which are not included the Local Area Agreement, is shown in Appendix Four.

3.3 The latest position on those led by Communities and which are included in the Agreement is shown in Appendix Five. There are eight in total and they are listed below:

- NI 8 – Adult Participation in Sport and Recreation
- NI 11 – Engagement in the Arts
- NI 40 – Number of drug users recorded as being in effective treatment
- NI 110 – Young people's participation in positive activities
- NI 111 – First time entrants to the Youth Justice System aged 10-17
- NI 141 - Percentage of vulnerable people (Supporting People service users) achieving independent living
- NI 161 – Learners achieving a Level 1 qualification in literacy
- NI 162 – Learners achieving an Entry Level 3 qualification in numeracy.

4. EQUALITIES MONITORING

4.1 The Communities Directorate consists of a diverse range of Services; some are involved in large-scale front line service delivery e.g. Libraries, Adult Education & Youth Services; some are strategic Units that work with partners to influence and support front line service delivery e.g. Sport, Leisure & Olympics and Arts Development; and some are wholly focused on working with vulnerable people e.g. Kent Drug & Alcohol Action Team, Youth Offending Service and Supporting People.

4.2 In response to this, the Communities Directorate has produced a set of overarching priorities for 2009 -11 linked to the new Equality Framework for Local Government Themes and designed to be compatible with KCC's Equality Strategy. These are monitored six-monthly and Appendix Six gives examples of activity so far in 2009/10. A full year report will be included alongside the annual performance report in July 2010.

5. RECOMMENDATIONS

5.1. Members are asked to NOTE this report.

Judy Edwards, Director, Policy and Resources, Communities Directorate

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Communities In-Year Monitoring December 2009

MANAGING DIRECTOR'S SUMMARY

1. INTRODUCTION

The Communities services have made very good progress against objectives set out in the 2009/10 Annual Business Operating Plans, in what is becoming an increasingly challenging environment, both in terms of our operations and for the users of our services. It is an undoubted a tribute to the quality and commitment of our managers and staff and I highlight below some of the breadth and depth of the activity and achievement so far this year.

2. SUMMARY OF ACHIEVEMENTS

2.1 National Presence

A number of Communities services have enhanced Kent's profile at national and even international level.

Beacon work relating to the Olympic & Paralympic legacy has commenced, with the Sport, Leisure & Olympics Service hosting a sports workshop at a highly successful event at Wembley. The Belarus and Ukraine Judo Federations, both very strong medallist nations in Judo, have been signed up to train in Kent ahead of the 2012 Olympic and Paralympic Games. It is the largest pre-games training camp agreement in the South East region and is only the second multi-nation agreement to be signed in the UK.

Our pledge to take on 250 apprentices, as well as schemes for gap year students, graduates and young persons' talent management courses has led to KCC being one of six organisations nationally, and the only public sector employer, to be short listed for the prestigious 'Personnel Today' awards for Talent Management.

A scheme of work for Financial Literacy developed within Kent Adult Education Service has been accepted onto the Learning & Skills Improvement Service website as a model of good practice for family learning, and both Adult Education and KEY training were commended in the nationally recognised award of a green flag for Kent by the Audit Commission for work to improve skill levels.

2.2 Partnership Working

Services within the directorate continue to forge strong links with partners both within and outside of KCC.

The Community Safety Training Partnership is well regarded across the county and beyond. It has recently been authorised to deliver Restorative Approaches training in Kent Schools as part of the Safer Schools initiative. Trainers from the Partnership are also now approved to offer domestic abuse awareness training to KCC staff and partners via

the Kent Safeguarding Children Board, as well as providing domestic violence / children protection training to officers within the Kent Police Special Investigation Unit.

The Emergency Planning Unit has worked with district partners and KCC to agree a 'One Kent' template for a major emergency plan.

Kent's Libraries have made a significant contribution to the public health agenda in the past six months, either holding or being involved with 186 health events or activities ranging from walks, sessions about nutrition, support for stopping smoking and health trainer surgeries.

Another milestone has been reached in the finalisation of a cultural strategy for Kent, a key Towards 2010 priority. The Arts Development Unit staged the second of three summits in September, attended by 100 key influencers and decision makers from across the County and South East region.

Partnership working around alcohol and drug abuse continues to strengthen which is very heartening and is demonstrated in for example the KCAP and exceptionally improved performance by treatment providers.

2.3 Innovation and Access to Services

The Envision Library Management System went live in April on schedule and has received positive customer comments about the improved technology and speed of access to the internet and booking system. The new technology will allow the Service to gain a deeper understanding of its customers and brings opportunities for personalisation closer.

Several Communities directorate services are already co-located within Gateways across Kent and during 2009/10 facilities for birth and death registrations opened at Tonbridge and Dover Gateways meaning that there is now a registration service in all Gateways. By December this year Community Wardens had also ensured there are weekly or fortnightly surgeries in each Gateway.

The Youth Service has continued, with the Public Health team, to develop the successful and innovative HOUSE model in high street locations around the county. Attendance levels by young people have exceeded 10,400 since its launch in December 2008 up to the end of September 2009 and this has allowed services to offer information and advice on lifestyle issues in an informal manner. One example of success is that from April-June there was a 500% increase in young people contacted through the Kent Drug & Alcohol Service's commissioned providers compared to last year.

2.4 Backing Kent Businesses and People

A key directorate commitment is to support KCC's 'Backing Kent Business' and 'Backing Kent People' campaigns. Libraries across the county have been offering free provision of business information services since April, leading to a 56% increase in enquiries, while the proportion of invoices paid within 20 days has increased during 2009/10. The Trading Standards 'loan shark' campaign was officially launched in April, aiming to prevent people being 'bitten' by loan sharks and offering advice and support to those who may already be victims.

2.5 Targeting Resources

In difficult economic times it is important to target resources at areas of greatest need.

The multi-agency Margate Task Force has been established to focus on two of the most deprived wards in the county - Cliftonville West and Margate Central, with the aim of closing the gap between these two wards and the rest of the district. An Implementation Group has been formed and is developing a full plan, including strategy development, operational plans and involving and empowering the community. This will include resource mapping in these two specific wards.

Directorate services provide focused support to vulnerable young people and adults; for example the Kent Drug & Alcohol Action Team funded diversionary summer projects in areas of alcohol related need, engaging 1,800 young people, while also working to reduce harm through initiatives such as a Naloxone (a drug used to counter the effects of opioid overdose) pilot programme that will target community users, families and carers in Thanet, aiming to reduce the number of drug related deaths in the area.

2.6 Skills and Employment

The Supporting Independence Programme transferred into the directorate in April and continues to promote initiatives across KCC that help to get people into work and live independently. They co-ordinated the successful £6.5m Future Jobs Fund bid that will lead to minimum six month job placements for 18-24 year olds that have been out of work for 10 months or more. Communities services have championed this cause and the Community Safety Unit is a prime example, with plans to offer 30 'Support Warden' roles focusing in particular on environmental and youth issues.

The 'Kent Success' apprenticeship programme has continued to provide valuable opportunities for young people. Achievement rates are above national average and the number of apprentices accessing the programme within KCC has already exceeded the target set for April 2010. Progress is being made outside KCC as well, across the public and private sector, typified by an apprenticeship scheme developed with the building contractor, R Durtnell and Sons, which will provide apprenticeship opportunities for up to 21 young people over the duration of the Turner Contemporary building contract.

It is pleasing to note the recognition awarded to the skills agenda in the form of a "Green Flag", for "improving skills to match Kent's growing economy" in the recently published Comprehensive Area Assessment report for Kent. The Green Flag represents major achievements and innovation, and the work of the Supporting Independence Programme, Adult Education and KET training, in particular, contributed to this award.

2.7 Young People

Communities Services continue to work closely with Kent Children's Trust partners, both internal to KCC and via multi agency settings at local level, and the House project described above has been a notable success in which the Youth service has played a big role. Provision of positive activities for young people is a high priority for the Kent Children's Trust and is an LAA target and, although information from the national TellUs survey (which is used the measure progress against NI 110) in late 2008 suggests that the proportion of young people engaging in positive activities in Kent is lower than the national

average, the sample size is insignificant and the service has been asked to develop other measures which will be more robust. The target is nevertheless taken very seriously and initiatives such as the Kent Freedom Pass should directly address it, as will research to understand potential barriers to engagement using local sources such as Kent schools' surveys.

Latest results available show that youth re-offending rates in the county have decreased, with the most significant improvements being recorded for young people receiving the more intensive interventions. Good progress has been made in engaging more young people post-statutory age in Education, Training or Employment (ETE), although improvement is required to ensure more young people of statutory school age who offend are actively in education. Suitable accommodation for vulnerable groups such as young offenders is a difficult issue nationally, and the Kent Youth Offending Service is working with local partners to find positive local solutions.

3. CORE BUSINESS MONITORING

Individual service unit returns at the mid-year point show that the significant majority of projects, developments and key actions, as well as key performance and activity levels have either been achieved or are on track for achievement by the end of March 2010. 94% of projects & key actions are either 'done and ongoing' or 'on course'. The few that are listed as not on course are shown in Appendix Two with accompanying explanations and plans are in place to address where necessary.

93% of key performance or activity levels are currently forecast to be achieved by year-end. Again, any areas where more progress is required are being looked at closely with a view to bringing as many back on track as possible. Particular attention will be paid to usage of Libraries across Kent and the Service will be concentrating on investigating the needs of non-users.

The Communities Capital programme has also reached some very important milestones during the first 9 months of 2009/10. The Turner Gallery construction is progressing well, while work is underway at the Beaney project in Canterbury. Construction at the Ashford Gateway, Kent History Centre and Gravesend Library should all begin during the next 6 months.

I am positive that the good work will continue during the last few months of this year and look forward to reporting on progress at the end of the year.

Amanda Honey
Managing Director, Communities Directorate

Progress against Business Plans

Exception reporting against projects, developments and key actions

The following are those not expected to be completed and the reasons why/action to be taken:

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
Sport, Leisure & Olympic Service		
Establish Links with the proposed Regional Coaching Development Centre	Links established and programmes developed.	The Regional Coaching Centre Initiative has been shelved by Sport Coach UK – however Kent will be supporting coaching through a new Coaching Network Officer position
Identify the facility needs in Kent for 42 sports, including disability sports.	Publish Needs Assessment and influence Building Schools for the Future	Identification & publication of facility needs will not be completed due to National Governing Bodies still in the process of identifying their facility needs.
Libraries & Archives		
Improve and increase access to Kent's heritage and culture.	Develop partnership with Creative Foundation to promote the built heritage	A delay on the external funding bid to the EU for funding means this has not progressed to the original timescale – likely to move forward April 2010 onwards.
Adult Education & KEY Training Services		
Increase participation in short lifelong learning courses providing progression opportunities.	15% Increase in enrolments.	Enrolment position affected by changes in Education Business System (EBS) Mgmt Info System and Website during enrolment period. Plans in place to rectify the position.
Emergency Planning		
Purchase of W&I system	The procurement of a suitable mass messaging system to improve emergency alerts to KCC staff, partners and possibly	The opportunity arose to develop a new County Emergency Centre, which will be brought into operation in Spring 2010. Consequently these actions were put on hold and will be considered for 2010/11.

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
	the public. This may be as a stand alone system or as a web based solution.	
Purchase of Forward Control Vehicle	Coachworks and installation of equipment, seating and consumables into leased 3.5t van. This vehicle will be used in major emergency response for forward control, exercises, promotional activities and by Community Wardens for field work or dedicated activities at a specific location.	The opportunity arose to develop a new County Emergency Centre, which will be brought into operation in Spring 2010. Consequently these actions were put on hold and will be considered for 2010/11.
Kent Scientific Services (KSS)		
Introduce a single quality operating system across KSS.	Single policy document. Each section to have a Standard Operating procedure (SOP) and method statements. Single United Kingdom Accreditation Service (UKAS) assessment.	Calibration quality manual reformatted to match analytical manual but it will take a further year to amalgamate.
Supporting Independence Programme		
Kent Public Service Board & Kent Partnership	SIP priorities raised and targets identified Integrated Workforce Plan (all public sector HR) LSP priorities developed	SIP review underway and the target relating to greater integration with PSB and LSPs will commence / be revised on the completion of review

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
Kent Drug and Alcohol Action Team		
Redesign community and residential provision for crack cocaine focusing on high need areas within current resources	Improve access to treatment and reduce related harm to crack cocaine users.	There remains some uncertainty about the level of unmet need for users of crack cocaine and more progress is needed to ensure that treatment services are better placed to identify and reach these problem drug users. The full KDAAT commissioning team is now in place and there are plans to re-focus tier 2 services on bringing treatment naïve crack cocaine users into targeted treatment through the development of further outreach services.
Youth Offending Service		
Implement the Police Electronic Notification to YOTs (PENY) project which is being undertaken with the Police and the National Youth Justice Board.	Improved reliability in the information sharing processes between the Police & YOS. More confidence in the data provided on the number of First Time Entrants to the youth justice system in the county. Provision of accurate data to the CDRP Summary Packs.	Still some concerns over quality of locally available data from Police that is used as a proxy for national measure. Focus on this area will be maintained, although both national and locally available data indicate a reduction in first time entrants to the youth justice system.
Youth Service		
Work closely with KCC Property to market the site and put together a package of investment to progress the youth / community facility in Edenbridge	Contract awarded to high quality construction company, delivering completed building on budget and within agreed timeframe.	Cluttons, KCC's Estate Agent, has been asked to review and recommend the best configuration for the site. On receipt of new recommendations, KCC will consider its development options. As a result of the above the March 2010 target date for completion of a new Youth/Community facility will not be met.

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
<p>Subject to success in first phase of application process for 'myplace' funding, undertake detailed application process in partnership with the Creative Foundation to the Big Lottery for a new Youth and Training Centre in East Folkestone costing in excess of £4 million.</p>	<p>Robust, high quality application to the Big Lottery, leading to successful final phase application and award of funds</p> <p>Commencement of tender and construction phase (with completion scheduled for late 2010).</p>	<p>Following early success by the Thames Gateway YMCA in Dartford, none of the projects submitted from across Kent were successful in the subsequent round of this Government- funded programme of capital projects for new youth facilities. This included the application submitted by the Creative Foundation & Kent Youth Service in Folkestone. Big Lottery has recently announced that applications in Kent will only be invited from Swale and Thanet. Hopes for a re-application in Folkestone are therefore presently on hold awaiting new guidance from Government and Big Lottery for a funding round in 2010.</p>

Appendix Three

KPIs not expected to be completed as planned, reason(s) why and actions to rectify

Performance Measure/ Activity	2008/09 actual	2009/10 target	2009/10 Mid year actual (or estimate)	2009/10 forecast	PROGRESS STATUS
Kent Scientific Services					
Consumer average turnaround time	33.5 Days	21 Days	36 Days	30 Days	Much of the work is sub-contracted. External laboratory performance is improving but unlikely to deliver year end target.
Toxicology average turnaround time	39.5 Days	25 Days	33 Days	30 Days	The section started the year working off a backlog. Performance is improving, although unlikely to meet target by year-end.
Registration Service					
Total Income	2.702m	3.123m	-	3.030m	Analysis of impact of recession on number of marriage ceremonies being conducted
Kent Drug & Alcohol Action Team (KDAAT)					
Percentage of young people who are assessed as requiring specialist substance misuse treatment who commence treatment within 15 working days of the referral	94%	100%	70%	70%	Action plan being devised to improve performance
YOS					
<u>NI 45</u> : Engaging children & young people known to YOS in ETE	80.9%	90.0%	72%		*YOS has revised the methodology to measure the participation of those of statutory school age in education by recording young people in education as opposed to having the offer of education. Kent performance is still comparable with that of statistical neighbours.
Engaging young people of <i>statutory school age</i> known to YOS in ETE	91.8%	95.0%	76.7%		

Performance Measure/ Activity	2008/09 actual	2009/10 target	2009/10 Mid year actual (or estimate)	2009/10 forecast	PROGRESS STATUS
Ensuring young people <i>returning to the community from custody</i> are in suitable accommodation	76.3%	100%	76%		There is a constant challenge nationally to find suitable accommodation (i.e. not bed & breakfast) for young people being resettled in the community following a period in custody. Work with Children's Social Services & Local Housing Authorities in the light of the Southwark Judgement (House of Lords, May 2009) should improve partnership working but resource development will occur in the medium / long term as opposed to the short term.
Libraries & Archives					
Total Issues (Book and AV)	7,262,462	7.5m	3,336,881*	7m*	*

*The switch in Library IT system during 2009 has highlighted errors in data supplied by the previous supplier for earlier years, which resulted in over reporting of issue numbers up to end 2008. In addition, the Library Service is aware that some customers over estimated the disruption that the transfer to the new IT system would cause and did not borrow as many items through the rollout period in early 2009. We will be able to fully judge the impact of the data quality issues from early February 2010.

Non-LAA National Indicators where CMY is the “KCC lead”

Indicator	Data Source	2008/9 Actual	National Average	Comparative Position
Emergency Planning				
NI 37 - % of public who feel informed about what to do in an emergency	Place Survey	16.7	15.3	Upper Quartile
Community Safety				
NI 17 – Perceptions of anti-social behaviour	Place Survey	18.5	20.9	Above Median
NI 21 - % who think Police & public services are dealing successfully with ASB and Crime	Place Survey	24.7	26.0	Below Median
NI 27 - % who think Police & public services seek views of the public on ASB and crime	Place Survey	24.2	24.7	Below Median
NI 41 - % who think people being drunk or rowdy in public is a problem in their area	Place Survey	27.3	30.8	Above Median
NI 42 - % who think people using or dealing drugs is a problem in their area	Place Survey	25.6	30.7	Above Median
Trading Standards				
NI 182 – Satisfaction of businesses with LA regulation services	Trading Standards	73%	TBC	TBC
NI 183 – Impact of Local Authority reg services on the fair trading environment	Trading Standards	0.88	TBC	TBC
NI 190 – Achievement in meeting standards for the control system of animal health	Trading Standards	TBC	TBC	TBC
Youth Offending Service				
NI 19 – Rate of Proven re-offending by young offenders	YOS	1.1	1.0	Below Median
NI 43 – Young People within the Youth Justice System receiving a conviction in court who are sentenced to custody	YOS	4.6%	5.8%	Above Median
NI 45 – Young Offenders in suitable Education, Training & Employment	YOS	81.6	73.1	Upper Quartile
NI 46 – Young Offenders access to suitable accommodation	YOS	71.6%	95.7%	Lower Quartile
KDAAT				
NI 115 – Substance Misuse by young people	Tell Us survey	12.8	10.9	Below Median
Libraries				
NI 9 - % of adult population who have used a library in past 12 months	Active People Survey	46.2%	48.5%	Below Median
Libraries / Arts				
NI 10 - % of adult population attending a museum or art gallery in the local area	Active People Survey	54.8%	53.8%	Above Median
Adult Education				
NI 13 – Migrants’ English Language Skills and Knowledge	LSC	Due April 2010	TBC	TBC

Communities Directorate-led Local Area Agreement Indicators

Indicator	Baseline (07/08 unless otherwise stated)	08/09 Target	Progress				2010/11 Target	Comment
			08/09 Actual	09/10 Updates	Direction of Travel	RAG rating		
KENT ECONOMIC BOARD								
<u>Economy</u>								
NI 161 Number of Level 1 qualifications in literacy (including ESOL) achieved	5,528 (2006/07)	5,747	Due Apr 2010		↑	GREEN	6,185	2007/08 data shows good progress - 6,171
NI 162 Number of Entry level qualifications in numeracy achieved	806 (2006/07)	838	Due Apr 2010		↓	RED	906	2007/08 data shows a drop in performance - 662. However, some learners are enrolling on Level 1 courses as their first numeracy course instead of Entry Level 3. Clarification as to whether these can be included has been sought.
<u>Housing</u>								
NI 141 Percentage of vulnerable people (Supporting People service users) achieving independent living	65.7%	66.7%	68.6%	73.4% (Qtr 1)	↑	GREEN	71%	
PUBLIC HEALTH BOARD								

NI 8 Adult participation in sport and active recreation (30 minutes 3 times a week)	20.5%	21.2%	21.3%	21.2% (March 08 to March 09)		AMBER	22.7%	Next results update due Dec 09.
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Indicator	Baseline (07/08 unless otherwise stated)	08/09 Target	Progress				2010/11 Target	Comment
			08/09 Actual	09/10 Updates	Direction of Travel	RAG Rating		
KENT CHILDREN'S TRUST								
NI 110 Young people's participation in positive activities (group activity led by an adult in last 4 weeks)	59% (2008/09)	N/a - baseline year	59%	Due early 2010			75%	Measurement of NI 110 is via TellUs and relates to an extremely small sample size, (180 Year 10 pupils). Therefore the confidence interval of the data is at least +/- 7%, making its validity questionable. An identical question has been added to the 2009 Kent Pupil Survey - results due in early 2010.
NI 111 First time entrants to the Youth Justice System aged 10-17 (number)	2,469 (amended to 2,547 in DCSF bulletin Nov 09)	2,420	2,402			AMBER	2,325	PI -Figures are derived direct from Police National Computer (PNC) and reported via DCSF annually. These figures are higher than YOTs across the country have been reporting locally, due to a national problem of some notifications not being received by YOTs from Police. Work is in progress to solve this issue.
NI 111 First time entrants to the Youth Justice System aged								

Indicator	Baseline (07/08 unless otherwise stated)	08/09 Target	Progress				2010/11 Target	Comment
			08/09 Actual	09/10 Updates	Direction of Travel	RAG Rating		
10-17 (rate per 100,000 population)	1,660 (amende d to 1,710 in DCSF bulletin Nov 09)	1,620	1,620				1,560	Targets set on basis of rate per 100,000 population, so this is the official figure recognised for LAA purposes.

	Baseline (07/08 unless otherwise stated)	08/09 Target	Progress				2010/11 Target	Comment
			08/09 Actual	09/10 Updates	Directio n of Travel	RAG rating		
STRONGER AND SAFER COMMUNITIES GROUP								
NI 11 Engagement in the arts (attended an event 3 times in last year)	47% (2008/0 9)	N/a - baselin e year	47%	47.1% (March 08 to March 09)		AMBER	50%	Next results update due Dec 09
NI 40 Numbers of drug users recorded as being in effective treatment	2,180	2,289	2,468	2,439 (12 months to Jun 09)	↑	GREEN	2,335	Final year target level achieved early but needs to be maintained.

Notes:

RAG explanation :

Significantly behind target, remedial action required (progress is less than 60% of target trajectory)	Behind target but good progress being made, actions underway and no significant concerns so far	On Target or ahead of target

Direction of travel symbols :

Performance Improving : ↑

Performance Static : ↔

Performance Deteriorating : ↓

Communities Directorate in-year monitoring against Equality & Diversity Priorities

Below is a summary of progress by Services in the Communities Directorate, categorised by Equality Framework for Local Government (EFLG) theme:

EFLG Theme: Knowing Your Community

Priority: Complete the picture of current service users and non-users of Unit's services in terms of main equalities strands

The Sport, Leisure & Olympics Service has distributed a customer satisfaction survey and equality data is now held for a variety of projects and initiatives, including grant aid recipients and Kent Free Access for National Sportspeople (FANS) members & coaches. Local 'Community Profiles' are undertaken across the Youth Service, who continually consult with users on the delivery of the service. Insight into non-users of the Service will be gleaned from the local NFER Survey commissioned by the Kent Children's Trust.

Insight can also be gained from regional or national bodies. For example the Arts Council of England, South East (ACE,SE) has recently provided the Kent's Arts Development Unit with local area analyses, undertaken via its **Arts Audiences Insights**. This has shaped the development of key programmes. In addition, the results of the 'Active People Survey' provide a detailed breakdown regarding the physical activity levels of residents in Kent. The results can be broken down by location/age/gender/disability/ethnic minority to enable market segmentation and targeted work to take place.

Several services within the directorate are focused upon the needs of vulnerable individuals. The Kent Drug & Alcohol Action Team (KDAAT) monitors the ethnicity profile of service users in treatment and feeds the information in to its needs assessments to help ensure that treatment services can meet the needs of all people from ethnic communities in Kent. The Supporting People Service also conducts a comprehensive needs analysis of the twenty-one clients groups within the programme every six months.

The Youth Offending Service monitors ethnicity of young people in all stages of the youth justice system in the county, which has highlighted the possibility that young "Black & Black British" are disproportionately represented. An audit is being undertaken to ascertain the likely reasons for this and to inform counter measures.

The Adult Education Service gathers information regarding age, gender, race and disability, which Managers use to inform planning and current service users in Libraries have been segmented using MOSAIC into the Kent and Medway areas and work is ongoing with non-users.

EFLG Theme: Responsive Services and Customer Care

Priority: Ensure that consultation for planning and decision making involves all sections of the community

Communities Directorate Services come into contact with the Kent public on a daily basis. The KCC Community Wardens informally consult with their communities on issues that

matter to them through direct contact with residents; they link in with the local PaCTs (Partners and Communities Together) where the communities are able to identify and discuss issues of importance to them.

The Gravesend Library Rebuilding Project consultation plan is incorporating the new Customer Impact Assessment (CIA) process to ensure the consultation is proportionate, relevant and reflects the local population profile. Consultation has been taking place on IT software for Visually Impaired customers.

The Youth Service continues to deliver Senior Member's programmes, local forums and Youth Advisory Groups alongside the Youth Opportunity Fund/Youth Capital Fund panel, allowing young people to continually engage in planning and decision making for local services.

Young people are routinely being involved in the recruitment of new staff in the Youth Offending Service (YOS). There is now a Participation Lead in each Team and a more co-ordinated approach is being practised to ascertain the views of service users, including via the use of Viewpoint, a software programme which enables YOS to collate and analyse the data collected.

The Arts Development Unit held a 'Cultural Summit' in September is a key milestone in developing a consensus-driven strategy and is a vital consultation mechanism. The delegates included key organisations and interests, to ensure proper representation of views and needs.

KDAAT issues equalities monitoring forms as part of its service user engagement processes and monitors the information in order to ensure fair representation of as many minority ethnic groups as possible.

The Turner Contemporary programme runs several consultation groups such as older and younger persons groups, which play an active role in shaping service delivery.

Guidance for the operation of Rest Centres, Humanitarian Assistance Centres and Resilience Mortuaries in an emergency situation takes specific account of the needs of vulnerable people and those within the faith community.

Priority: Develop a better understanding of the groups of people whose views are seldom heard and find ways of engaging with them

Several services within the directorate are wholly focused on groups whose views are seldom heard. Particular recent examples include:

- the introduction of "Community Seats" in the 2009 Kent Youth County Council elections, which allows particular unrepresented groups of the community to develop their voice in a formal participative environment;
- early work on the 'hidden harm' agenda to review the needs of children of substance misusing parents;
- the "Dreams Can Happen" programme involving KCC Community Wardens, running in the Sevenoaks and Dartford area which promotes the inclusion of people with learning disabilities by actively engaging them with other sectors of the communities and with partnership agencies.

- KCC Wardens were recently awarded a special commendation in recognition of their service throughout 2009 towards the promotion of inclusive 'communities for all'.
- The Trading Standards Advice & Education Team is working with young people with learning disabilities and has put a number of initiatives in place to help them become confident consumers.
- Kent Adult Education Service has been working with adults with learning disabilities to develop information for them that is easy to read and understand. The Service is testing out new approaches via its E&D Forum to seek the views of different groups of students on specific issues.
- The Library Service held a disability awareness event in July 2009 for 78 staff that included personal perspectives from disabled people. In addition they published and promoted a new best practice guide on delivering services for Adults with Learning Disabilities

Priority: Embed the Directorate system for equalities monitoring relating to complaints

All Services have either fully implemented the corporate guidelines or will have done so by the end of 2009/10.

Priority: Conduct Customer Impact Assessments (CIAs) as appropriate, using the new corporate methodology

Relevant staff within Services have been attending the latest KCC CIA training sessions to learn the appropriate methodology. Services are prioritising key policies, practices or procedures to go forward for peer review / screening once produced and the Directorate is represented on KCC's CIA 'challenge network'.

The new methodology is being integrated into the Consultation Plan for Gravesend Library with a view to providing a template for all future major Libraries & Archives projects. A CIA was also carried out for the major IT "Envision" project, the first phase of which went live at the end of April 09.

Priority: Fully implement standards relating to equalities recruitment training

All Services are ensuring that at least one member of any interview panel has undertaken KCC's 'Positive Action in Recruitment' Course.

The level of Equality & Diversity training for staff often depends on how public facing the service is. For example, Equality and Diversity remains a key aspect of induction training for all full and part-time staff in the Youth Service. In addition to this an audit of when staff have undertaken training is underway which will inform which staff require refresher courses.

All Community Wardens also receive Equality & Diversity training as part of their induction into the role.

To: Communities Policy Overview and Scrutiny Committee
12 January 2010

By: Mike Hill, Cabinet Member, and Amanda Honey, Managing Director, Communities

Subject: The Kent Supporting People Programme

Classification: Unrestricted

Summary: This report introduces members to the Supporting People Programme and presents a draft Strategy for 2010-15.

FOR CONSULTATION

1. INTRODUCTION AND BACKGROUND

1.1 The Supporting People Programme transferred to Communities on 1 September 2009 from Kent Adult Social Services. It is funded by the Communities and Local Government Department and provides housing related support services which enable vulnerable people to remain living independently.

1.2 The team which manages the programme is led by Claire Martin and is based within the Youth and Community Support division of the Communities Directorate. The team commissions a range of services from over 120 providers in the county and supports approximately 23,000 people in 21 different client groups including, for example, people with learning disabilities and young people at risk.

1.3 The attached paper (Appendix One) introduces members to the services provided by the programme and gives a resume of the key points of a draft strategy for the next five years. The strategy has been subject to consultation with a range of service providers, service users and the Supporting People Commissioning Body and comments from members of this Committee are also invited. A link to the full document is given below for those who wish to examine it in further detail.

www.kent.gov.uk/supportingpeople)

1.4 The final draft will be presented to KCC's Cabinet on 1st February 2010 for endorsement and then to the Supporting People Commissioning Body for approval in March. The Commissioning Body is a multi agency group, including representatives from the 12 District authorities, KCC Adult and Children's Services, Health and Probation and is chaired by the cabinet member for Communities.

1.5 A short presentation will be given at this meeting to allow members an opportunity to familiarise themselves with the service.

2. RECOMMENDATION

Members are asked to

2.1 NOTE the transfer of the Supporting People programme to Communities and the scope of its services

2.2 COMMENT on the main points of the draft Strategy as summarised in Appendix One

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Background Information:

Five-Year Kent Supporting People Strategy 2005-2010
Annual Plans 2003-2008
Strategy Refresh, June 2008
Commissioning Body Report Developing the Supporting People Strategy 2010-2015

**KENT
SUPPORTING PEOPLE
STRATEGY
2010-2015

(SUMMARY)**

1. Strategic Context

The Supporting People Programme is a delivery vehicle for the strategic objectives of partnerships across the County of Kent to enable vulnerable people to maintain their housing situation, manage their finances, co-exist successfully in their community, acquire independent living skills, stay safe, liaise with other agencies, and access training, education, and employment. The Programme is closely inter-linked to other statutory and non-statutory agency strategies that aim to achieve similar or overlapping objectives. The Programme facilitates the delivery of the Local Area Agreement and contributes to achieving the Kent Partnership's jointly agreed targets relating to housing and independent living.

Current Service Delivery

The Supporting People Programme currently supports over 23,000 vulnerable people in a wide range of client groups. More than half of the grant is spent on what might be termed 'traditional' client groups such as older people with support needs, people with learning disabilities, people with mental health problems and people with physical/sensory disabilities. Other services support groups such as single homeless people, young people at risk and people fleeing domestic abuse. Client groups with relatively minimal client group specific provision are people misusing alcohol and/or drugs, offenders, homeless families with support needs and gypsies and travellers.

With regard to types of services, the programme delivers as follows:

%	Units	Funding
Accommodation based	30.24%	63.96%
Community Alarm	40.43%	2.67%
Floating Support	18.21%	29.60%
Home Improvement Agency	11.13%	3.78%

The Programme inherited services which were not commissioned by the Supporting People Programme. The Programme has strategically commissioned accommodation based, handyperson and floating support services during the last five years. However, client group specific services are not equally distributed across districts/boroughs according to identified need or levels of deprivation. Therefore accommodation based services are provided in circumstances which mean that in some districts service users have to move across boundaries to access services. In addition to this the Communities and Local Government department has a grant funding stipulation that short term supported services are open to anybody in the country.

Finance

The Supporting People Programme forecast a spend of £35 million in 2009/10 and 2010/11 utilising the accumulated reserves and meeting the commitments to the steady state contracts within the current Supporting People Strategic Plan.

The next Comprehensive Spending Review may well result in the implementation of the national Supporting People funding distribution formula which in its purest form would see the programme in Kent losing up to four million pounds. The 2010 – 15 Strategy will aim to address delivery and re-prioritise services identified in the needs analysis to vulnerable groups requiring a significant shift in contractual arrangements

and commissioning. The Programme plans to realign resource expenditure including reducing average and total cost of delivering housing related support, decommissioning services that are not a priority and seeking additional funding from joint commissioning partners.

Developing the Strategy

The draft strategy has been produced by the Kent Supporting People team with the assistance of and using information from a wide range of organisations. The Programme recognises the potential of a limited and reducing Supporting People grant and the need to redefine the priorities for service delivery and this may conflict in some instances with local area priorities and demands. There have been extensive consultations which included one to one meetings with representatives from partner organisations, focus group meetings and the use of a survey with service users, workshop with members of the Commissioning Body including elected members, and a consultation conference with members of Supporting People bodies (e.g. service user panel).

Vision and Strategic Objectives for 2010-2015

The Programme's vision for the next five years is:

Working in partnership to deliver needs led, value for money, high quality housing support services for vulnerable people.

In addition the programme aims to ensure that these services are;

- **accessible to those who need them**
- **promote independence and well being**
- **enable people to take control over their lives**
- **participate fully in the social and economic life of their communities**
- **complement services delivered by statutory and non-statutory agencies.**

In order to achieve that vision the following strategic objectives have been set:

- (1) To target resources on clearly evidenced housing related support needs of vulnerable people living in Kent's communities that prioritise service delivery for those most in need ensuring that Supporting People funded support meets the criteria set out in the Kent eligibility policy.
- (2) To commission services that enable partner agencies to deliver their priorities, contribute to achieving targets prioritised by the Local Area Agreement and use resources and funding available across the key strategies to deliver better outcomes for service users and partners, in particular the enhancement of social capital and reduction in social inequality through the promotion of social and economic inclusion.
- (3) To generate additional income to reduce the reliance on the Programme
- (4) To deliver services that are efficient and demonstrate value for money, operate to best value principles, and achieve locally and nationally defined quality standards, and challenge services that underperform.

- (5) To improve fair access and diversity to existing services and ensure that services are flexible and accessible to the wider local communities.
- (6) To ensure that vulnerable people do not become dependent on support and that they can maximise their independence by moving on to independent living in a timely fashion and capacity building in their communities.
- (7) Service user involvement and consultation will be at the heart of the programme, as will enabling services users to no longer require the services within the Programme

Commissioning Priorities

The priorities for new service development are based on analysis of need, consultation with partner agencies and a methodology prioritising risk. Overall, the priority areas for service delivery and resource allocation are identified as client groups who are at high risk of harm to themselves or to the community if services are not provided, for whom there are relatively few services either in the county as a whole or in particular areas, and who have few advocates in the form of organisations with statutory responsibilities.

These groups are young people at risk (including young offenders), people who have mental health problems as well as substance misuse problems (dual diagnosis), single homeless people and families with support needs. There is also a need to strategically review the housing related support needs of Minority Ethnic communities including Gypsies and Travellers.

Overall Direction of Travel

The Supporting People programme will:

- Focus on ensuring that the services funded are clearly defined as housing-related support, meet the intended outcomes of maximising independence and are explicitly linked into the priority targets of the Local Area Agreement. Eligibility criteria for housing-related services will be reviewed and explicitly define high, medium and low support levels as well as be explicitly linked to required outcomes.
- The Programme will prioritise services that focus on prevention and help people to stay in their own accommodation. More emphasis will be placed on assisting service users to link to social and economic resources in the community as a route to greater independence.
- Resources will be targeted more effectively on those in need of support rather than on people living in particular types of services/accommodation. This is particularly true for older people with support needs. Currently services are mainly targeted at older people in sheltered accommodation whereas the vast majority of older people live in other accommodation in the community.
- The Supporting People Programme will prioritise short-term rather than long-term supported housing.

- There will be more emphasis on time-limited objectives and practical interventions such as those delivered by Home Improvement Agencies / handyperson services to sustain independence.

Over the lifetime of the strategy, any investment in new services will have to be funded at least in part by savings generated through decommissioning other services and priority will be given to short-term accommodation based and floating support services.

Delivering the Strategy

The Strategy will be delivered using a range of mechanisms and tools:

- Keeping service users at the heart of the programme, including capacity building and person-centred support planning
- Enhanced partnership working, with partners involved from identifying need to commissioning services
- Pursuing an efficiency agenda, including improving service efficiency, effectiveness and the use of and access to resources, benchmarking, new commissioning approaches

Governance

The Supporting People Programme is an inter-agency programme. It is envisaged that current governance arrangements will continue:

Kent County Council is the Administering Authority which provides the legal and administrative base for the programme. The Commissioning Body provides strategic direction and is comprised of representatives of all the local authorities in Kent, the Probation Board, the two Primary Care Trusts, Adult Social Services and other Kent Directorates, and elected members from both district and county councils.

The Core Strategy Development group has a similar representation on a more operational level and is responsible for undertaking detailed policy and analytical work identified as needed to develop and implement the Supporting People Programme.

The Supporting People Team supports these structures and carries out the day to day work of the programme,

Interfaces with other Regulatory Programmes

Supporting People is embedded in the current Local Area Agreement (LAA) through delivering on the National Indicator 141 and will ensure that it is included in the next generation of LAA. Responsibility for delivering the LAA sits with the Kent Partnership. Supporting People is already represented on the Safer and Stronger Communities Board. However, the programme's agenda and objectives span the targets of other boards such as Public Health Board and Children's Trust.

The Supporting People Programme will in future be regulated and inspected by the Audit Commission as part of the Comprehensive Area Assessment (CAA). The assessment will pay particular attention to how well an area meets the needs of vulnerable people including those not in receipt of statutory services who need additional assistance to ensure equity of access to services.

The contributions of the Supporting People Programme will be important evidence and will be measured by the CAA using the following: -

- Inspection findings of housing support providers and local authorities
- Analysis of data from the outcomes framework
- Progress against NI 141 and NI 142 and other national indicators that Supporting People contributes to
- Area based intelligence from a range of partners including service users

To: Communities Policy Overview & Scrutiny Committee – 12 January 2010

By: Mike Hill, Cabinet Member, Amanda Honey, Managing Director, Communities

Subject: The Kent Approach to Literacy and Reading

Classification: Unrestricted

Summary

This report notes progress on the development of a Strategy for Reading and Literacy in Kent – known as the “Kent Approach” – and identifies next steps.

FOR INFORMATION AND COMMENT

1. INTRODUCTION AND BACKGROUND

1.1. In March 2009 the Communities Policy Overview Committee confirmed its support for the development of a Literacy and Reading Strategy. This recognised the significant contribution of Communities services to the literacy agenda and helps to maintain the momentum gained during National Year of Reading 2008. In particular Members were keen to see more activity to engage young people.

1.2. The need for a strategy, known as the “Kent Approach to Literacy and Reading”, has also been endorsed by Cabinet, Chief Officers and the Kent Partnership. It will help underpin Kent’s Regeneration Framework and the Children and Young People’s Plan and it also supports Kent’s Strategy for Later Life, Supporting People, the Strategy for Public Health in Kent, Supporting Independence, the Cultural Strategy and other priorities. The Kent Approach recognises that there is much good practice but that there is a need for a more strategic and joined-up approach and all Directorates are actively involved. The aim is to develop and embed a culture where everyone in Kent aspires to read and where there is excellent access and signposting to skills development opportunities and support.

1.3. The work is led by Libraries and Archives working closely with CFE, other colleagues in Communities, especially Adult Education, and other partners. This recognises the role that our services can play in the development of key skills and the engagement of key audiences.

1.4. The Kent Approach to Literacy and Reading is to provide a sustainable model that eventually can become mainstreamed recognising that our aspiration for 100% literacy is long-term. The approach being taken in the first 18 months is to encourage experimentation and creativity (as is demonstrated in section three below); to put in place mechanisms for joint planning, partnership projects and for networking; to obtain feedback about what works, and to continue with robust information gathering in order to target activity. This will create the conditions for activity to be planned and sustained beyond March 2011.

2. THE PRINCIPLES OF THE “KENT APPROACH”

2.1. The Kent Approach aims to provide a continuous cycle of interventions, to enable Kent to reach its aspiration of 100% literacy, through three broad areas of action:- **Conversation, Charter and Challenge**.

2.2. **Conversation** aims to reach the widest possible range of partners and communities in order to get everyone talking about literacy and sharing responsibility to help find new approaches. Key questions will include:

- How can we raise standards of literacy?
- How can we introduce more people to the benefits of reading?
- What are the barriers to success and how can we overcome them?
- What can your organisation contribute?

2.3 . A **Charter**, Pledge or Reading Entitlement for the people of Kent will promote existing services alongside new offers and opportunities. It will aim to raise awareness of the range of facilities and activities that exist at local and county level.

2.4 Continuous **Challenge** aims to maintain commitment to seek new approaches until the goal of 100% literacy has been achieved. This will ensure that the Kent Approach is sustainable recognising that this is a medium to long-term aim. The role of KCC’s Members will be crucial including championing the Kent Approach at local level and ensuring that literacy is at the heart of Kent’s strategic priorities.

3. PROGRESS

Project structure

3.1. A Strategic Manager in Libraries and Archives, Gill Bromley, is managing the project and she reports to a KCC Project Board chaired by the Director for Communities Cultural Services. Board Members include the Executive Director of the Kent Economic Board, the Head of Extended Services (CFE), Head of Kent Adult Education Service, Head of Libraries and Archives, and the Social Care Commissioner For Mental Health (East Kent Adult Services).

3.2 An Implementation Group actions, supports and advises on the development and delivery of the Kent Approach. This Group includes managers from Communities (Youth Service, Adult Education and Libraries and Archives), CFE (Early Years, Local Children’s Services Partnerships, Primary Strategy, Minority Ethnic and Bilingual Service, Supporting Parents, and Study Support), KASS (Adults with Learning Disabilities) and CED (Innovations, Business Solutions and Policy) as well as Aim Higher (a partnership of Kent’s universities and the Open University, 7 FE colleges and around 60 schools), BBC Learning, Connexions, District Councils, the Employment and Skills Board, the Housing sector, Jobcentre Plus, the Probation Service, and Volunteer Reading Help. The Health sector and the Minority Ethnic service will join the Group as well as an expert in marketing.

National recognition and involvement

3.3 National recognition of Kent's work during National Year of Reading has continued. *'Kent County Council is a valued partner in the National Literacy Trust's project Partners in Literacy. We continue to be impressed by the combination of strategic activity and sustainable solutions developed We have been particularly impressed by the strategic work....(to) thread literacy into Thanet Works and regeneration activity led by Housing in Swale. This work has the potential to massively extend the reach of literacy support to the families who will benefit most from it. Kent is a shining example of an authority dedicated to making literacy a basic right for all of its communities.* (Manager: Partners for Literacy, National Literacy Trust)

3.4 Kent is actively involved with the DCSF-sponsored Partners in Literacy initiative delivered by the National Literacy Trust, with an aim of improving local outcomes for families through local coordination. It recognises that literacy begins from birth in the home and that the greatest effort should be placed on engaging pre-school children and their families. Kent was also involved in a survey conducted by the National Literacy Trust during the summer of 2009 which sought to:-

- baseline support for literacy in the home
- identify partners who work with families (particularly disadvantaged families)
- map support for families across the community
- identify signposting routes
- provide an opportunity for local partners to contribute ideas
- identify opportunities, good practice and barriers to the approach
- raise awareness of the Partners in Literacy initiative

3.5 In Kent, the survey was disseminated by the Kent Partnership and Children's Trust and attracted 253 responses. The results, at national and local level, highlighted some of the barriers to success which will help target future action. These barriers include:

- lack of confidence of parents and practitioners around knowing what steps they could take to access help and support for literacy
- attitudes of staff in some sectors which come into contact with adults with low literacy skills, including 'not my responsibility'
- a lack of effective signposting and referral

3.6 The "Kent Approach" is also a catalyst for new and innovative partnerships in which Adult Education and Libraries and Archives are playing a central role and some of them will pilot new approaches in 2010 to test models which could be rolled out more widely. These include:

- evaluation and expansion of the Doorstep Library programme which is managed by Bookworkers at Seashells Children's Centre in Sheerness and Millmead Children's Centre in Margate. Adapted from a model used in Southwark, the Doorstep Library provides highly skilled volunteers to read stories to children in some of our most deprived streets. It targets families who are registered with, but do not engage with the Children's Centre.

- work to raise literacy skills of up to 7000 housing tenants in Swale in partnership with Amicus Horizon Housing Association. Amicus will celebrate a Year of Reading in 2010 with events and activities each month linked to Adult Learners Week, National Children’s Book Week etc. Partners will also develop an approach using challenge and reward to encourage more people to read and develop their literacy skills. Challenges will include joining a library, visiting a Skills Plus Centre, using a website, reading 6 Quick Read books, becoming a Time2Give library volunteer etc. Work in Swale has attracted DCSF Child Poverty Innovation funding via the Local Children’s Services Partnership (LCSP) as well as housing association investment in literacy.
- Thanet Works and Thanet LCSPs’ work to raise standards in schools and get people into work which has identified literacy as the top priority. Literacy will be embedded into all Thanet Works initiatives. Partners will also develop an offer and a Route Map to literacy recognising the need to remove the barriers which prevent people accessing skills development opportunities and support. Many people are also unaware that the support provided by adult education and libraries is free. Working Neighbourhoods Fund and Child Poverty Innovation funding will support this work.
- a partnership led by Connexions in Kent Thameside which will target young people not in education, employment or training (NEETs). Key partners include the Youth Service and Y.M.C.A..
- ‘*Reading Buddies*’ schemes in schools where young people and adults listen to children read, including KCC Staff Volunteers, a new employee volunteering scheme at Maidstone District Council which is being established for this purpose, and a ‘doorstep library scheme’ in Thanet
- Support for the national Homelessness trailblazer initiative in Ashford where the District Council has recognised that literacy skills are the biggest single factor when it comes to a person’s ability to retain a job which will enable them to retain their home. The scheme has raised housing officers’ awareness of Adult Education and Library services so that they in turn can advise their tenants and other people faced with homelessness.
- Giving new momentum to existing programmes such as “test the organisation” and “book start”.

3.7 We are also exploring opportunities to:

- Establish a forum for literacy and reading in every District bringing together key partners around local priorities. This will also demonstrate that literacy is key to all strategic priorities including economic success, health and wellbeing, stronger and safer communities and enjoying life.
- develop a *Reading Recovery* scheme to support adult learners based on the model used in schools

- work with the Community Safety sector to target people on probation, young offenders and people held in police custody and also develop new audiences including young people not in education, employment or training .
- Pilot a R.E.A.D. (Reading Education Assistance Dogs) scheme, in schools and libraries where reluctant readers, in particular boys, are given the opportunity to read aloud to a therapy dog. The scheme operates in the U.S.A. and will link to existing use of therapy dogs in Kent schools.

4. NEXT STEPS AND RESOURCING

4.1 As well as keeping momentum on the practical action described above, the priorities now are to:

- complete mapping including baseline and current provision
- confirm priorities and target audiences which include adult learners and families and other audiences referred to above
- identify further pilot projects
- develop an evaluation framework
- develop a Communications Strategy including effective use of internet and new technologies to reach target audiences. A virtual Partnership Network will enable effective 2-way communications as well provide as access to expertise and connections with target audiences. This network is expected to include 200 or more organisations.

4.2 The Kent Approach to Literacy and Reading recognises that many of the services, facilities and activities already exist that are needed to achieve the goal. These include adult learning provision and library services as well, of course, as schools and extended services, children's centres, ESOL provision and many others. Maximising access to and synergy between these resources will be a critical success factor, especially during an economic downturn.

4.3 As demonstrated above, the Kent Approach is already attracting investment and CFE Extended Services has recently confirmed funding to enable Libraries and Archives to sustain the Bookstart and Booktime schemes for babies and early years children in 2010-11. The project will continue to pursue investment opportunities including seedcorn funding to test new approaches which will engage new audiences and new partners.

5. RECOMMENDATIONS

5.1 Members are asked to:

(i) NOTE the activity that has taken place and the continuing momentum of this work

(ii) ADVISE on ways in which KCC elected Members might act as ambassadors for literacy and reading in their local communities

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To: Communities Policy Overview & Scrutiny Committee – 12
January 2010

By: Mike Hill (Cabinet Member) and Amanda Honey
(Managing Director) Communities

Subject: Adult Education and KEY Training Update

Classification: Unrestricted

Summary

This report provides an overview of the performance of the Adult Education and KEY Training services which are now managed together as a single business unit. Some of the major challenges and opportunities which have been met in the last 3 years are also identified and those ahead are anticipated.

Recommendations

Members are asked to NOTE this report

1. INTRODUCTION

1.1 Adult Education and KEY Training services work with a range of client groups including:- young people who are entering the world of work (this is the main focus of KEY Training); adults seeking employability skills; organisations requiring work force skills; families; and adults seeking learning for pleasure or continuing education (the 'traditional' Adult Education learner). They are funded through a mix of government funding streams and fee income.

1.2 2009 has been a year of mixed fortune both for adult education and work-based learning across the South East and within Kent. Whilst adult education numbers stabilised in 2008-9 and income earned from learner fees showed a small increase over 2007-8, work-based learning is experiencing reducing numbers. This is against a backdrop of economic recession; funding restrictions and reduction over the past 3 years; and confusion that has arisen as result of overspending by the Learning and Skills Council (LSC) - one of the primary sources of funding for the service.

1.3 It is timely therefore to bring members up to date with the current position in relation to both these services, which are now managed as one business unit. This report starts by summarising trends in national policy and

funding over the past 3 years and the significant changes that have been made in response to these. It then highlights recent performance and enrolment figures and finally, it examines the outlook for national policy and funding which will provide the context for service development and planning in future.

2. NATIONAL TRENDS 2006-2009

2.1 Improving adult employability skills, specifically in literacy and numeracy, has been a consistently high government priority during 2006-09 and funding for these through the LSC has been maintained. Since November 2005 the national priority areas have been 16-18 year olds, full qualifications, work-based learning and long courses and indeed for some of these categories funding has increased in real terms.

2.2 In contrast, Adult Learning, short courses, community engagement and 'traditional Adult Education' courses which are generally offered by services hosted within local authorities have experienced considerable reductions in LSC funding over the past 3 years. There has been a national decline in the number of Adults participating in learning of approximately 1.5 million learners¹.

2.3 Provision aimed at widening participation, engagement with disadvantaged groups and community development work has also been subject to funding reductions and short-term commitments and the majority of FE Colleges and Local Authority adult learning services have consequently reduced their community programmes. This change has been partly driven by reduced funding and also by the introduction of a new performance regime which makes working with disadvantaged people a higher risk for many providers.

2.4 The result of these funding patterns over the last three years has been relative prosperity for the majority of FE Colleges and recession for most Local Authority Adult Education services. Kent has lost £2 million in cash, and overall numbers in learning have declined by 27%, since 2004-5. Adult learners in Kent have continued to benefit from a wide range of subjects offered in all Districts but have experienced a reduction in choice of locations and time of day for courses. User fees for Lifelong Learning courses have risen by an average 45% in Kent since 2006.² (although many were offered at 2007 prices this year.)

2.5 At the same time a strong independent work-based learning sector has emerged in response to the growth of funding in this area, including apprenticeships. This is core business for KEY Training which enjoyed more secure funding levels for activity and business growth right up until 2008. Even these work-based organisations including KEY have however been under-invested in Capital improvement programmes.

¹ NIACE 2009

² Average fee increases for all Local Authorities in England 2006-9 is 32%. (NIACE)

3. ACTION TAKEN IN RESPONSE

3.1 Adult Education and KEY Training have been brought together into a single business unit in order to create a more resilient organisation which is better able to manage fluctuations in demand. This is being achieved by reducing overheads, widening the service offer (thus lessening the risk), changing the balance between fixed and variable costs, and developing the ethos of the organisation as a public sector enterprise able to cope with constant change and anticipate new demand for its services.

3.2 The transformation programme to achieve this change is known as TALENT = Toward a Learning Enterprise for Tomorrow and its impact is apparent in the Strategic Plan *Tomorrow's Learning Enterprise*, available on the CD- ROM accompanying this report. In summary the three main changes are:-

(1) There has been a departure from the traditional mixed-economy model of funding and planning in order to re-focus on five identified market segments:-

- Young people entering the world of work
- Adults seeking employability skills
- Organisations requiring workforce skills
- Families and neighbourhoods
- Adults seeking continuing education, learning for pleasure
(see Appendix 1 for a fuller description)

(2) Support functions have been reviewed and streamlined and new technology has been adopted to support marketing, finance, quality improvement & assurance. With a re-balancing from fixed to variable costs a 16% saving in fixed costs in two years has been achieved and income from sales has risen by 11% (see Appendix 2)

(3) New flexible working practices have been introduced, a flatter & leaner management structure has been created. Productivity and performance have already shown improvement as a result.

4. PERFORMANCE

4.1 These changes have been delivered whilst services to learners have been secured and improved and the performance headlines for different areas of work are given below.

Apprenticeships and workplace learning

4.2 Many young people with low attainment are welcomed by KEY on to its programmes but it has returned improved performance year on year and now performs only just below against the national 'success rate' average³.

³ Success Rate is an LSC measure expressing the percentage of those who join a programme who subsequently achieve the defined learning aim (usually a qualification).

	2005/06	2006/07	2007/08	2008/09	National Average
Success Rate	51%	57.8%	67.6%	68%	70.9%

4.3 In terms of work-based learning (Train to Gain) the Service has performed consistently above the national benchmark.

	2005/06	2006/07	2007/08	2008/09	National Average
Success Rate	N/A	69.8 %	80%	78.3%	73.1%

4.4 Kent Success and other programmes run by KEY Training have also been praised in the recent Area Assessment of Kent published by the Audit Commission in December 2009 and contributed to one of two 'green flags' awarded to partners in the county.

'The County Council has been increasing the numbers of apprentices it employs directly and through its contracts. It has done this through its own apprenticeship service, Kent Success. That supports young people before, during and after their apprenticeship to help them get the most out of their work and succeed in it. By June 2009 there were 210 apprentices at the Council. It is on track to achieve 750 starts in the rest of the public sector and private sector in 2009/10 (438 have started to September 2009). Three quarters of the Kent Success apprentices have completed their apprenticeship. Of these, two thirds got jobs with the Council, and a fifth found work elsewhere.' CAA assessment 2009

Adult education

4.5 Success rates for adult learners on accredited programmes have shown consistent improvement. (see Appendix 3) In Skills Plus Centres, together with other foundation learning, improvement has been outstanding with learner success rising by 32% over 3 years. The Unit's 84% success rates for adult employability and basic skills achieved in 2008-9 is among the best for all College and local authority provision in England.

4.6 The adult education service measures the quality of all its teaching and learning through systematic observation and grading of tutor performance in the classroom or workplace. The scheme is benchmarked against OfSTED standards and is highly regarded by the Inspectorate and other providers in the South east. The improvement shown is represented by an increase in good and outstanding teaching from 56% (May 05) to 62% (July 09) and the reduction of unsatisfactory lessons from 9% (May 05) to 3% (July 09).

4.7 The findings at the recent OfSTED monitoring visit on 22 January 2009 were also very positive with all areas of work found to be achieving good or significant progress. In 2010, KCC is due for a full OfSTED Inspection of its

community learning and skills work which will cover all KEY Training and Adult Education services.

4.8 Adult Education's Family Learning and Skills Plus work were also commended in the CAA

'...the County's Adult Education service supports around 6,000 families⁴ to improve their attainment and that of their children, including basic English and maths skills through to self-development, formal qualifications and work-based learning. It is easy for local people to access courses and facilities across the county.' Adult literacy and numeracy is also being improved through the development of the Skills Plus network of flexible learning centres. Around 5,000 adults annually use these centres to improve their English and maths using information technology. One-to-one support is provided all year round and each individual's training programme is personalised. There is a broad range of initiatives ranging, including support for families in basic literacy, language and maths skills, through to self development and business development skills.'

4.9 Practical examples of the innovative work that is being undertaken are included in Appendix 4 and also in the CD- ROM circulated with these papers.

5. ENROLMENTS

Adult Learning – December 2009

5.1 Total enrolments at December 2009 are similar to those at December 2008 (see Appendix 5). There are however significantly more learners choosing accredited and vocational courses (up 42% on 2008).

5.2 All Districts report increases for vocational learning whilst the picture for 'traditional adult learning' (non accredited) is mixed. Increases in Shepway, Gravesend, Maidstone and Canterbury are showing up with lower numbers than last year elsewhere.

5.3 Skills for Life training including that delivered through Skills Plus Centres is well attended across the County and 2009 is proving a record year for enrolments for employability skills training (literacy, numeracy with ICT). Skills Plus is on target to exceed 5000 learners in the current year and now delivers 58% of all the National Qualifications in English and Maths achieved by adults in Kent. (see Appendix 6 for 2006-2009 enrolment data by subject area)

⁴ As evidence elsewhere in the report this estimate provided to the Commission has been exceeded by 1000.

Work-based learning for Young People and adults – December 2009

5.4 102 young people have commenced apprenticeships with KEY Training since August 2009. This is an increase of 27 (35%) over the same period in 2008 and reflects the local and national priority for apprenticeship growth for 16-18 year olds. For those over 19 however funding has reduced and very few adult apprenticeships (over 25s) will be funded in future.

5.5 Enrolments for work in schools and Entry to Employment (pre-employment programmes) has declined this year, from 141 enrolments recorded at December 2008 to 108 in 2009 (-23%) and 286 to 276 (-3.5%) respectively. Training arranged with employers, (Train to Gain) has also declined by 12.5% (609 enrolments in Dec 08 to 533 in 09). For a detailed breakdown see Appendix 7.

Family Learning - 2008-9

5.6 Kent's Adult Education Service is now the largest provider of Government funded family learning programmes in England with 7355 enrolments across a range of provision. This figure represents a 47% increase on 2007 and 95% growth in 3 years. The top priority, the Family Literacy, Language and Numeracy programme, more than doubled in size over the previous year attracting 4432 learners. Parenting courses were delivered to 1019 adults - 39% increase. The Wider Family Learning offer was reduced by 34% to support priority work (4.1,4.2) planned and delivered in partnership with CFE Extended Schools Team in priority areas of Kent.

6. PREPARING FOR THE FUTURE

6.1 The current government position on spending priorities is clearly identified in a recent White paper and Skills Investment strategies. Of planned savings for 2010-11 totalling £340million for the Department for Business, Innovation and Skills (BIS) £240 million is to be identified from the successor to LSC - the Skills Funding Agency. The lion's share of the cutback is to come from 19+ provision and money is to be targeted on 'economic recovery-focussed' investment in skills for young people.

6.2 Our expectations are that funds for 16-18 apprenticeships and pre-employment programmes will be prioritised and high-quality providers of employer-led work (Further Education Colleges and work-based learning organisations) will be supported to maintain or increase numbers. Unit costs will be subject to downward pressure however and the climate will be a challenging one.

6.3 Train to Gain is not planned to continue in its present form and in future employers will be expected to contribute more to costs. Funds are likely to be targeted in occupational sectors where the contribution to economic revival is most apparent. Whilst there is a clear commitment to fund Skills for Life programmes for adults 'more for less' will be expected and providers will face

reductions in funding per learner. Some reduction in service for the individual learner may be inevitable .

6.4 For Lifelong Learning (traditional Adult Education) the current 'Safeguard' funding stream expires in 2011 and it has been made clear that public funding will be targeted at disadvantaged learners at the expense of universal services. Learners in Kent and elsewhere can expect to pay significantly more for their adult education classes.

6.5 The new unit is preparing for these anticipated changes to funding and for a period of inevitable stringency. There will be further moves to reduce fixed costs and to increase flexibility of response by focussing on the relationship with customers and streamlining systems and administration. New technology will feature strongly in efforts to reduce costs

6.6. Reviewing premises costs is also a major part of preparation for the future, in the context of "Total Place" aspirations to maximise benefit and occupancy, and minimise the costs, of the public sector asset base. Increasing the scope for sharing accommodation and integrating with other community learning and skills services is therefore very much on the agenda, building on a direction of travel that is already established.

7. CONCLUSION

7.1 Performance in the majority of provision within the Unit has been sustained during a challenging few years, and the quality of service is improving. Recent trends in learner choice demonstrate the importance of a broad curriculum offer and the need for flexible responses to demand which the service is nurturing

7.2 The newly combined unit has established a responsive and highly adaptable public service enterprise in which customer needs drive innovation. Having demonstrated capacity to manage change and deliver improvement there is confidence that the challenges of an uncertain funding and policy landscape will be confronted positively.

8. RECOMMENDATIONS

8.1 Members are asked to NOTE this report

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Young People entering the world of work

Products: Apprenticeships, Entry to Employment (NEET oriented), delivered by KEY Training

Funding sources: LSC work-based learning contracts, FE responsive funds for Entry to Employment.

Total numbers in 2008/09: **928**

Trend: Increasing to 2008, decline of 5% in 08-9. Potential growth from 2010.

Adults Seeking Employability skills

Products: SkillsPlus, ESOL

Funding sources: LSC Skills for Life

Total numbers in 2008/09: **6353**

Trend: Stable funding for Literacy/ Numeracy, increase in numbers obtaining qualifications through Skills Plus. ESOL funding reduced 5% 07-09.¹

Organisations requiring workforce skills

Products: Level 2 skills, 'Train to Gain'

Funding sources: LSC, ESF, DWP

Total numbers in 2008/09: **797**

Trend: Growth halted 2009. Reduced funding per learner and expected employer contributions from 2010.

Families and neighbourhoods

Products: Family Learning, FLNN, Community Partnerships, Learning Champions

Funding sources: LSC, NLDC, SEEDA + other small contracts

Total numbers: **7807**

Trend: Decline since 05-6 reversed in 2008. Significant growth in family programmes in 08-09. Future funding trend unclear.

Adults seeking continuing education, learning for pleasure

Products: Traditional AE via AE Centres and 300 community venues

Funding sources: LSC Safeguard, FE Learner Responsive, individual user fees approximately £3 million.²

Total numbers in 2008/09: **27000**

Trend: Decline in participation to 2008, projected growth for 9-10. Safeguarded Funding (for non-accredited 'Informal Learning' expected to be channelled to many Local Authorities from 2011³

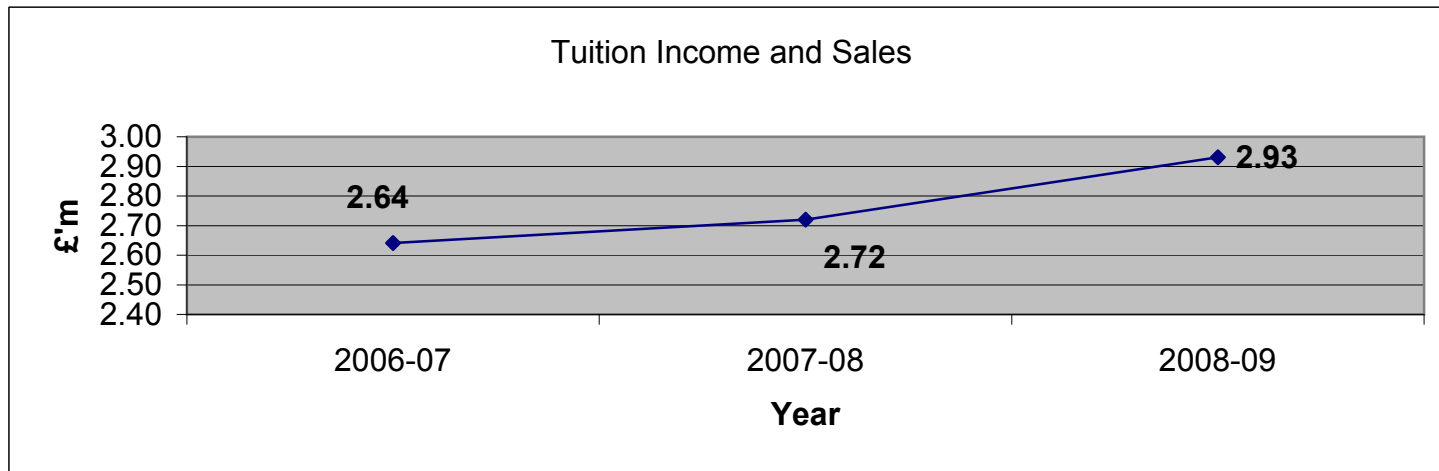
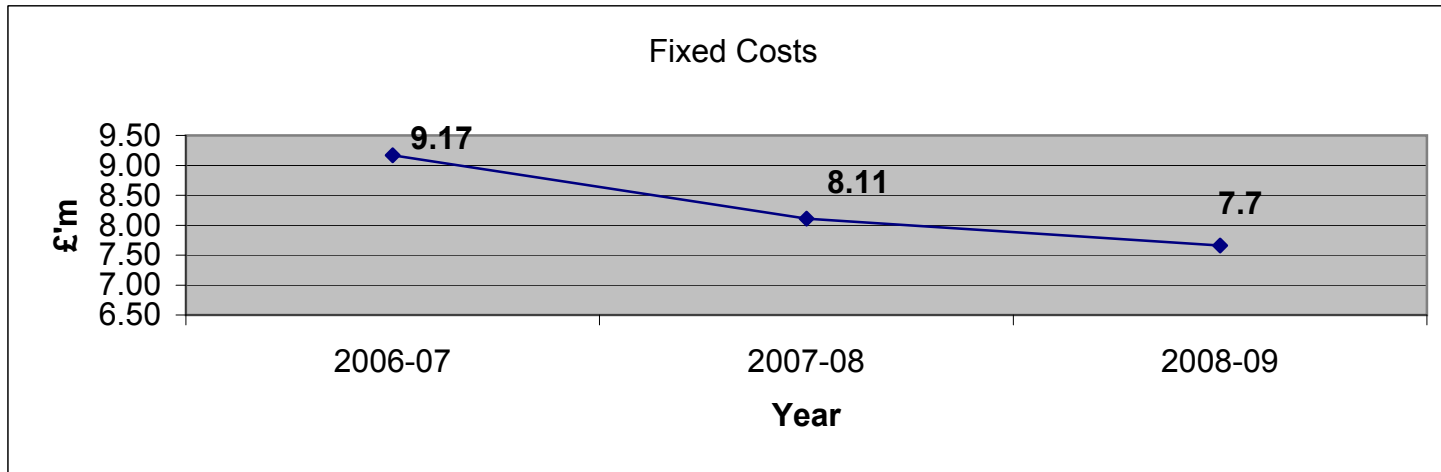
Separate Business Models have been developed aligned to funding streams to ensure fluctuations in demand funding can be managed without destabilising the entire unit.

¹ However the latest BIS funding document indicates a reduction in funding per learner from 2010.

² Kent continues to offer generous fee reductions for people over 60 where many have abandoned this policy

³ White Paper 'The Learning Revolution' suggests that LA's will be invited to become Lead Accountable Bodies in 2010.

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Adult Education: Comparison LSC Levels of Performance for Long Accredited Programmes 06/07 to 08/09 – 3 Years

	Subject Area	06/07 Success Rate % KCC	07/08 Success Rate % KCC	% Improved Over 2 years KCC	08/09 Success Rate % KCC	% Improvement over 3 years (Decline) KCC	07/08 National Benchmark	National Benchmark compared to 08/09 Results
1.	Health, Public Services and Care	60.2	61.0	0.8	83.0	22.8	70.8	+ 12.2%
2.	Science and Mathematics	56.8	61.0	4.2	76.0	19.2	69.1	+ 6.9%
3.	Agriculture	72.0	74.0	2.0	-	-	N/A	N/A
4.	Engineering	81.5	83.0	1.5	-	-	N/A	N/A
6.	ICT	69.3	66.0	(3.3)	81.0	11.7	60.6	+ 20.4%
7.	Retail	65.8	79.0	13.2	66.0	0.2	73.5	- 7.5%
8.	Leisure, Travel	54.5	62.0	7.5	64.0	9.5	72.6	8.6%
9.	Arts, Media	69.5	70.0	0.5	65.0	(4.5)	75.3	-10.3%
11.	Social Services				71.0	-	N/A	
12.	Languages	70.4	69.0	(1.4)	77.0	6.6	72.9	+ 4.1%
13.	Education	57.0	74.0	17.0	70.0	13.0	72.4	- 2.4%
14.	Preparation for Life and Work	50.3	63.0	12.7	84.0	33.7	73.3	+10.7%
15.	Business	51.1	52.0	0.9	74.0	22.9	66.6	+ 7.4%

N.B. Comparative figures for short and very short courses have remained consistently high during the 3 year period.

The National Rate is taken from Provider Performance Output data provided by the Learning and Skills Council for the FE Sector.

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Service highlights and developments

1. The Kent Apprenticeship scheme (Kent Success) has achieved National recognition as a model of local authority leadership in expanding apprenticeships for young people. Kent Success has contributed significantly to the award of a 'green flag' for learning and skills within the *One Place Area Assessment*. The target of 250 apprentices within KCC has been exceeded 9 months ahead of schedule and additional LSC funds have been secured to continue the expansion. 122 of 138 young people (88%) who have completed a Kent Success apprenticeship to date have found a full-time job. Of the 100 apprentices currently in training within KCC 32 are within the Communities Directorate.

2. Since 2007 the Service has run the *Response* programme, in South Kent partnering various voluntary and community organisations to develop skills and confidence among people unemployed or in low wage/skills jobs. The programme focuses on the most deprived communities in Dover, Shepway (including Romney Marsh) and Ashford. Over 800 adults who have not undertaken any recent learning or training have benefited from the scheme which maximises public funding from LSC and DWP through collaborative working with Royal British Legion and Romney Resource Centre. *Response* contributes directly to Local Area Agreement targets for employability skills and a range of social and economic indicators.¹ A typical case study '*Jan, an unemployed lone parent whose prospects have been transformed by Response*' is included at the end of this appendix.

3. In 2009 the Service launched *Active Living* a new suite of learning programmes designed to meet the needs of people over 55. The approach has been based on the *3 phases of ageing* identified by the Department of Health and British Heart Foundations reports of 2001 and 2007.²

Programmes are designed to meet the differing needs of people as they age and aim to promote physical well-being, maintain mental agility, support employment and volunteering options in later life, promote independence and higher quality of life and support the active contribution of older people in their communities. New chair-based fitness for the frail elderly in residential settings is being developed. The programmes are targeted at Kent residents and a membership format³ has been introduced to maintain an ongoing relationship with learners as needs change. In addition to courses free advice and information sessions on nutrition, healthy hearts, falls prevention and safe exercise are held in partnership with voluntary and other agencies throughout Kent.

4. Other highlights in brief...

- KEY training will be relocating its Canterbury operations in the new year to work in partnership with Canterbury High School where an innovative and ambitious programme of vocational skills training for young people and the community will take shape.
- The service has expanded its 'pay-as-you-go' courses in Fitness, Yoga, Dance and Tai Chi from the Dartford pilot to 9 Districts. 370 adults regularly attend at lunchtimes and after work.

¹ Adult Skills/Employment NI161, 162, 163. 152. Supports NI 16, 18, 11.

² Phase 1 – entering later life 'making activity choices'. Phase 2 – Transitional old age 'Increasing the circle of life' Phase 3 Frail elderly people - Movement in later years'

³ Current membership of Active Lives is 700 adults over 55.

- The service works with over 30 voluntary sector organisations to help build their capacity and effectiveness. Programmes include First Aid training, providing professional qualifications in teaching/mentoring, confidence building and basic skills, Health and Safety training.
- In Thanet the service is delivering a wide range of community and return to learning programmes, employability skills and family learning as part of the Thanet Works programme. The service initiated the Wide Open Door scheme (led by KCC 14-19 Innovation Unit) and is raising aspiration and opportunity among young people and their families through developing the skills and confidence to find jobs.
- In the heart of Folkestone there has been a transformation in community learning opportunities with the opening of the new Cube learning centre, the new Skills Plus centre in the Library and development of innovative progression pathways to Higher Education at the University Centre through which learners completing pathway courses are guaranteed places with Canterbury Christchurch University delivered locally. Young peoples learning needs are met by KEY Training at Café IT. All Communities facilities are located within the small regeneration area around Tontine Street.
- At Holmesdale Technology College the service has begun work with a consortium of local schools to improve vocational learning and choice to older school pupils. Adults and young people study together on a year long Beauty Technicians qualification which can lead directly into paid jobs or self employment
- The new Ramsgate Library is becoming a popular venue for adult and family learning. Courses in Arts, English, Maths, and *enjoying your library* (for families) have been well attended and new courses and activities are being developed for Ramsgate in partnership with Library & Archives staff.

Case Study by Jan

“Jan”, unemployed, lone parent, aged 35, who has slight hearing problems.

Jan first contacted Response 2 to attend a Skills for Volunteers Course. She later contacted us, through the Job Centre Plus and attended the Level 2 Food Safety Awareness Course.

After attending the courses she decided to try applying for jobs again, previous attempts had been unsuccessful, she managed to secure the first job she had an interview for and is now working part-time as a Care Assistant for elderly people in her home town. Her employers are now arranging to send her on NVQ Level 2 Health & Social Care course later this year. She says that she never imagined that she would find work and that her life has been permanently changed for the better and her children have new respect for their mum.

Cumulative Enrolment for Lifelong Learning Courses

Comparison Date: 14 December 2009

Enrolments by SSA

TOTAL	1	2	3	4	5	6	7	8	9	10	11	12	13	15	Totals
2008-09	846	180	264	109	35	1015	121	2919	8376	238	278	4192	249	366	19,188
2009-10	1060	219	293	45	56	897	190	2885	8460	232	162	4043	287	306	19,135
Difference	214	39	29	-64	21	-118	69	-34	84	-6	-116	-149	38	-60	-53
%	25%	22%	11%	-59%	60%	-12%	57%	-1%	1%	-3%	-42%	-4%	15%	-16%	0%

FE	1	2	3	4	5	6	7	8	9	10	11	12	13	15	Totals
2008-09	373	148	0	0	0	183	62	10	25	0	8	798	189	69	1,865
2009-10	449	170	0	11	0	219	107	27	261	0	0	1176	197	85	2,702
Difference	76	22	0	11	0	36	45	17	236	0	-8	378	8	16	837
%	20%	15%	n/a	n/a	n/a	20%	73%	170%	944%	n/a	-100%	47%	4%	23%	45%

ACL	1	2	3	4	5	6	7	8	9	10	11	12	13	15	Totals
2008-09	473	32	264	109	35	832	59	2909	8351	238	270	3394	60	297	17,323
2009-10	611	49	293	34	56	678	83	2858	8199	232	162	2867	90	221	16,433
Difference	138	17	29	-75	21	-154	24	-51	-152	-6	-108	-527	30	-76	-890
%	29%	53%	11%	-69%	60%	-19%	41%	-2%	-2%	-3%	-40%	-16%	50%	-26%	-5%

FE = Further Education Courses. Accredited and Leading to qualification
 ACL= Adult and Community Learning "Traditional Adult Education" learning for pleasure

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Total Learner Numbers by LSC Subject Area

SSA	Description of SSA	Academic Year		
		2006-2007	2007-2008	2008-2009
00	Wider Family Learning	2,186	2,078	1,575
01	Health, Public Services and Care	1,497	4,299	3,460
02	Science and Mathematics	489	440	274
03	Agriculture, Horticulture and Animal Care	377	386	384
04	Engineering and Manufacturing Technologies	166	162	136
05	Construction, Planning and the Built Environment	228	489	279
06	Information and Communication Technology	1,240	1,189	1,321
07	Retail and Commercial Enterprise	262	146	154
08	Leisure, Travel and Tourism	5,419	4,326	3,572
09	Arts, Media and Publishing	8,983	8,933	9,248
10	History, Philosophy and Theology	370	413	311
12	Languages, Literature and Culture	5,924	5,765	5,119
13	Education and Training	382	469	548
14	Preparation for Life and Work	7,462	8,285	8,392
15	Business, Administration and Law	724	740	639
Total		35,709	27,997	26,978

Total Enrolments by LSC Subject Area

Academic Year		
2006-2007	2007-2008	2008-2009
3,193	2,350	1,707
1,647	4,607	3,798
524	469	290
470	548	509
169	171	142
261	517	342
1,545	1,403	1,701
307	166	180
10,264	7,557	6,380
13,998	13,766	14,188
448	467	360
7,235	7,108	6,906
386	497	559
9,877	11,523	12,189
813	817	678
51,137	51,966	49,929

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KEY Training (work-based learning) - Participation 2006-2009**Learner Enrolment Numbers**

Programme	Academic Year		
	2006-2007	2007-2008	2008-2009
Apprenticeships16-18	438	369	326
Apprenticeships19-24	170	157	126
Apprenticeships25+	0	15	23
Total Apprentices	608	541	475
E2E16-18	453	680	614
E2E19-24	5	33	17
Total E2E	458	713	631
T2G19-24	42	68	147
T2G25+	271	493	992
Total T2G	313	561	1139
Other16-18	711	288	232
Other19+	0	0	2
Other19-24	27	76	72
Other25+	32	94	108
Total Other	770	458	414
Total	2149	2273	2659

Learner Enrolment Numbers

District	Academic Year		
	2006-2007	2007-2008	2008-2009
Canterbury	329	429	440
Folkestone	311	413	682
Gillingham	569	725	857
Gravesend	415	529	358
Maidstone	399	33	101
Thanet	126	144	221
Total	2149	2273	2659

Learner Enrolment Numbers

District	Age Group	Academic Year		
		2006-2007	2007-2008	2008-2009
Canterbury	16-18	223	280	235
	19-24	59	58	52
	25+	47	91	153
Folkestone	16-18	205	188	159
	19-24	43	66	86
	25+	63	159	437
Gillingham	16-18	366	381	449
	19-24	87	125	128
	25+	116	219	280
Gravesend	16-18	323	391	214
	19-24	44	65	38
	25+	48	73	106
Maidstone	16-18	399	22	0
	19-24	0	0	30
	25+	0	11	71
Thanet	16-18	86	75	115
	19-24	11	20	30
	25+	29	49	76
Total	16-18	1602	1337	1172
Total	19-24	244	334	364
Total	25+	303	602	1123
Total	All	2149	2273	2659

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To: Community Policy Overview Scrutiny Committee -12th
January 2010

By: Mike Hill, Cabinet Member & Amanda Honey, Managing
Director, Communities Directorate

Subject: The Youth Rehabilitation Order & The Scaled Approach

Classification: Unrestricted

Summary: This report sets out the new sentencing arrangements for 10 – 17 year olds provided by the Youth Rehabilitation Order and identifies the required changes to service delivery, by the Youth Offending Service, resulting from the implementation of the Scaled Approach. The expectations of the Statutory Partners making up the YOS partnership to match the known needs of the youth offending population to their services are clarified.

FOR INFORMATION

1. INTRODUCTION

- 1.1 The Youth Rehabilitation Order and the Scaled Approach were implemented on the 30th November 2009 and their introduction has been supported by a revised set of “National Standards for Youth Justice Services”.
- 1.2 The Youth Rehabilitation Order provides a restructuring of the community penalties available to the Courts for the youth (10 – 17 year olds) population.
- 1.3 The Scaled Approach requires the Youth Offending Service (YOS) to prioritise resources for the purposes of public protection and for the safe management of children and young people. The expectation is that the welfare needs of the youth offending population are met by services, specifically Children’s Services, within the statutory YOS partnership.
- 1.4 This paper provides a summary of the details of both the Youth Rehabilitation Order and of the Scaled Approach and of their implications for YOS. It also includes two case scenarios at Annex A to illustrate the service and practice implications arising from both the new Order and the change in approach to the management of risk.

2. THE YOUTH REHABILITATION ORDER

2.1 The Criminal Justice and Immigration Act 2008 requires Courts (Youth & Crown), when sentencing the youth population, to consider:

- (i) the principal aim of the youth justice system – this is the prevention of offending by children and young people &
- (ii) the welfare of the child / young person

2.2 The Youth Rehabilitation Order (YRO) has become the sole community penalty available to the Courts. Children and young people receiving this disposal will have appeared before a Court on at least one previous occasion and will have committed an offence serious enough for their liberty to be restricted via the use of community supervision. There is no limit to the number of occasions on which the Court may impose a YRO.

2.3 Courts in the county can support the imposition of the YRO by the use of one or more requirements, one of which, Intensive Supervision & Surveillance, can only be imposed as an alternative to custody. The requirements offer the Courts the opportunity to apply a flexible and individualistic approach to the risks which YOS has identified as being specifically associated with a child's or young person's offending behaviour.

2.4 The requirements available to the Court can be grouped thematically:

- (i) general monitoring (e.g. Supervision)
- (ii) offending behaviour specific (e.g. Programme & Activity)
- (iii) restricting the movement and activities of children and young people in order to reduce clearly identifiable risks (e.g. Exclusion & Electronic Monitoring)
- (iv) treatment for substance misuse and for mental health needs
- (v) the accommodation and care needs of children and young people &
- (vi) attendance at school

2.5 Preparatory work was undertaken with partners, including Police, Probation, Children's Social Services and Children and Adolescent Mental Health Services, and with commissioned services, such as those for substance misuse, to enable YOS staff to be well positioned to respond positively to the expectations of the Courts and to the outcomes from assessments.

3. THE SCALED APPROACH

3.1 The Scaled Approach is designed to ensure that a match is achieved between the assessed level of the risk of re-offending and of serious harm to others presented by the individual and the intensity of the intervention (e.g. the frequency of the contact with the young person) provided. This matching should make sense to the child / young person as they will be in

a position to clearly associate actions taken as part of their intervention with the seriousness and persistence of their offending behaviour.

3.2 The risk assessment relies on a national tool which uses a scoring process. The score determines the degree of risk and so the level of intervention. There are three levels, Standard, Enhanced and Intensive with the frequency of contact increasing in line with the concerns regarding the degree of risk. This process is illustrated in the table below.

Intervention level	Minimum no. of contacts per month for first 3 months of order	Minimum no. of contacts per month for remainder of order
Intensive	12	4
Enhanced	4	2
Standard	2	1

3.3 Organising the contacts with which the child / young person must comply is the responsibility of the YOS case manager. They may include compliance with a range of requirements and where the child / young person fails to comply they will be returned to Court with the possibility that they may receive a more restrictive penalty which may include custody.

3.4 As a result of this development the high risk offender will be the priority for YOS resources. The role of the Police Officers within the Service has been changed to enable them to focus on this population and to work collaboratively with their colleagues based in the five Police led Offender Management Units who are targeting the most prolific offenders in the county.

4. YOS PREPARATIONS

4.1 Work to enable an effective implementation was undertaken with the :

- (i) Courts (Magistracy & Legal Advisors) with the support of the three Youth Panel Chairs. A joint workshop, that was well received, was held on the 22nd October with the objective of achieving a mutual understanding as to the interpretation of the Scaled Approach and to the application of the requirements which may be attached to the Youth Rehabilitation Order
- (ii) YOS practitioners to ensure their familiarity with the Scaled Approach and the YRO and to further increase the competence amongst practitioners in both assessment and risk management
- (iii) staff from the national Youth Justice Board by participating in national and regional working groups to enable YOS to be fully aware of the requirements of the legislation and the new Standards and of the successful strategies being employed by other YOTs

4.2 The Youth Justice Board estimated that the implementation of the Scaled Approach and the YRO would be resource neutral. YOS, as part of a restructuring of the Service, organised for each of the five locality Teams making up the Service to have a sufficient number of both experienced

and qualified practitioners, drawn from the existing staff group, to match the projected demand for interventions with high risk children and young people.

5. CONCLUSION

- 5.1 YOS has fully prepared for the changes required by the YRO and the Scaled Approach. The joint work with both the Police and with the Courts should prove to be decisive in ensuring a shared understanding with them of both the priority population and the actions which can be taken. These developments are clearly integral to the overall prevention strategy for children and young people being overseen by the Children's Trust (priority 6 of the Children & Young People's Plan).
- 5.2 A critical concern will continue to be the ability of YOS practitioners to access specialist services provided by partners that are relevant to the identified needs of the youth offending population, particularly where they are seen to present a risk of harm to others.

6. RECOMMENDATION

- 6.1 Members are asked to NOTE this report.

Angela Slaven
Director of Youth & Community Support Services

Contact Officer : Charlie Beaumont
Effective Practice & Performance Manager
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Case Scenarios

The purpose of the Annex is to illustrate how the Youth Rehabilitation Order and the Scaled Approach will be applied in practice by the use of two separate case scenarios.

The first of the scenarios concerns a 16 year old male who has a growing offending history which is strongly associated with alcohol misuse and the second involving a 12 year old girl with evident welfare needs to which her offending behaviour appears to be linked.

Scenario 1

John is a 16 year old who has been charged with two separate offences of Assault Occasioning Actual Bodily Harm committed on the 30th November. A Pre Sentence Report has been requested by the Youth Court which YOS has 15 working days to complete.

His plea of guilty to these assaults means that he has re-offended during the first three months of his current 1 Year Supervision Order (the most commonly used community penalty prior to the implementation of the YRO) which was imposed for an earlier Common Assault which he committed, when drunk, on a friend with whom he had argued. The intervention plan for the Supervision Order had focussed on:

- (i) a referral to the Young People's Substance Misuse Service with the objective being to assist him in learning to reduce his excessive drinking which was a factor common to his last four offending episodes all of which had either violence against the person or public order characteristics
- (ii) work with the family as periods of tension between John and his parents appeared to coincide with his bouts of excessive drinking
- (iii) joint work with the Connexions Worker to assist John to start employment training – he had left school with no formal qualifications and struggles with both literacy and numeracy
- (iv) enabling John to start playing for a football club close to his home so making it accessible without support from his family – the objective was to encourage efforts to counter the potential health problems arising from his drinking and to revive a former interest at which he had had some success
- (v) anger management – learning with John what tends to trigger his periods of anger and how he might find ways to either avoid the trigger(s) or learn to respond in a socially acceptable manner

Little progress had been made in the short time the Supervision Order and John's rather ambivalent attitude to each of the key objectives of the intervention plan coupled with the new assaults meant that the Court were anticipating YOS would be offering a community intervention that would be restrictive on John's liberty.

The assessment prior to the report identified a number of areas of risk with the most prominent being associated with:

- substance misuse – his drinking was increasing particularly during the evenings / early mornings although it was not clear how he was able to afford the purchase of alcohol
- family and personal relationships – his relationship with his parents had continued to deteriorate which had encouraged him to spend much time away from the family home
- education, training & employment – his poor school record and his having yet to take up any training opportunity had left him feeling disconsolate as to his future
- his attitude to offending and his lack of motivation to change – he was able to provide a rationale for his offending and could not see why he needed to change his lifestyle although he had begun to enjoy the football he had restarted and was prepared to make a serious attempt at treatment designed to reduce his alcohol usage

The overall finding was that he was at considerable risk of re-offending and that he did present a risk of serious harm to others when he had been drinking as an excess of alcohol tended to make him very volatile. His drinking was on the increase and so was the risk he presented.

The score provided by the assessment meant that he:

- was a Deter Young Offender – therefore he would be targeted jointly by Kent Police (the Offender Management Unit) and the YOS Police Officer would be integral to the intervention plan
- would be subject to an intensive intervention with a minimum of three contacts per week

As a result of these findings the YOS practitioner proposed in the Pre Sentence Report (advice to the Court on the reasons for a young person's offending and the strategy, including possible sentences, for addressing it) the following:

- (i) a revocation of the Supervision Order so that he could have one sentence for all of his outstanding offences
- (ii) a Youth Rehabilitation Order with the following requirements:
 - supervision – to build on the work previously undertaken with John and to oversee and co-ordinate the other requirements he would have to meet
 - electronic monitoring – despite tensions at home the curfew between 8.00pm – 7.00am would for 3 months preclude him from going out drinking at night, his most vulnerable period to excessive drinking

- intoxicating substance treatment – he had expressed a willingness to comply with a treatment programme (a prerequisite for such a requirement to be attached to a YRO)
- activity – a mix of indirect reparation and efforts to achieve a face to face mediation session with the two victims of his assaults, young people living on the same estate as himself. The YOS Victim Liaison Officer had contacted both victims who had indicated an interest in receiving an apology from John

A Parenting Order was not proposed as both parents had consistently supported previous YOS interventions and were willing to be integral to the delivery of the YRO, as in part had been shown by their agreement to have electronic monitoring equipment installed in their home.

The overall intervention plan meant that John would be:

- meeting weekly with his YOS case manager, a Named Drugs Worker and the YOS Police Officer
- his opportunity to drink away from his home in the evenings would be removed for 3 months
- monitored by the Police Officers from the Offender Management Unit who would alert YOS to any observations of him drinking during the day in public, to him mixing with known offenders and to any involvement he may have in anti social behaviour
- engaged with the Connexions Worker based in YOS to engage him in training

The requirements used by the Court are sensitive to the risks he poses both to others and to re-offending. The level of intervention increases his exposure to positive influences while ensuring he is aware that his behaviour is being monitored.

Scenario 2

Sarah is a 12 year old who has been charged with an offence of theft and is appearing before a Court for the first time.

She previously received a year earlier a Final Warning from the Police for an offence of Criminal Damage, committed when she smashed the wing mirror of her father's car following an argument with him.

She lives with her mother and stepfather, and two young siblings. All three children are currently known to Children's Social Services and have been assessed as "children in need" and all have child protection plans in place as a result of "neglect". The family are dependent on State Benefits and Sarah has no money of her own, a factor seen as significant to this offence as she stole a £5 note from the parent of one of her friends who she was visiting at the time. The offence was accepted as being an impulsive act as the money had been left on a table. Sarah indicated her sadness at losing a valued friend

as a result of the theft. The family from whom she had stolen the money had banned their daughter from joining up with her, even at school.

She presents as withdrawn during the assessment and preparation of the report for the Youth Offender Panel (she had received a Referral Order for three months at the Court hearing, a Referral Order being the outcome for over 90% of children and young people making their first appearance before a Court and pleading guilty) she was reluctant to engage with the YOS case manager.

Her rationale for this was that she had not enjoyed good relationships with previous Social Workers and had acknowledged little benefit from their interventions despite a reported improvement with respect to both her relationships with her mother and stepfather and their better care of her and her two sisters.

She remains angry with her father, who lives on the same estate, for leaving the family three years earlier as they had been better off when he had been living with them as his work record was good. She is envious of her two younger half brothers who have been the result of her father's current relationship with his partner. They are enjoying the benefits of his money which she believes she is entitled to.

Her attendance at school has for the most part been reasonable but her attainment levels are not strong. This is seen as being the result of a lack of confidence and poor parental interest. She has surprised, the YOS case manager learns, her teachers by the apparent success of her adjustment to secondary school life and the reports from her new school are more promising than those given previously by her primary school.

The YOS case manager learned from the family's Social Worker that the Child Protection Plan had as its main objectives:

- improving the parenting skills of the mother and stepfather whose own relationship is stable despite the financial pressures
- budgeting and other basic life skills so that the limited income available to the family may be better used to enhance the physical wellbeing of Sarah and her siblings
- re-engagement of Sarah's father in the support of his children via improved access arrangements
- Sarah's attendance at an after school club with a view to her developing interests which can give her confidence and widen her circle of friends

The assessment indicated she presented no risk of serious harm to others and that the risk of her re-offending was diminishing as areas of the Child Protection Plan were beginning to see progress being made.

The areas of highest risk, although the scores were not significant, were found to be related to:

- "family and other personal relationships" which could be anticipated given the history of problems within the

reconstituted family and the involvement of Children's Social Services

- "neighbourhood" – the estate Sarah lives on has a high level of deprivation with offending not unusual behaviour by both young people and adults

The outcomes from the assessment highlighted her vulnerability but indicated no more than a "standard" youth justice intervention was required, meaning that contact between YOS & Sarah would be organised on a fortnightly basis. The critical areas of work were to continue to be undertaken with her Social Worker and the family support service and successful outcomes from these interventions were seen by the YOS case manager as likely to reduce Sarah's risk of re-offending.

The intervention delivered by YOS will, as a result, focus on Sarah:

- understanding why she succumbed to the temptation to take the money from her friend's home
- being aware of the impact of the offence on her friend and the resulting consequences for herself
- making an apology to the friend and her family with the objective to achieve, possibly via a referral to the local Mediation Service or via pastoral care at school, a reconciliation with the friend

Close collaboration between the YOS case manager and the Social Worker from Children's Social Services will ensure a suitable and proportionate response to Sarah's offending behaviour and to the reasons underpinning it.

The case manager will ensure that the intervention plan is supported by a Vulnerability Management Plan, outlining the CSS role and the support that will be invested by the Education representative based in YOS with the school to ensure Sarah's progress can be sustained.

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To: Communities Policy Overview & Scrutiny Committee – 12
January 2010

From: Mike Hill, Cabinet Member for Communities
Amanda Honey, Managing Director, Communities

Subject: Draft Communities Risk Register 2010/11

Classification: Unrestricted

Summary: This report identifies the strategic risks that are managed and controlled within the Communities Directorate

FOR ENDORSEMENT



1. INTRODUCTION

1.1 As in previous years, the Governance and Audit Committee will receive a report from the Head of Audit and Risk Management in April 2010, presenting the risk registers for 2010/11 for each directorate. In advance of this meeting, the risk registers are to be considered by the appropriate Policy Overview and Scrutiny Committee (POSC).

1.2 The requirement to maintain risk registers ensures that potential risks which may prevent the Authority from achieving its objectives are identified and controlled. They also ensure that controls are in place to prevent occurrence of events which it would be unacceptable or undesirable to allow to happen. From time to time they may also highlight risks which are being over-controlled. The process of developing the registers is therefore important in underpinning performance management and service procedures and considerable significance is attached to them by external auditors and inspectors.

1.3 There is a standard corporate format for Risk Registers and a 5x5 matrix is used to rank the scale of risk in terms of likely occurrence and impact (see Table 1) to give an overall score. The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action.

Table 1.

 Likelihood	Very likely	5					
	Likely	4					
	Possible	3					
	Unlikely	2					
	Very Unlikely	1					
RISK RATING MATRIX			1	2	3	4	5
			Minor	Moderate	Significant	Serious	Major
			Impact 				

2. COMMUNITIES RISK REGISTER 2010/11

2.1 The Risk Register for 2010/11 for the Communities Directorate is attached at Appendix One. It is a revised version of the 2009/10 Register, taking account of activity this year. It has again proved relatively stable which continues to reflect proper identification of risk and is enabling a direct link with the Internal Audit programme for 2010/11.

2.2 The main changes from the 2009/10 register stem from the impact of the economic recession. Specifically, the likelihood of reductions in external funding and fee income (risks 1.1 and 1.2) has been assessed as increasing, along with potential loss of staff and reduced morale in times of budget constraint (risk 4.1). In both cases new action is planned in order to mitigate the risks, and any consequent service impact, as far as is possible. In addition, a new risk has been added that reflects the directorate's role in providing advice and support to all areas of the community (2.3), although in fact the likelihood of poor advice being given has been assessed as low.

2.3 Members will be aware that the inclusion of risks on this register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and will be managed proactively. Directorate representatives have contributed to the review of the Authority's Strategic Risk Register which will also be reported to the Governance and Audit Committee.

3. MONITORING AND REVIEW

- 3.1 During 2010/11 the controls in the register will continue to be tested and checked in order of significance, and new actions monitored. Any additional management action that is required during the year is integrated into the unit planning process and the full list of risks is reviewed annually by the Senior Management Team.

4. RECOMMENDATION

- 4.1 Members are asked to ENDORSE the draft Communities Directorate Risk Register 2010/11 for recommendation to the Governance and Audit Committee for approval.

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Appendix One

Communities Directorate RISK REGISTER 2010/11 DRAFT

Directorate Risks are those that can be described as presenting a:

- Significant Directorate wide risk
- Significant risk specific to one Unit that could impact on the Directorate as a whole
- Significant risk to the Directorate and / or Council as part of working with external organisations or its role within the Community

The register aims to capture underlying risks that exist within the directorate on an ongoing basis.

Impact. 1 = minor 3= significant 5 = major. *Likelihood* 1 = very unlikely 3= possible 5 = very likely

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New tasks / action plans	Date
1.1	<i>Financial</i> Reliance on external funding and grants, including partner contributions	Reduction / cessation of external funding, grants and partner contributions leads to insufficient budget or major overspend	Manage / Control	SMT	-Lobbying for continuation of funding -Exit strategies - Flexible cost base i.e. reducing fixed costs -Routine budget monitoring and early identification of risks	I = 4 L = 5 Score = 20	Prepare for implications arising from CSR 2010.	March 2011

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New tasks / action plans	Date
1.2	<i>Financial</i> Reliance on Fee income	Fee income sources reduce e.g. as a result of economic downturn or increased competition	Manage / Control	SMT	Monitoring & controls on provision for fee returns. Evaluation of Marketing strategies Mechanisms for varying costs in response to variations in income Activity monitoring highlights potential issues i.e. Adult Education enrolments, Libraries AV Loans, Marriage ceremonies	I = 4 L = 4 Score = 16	Examine the potential to develop new services to bring in income	March 2011
1.3	<i>Financial</i> Dependence on external service providers incl VCS	Supply side collapses and/or monopolies emerge.	Manage / Control	SMT	-Service Managers' knowledge of the market place -Monitoring of dependencies	I = 3 L = 3 Score = 9	Risk assessment of dependencies	Sep 2010
2.1	<i>Reputation/financial</i> CMY manages a major project of strategic importance	Turner gallery build misses deadline. KCC objectives not fully inc. in Trust arrangements	Manage/control	MD	-Robust project management -Strong Portfolio Holder and Chief Officer Commitment.	I = 4 L = 2 Score = 8	KCC Internal Audit to give reassurance on transfer arrangements	June 2010

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New tasks / action plans	Date
2.2	<i>Reputation/financial</i> CMY manages a number of other significant capital projects	Major projects fail to get off the ground or keep on track. Assumptions regarding capital receipts affected by economic down turn	Manage / Control	SMT	Strong Project Management Skills Clarity of accountability and roles for each project as they develop. Financial plans that share risk with Partners e.g. Ashford Gateway+ Close working with corporate finance and property teams. Reviews of phasing of projects.	I = 4 L = 2 Score = 8 I = tbc L = tbc	Consolidate monitoring and reporting systems. Application to the Property Enterprise Fund if appropriate	
2.3	<i>Reputation/financial</i> CMY provides advice and support to all areas of the community	A customer receives poor advice or support that could also lead to adverse press coverage	Manage / Control	SMT	Adequate training for staff	I = 4 L = 2 Score = 8	Workforce Development Strategy	
3.1	<i>Performance</i> Services work within a no. of national & local performance frameworks incl. 2010, LAA(2), APA, CAA, CYPP, IYSS	Failure to meet existing key performance targets or to anticipate new ones	Manage/ control	Lead officers	Monitoring at SMT using risk based approach. CMY involvement in cross-directorate groups	I = 4 L = 2 Score = 8	N/A	Reports as and when required

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New tasks / action plans	Date
3.2	<i>Performance/Reputation</i> Reliance on external accreditation	Govt withdraws accreditation e.g. Adult Ed, FE Service Delivery, Archives Mgmt	Successful inspection / approval	Director, CMY and Cultural Services	Ongoing performance review systems	I = 3 L = 2 Score = 6	N/A	Ongoing
4.1	<i>HR</i> Increasing pressure on public sector budgets	Loss of staff or reduced morale affecting service. Insufficient learning & development opportunities for staff	Manage / Control	SMT	-Monitoring of absence & turnover -Effective performance management, including appraisal systems -Manager feedback -Effective management briefings	I = 4 L = 3 Score = 12	Expand the scope of SMT monitoring. Analyse and respond to staff survey results Workforce development strategy and succession planning	Ongoing
5.1	<i>Performance/safety</i> Significant data flows are required to manage the business	Poor quality data could lead to ill-informed management decisions or risk to clients	Manage / Control	SMT	Risk-based controls in place in units.	I = 3 L = 2 Score = 6	Complete CMY risk-based assessment of data quality.	April 10

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New tasks / action plans	Date
6.1	<i>Governance</i> In some services personal details of individual service users need to be held, or other sensitive information e.g. contracts	Poor data security leads to personal information being lost / stolen	Manage / Control	SMT	Data Security information and advice promoted regularly. Nominated Caldecott guardian Laptop Encryption in high risk areas Rolling Programme of Information Audits	I = 2 L = 3 Score = 6	Review take-up of Information Governance training workshops across the directorate. Implement actions arising from information audits and work of the information security sub group of ICT Ops Board Information Audits to be completed for: Youth Service Youth Offending Service KDAAT Emergency Planning Supporting Independence Programme	July 2010 Ongoing March 2011
6.2	<i>Governance</i> CMY hosts and manages some significant partnership agreements	Governance or other failure affecting service delivery. KCC finds itself liable.	Manage/ Control	Lead Director for each Partnership	Clear Senior Management Accountability.	I = 3 L = 3 Score = 9	Annual review of arrangements for significant partnerships.	Dec 2010

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New tasks / action plans	Date
7.1	<i>Business Continuity</i> Services rely on staff availability (in-house and providers;) external supply chains; communication networks, utilities and other infrastructure	Service delivery affected by an unexpected disruption to some or all of these dependencies either as one-off events or as 'slow burn' worsening e.g. lack of staff retention	Critical front line services are maintained	Divisional Directors	Business Continuity plans in place in key functions of Services Initial 0-7 day business continuity analysis conducted for CMY. Disruption of data availability, and security of alternative provision, is considered in Business Continuity planning.	I = 3 L = 3 Score = 9	Business Continuity Planning embedded in all services.	March 2011
8.1	<i>Safety</i> Many CMY services have direct contact with children, young people and vulnerable adults	Children and vulnerable adults accessing our services may be at risk of harm	Zero Tolerance	Divisional Directors	CRB checks for staff and volunteers working with children and vulnerable adults Internet firewalls (e.g. in Libraries) Training	I = 5 L = 1 Score = 5	Review of critical dependencies in service control systems Follow up audit of internet access controls	August 10 March 11

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New tasks / action plans	Date
8.2	Safety Large numbers of staff involved in front line activity	Staff, especially those working alone, may be at risk of harm or verbal abuse	Prevention of incidents or abuse	Divisional Directors	Lone worker policies & procedures in place in high risk areas e.g. Community Wardens, YOS, Trading Standards Training and continuous review Contact Centre involvement e.g. Lone worker scheme H&S expertise in HQ and divisions	I = 5 L = 2 Score = 10	Review of critical dependencies in service control systems	August 10
8.3	Safety	A service user may cause harm to others	Zero Tolerance	Divisional Director	Implementation of Risk Management Policies Multi-Agency Public Protection Arrangements (MAPPA)	I = 5 L = 2 Score = 10	Implement any relevant actions arising from external reviews	Ongoing
8.4	Safety A large number of public access points	A member of the public or contractor may be injured on KCC premises, or while carrying out work on behalf of KCC	Prevention of accidents	Divisional Directors	Health & Safety procedures Robust application of Contract management procedures	I = 4 L = 2 Score = 8		

Risk No	Source	Event / Risk	Planned Outcome	A/C Manager	Existing controls	Residual Risk Ranking	New tasks / action plans	Date
9.1	<i>Climate change</i>	Failure to adapt may impact on service e.g. increased costs associated with adverse weather conditions	Manage / Control	Divisional Directors	-Awareness raising e.g. via workshops -Integrated into Unit Operating Plans -six monthly monitoring of unit plan actions	I = tbc L = tbc		Ongoing

By: Overview, Scrutiny and Localism Manager

To: Communities Policy Overview and Scrutiny Committee
12 January 2010

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the progress to establish the Select Committee on Extended Schools

Select Committee: Extended Schools

1. (1) At its meeting on 16 October 2009 the Policy Overview Co-ordinating Committee (POCC) agreed to establish a Select Committee on Extended Schools. This Select Committee falls partly within the remit of this Policy Overview and Scrutiny Committee (POSC) and Children, Families and Education, Learning and Development POSC.

(2) There is currently an officer group which is reviewing the use of secondary school sites within Kent by the local community for timetabled activities and will identify any areas where demand for facilities is not currently being met. The group is due to produce its report by the end of February 2010. It has been agreed that Gaetano Romagnuolo, the Research Officer supporting the Select Committee topic review, will be invited to meetings of the officer group and will be kept informed of progress. Due to the timing of the officer review it will not be possible to report its outcomes to a programmed meeting of the POSC prior to the Select Committee starting its work. Delegated authority is therefore requested for the Overview, Scrutiny and Localism Manager to receive the officer groups report and share it with the Chairman, Vice Chairman and Liberal Democrat Spokesman of this POSC at the end of February 2010 so that it can inform the work of the Select Committee.

(3) The Membership of the Select Committee is currently being established and preparatory work has started on developing the terms of reference for this review. The POSC Chairmen, Vice chairman and the Liberal Democrat Spokesman will be asked to endorse the terms of reference for the Select Committee, on behalf of the POSC. It is anticipated that this Select Committee will start its work in February/March 2010 and submit its report to County Council on 22 July 2010.

(4) Regular update reports will be submitted to the POSC to keep Members informed of the progress of the Select Committee.

<h3>Recommendations</h3>

<p>2. Members are asked to note the update report and to delegate authority to the</p>
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Overview, Scrutiny and Localism Manager to receive the officer group report on extended schools and share it with the Chairman, Vice Chairman and Liberal Democrat Spokesman at the end of February 2010.

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Background Information: *Nil*