

**COMMUNITIES POLICY OVERVIEW AND SCRUTINY  
COMMITTEE**

**Friday, 9th July, 2010**

**10.00 am**

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







## AGENDA

### COMMUNITIES POLICY OVERVIEW AND SCRUTINY COMMITTEE

Friday, 9 July 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 - 6 April 2010 (Pages 1 - 8)
- A4 Meeting dates - 2011

The Committee is asked to note the following dates for its meetings for 2011.

Tues, 11 January 2011  
Tues, 5 April 2011  
Fri, 8 July 2011  
Thurs, 15 September 2011  
Friday, 11 November 2011

All meetings will start at 10.00 am at County Hall and may run into the afternoon if the weight of business dictates.

##### **B. ITEMS FOR CONSIDERATION**

- B1 Portfolio Holder and Managing Director's Update (Pages 9 - 12)

- B2 2009/10 Budget Outturn Report (Pages 13 - 18)
- B3 Performance Outturn Report for the Communities Directorate - 2009-2010 (Pages 19 - 86)
- B4 Financial Monitoring 2010/11 (Pages 87 - 90)
- B5 Unlocking Kent's Cultural Potential: A Cultural Strategy for Kent (Pages 91 - 128)
- B6 Archives and Local History Service (Pages 129 - 142)
- B7 A Hidden Harm Strategy for Kent (Pages 143 - 158)
- B8 Volunteering (Pages 159 - 168)

**C. SELECT COMMITTEE WORK**

- C1 Select Committees - update (Pages 169 - 182)

**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

**Thursday, 1 July 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**

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**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 Tuesday, 6 April 2010.

PRESENT: Mrs E M Tweed (Chairman), Mr D L Brazier (Substitute for Mr A Wickham), Mr A R Chell (Vice-Chairman), Mr I S Chittenden, Mr H J Craske, Mr D A Hirst, Mr J Ozog, Mr K Smith, Mr R Tolputt and Mr A Willicombe

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

IN ATTENDANCE: Ms A Honey (Managing Director Communities), 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 A Slaven (Director Youth Services and KDAAT), Mr K Tilson (Head of Finance for Policy and Resources), Mr C Beaumont (Effective Practice & Performance Manager), Miss N Harris (Kent School Games Co-ordinator), Ms L Spencer (Strategic Manager, Projects) and Ms D Fitch (Assistant Democratic Services Manager (Policy Overview))

**UNRESTRICTED ITEMS**

**47. Minutes - 12 January 2010**  
*(Item A3)*

RESOLVED that the minutes of the meeting hold on 12 January 2010 are correctly recorded and that they be signed as a correct record.

**48. Portfolio Holder and Managing Director's Update**  
*(Item B1)*

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

*Kent History Centre*

(2) Mr Hill stated that he and colleagues had visited the developers of the Kent History Centres French operation. The company had also expressed an interest in taking part in other ventures within the County for example the third Thames crossing.

*New Skills/New Lives*

(3) Mr Hill referred to the New Skills/New Lives event that he had attended on 3 March 2010 and stressed the contribution that this initiative had made to turning round peoples lives.

### *LGA Cultural Conference*

(4) Mr Hill had attended the LGA Cultural Conference which, had not been as informative as it could have been due to it being held in the pre-election period.

### *Accommodation for young offenders*

(5) Ms Honey referred to the report later in the meeting on the Youth Justice Strategic Plan, and explained that accommodation for Young people leaving custody was one of the priorities for the Children's Trust Board and it was hoped that it would also be a priority for the Children and Young Peoples Plan.

### *Apprenticeships*

(6) Ms Honey mentioned that the 2010 target for apprenticeships had been achieved and there was a step change in the number of young people moving into apprenticeships. Approximately 300 young people had come into KCC on apprenticeships and there were more in the whole public sector.

(7) In response to a question Ms Honey acknowledged that the target of a 20% increase in the number of apprenticeships by 2015 was challenging, but this included the public sector and work was also being carried out with small to medium businesses.

(8) Ms Honey explained that the majority of KCC apprentices worked in administration but it was intended to have a full range of posts. She stated that 500 young people had expressed an interest in taking up apprenticeships in September 2010 as a result of the online prospectus. She confirmed that she planned to bring a paper to the next meeting of the Committee on apprenticeships. This would include additional funding for apprenticeships especially for vulnerable young people

### *KDAAT*

(7) Ms Honey referred to an event where ex-service users have given presentations on how they had turned their lives around and the new qualifications that they had been able to achieve which would assist them in gaining employment. She reported that there would be additional funding for alcohol services in West Kent and that the Kenwood Trust would be providing tier 3 services.

### *Community Learning and Skills*

(8) Ms Honey informed the Committee that Adult Education and KEY training had changed their name to "Community Learning and Skills".

(9) In response to a question, Mr Hill explained that there was a Learning and Skills Board which he chaired, whose role was to bring together the work being done in both the Children, Families & Education Directorate and the Communities Directorate. He undertook to provide a briefing or to bring a paper to a future meeting of the Committee on the work of the Board.

## *Libraries*

(10) In response to a question Mr Hill confirmed that transformational ideas were being developed for the future of the library service which would be brought to this Committee at an early stage.

(11) RESOLVED that the update be noted.

## **49. Financial Monitoring Report: Community Services 2009/10**

*(Item B2)*

(1) Mr Tilson presented a report on the forecast outturn against budget for the Communities portfolio.

(2) In response to a question on the late submission of invoices by the Coroners service, Mr Bainbridge stated that he had asked them to present invoices in a timely basis. He confirmed that all Coroners were now using Kent Scientific Services and the issues had been resolved.

(3) Mr Bainbridge explained that KCC was one of only two providers of professional development training for Trading Standards officers, which showed the impact of the recession and he was concerned about the impact that this reduction would have for the future of the service.

(4) In response to a question on funding brought in by the Arts Unit Mr Crilley undertook to let Mr Chittenden have figures on the grants which the Arts Unit attracted.

(5) RESOLVED that the report be noted and the Committee request that consideration be given to the underspend on the Supporting Independence programme being allocated to support additional apprenticeships

## **50. Turner Contemporary Update**

*(Item B3)*

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

(2) Mr Hill confirmed the transfer to the Turner Contemporary Trust on 1 April 2010. KCC's revenue funding for the gallery of £1m a year had been in the Medium Term Financial Plan for a long time and was part of the agreement with the Trust. There was also significant annual revenue funding from the Arts Council England (ACE).

(3) The capital funding from the County Council, ACE and South East England Development Agency (SEEDA) is in place and the Turner Contemporary Art Trust (TCAT) was confident that it will raise the remaining funding.

(4) Mrs Tweed referred to the joint visit to Margate, including Turner Contemporary, with the Regeneration and Economic Development Policy Overview and Scrutiny Committee which was currently being arranged.

(5) That the Committees thanks to Mr Morsley be recorded for keeping the project on course despite the challenges of the inclement winter weather.

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

## **51. The Kent Youth Justice Strategic Plan 2010/11**

*(Item B4)*

(1) Ms Slaven presented a report which provided the context for and an introduction to the core objectives of the Kent Youth Justice Strategic Plan for 2010/11. It identified the resources which the County Council was providing for the multi agency Youth Offending Service. The Plan would be reported, for approval, to the County Council on 13<sup>th</sup> May 2010. Members were invited to make comments and ask questions to which Ms Slaven and Mr Beaumont responded. These included the following:-

- In response to question on the barriers to accommodation for Young people leaving custody, Mr Beaumont explained that local authorities with Social Services responsibilities had the responsibility to ensure accommodation was provided for these young people, working in partnership with local housing authorities. Another important issue was the need to have a range of accommodation which included appropriate support and floating support to maintain young people in families. Ms Slaven explained the importance of the Supporting Independence programme in assisting with this issue. It was also important that there was not a concentration accommodation for these young people in certain areas.
- The issue of young people gaining a substance misuse problem in custody was raised. Ms Slaven stated that Kent had 40 young people in custody at Cookham Wood at anytime, and although the risk of substance abuse in prison for adults was an issue it had not been identified as such in Cookham Wood. In relation to data on young people offending and alcohol use, this was provided by the police at the point of arrest. When a young person entered the youth justice system an assessment of needs was carried out.
- In response to a request for feedback on how successful restorative justice had been, Mr Beaumont explained that there were three mediation services across Kent, and that the County Council funded six visiting liaison officers. He stated that the more serious the offence the more successful the outcome was likely to be and the less chance there was of re-offending. Ms Slaven stated that Kent Police had launched a restorative justice model with schools and it would be important to look at the impact of that.
- It was suggested that it would be helpful to have a baseline study of 16-19 year olds showing where they are and what they were doing. Reference was also made to County Councils new role following the disbanding of the Learning and Skills Council which covered 16-19 year olds, where as young offenders were 16-25 year old. Ms Slaven referred to the New Skills/New Lives model. In relation to the work previously carried out by the Learning and

Skills Council there were strong links via the Head of the 14-16 unit and the County Manager for the Supporting Independence programme. She agreed that this could be made more explicit in the Plan.

- The importance for working with the Police to encourage them to take a greater role in prevention was emphasised.

(2) RESOLVED that the objectives of the Kent Youth Justice Strategic Plan and the comments on the contribution the County Council is making with respect to improving both public safety and the life chances of those both at risk of entering the youth justice system and those who have offended be noted.

## **52. Youth Advisory Group Review**

*(Item B5)*

(1) Mr Baker introduced a paper which outlined the review of Youth Advisory Groups (YAGs) undertaken during 2008/9. The review was informed by extensive consultation with existing Youth Advisory Groups. It was also designed to ensure that the new arrangements formed an integral part of Children's Trust arrangements in Kent; becoming a key focus for the planning and delivery of integrated youth services in localities. The full review report was attached as an appendix to the report. Members were invited to ask questions and make comments which included the following.

- The issue of encouraging young people to chair or co-chair meetings of the YAGs was raised. Mr Baker explained that a lot of work was done with young people outside of the meeting to ensure that they felt able to make a valuable contribution to the meeting. The establishment of the new Groups provided the opportunity to promote chairing or co-chairing of meetings by young people. He believed that the co-chairing YAG meetings was an excellent practise which would be encouraged.
- It was suggested that the review provides a good opportunity to write to all Members to encourage them to attend meetings of their YAG.
- The importance of the link between YAGs and the Local Children's Trusts Partnerships was emphasised.
- Mr Baker was congratulated on a good review.

(2) RESOLVED that the review and the comments made on the recommendations outlined in the report be noted.

## **53. Kent School Games**

*(Item B6)*

(1) Miss Harris invited the Committee to watch a short DVD on Kent School Games and then presented a paper which brought Members up to date with the progress of the Kent School Games heats, trials and area competitions for the 2010 Games. It also outlined preparations that were in place for the Finals in June and July 2010. Members were invited to made comments and ask questions which included the following:-

- Miss Harris explained that at primary level the games were about the children having fun and enjoying themselves, it was at secondary level that the sporting element was taken more seriously.
- In relation to the cultural element of the games, Miss Harris explained that the opening ceremony would be an event at which there would be five dance groups selected from schools and also the Kent Music School were putting together a Samba band, this would engage young people and schools which excelled in arts rather than sports.
- It was suggested that as the County Council now had responsibility for young peoples education up to the age of 19 the age range of the games should be expanded from 16. Miss Harris explained that after the 2010 games there would be an evaluation and all comments would be considered.
- Mr Kit Smith asked that a timetable for the games be supplied to CFE POSC Members.

(2) The Committee expressed their support and thanks for the work that had been undertaken on the Kent School Games. Members were encouraged to attend the Kent School Games events.

(3) RESOLVED that the progress and comments made on the preparations for the Kent School Games 2010 be noted.

#### **54. Kent History and Library Centre**

*(Item B7)*

(1) Mr Crilley and Ms Spencer presented a report which updated the Committee on progress made on the Kent History and Library Centre since the last report to Communities POSC on 11<sup>th</sup> November 2009 and outlined the future timeline and key activities over the next eighteen months. It also describes the benefits that the new centre would deliver to the people of Kent. Members were invited to ask questions which included the following:-

- Congratulations were expressed to the officers for bringing this project to fruition.
- The need to ensure that there was adequate parking on site was raised. Ms Spencer confirmed that discussions were on going with Maidstone Borough Council and Kent Highways on this matter. Preliminary discussions had also been held with Maidstone Football Club to explore the possibility of using their parking facilities. Mr Crilley confirmed that officers were committed to resolving the parking issues.
- Concern was expressed about the pedestrian route from the town to the new Centre and the problems that it might cause for young mothers and older people.

(2) RESOLVED that the progress on the Kent History and Library Centre and comments made by Members be noted.

**55. Suggestions of items for future meetings**

*(Item B8)*

The Chairman invited Members to email to her any suggestions for items for future meetings

**56. Select Committees - update**

*(Item C1)*

(1) This Committee received a report which updated Members on the progress to establish the Select Committee on Extended Services and also invited Members to put forward suggestions for future Select Committee topic reviews.

(2) RESOLVED that the terms of reference of the Select Committee on Extended Services be endorsed and that the Democratic Services Officer be advised of any items that they would like to suggest for inclusion in the Select Committee topic review programme

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**To:** Communities Policy Overview & Scrutiny Committee

**By:** Mike Hill, Cabinet Member for Community Services and Amanda Honey, Managing Director – Communities Directorate

**Date:** 9<sup>th</sup> July 2010

**Subject:** Portfolio Holder and Managing Director's update

**Classification:** Unrestricted

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**Summary:**

This will be an oral update to members of the committee on recent developments within the Directorate.

**FOR INFORMATION AND COMMENT**

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**Events**

- Groundbreaking Ceremony, Ashford Gateway - 30 April
- Lord Lieutenant's Kent and Medway Celebration of Youth Achievement - 15 May
- Appointment of Chief Constable - 21 May
- Meeting in Division re Neighbourhood Forums - 17 June
- Volunteer Managers – Spring Conference 8 June
- Kent School Games – Opening Ceremony 23 June
- Cultural Summit
- Launch of the Cultural Baton
- Petra Barge Event
- 50<sup>th</sup> Anniversary of Sheerness Youth Centre
- Short Breaks Transformation Programme: Boat Launch Bewl Water – 22 May
- Future Jobs Fund Launch

### **Other Topics for Consideration**

- Youth Justice Capability and Capacity Audit
- Thematic Inspection of YOS Court Work
- Margate Task Force Update
- Libraries achieving Customer Service Excellence Standard
- Coalition Agreement & Communities
- Alcohol strategy
- Apprenticeships

The appendix to this report identifies proposals from the Coalition Government's programme for Government which have the potential to impact on the directorate's services.

### **Recommendations**

Members of the POSC are invited to note and comment on the updates from the Cabinet Member and Managing Director, and to note the accompanying appendix.

*Contact Officer: Margaret Harkup*

*Title: Executive Officer to Cabinet Member for Communities Services*

*Contact Number: 01622 221883*

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*Contact Officer: Wayne Gough*

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## APPENDIX – B1

### The Coalition: Our Programme for Government

The programme for government was published on 20<sup>th</sup> May 2010. The information below is taken from the document and relates to services which Communities provide. The areas covered are:

- areas of interest to Community Safety & Regulatory Services
- areas of interest to Youth & Community Support Services
- areas of interest for Community Cultural Services

#### 1. COMMUNITY SAFETY & REGULATORY SERVICES

##### Community Safety

- We will introduce measures to make the police more accountable through oversight by a directly elected individual, who will be subject to strict checks and balances by locally elected representatives.
- We will oblige the police to publish detailed local crime data statistics every month, so the public can get proper information about crime in their neighbourhoods and hold the police to account for their performance.
- We will require forces to hold regular beat meetings so that residents can hold them to account.

##### Trading Standards

- We will overhaul the Licensing Act to give local authorities and the police much stronger powers to remove licenses from, or refuse to grant licenses to premises which are causing problems.
- We will allow councils and the police to shut down permanently any shop or bar found to be persistently selling alcohol to children.
- We will double the maximum fine for under age alcohol sales to £20,000.

#### 2. YOUTH & COMMUNITY SUPPORT SERVICES

##### Alcohol

- We will ban the sale of alcohol below cost price.
- We will review alcohol taxation and pricing to ensure it tackles binge drinking without penalizing binge drinkers, pubs and local industries.

##### Drugs

- We will introduce a system of temporary bans on new legal highs while health issues are considered by independent experts. We will not ban a substance without receiving full advice from the Advisory Council on the Misuse of Drugs.

##### Youth Offending Service

- We will introduce a 'rehabilitation revolution' that will pay independent providers to reduce reoffending, paid for by the savings this new approach will generate within the criminal justice system.

- We will investigate a new approach to families with multiple problems.

### **3. COMMUNITY CULTURAL SERVICES**

#### Culture

- We will maintain free entry to national museums and galleries, and give national museums greater freedoms.
- We will examine the case for moving to a gross profits tax system for the National Lottery so that more money goes into sport, the arts and heritage.
- We will cut red tape to encourage the performance of more live music.

#### Sport & Olympics

- We will work with the Mayor of London to ensure a safe and successful Olympic and Paralympic Games in London 2012 and urgently form plans to deliver a genuine and lasting legacy.
- We will use cash in dormant betting accounts to improve local sports facilities and support sports clubs.
- We will support the creation of an annual Olympic-style schools sports event to encourage competitive sport in schools, and we will seek to protect school playing fields.

#### Further education, 14 – 19 and youth employment

- We will seek ways to support the creation of apprenticeships, internships, work pairings, and college and workplace training places as part of our wider programme to get Britain working.
- We will set colleges free from direct state control and abolish many of the further education quangos. Public funding should be fair and follow the choices of students.
- We will introduce National Citizen Service. The initial flagship project will provide a programme for 16 year olds to give them a chance to develop the skills needed to be active and responsible citizens, mix with people from different backgrounds, and start getting involved in their communities.
- We will improve the quality of vocational education, including increasing flexibility for 14–19 year olds and creating new Technical Academies as part of our plans to diversify schools provision.
- We will end all existing welfare to work programmes and create a single welfare to work programme to help all unemployed people get back into work.
- We will ensure that Jobseeker's Allowance claimants facing the most significant barriers to work are referred to the new welfare to work programme immediately, not after 12 months as is currently the case.
- We will ensure that Jobseeker's Allowance claimants aged under 25 are referred to the programme after a maximum of six months.

**To:** Communities Policy Overview & Scrutiny Committee

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

**Date:** 9<sup>th</sup> July 2010

**Subject:** 2009/10 Budget Outturn Report

**Classification:** Unrestricted

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## Summary

In January 2010, Members of the Communities Policy Overview & Scrutiny Committee (POSC) received an update on the 3<sup>rd</sup> quarter's monitoring. This report summarises the end of year position and outturn for the Communities Portfolio, including both the revenue and capital budgets.

Members are also asked to consider how the committee should contribute to formulating the 2011/12 budget and medium term plan at an earlier stage than previous years.

## FOR INFORMATION AND COMMENT

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### 1. Introduction

- 1.1 The revenue outturn will be reported to Cabinet on 12<sup>th</sup> July 2010. We would not normally report the outturn position to POSCs until it has been agreed by Cabinet however, if we waited until after Cabinet this would mean the outturn would not be available until the September POSC.
- 1.2 The overall position for Communities portfolio was a net underspend of £0.818m. This increased slightly from the position we have been reporting throughout the year and section 2 will detail how this underspend was generated.
- 1.3 At the April meeting, the Scrutiny Board recommended that all POSCs need to formulate their arrangements for contributing to the development of the budget so that they are able to have an input at an earlier stage than previous years.

In particular POSCs should consider whether the Informal Member Groups set up following the November 2009 meeting should meet regularly between now and December when the draft budget needs to be finalised for formal consultation. This was re-affirmed at a recent training session for all Overview and Scrutiny members.

## 2. Budget Outturn 2009/10 – Revenue

2.1 As reported in previous POSC meetings, the directorate was again faced with ever increasing costs with regard to the Coroners service. In addition to this, three other budget lines/services in the Directorate also reported an adverse variance at the year end, namely business development, central budgets and registration which were all affected to some extent by reduced capacity for income generation (see 1.6).

As reported previously, management restraint was imposed on spending towards the end of the year, through holding posts vacant and limiting non essential non staff spending, with the aim of delivering a balanced budget or reducing the overspends as far as possible.

2.2 The remaining 11 units delivered underspends of varying magnitudes, by a combination of managing vacancies above budgeted levels and early implementation of efficiencies within the 2010-13 Medium Term Plan.

2.3 Table 1 sets out the original budget, final approved cash limit and spending for each service unit within Communities. The changes between the original budget and final approved cash limit are all within KCC's "virement" rules as set out in Financial Regulations.

| Table 1   |          |                                   |                                       |                                 |   |   | Memorandum                    |                          |
|---|----------|-----------------------------------|---------------------------------------|---------------------------------|---|---|-------------------------------|--------------------------|
| Service Unit                                    | Director | Original Budget<br>£000s<br>(Net) | Approved Cash Limit<br>£000s<br>(Net) | Final Outturn<br>£000s<br>(Net) | Variance<br>from Cash<br>Limit £000s<br>(Net) | Variance (as<br>% of Gross<br>Spending) | Gross<br>Expenditure<br>£000s | Gross<br>Income<br>£000s |
| Turner Contemporary                             | VP       | 790                               | 790                                   | 782                             | -8  | -0.7%                                   | 1,133                         | -351                     |
| Drug and Alcohol Action                         | AS       | 2,182                             | 2,289                                 | 2,214                           | -75   | -0.4%                                   | 17,239                        | -15,025                  |
| Youth Offending                                 | AS       | 3,827                             | 3,827                                 | 3,826                           | -1  | 0.0%                                    | 7,358                         | -3,532                   |
| Youth Services                                  | AS       | 7,010                             | 7,141                                 | 7,012                           | -129  | -0.9%                                   | 13,897                        | -6,885                   |
| Supporting People                               | AS       | 0                                 | 859                                   | 768                             | -91   | -0.3%                                   | 32,946                        | -32,178                  |
| Adult Education (Incl. Key Training)            | DC       | 0                                 | -211                                  | -304                            | -93   | -0.5%                                   | 17,338                        | -17,642                  |
| Arts Development                                | DC       | 1,360                             | 1,306                                 | 1,177                           | -129  | -9.5%                                   | 1,361                         | -184                     |
| Libraries and Archives                          | DC       | 20,475                            | 20,480                                | 20,428                          | -52   | -0.2%                                   | 23,951                        | -3,523                   |
| Sports, Leisure and Olympics                    | DC       | 1,200                             | 1,200                                 | 1,199                           | -1  | 0.0%                                    | 2,685                         | -1,486                   |
| Supporting Independence                         | AH       | 1,388                             | 1,616                                 | 1,096                           | -520  | -39.7%                                  | 1,309                         | -213                     |
| Community Safety                                | CB       | 3,920                             | 3,920                                 | 3,896                           | -24   | -0.6%                                   | 4,286                         | -390                     |
| Coroners  | CB       | 2,037                             | 2,037                                 | 2,298                           | 261   | 9.5%                                    | 2,756                         | -458                     |
| Emergency Planning                              | CB       | 639                               | 649                                   | 650                             | 1   | 0.1%                                    | 815                           | -165                     |
| Kent Scientific Services                        | CB       | 576                               | 575                                   | 573                             | -2  | -0.1%                                   | 1,353                         | -780                     |
| Registration                                    | CB       | 1,083                             | 1,159                                 | 1,170                           | 11  | 0.3%                                    | 4,178                         | -3,008                   |
| Trading Standards                               | CB       | 3,481                             | 3,501                                 | 3,448                           | -53   | -1.4%                                   | 3,777                         | -329                     |
| Business Development                            | CB       | 396                               | 439                                   | 471                             | 32  | 5.1%                                    | 631                           | -160                     |
| Policy & Resources                              | JE       | 1,272                             | 1,329                                 | 1,329                           | 0   | 0.0%                                    | 1,572                         | -243                     |
| Strategic Management                            | AH       | 996                               | 925                                   | 925                             | 0   | 0.0%                                    | 982                           | -57                      |
| Central Departmental Support Services purchased | JE       | -526                              | 660                                   | 736                             | 76  | 3.3%                                    | 2,334                         | -1,598                   |
| <b>Net Controllable</b>                         |          | <b>56,347</b>                     | <b>58,600</b>                         | <b>57,782</b>                   | <b>-818</b>                                   | <b>-0.6%</b>                            | <b>145,989</b>                | <b>-88,207</b>           |

- 2.4 POSC members will be aware that a number of the variances detailed above have been reported throughout the year and in fact at the April POSC meeting, an underspend of £0.385m was conveyed.

Below is an analysis of how the financial outturn of the directorate moved from this position to the year end outturn of £0.82m – a variance of £0.435m:

- Supporting Independence Programme – a movement of **£0.04m** in relation to costs that were anticipated to be expended prior to the year end but have now been committed as part of the roll forward process.
  - Youth Service and Adult Education – both services were prudently curtailing all non essential spend in order to make a year end contribution to an asset replacement reserve. In the event these contributions were not made and each service reported an outturn of £0.13m and £0.091m respectively, thereby accounting for **£0.22m** of the variance.
  - Kent Drug & Alcohol Action Team (“KDAAT”) – the service reported a balanced position until the final month of the year. Certain expenditure was not made in 2009-10 and was part of the committed roll forward for 2010-11 and this caused **£0.075m** of the movement.
  - Libraries – the service reported an underspend of **£0.051m** after forecasting a balanced budget throughout the year. Some income was not received until the final month and therefore certain profiled expenditure did not proceed. A roll forward bid was made but this was not carried through into the 2010-11 budget.
  - Registration – despite a year-end outturn of £0.01m, the service faced an income pressure in excess of £0.2m mid way through the year and in the final months was able to curtail non essential expenditure. This, combined with a slight improvement in forecast ceremonial income for the last quarter, meant that the year end outturn improved by **£0.15m**.
  - Central budgets – this budget was forecast to be balanced throughout the year but certain costs are allocated based on activity and this activity increased in the final quarter and management action was unable to mitigate this pressure. An adverse movement of **£0.076m** was reported accordingly. Other minor variances also occurred and reconcile back to the £0.435m movement.
- 2.5 As identified above we intended to roll forward part of the £0.82m underspend with a combination of committed and roll forward bids (see 2.1)

### 3. Roll forward

- 3.1 Two of the commitments put forward by Communities were in relation to the Supporting Independence Programme and Kent Drugs and Alcohol (KDATT) service. Approval of these commitments had led to an increase in their respective cash limits of £50k and £75k.

3.2 Other roll forward bids that were proposed by Community Learning and Skills (CLS - previously Adult Education and Key Training), Libraries and the Youth Service were not accepted and alternative funding routes are currently being explored.

#### 4. Budget Outturn 2009/10 – Capital

4.1 The final capital outturn and project values are noted in Table 2 below.

| Table 2  |          | 2009/10 Spend            |                              |                        |                                   | Total Scheme Cost            |                            |                                   |
|--|----------|--------------------------|------------------------------|------------------------|-----------------------------------|------------------------------|----------------------------|-----------------------------------|
|  | Director | Original Budget<br>£000s | Approved Cash Limit<br>£000s | Final Outturn<br>£000s | Variance from Cash Limit<br>£000s | Approved Cash Limit<br>£000s | Forecast Spending<br>£000s | Variance from Cash Limit<br>£000s |
| <b>Rolling Programmes</b>  |          |                          |                              |                        |                                   |                              |                            |                                   |
| Library Modernisation Programme  | DC       | 690                      | 301                          | 262                    | -39                               | 2,259                        | 2,302                      | 43                                |
| Modernisation of Assets  | JE       | 1,470                    | 1,493                        | 1,486                  | -7                                | 7,910                        | 8,363                      | 453                               |
| Public Sports Facilities Improvement – Capital Grants                          | DC       | 100                      | 106                          | 102                    | -4                                | 400                          | 400                        | 0                                 |
| Village Halls & Community Centres – Capital Grants                             | JE       | 200                      | 261                          | 205                    | -56                               | 888                          | 888                        | 0                                 |
| <b>Schemes with Approval to Spend</b>  |          |                          |                              |                        |                                   |                              |                            |                                   |
| The Beaney, Canterbury – library, museum & gallery modernisation and extension | DC       | 1,400                    | 400                          | 401                    | 1                                 | 2,579                        | 2,631                      | 52                                |
| BIG Lottery Fund – Physical Education & Sport                                  | DC       | 0                        | 1                            | 1                      | 0                                 | 9,933                        | 9,933                      | 0                                 |
| Adult Education – Purpose Built Accommodation Canterbury High School           | DC       | 0                        | -17                          | -17                    | 0                                 | 3,284                        | 3,284                      | 0                                 |
| Margate Library – modernisation and Gateway                                    | DC       | 0                        | 44                           | 44                     | 0                                 | 840                          | 840                        | 0                                 |
| Museum Development Programme   | DC       | 0                        | 26                           | 27                     | 1                                 | 70                           | 71                         | 1                                 |
| Turner Contemporary  | JE       | 10,512                   | 5,391                        | 5,781                  | 390                               | 17,400                       | 17,400                     | 0                                 |
| Renewal of Library ICT Systems   | DC       | 39                       | 243                          | 237                    | -6                                | 1,510                        | 1,504                      | -6                                |
| Herne Bay Youth & Children's Centre  | AS       | 0                        | 9                            | 8                      | -1                                | 835                          | 834                        | -1                                |
| Ashford Gateway Plus   | DC       | 4,661                    | 372                          | 450                    | 78                                | 7,066                        | 7,106                      | 40                                |
| Ramsgate Library – Insurance betterment  | DC       | 200                      | 180                          | 96                     | -84                               | 1,058                        | 974                        | -84                               |
| Cobtree Trust  | JE       | 0                        | 100                          | 43                     | -57                               | 100                          | 100                        | 0                                 |
| Dover Big Screen   | DC       | 0                        | 145                          | 152                    | 7                                 | 185                          | 205                        | 20                                |
| Tunbridge Wells Library  | DC       | 600                      | 2                            | 2                      | 0                                 | 334                          | 334                        | 0                                 |
| Grove Green Library  | DC       | 175                      | 0                            | 0                      | 0                                 | 175                          | 175                        | 0                                 |
| Kent History Centre  | DC       | 4,239                    | 3,597                        | 3,693                  | 96                                | 11,992                       | 12,042                     | 50                                |
| Gravesend Library  | DC       | 1,700                    | 222                          | 222                    | 0                                 | 2,500                        | 2,500                      | 0                                 |
| Grant to Maidstone Museum  | DC       | 0                        | 0                            | 0                      | 0                                 | 100                          | 100                        | 0                                 |
| Contribution to The Marlowe Theatre, Canterbury                                | DC       | 2,000                    | 1,000                        | 1,000                  | 0                                 | 2,000                        | 2,000                      | 0                                 |
| <b>Schemes with Approval to Plan</b>   |          |                          |                              |                        |                                   |                              |                            |                                   |
| New Community Facility at Edenbridge   | DC       | 1,603                    | 0                            | 16                     | 16                                | 1,936                        | 1,986                      | 50                                |
| Libraries Invest to Save Project   | DC       | 0                        | 0                            | 0                      | 0                                 | 1,500                        | 1,500                      | 0                                 |
| New Library & Community Centre, Cheeseman's Green                              | DC       | 0                        | 0                            | 0                      | 0                                 | 350                          | 350                        | 0                                 |
| <b>TOTAL</b>   |          | <b>29,589</b>            | <b>13,876</b>                | <b>14,211</b>          | <b>335</b>                        | <b>77,204</b>                | <b>77,822</b>              | <b>618</b>                        |

4.2 The movements from the original budget and the approved cash limit have been reported in monitoring during the year and the cash limits were changed when the capital programme in 2010/13 medium term plan was approved in February.

4.3 The narrative below contains a summary of the major projects within the portfolio, progress to date and significant milestones achieved during the year.

- **Turner Contemporary gallery:** A £17m project in Margate, involving the development of an Art gallery on a prominent seafront location. We have continued to make significant progress during the year. The superstructure of the building is almost complete and the contractor is now making good progress with the cladding and roofing, with a view to making the building watertight by early summer. Completion is expected before the end of the year.
- **Kent History and Library Centre:** a £12m project in Maidstone, which is part of a larger £30m innovative development in partnership with the second largest developer in the world – Bouygues - providing some 60 residential homes in addition to our building which will encompass the Kent Archive facility. KCC funding is being supported by some groundbreaking initiatives for KCC involving a land transfer and a long term lease with Bouygues. Work commenced on site in March and the new building is anticipated to open in summer 2012.
- **Ashford Gateway Plus:** a £7.6m project in Ashford, whereby a new facility is being built on the old library site and will offer a combination of library, adult learning, registration, social day services, Ashford Borough Council services and a new Gateway. The building will be completed by summer 2011. Preliminary work started in April 2010, with a temporary library opening in the nearby mall, and the building will be completed by summer 2011. KCC financial support is being supplemented by contributions, Ashford Futures and developers.
- **The Beany in Canterbury:** is an innovative joint £12m project with Canterbury City Council to bring together the library, museum and gallery in an extended and refurbished Grade II listed building. Funding for the project includes in excess of £6m Heritage Lottery Funding, almost £1m from SEEDA with the balance from both Canterbury CC and KCC. This project is due to commence in Quarter 1 2010-11.
- **Gravesend library:** is now being refurbished and partly rebuilt at a cost of £2.5m. This project will see the Carnegie Library refurbished and the adjacent shop unit completely rebuilt. Work began on site in March 2010, with a temporary library opening in the nearby shopping centre. The new revamped library is due to re-open in 2011. It is being funded in part by developer contributions but predominantly by KCC.
- **Libraries Modernisation Programme:** Further capital investment has continued to benefit both existing customers, as well as attract new customers, through the new improved aesthetic environment.

Improved footfall in recently refurbished libraries has led to an increase in issues during 2009-10, for example, by 80% at Ramsgate and 13% at East Peckham when compared to 2007-08. The modernisation programme will continue in 2010-11.

- **Dover Big Screen/Live Site:** was secured for Dover by the KCC Sport, Leisure and Olympics service from the BBC and the London Organising Committee for the Olympic and Paralympic Games. The screen, installed at Market Square in Dover, is the only screen of 20 nationwide that is in a town, rather than a city, and is only the second such screen in the South East region.

The screen is valued at £0.650m and the cost to local partners of planning and installation was £0.205m, which included partnership funding from Dover Pride and the East Kent and Coastal PCT, as well as from KCC.

The screen shows a combination of BBC News 24, Olympic related programmes, major events and locally-generated content and more recently the early stages of the World Cup.

## **5 Recommendations**

5.1 Members of the Communities POSC are asked to:

- a) NOTE the revenue and capital financial outturn for 2009/10 including rollovers for committed projects and changes to capital programme
- b) CONSIDER how the POSC should contribute to the development of the 2011/12 budget and to agree that an Informal Member Group be asked to meet on a regular basis over the next 6 months in order to get a fuller understanding of the implications of potential budget reductions and report back to the full POSC in November and January.

Amanda Honey  
**Managing Director, Communities**

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**To:** Communities Policy Overview & Scrutiny Committee

**By:** Mike Hill, Cabinet Member for Community Services and  
Amanda Honey, Managing Director, Communities

**Date:** 9 July 2010

**Subject:** Performance Outturn Report for the Communities Directorate  
2009-2010

**Classification:** *Unrestricted*

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**Summary:**

This report gives an overview of progress against objectives during 2009/10 as set out in individual service unit plans for that year. It also highlights some of the main achievements across the Directorate during the year and provides an update on the Directorate's performance on climate change and environmental management.

**FOR INFORMATION AND COMMENT**

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**1 Introduction**

- 1.1 The Communities (CMY) Directorate made very good progress against objectives set out in the directorate and individual Unit Operating Plans during 2009/10, in what is becoming an increasingly challenging environment, both for operational management and for service users who themselves could be faced with potential reductions in income in a time of uncertainty.
- 1.2 With widely anticipated reduction in public expenditure, the directorate has been stepping up its efforts to find all possible efficiency savings and to experiment with new ways of working. This includes savings gained from procurement, such as the Libraries IT contract; the re-negotiating of contracts and Service Level Agreements (e.g. Coroners SLA with Medway Council leading to increased financial contribution); several management reviews and re-structures and ongoing vacancy management arrangements. Several posts are already shared across more than one Service, and a pilot scheme involving library staff being trained to register births and deaths, while Registration staff are trained to work as Library Customer Service Assistants is exploring how two services can work more closely together to offer customers several services from a single access point.

## **2 Core Business Monitoring**

The core business monitoring section (attached as Appendix One) gives an overview of progress against key performance indicators and projects, developments and key actions within unit annual operating plans and the main points are noted in paragraphs 2.1-2.4 below.

- 2.1 Individual service unit end-of-year returns show that the significant majority of projects, developments and key actions, as well as key performance and activity levels, have either been achieved or have been rolled forward for completion.
- 2.2 95% of projects & key actions were either fully completed or part completed and carried forward into 2010/11. The few that were not started, or were started but are not being carried forward, are identified in the Appendix with accompanying explanations. Plans are in place to address where necessary.
- 2.3 The directorate also monitors a range of performance and activity indicators in order to manage the business. Some indicator information will not be available until later in 2010 (particularly academic year indicators, national indicators and those related to the Place Survey), while some is purely contextual, where services need to monitor but have little or no control over (e.g. numbers of marriages, post mortems carried out). Where forecast activity levels or performance targets were not met the majority nevertheless represented improvement on 2008/9 levels.
- 2.4 Particular attention is being paid to the number of marriage ceremonies taking place in the County, as this impacts on Registration Service income; usage levels of Libraries across Kent; and Local Area Agreement (LAA) targets as they enter their final year.

## **3 Summary of Achievements**

- 3.1 The summary of achievements below highlights positive work that has been carried out in the past year:

### National Profile, Recognition & Influence

- 3.2 The Sport, Leisure & Olympics Service has been heavily involved with Beacon work since achieving Beacon Status in March 2009. This has included a Beacon Open Day in July 2009 and a sports themed national workshop on the 2012 legacy. By March 2010 over 1,300 individuals had been reached directly through this work.
- 3.3 Libraries & Archives and CFE have received national recognition for their work to develop the Kent Approach to Literacy & Reading, part of the legacy work arising from the National Year of Reading.
- 3.4 Kent Police and KCC's Community Safety Unit were invited to present at a joint workshop at this year's National 'Prevent' (anti-terrorism)

Conference, recognising the good work that Kent is putting into the Prevent agenda, despite not receiving any priority funding.

- 3.5 The Kent Drug & Alcohol Action Team (KDAAT) was praised by the National Treatment Agency for its excellent work in rectifying underperformance in previous years, pointing in particular to the increases in the number of drug users in effective treatment, above average rates of successful discharge from treatment and consistently low waiting times.
- 3.6 The Youth Service received the National Youth Agency's Quality Mark in Youth Work. The Director of Programme Delivery at the NYA spoke of the excellent practice in Kent, which as of late 2009, was one of only 21 organisations to have achieved the Quality Mark from over 300 applications.
- 3.7 The Turner Contemporary Art Programme received a National Adult Learning Award from NIACE (National Institute of Adult Continuing Education) for the intergenerational project 'Time of Our Lives', a group of seventeen people, aged between 60 and 85, from Margate, who have been developing their art skills to produce a vision of what 'teenage' means to them.
- 3.8 Our pledge to take on 250 apprentices, as well as schemes for gap year students, graduates and young persons' talent management courses 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 in 2009.

#### Employability & Skills

- 3.9 The Supporting Independence Programme team (SIP) co-ordinated the successful KCC bid for £6.5million of Future Jobs Fund money last autumn, offering minimum six month job placements for young people aged 18-24 who have been unemployed for several months. Thirty young people have begun on placements as Community Support Wardens, focusing on Environmental and Youth issues.
- 3.10 Services across the directorate are committed to helping people back into work. NextStep Adult Career guidance sessions have been running at seven libraries as part of a pilot project, while a New Skills, New Lives initiative has been established in partnership with the Learning & Skills Council, designed to increase training and employment opportunities for the high risk element of the youth offending population.
- 3.11 Over 300 young people have participated in the Kent Apprenticeship Programme since 2006/7, achieving the Towards 2010 target early. There will be no complacency though, as challenging and ambitious targets have been set for the coming years and much growth is required amongst other public sector organisations and the private sector. Schemes such as that introduced on the Turner Contemporary construction project, which will provide apprenticeship opportunities for

up to 21 young people over the duration of the building contract, will become increasingly important in the coming years.

### Volunteering

- 3.12 Over 1,000 volunteers have signed up to the 2012 Kent eVent team to support sporting, leisure & cultural events and organisations and this is highlighted in item B8 on the agenda of this meeting.
- 3.13 Kent was among five successful authorities selected to host a Community Action pilot worth £1.2 million, from January 2010 – March 2011, promoting and delivering volunteering opportunities for 14-16 year olds. This is also referenced in Item B8 on this agenda.
- 3.14 The Community Safety Annual Conference was entitled 'Community Safety and the Voluntary Sector', and highlighted the worthwhile and sometimes overlooked role that the voluntary sector plays in the community safety agenda, as well as the opportunities this sector can provide for volunteering.

### Backing Kent Business

- 3.15 A key directorate commitment is to support local businesses through the recession. Examples in Communities include Libraries across the county offering free provision of business information services since April 09, which led to a 70% increase in enquiries, and the Sport, Leisure & Olympics Service piloting a 2012 Games bid writing workshop with Kent small and medium sized businesses that will now be rolled out region-wide.
- 3.16 Bringing external investment into Kent is difficult in the current climate but the Arts Development Unit leveraged over £6.7m into the arts sector in Kent in the past year.

### Capital Developments & Asset Rationalisation

- 3.17 The directorate has an excellent reputation for developing and managing innovative capital projects, and this has continued throughout the past year.
- 3.18 The Turner Contemporary Gallery in Margate will be an iconic focus in East Kent for stimulating investment and encouraging tourism and arts employment. Excellent progress has been made over the past year; both in terms of gallery construction, which has led to the distinctive form of the building becoming clear, and the significant work involved in readiness for transfer of operational responsibility to the independent Turner Operating Trust, which took place on 1st April 2010. The building construction will be concluded in 2010, and the opening for the public is scheduled for 2011.
- 3.19 Modernisation of Kent's libraries is continuing, most notably with the creation of a Kent Library and History Centre in Maidstone. Having a facility such as this has long been a vision for the county and

represents an excellent example of working in partnership both with the local Borough Council and the private sector in order to achieve an imaginative design and an innovative solution, involving land transfer, to secure the funding. Construction has already begun on site. Ashford, Canterbury and Gravesend Libraries are all now in temporary accommodation while work progresses on the Ashford Gateway Plus, The Beaney Museum in Canterbury and Gravesend Library. Marling Cross Library has been refurbished and a number of partners are using the new space, including Gravesend District Council, NHS West Kent Primary Care Trust, Sure Start and Kent Police.

- 3.20 Community Learning & Skills (formerly known as Adult Education & KEY Training) has been reviewing its property portfolio, looking for opportunities to rationalise its use of freehold properties to deliver capital receipt and revenue efficiencies through co-location of services consistent with the Total Place initiative. The directorate already co-locates where possible; 80% of libraries host at least one other service; and the Adult Education Service delivers programmes from diverse locations such as community halls, pubs and Margate Pier. Seven Youth Centres are located on the site of secondary schools, and often have the opportunity to utilise school facilities outside of the normal school day to enhance their offer to young people.

#### Partnership Working

- 3.21 Services within the directorate continue to forge strong links with partners both within and outside of KCC.
- 3.22 The Kent Community Alcohol Partnership (KCAP) pilot, involving Trading Standards, Kent Police, District Councils, Health Authorities and the Retail Standards Group, concluded in September 2009 and after a positive evaluation, it is being rolled out into other areas across the county. The partnership aims to change attitudes to drinking by informing and advising young people on sensible drinking, supporting retailers to reduce sales of alcohol to underage drinkers, promoting responsible socialising and empowering local communities to tackle alcohol related issues.
- 3.23 The Emergency Planning Unit has worked with all twelve district partners and KCC to agree a "One Kent" template for a major emergency plan and has continued to develop responses to 2012 Olympic Games resilience, public safety and security issues with Kent Police and Kent Fire & Rescue Service. The Unit received many compliments for its efforts during the snow in January, particularly from partner agencies (NHS, KASS meals on wheels, independent care providers) for its management of 4x4 provision.
- 3.24 In addition to constant contact with individuals in communities, Community Wardens maintain close links with partners on a daily basis; in 2009/10 they were involved in over 41,000 examples of partnership working, including meetings with local Police & Police Community Support Officers, providing intelligence reports and working with local councils and schools.

- 3.25 Kent's Libraries have made a significant contribution to the public health agenda over the past year, either holding or being involved with nearly 800 health events or activities ranging from walks, sessions about nutrition, support for stopping smoking and health trainer surgeries - an 82% increase on the previous year.

#### Innovation & Access

- 3.26 Several Communities directorate services are already located within Gateways across Kent and during the first half of 2009/10 facilities for birth and death registrations opened at Tonbridge and Dover Gateways, joining many other services and groups to match the needs of the local communities.
- 3.27 The Youth Service has continued, with the Public Health team and other partners such as KDAAT, Libraries and Connexions, to develop the successful and innovative HOUSE model in high street locations around the county. By January 2010, HOUSE had visited all districts across Kent and had been very well received by young people. By the end of February 2010 the project had made contact with more than 11,000 young people, allowing services to offer information and advice on lifestyle issues in an informal manner. The Service has successfully tendered to deliver 'HOUSE on the Move', using resource from East and West Kent PCTs. The model of HOUSE will be adapted to deliver in more local communities – those identified as presenting significant alcohol-related issues amongst young people.

#### Targeting Resources

- 3.28 In difficult economic times it is important to target resources at areas of greatest need and the needs / intelligence led approach taken by CMY is becoming increasingly important.
- 3.29 Directorate services already 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. A pilot is being conducted to re-focus the adult treatment system in Kent on recovery and re-integration of clients. This is in line with the national drugs strategy and will achieve increased value for money in services commissioned by KDAAT.
- 3.30 The Trading Standards Service operates an intelligence-led approach, using campaigns to establish the extent of an issue or to target known problems. In addition to 37 core activity campaigns, over 50 local campaigns were initiated during 2009/10 as a result of intelligence received.
- 3.31 The multi-agency Margate Task Force is a unique partnership development which is focussing on two of the most deprived wards in the county - Cliftonville West and Margate Central. This project has the potential to point the way for future delivery of public services and was included in the Kent Total Place pilot. It is developing a new way of

working, with all public sector agencies represented in a single team, jointly delivering on shared priorities for the wards. An agreement is being developed with central government to class these wards as a Special Intervention Area, where freedoms can be applied to help the Task Force function more effectively, and to deliver the step-change needed to address the deprivation of the area.

#### **4 Environment**

- 4.1 The Communities Directorate is committed to environmental sustainability and ensuring that it contributes to Kent County Council's action on Climate Change. Appendix Two (attached) presents an update of Kent County Council's and Communities' progress towards achieving their environmental commitments against climate change commitments, the KCC Environment Policy and ISO14001 Environmental Management System.

#### **5 Conclusion**

- 5.1 Much has been done over the past year and there is plenty to do in 2010/11, as the directorate strives to deliver a tough Medium Term Plan, keep its high profile but often complex capital projects on track and prepare for the potential implications of the autumn's Comprehensive Spending Review. In addition to this, maintaining staff morale during a time of change will be our priority.

#### **6 Recommendations**

- 6.1 Members are asked to note and comment on the directorate's performance and achievements during 2009/10.
- 6.2 With regards to progress against KCC's environment policy (please see Appendix 2); Members are asked to: -
- a. Note the progress made by KCC and Communities during 2009/10
  - b. Discuss future KCC and Communities priorities identified in section 5 and agree approach going forward.
  - c. Agree suggested changes to the KCC Environment Policy

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| <b>Business Plan Performance 2009-10</b>   |
|--|
| <b>Kent Youth Service</b>  |
| <b>Summary Business Plan details</b>   |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>• Awarded National Youth Agency's Quality Mark in Youth Work. As of late 2009 Kent was one of only 21 organisations to have been awarded the Quality Mark from more than 300 aspiring applicants.</li> </ul> <p><u>Capital Developments</u></p> <ul style="list-style-type: none"> <li>• Exciting new community facility opened at The Bridge, near Dartford in January 2010. The Bridge Learning and Community Campus is a joint project that includes a primary school, a nursery, youth centre and community meeting room as well as dedicated facilities for Kent Adult Social Services. There is further provision for a health clinic, community policing and a library access point.</li> <li>• Myplace: Supported a 'Myplace' application with the Thames Gateway YMCA, which was successful in securing £2.25 million to redevelop and expand its town centre provision in Dartford. The new YMCA building, called The Hub, is scheduled to open in late 2010 and will include enhanced facilities for young people</li> </ul> <p><u>Service Development:</u></p> <ul style="list-style-type: none"> <li>• Action Plan designed, to address the 17 recommendations made by the KCC Positive Activities for Young People Select Committee. The plan will be reviewed by the Select Committee in the Spring of 2010.</li> <li>• Coordinated delivery of HOUSE: the Youth Service has managed the delivery of this exciting and innovative concept since it went live in December 2008. By the end of its delivery in February 2010 the HOUSE project had made contact with more than 11,000 young people</li> <li>• HOUSE on the Move: the Service has been successful in tendering to deliver 'HOUSE on the Move', using resource from the East and West Kent PCTs. The model of HOUSE will be adapted to deliver in more local communities - those identified as presenting significant alcohol-related issues amongst young people.</li> <li>• During Autumn 2009 a non- user survey was carried out which examined the views of young people who were currently not Service users, engaging with more than 600 young people across Kent.</li> <li>• The Service hosted the first Summer Diversity Festival at Julie Rose Stadium, Ashford in August 2009; the event was attended by around 1,500 young people and included more than 40 different young people's acts performing throughout the day.</li> </ul> |

| Key Performance Indicators & Activity Levels                           |                |                          |                |                |  |
|--|----------------|--------------------------|----------------|----------------|--|
| Indicator  | 2007/08 Actual | 2008/9 Actual            | 2009/10 Target | 2009/10 Actual | Trend<br>▲ improving<br>▶ not improving<br>▼ deteriorating   |
| <b>LAA NI 110:</b> Young people's participation in positive activities |                | 65.5% (revised baseline) | 67%            | 67.3%          | ▲ figure from tellus4  |
| <b>(a) Levels of attendances:</b>                                      |                |                          |                |                |  |
| Youth Centres, incl one stop shops                                     | 159,450        | 195,379                  | 180,000        | 235,471        | ▲  |
| Street-based incl PAYP   | 46,000         | 35,117                   | 45,000         | 51,933         | ▲  |
| Duke of Edinburgh's Award  | 12,800         | 12,927                   | 13,800         | 24,043         | ▲ figure includes volunteer assessed work for the first time |
| Alternative Curriculum Programme                                       | 10,550         | 9,756                    | 10,500         | 11,505         | ▲  |
| Commissioned Voluntary Sector centre/projects                          | 32,850         | 34,195                   | 33,500         | 33,442         | ▶  |
| Holiday Programmes (incl PAYP)   | 5,550          | 7,725                    | 8,750          | 14,441         | ▲  |
| <b>(b) Young People Involved:</b>                                      |                |                          |                |                |  |
| Youth Centres incl one stop shops                                      | 17,500         | 16,077                   | 16,500         | 15,904         | ▶  |
| Street-based incl PAYP   | 6,230          | 7,158                    | 7,000          | 14,914         | ▲ includes one-off figure of 9000 for HOUSE                  |
| Duke of Edinburgh's Award  | 3,150          | 3,594                    | 3,200          | 3883           | ▲  |
| Residential and Outdoor Education                                      | 8,700          | 9,994                    | 9,500          | 11224          | ▲  |
| Commissioned Voluntary Sector  | 2,500          | 2,194                    | 2,650          | 2,500          | ▲  |
| Alternative Curriculum Programme                                       | 148            | 171                      | 150            | 164            | ▼ project no longer commissioned as of 01/09/10              |
| 16plus   | 115            | 78                       | 120            | 121            | ▲  |
| <b>(c) Residential/Outdoor Education:</b>                              |                |                          |                |                |  |
| Bed nights   | 32,700         | 37,054                   | 36,000         | 37,078         | ▶  |
| Day visits   | 21,900         | 25,910                   | 23,200         | 87,943         | ▶ now measured   |

|  |        |        |        |        |   |
|--|--------|--------|--------|--------|---|
|  |        |        |        |        | as sessions delivered rather than day visits                            |
| <b>(d) Youth Participation: KYCC Elections:</b>      |        |        |        |        |   |
| Number of votes cast                                 | 30,241 | 30,811 | 33,000 | 27,473 | ▼ pilot partnership project resulted in major turnout drop in one area. |
| Number of polling stations                           | 132    | 150    | 155    | 170    | ▲   |
| <b>(e) Outcomes</b>                                  |        |        |        |        |   |
| % of young people engaged with a recorded outcome    | 49.6%  | 43.7%  | 52.0   | 46.8%  | ▲   |
| % of young people engaged with an accredited outcome | 13%    | 17.1%  | 18.5   | 20.2%  | ▲   |

Explanation for target(s) not met:

Commissioned Voluntary Sector: This outturn represents the final year of a 3 year SLA cycle during which the reporting mechanisms proved problematic and therefore both figures have a significant element of error. New recording mechanisms have been introduced for the newly commissioned SLA period commencing 01/04/10.

KYCC Votes cast: A pilot project with Maidstone Borough Council to deliver the KYCC elections in a similar method to adult elections in order to allow young people an experience of adult voting proved to be unsuccessful and created more barriers for young people and resulted in a major reduction in turnout in that area.

Outcomes: The downward trend for recorded outcomes has been reversed however an increased focus on meeting the target for accredited outcomes may have contributed to continuing difficulty in reaching the target. A number of recorded outcomes continue to remain unreported so the actual figure is likely to be slightly higher.

**Performance Against Projects/Developments / Key Actions**

Task complete: 4  
 Part complete and being carried forward: 1  
 Not started or part complete and not being carried forward: 1

Explanation for incomplete developments:

Edenbridge: Planning for this project has commenced but has been restricted by the current economic climate.  
 MyPlace Funding: The submitted bid was not successful in gaining external funding.

**Benchmarking Information**

The National Youth Agency (NYA) is currently reviewing what comparative data it will collect (if any) to evaluate Youth Services, in the mean time it has suspended the traditional collection of Youth Service returns.

The figure for engagement in Positive Activities in Kent is 67.3% which is slightly above the national average of 65.8%, although this figure from the Tell Us 4 Survey was made up of statistical neighbour data.

**External Evaluation**

During 2009/10 the service was awarded two quality awards – the NYA's Quality Mark for Youth Services and the Learning Outside the Classroom Quality Badge for the Swattenden Outdoor Education Centre.

|  |
|--|
| <b>Business Plan Performance 2009-10</b>   |
| <b>Kent Youth Offending Service</b>  |
| <b>Summary Business Plan details</b>   |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>• Established (with external grant) the Integrated Resettlement Service (IRS), which will support case managers in YOS in the preparation of young people for their return to the community and in providing a structured programme following their return.</li> <li>• Established <i>New Skills, New Lives</i> programme in partnership with the Learning &amp; Skills Council, designed to increase training and employment opportunities for the high risk element of the youth offending population.</li> <li>• Doubled the number of Victim Liaison Officers (with MTP funding), significantly increasing the frequency of contact with victims of youth crime and the opportunities to engage them in restorative processes with those who have offended against them</li> <li>• Completion of a Whole Service Review and restructuring of YOS.</li> <li>• Local data shows continuing reduction in new entrants to the youth justice system.</li> <li>• Improved proportion of young people known to YOS deemed to be in suitable accommodation at the end of their community order or transferring from custody into the community.</li> <li>• Continued low levels of custodial sentences as a percentage of overall court disposals.</li> <li>• YOS has sustained good progress with respect to the prevention of re-offending. The overall re-offending rate has fallen incrementally from 40.2% for the 2005 cohort to 34.6% for the 2008 cohort. The rate recorded after 9 months for the 2009 cohort is 24.8% which suggests there will be a further improvement in recorded performance when the figure for the cohort after twelve months is published in July.</li> </ul> |

| Key Performance Indicators & Activity Levels   |                                |                                      |                        |                        |  |
|--|--------------------------------|--------------------------------------|------------------------|------------------------|--|
| Indicator  | 2007/8 Actual                  | 2008/09 Actual                       | 2009/10 Target         | 2009/10 Actual / Est   | Trend<br>▲ improving<br>▶ not improving<br>▼ deteriorating |
| LAA / T2010 / CYPP / NI 111: Number of first time entrants ( <i>per 100,000</i> ) to the youth justice system.   | 1,710 (DCSF revised baseline ) | 1,620                                | 1,590                  | 1284*                  | ▲  |
| NI 19: Rate of proven re-offending of young offenders  | New Indicator                  | 1.1 (re-offences per young offender) | Not set                | 0.55 (After 9 months)  | ▲ (provisional)  |
| Local PI: Re-offending rates of youth justice interventions.   |                                | 34.5%                                | 33.5%                  | 24.8% (After 9 months) | ▲ (provisional)  |
| NI 43: Proportion of young people receiving a custodial sentence as a percentage of all court convictions  | 4.1%                           | 3.9%                                 | 4.0%                   | 3.6%                   | ▲  |
| NI 44: Percentage point difference in the proportions of each BME group of young people on youth justice disposals against the proportions of each BME group in the equivalent local population. | New Indicator                  | -1.3%                                | Proportionality (0.0%) | +0.6%**                | ▲  |
| NI 45: Percentage of young offenders in suitable education, training or employment at the time of completing their disposal.   | 73.8%                          | 80.9%                                | 92.0%                  | 73.0%                  | ▼  |
| Percentage of young offenders of <i>statutory school age</i> in education, training and employment at the time of completing their disposal.   | N/A                            | 91.8%                                | 90.0%                  | 75.0%                  | ▼  |
| Percentage of young offenders <i>post statutory school age</i> in education, training & employment at the time of completing their disposal  | N/A                            | 69.6%                                | 75.0%                  | 71.3%                  | ▲  |
| NI 46: Percentage of young offenders living in suitable accommodation at the time of completing their disposal   | 76.9%                          | 82.9%                                | 95.0%                  | 89.8%                  | ▲  |
| Ensuring young people <i>returning to the community from custody</i> are in suitable accommodation at the time of completing their disposal  | N/A                            | 76.3%                                | 95.0%                  | 80.6%                  | ▲  |

|  |     |       |      |       |   |
|--|-----|-------|------|-------|---|
| % of Remand episode decisions recorded as court-ordered secure remand or remand in custody (lower is better) | N/A | 11.2% | 9.0% | 12.6% | ▼ |
|--|-----|-------|------|-------|---|

\*based on provisional local figures – final figures due Nov 2010.

\*\* any score below zero suggests that BME groups are not overrepresented in the youth justice system in Kent.

Explanation for targets not met:

Education, Training & Employment: The deterioration in performance recorded for the school age population resulted in part from a change in the way YOS applied the counting rules for this indicator. Previously the Service reported on the education opportunities on offer to each child / young person but is now reporting on their actual attendance during the final five days of their statutory intervention. YOS and colleagues in Education are reviewing how performance in this area can be significantly improved.

The performance for the post statutory school age population, while below target, shows a small improvement when compared to that recorded for 2008.09 which is encouraging given the current economic climate with nationally a record NEET population.

Accommodation: There is a shortage of suitable accommodation for young people aged 16 / 17 years in the county. The Service is working with Specialist Children’s Services, Supporting People and Local Housing Authorities to remedy this gap in resources.

The performance recorded in the final Quarter for the population leaving custody reveals the positive impact the new resettlement service provided by YOS is having on the resourcing and implementation of plans for those returning to the community.

Remands: The rationale for the use of the Secure Estate in individual cases at the remand stage is routinely analysed and for the most part has been seen as reasonable. However YOS is introducing a more structured “remand fostering” service to increase the opportunities for the Courts to use community based options at the remand stage.

The Service will also be working with the Youth Justice Board to assess alongside other YOTs the reasons for the upward national trend in the use of the Secure Estate at the remand stage. This work should be reported on by the autumn.

**Performance Against Projects/Developments / Key Actions**

Task complete: 4  
 Part complete: 0  
 Not started or not being carried forward: 0

**Towards 2010**

| Target   | Status    |
|--|-----------|
| <b>Target 60:</b> Support young people to reduce the risk of them offending  | On Course |
| <b>Benchmarking Information</b>  |           |
| <p><b>Re-offending rate:</b></p> <p>Kent YOS performance is similar to its nine closest statistical neighbours for this measure. A cohort is established each year made up of all young people receiving a Police or Court disposal during January to March each year. This cohort is then tracked for 12 months. The Kent re-offending rate for the January to March 2008 cohort is 34.4%, compared to 37.6% for the 'family' group.</p> <p><b>First time entrants to the youth justice system (NI 111):</b></p> <p>The number of young people entering the youth justice system in Kent has successfully reduced between 2006/7 and 2008/9, although at a slower rate than statistical neighbours and nationally.</p>  |           |
| <b>External Evaluation</b>   |           |
| <p>The Service worked in partnership with HM Inspectorate of Probation to pilot their methodology for a thematic inspection of Court Work and Reports.</p> <p>The Inspectorate will be reporting back to the Service at a workshop on the 7<sup>th</sup> July. The quality of our services in these two areas will be compared with the overall findings of the thematic inspection of 6 other Youth Offending Teams.</p> <p>The Service also completed at the end of March a Capacity and Capability Self Assessment against a template provided by the Youth Justice Board. This process combined with the recorded performance of the Service for 2009.10 will result in a "performance judgement" being published in July. The outcome from this process will contribute to the Comprehensive Area Assessment of the county.</p> |           |

| <b>Business Plan Performance 2009-10</b>   |
|--|
| <b>Kent Drug and Alcohol Action Team</b>   |
| <b>Summary Business Plan details</b>   |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>• National Treatment Agency (NTA) mid-year review of the Kent Adult Treatment Plan highlighted the excellent work that had been made to rectify underperformance in previous years. The review also pointed to the substantial increases in the number of drug users in effective treatment, above average rates of successful discharge from treatment and consistently excellent waiting time's figures as indicators of consistently strong performance.</li> <li>• New organisational structure for KDAAT introduced from April 2009 along with a new Joint Commissioning Group for Adults with representation from partner agencies including health, probation, adult social services and supporting people. The partnership is now in a strong position to support delivery of the national drug strategy '<i>Drugs: protecting families and Communities</i>' in Kent.</li> <li>• KDAAT Young People' s Services (YPS) has increased investment in early intervention through commissioning diversionary activity for young people in areas of alcohol related harm in the Summer holidays and training for youth workers across the county in alcohol brief interventions. KDAAT YPS-commissioned services have participated in the 'HOUSE' scheme and have jointly commissioned an innovation of that model called 'HOUSE on the Move' with the Kent Public Health department and Youth Service.</li> <li>• The Service has also built on its track record in innovation through the development of 'RisKit'. This evidence-based programme, delivered in schools, aims to reduce a range of harmful risk taking behaviours.</li> <li>• The partnership with the police, probation and prisons has also delivered improved outcomes for people with substance misuse problems who are involved in the criminal justice system. The new Drug Intervention Programme (DIP) service continued to perform well with increasing numbers of clients with drug problems being engaged through cell interventions and arrest referrals. Roll-out of the Integrated Drug Treatment System (IDTS) also continued in 2009/10 leading to more consistently high quality drug treatment in the Sheppey Cluster prisons in Kent.</li> <li>• The KDAAT partnership has co-ordinated two high profile campaigns during the course of the year in line with the fourth strand of the national drugs strategy (Communications and publicity). National Tackling Drugs Week in May 2009 and Alcohol Awareness Week both aimed to raise awareness of the problems associated with drug and alcohol misuse and promoted the KDAAT commissioned services that are available across the county to help advise, inform and treat individuals affected by substance misuse and their families. The campaigns received wide ranging coverage and praise from a number of</li> </ul> |

partners and stakeholders.

- KDAAT has also supported the Kent Action on Alcohol Steering Group in developing the Kent Alcohol Strategy. The strategy is being finalised following a consultation and will be launched in 2010. KDAAT's on-going work on alcohol, including the commissioning of suitable treatment services, has contributed to improvement in the Kent Partnership priority target to reduce the number of alcohol related hospital admissions (NI 39).
- Consultation on the draft Hidden Harm Strategy was also completed in 2009 and the associated actions have been identified as priority targets for a number of key partners 2010/11 business plans.
- Service user involvement throughout the commissioning process has been strengthened in 2009/10. A new service user expert group was established and has been consulted on a number of key issues including development of the annual needs assessment and the KDAAT website. Tendering exercises conducted over the course of the year also included service user representation on the evaluation panel.

KDAAT conducted competitive retendering exercises on behalf of the Kent PCTs for alcohol treatment services across the County. Three year contracts were awarded to:

- CRI for Tier 2 Alcohol Services (e.g. advice and information, brief intervention, outreach work) in East Kent
- CRI in Partnership with Sussex Partnership NHS Foundation Trust for Tier 3 Structured Alcohol Treatment (e.g. community detoxification, counselling) in East Kent
- Kenward Trust for a new Tier 3 Alcohol Treatment Service in West Kent

**Key Performance Indicators & Activity Levels**

| Indicator  | 2007/08 Actual | 2008/9 Actual | 2009/10 Target     | 2009/10 Actual/ Est                  | Trend<br>▲ improving<br>▶ not improving<br>▼ deteriorating |
|--|----------------|---------------|--------------------|--------------------------------------|--|
| <u>LAA 2 NI 40</u> : % change in the number of drug users using crack and/or opiates recorded as being in effective treatment. | 2,180          | 2,479         | 2,312              | 2,453 <sup>1</sup><br>(Jan – Dec 09) | ▶  |
| <u>NI 115</u> : % of young people who frequently use illicit drugs, alcohol or volatile substances                             | New Indicator  | 9.7%          | 10.3% <sup>2</sup> | Not available                        | ▼  |

<sup>1</sup> Overall figures for numbers in treatment are still subject to change as a result of an NTA data quality audit that is underway.

<sup>2</sup> This is the NI 115 figure for Kent's statistical neighbour as there is no figure available for Kent due to the low number of Kent schools responding to the TellUs 4 survey

|   |       |       |       |                      |   |
|---|-------|-------|-------|----------------------|---|
| (TellUs survey)   |       |       |       |                      |   |
| All adult drug users recorded as being in effective treatment   | 2,918 | 3,399 | 3,093 | 3,165 (Jan – Dec 09) | ▶ |
| % of new Problem Drug User (PDU) presentations engaged in effective treatment   | 86%   | 85%   | 81%   | 83%                  | ▲ |
| % of new adult treatment journeys engaged in effective treatment (all adults)   | 84%   | 82%   | 78%   | 81%                  | ▲ |
| % of individuals leaving the treatment system in a care planned way   | 58%   | 69%   | 45%   | 54% <sup>3</sup>     | ▲ |
| % of young people assessed as requiring specialist substance misuse treatment who commence treatment within 15 working days of referral |       | 99%   | 100%  | 99.4% (Apr – Dec 09) | ▲ |
| % of young people in specialist substance misuse treatment who have a care plan within two weeks of treatment start dates               |       | 76%   | 100%  | 99.6% (Apr – Dec 09) | ▲ |

**Performance Against Projects/Developments / Key Actions**

Task complete: 9  
 Part complete and being carried forward: 11  
 Not started or part complete but not being carried forward: 0

Explanations for incomplete developments:

Re-launch KDAAT website: The launch of the KDAAT website has been delayed because of technical problems with the KCC content management system. ISG have been working to resolve the problems and it is now expected that the new website will be available by the end of June 2010.

Service redesign to focus on provision for crack cocaine: The work to redesign treatment services to ensure suitable provision for all problem drug users in Kent is continuing into 2010/11. The treatment system pilot will enable treatment services to be tailored to meet the needs of individual services users including stimulant users.

Review of data to highlight any anomalies between local communities and clients

<sup>3</sup> The definition of this indicator was changed in April 2009 to be more stringent. It is therefore not possible to directly compare the 2009/10 figure with that for previous years.

accessing services: KDAAT completed a refresh of its needs assessments in 2009/10. These did not reveal any significant disproportionality in the ethnicity profile of people in treatment compared to that of the local population. The assessment indicated that the gender profile of clients in treatment in Kent was similar to the regional and national levels. A more comprehensive needs assessment will be undertaken in 2010/11 and will consider the diversity strands in more detail.

Deliver Cannabis and smoking cessation model: KDAAT has worked with health partners to begin developing a smoking cessation model for use in YP substance misuse services. Development work will continue into 2010/11.

Develop a family / carer intervention model including a care pathway for parent and carer support: KDAAT has successfully contributed to a Family Intervention Project in Margate Central and Cliftonville West and the work is continuing in 2010/11

Establish a 16-25yr old Group with Primary Care Trusts: A working group of local treatment providers has enabled smoother and more effective transitions from young people's to adult substance misuse services. The system change pilot is adult service will also examine ways to engage younger clients into suitable services where necessary.

Refresh Substance Misuse curriculum within the Youth Service: The work to review the drug and alcohol policy of the Kent Youth Service has started and will be prioritised in 2010/11.

Progress Alcohol Strategy and YP Alcohol Needs Assessment: KDAAT has made a significant contribution to the Kent Alcohol Strategy and has completed a refresh of the YP Needs Assessment. Work on the strategy will continue in to 2010/11 as will implementation

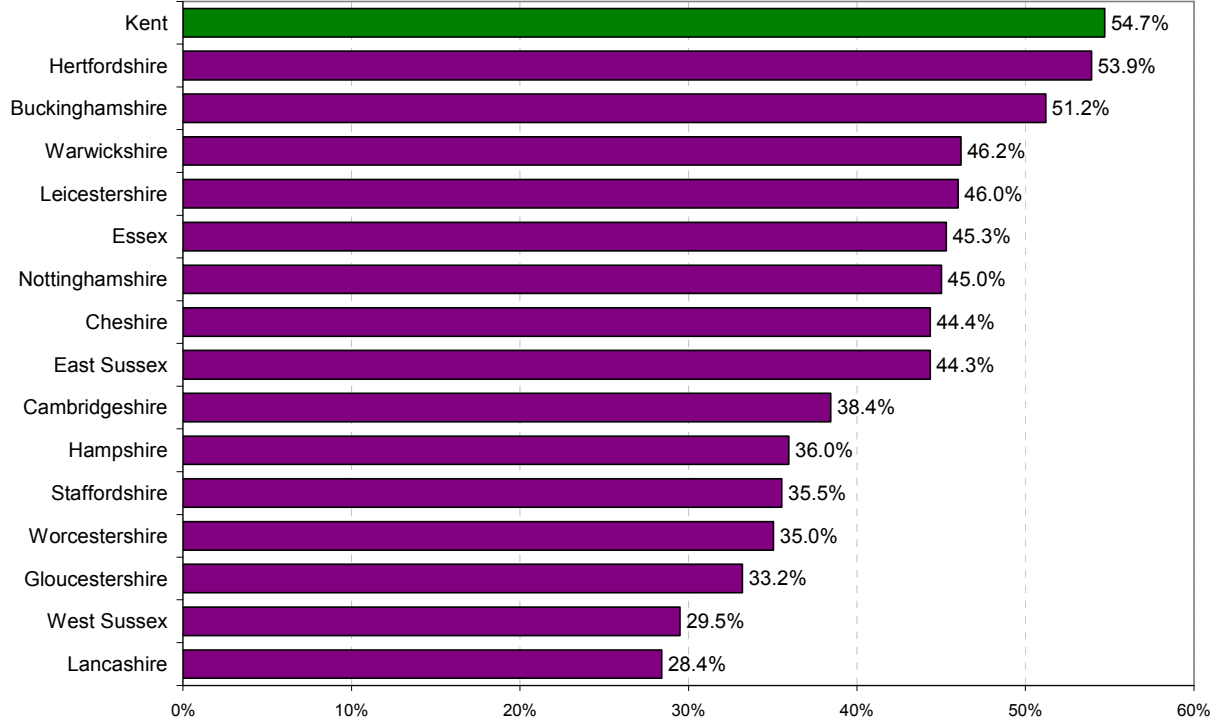
Progress 'Hidden Harm' strategy: the strategy has been completed and will be launched in 2010/11.

Contracts review: A review of the YP substance misuse contracts has been completed. The YP Substance Misuse Joint Commissioning Group is in the process of developing a revised re-tendering timetable for 2010/11 onwards.

**Benchmarking Information**

Comparisons with other DAAT Partnership areas show that Kent has one of the highest rates of successful treatment completion in the country for adults leaving drug treatment. Kent also had the highest amongst similar partnership areas as shown in the diagram below.

Figure 1: Rate of successful discharge from Treatment (Drugs only, all adults)



This is one of the most important performance indicators for the drug treatment system as it is a guide to the quality of treatment and its outcome. Under the new NTA definitions, service users can only be considered to have successfully completed treatment if they are either drug free or not continuing to use illicit substances problematically.

## Business Plan Performance 2009-10

### Supporting People

#### Summary Business Plan details

#### Summary of Achievements:

- Comprehensive consultation of service users, providers and partners consulted in advance of the new five year strategy 2010-15
- New draft strategy 2010-15 produced
- Strategic Review of Investment and Performance
- Move on Strategy agreed and implemented
- Growth bid process revised and implemented
- Service Users Charter adopted 2009/10.
- Additional floating support capacity implemented and further agreed
- Planning permission granted in Tonbridge and Malling for a new accommodation based service for young people
- Provider Charter produced
- Pilot on self directed support conducted

#### Key Performance Indicators & Activity Levels

| Indicator   | 2008/9<br>Actual | 2009/10<br>Target | 2009/10<br>Est | Trend<br>▲ improving<br>▶ not improving<br>▼ deteriorating |
|---|------------------|-------------------|----------------|--|
| LAA NI 141: % of vulnerable people achieving independent living | 68.6             | 68.2              | 72%            | ▲  |
| Key Performance Indicator 1                                     | 98.3             | 98%               | 98%            | ▶  |
| Workbook returns received by deadline                           | 91.93            | 92%               | 100%           | ▲  |
| Percentage short term outcome returns made                      | ~                | 60%               | 60%            | ▲  |
| Percentage long term outcomes returns made                      | ~                | 60%               | 60%            | ▲  |

N.B. All 2009/10 figures are estimated on mid year data because verified data for the whole year is not yet available from Communities and Local Government Department and The Centre for Housing Research at St Andrews University.

| <b>Performance Against Projects/Developments / Key Actions</b>  |
|---|
| <p>Task complete: 8<br/>Part complete and being carried forward: 1<br/>Not started or part complete and not being carried forward: 0</p> <p><u>Explanation for incomplete developments:</u></p> <p>Revision of contract monitoring process: The revised risk based monitoring procedure will be finalised following consultation with service providers.</p>  |
| <b>Benchmarking Information</b>   |
| <p>The programme has a set cost for Older People's services and Community Alarms which has been benchmarked across the programme. This will be repeated across the programme for all Primary Client Groups and accommodation types. We will also evaluate the outcomes of the strategic review of Home Improvement Agencies and handypersons services including performance and costs. We will continue to benchmark costs against peers including the Cross Authority group and the South East Regional Implementation Group. Further, as part of the Supporting People Five Year Strategy 2010-15, the strategic review of investment will include benchmarking for housing related support within Floating Support, Long Term- and Short Term-accommodation based services</p> |

| <b>Business Plan Performance 2009-10</b>   |
|--|
| <b>Sport, Leisure and Olympics Service</b>   |
| <b>Summary Business Plan details</b>   |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>▪ Specific positive references to achievements of the Service were made within the Audit Commission's Comprehensive Area Assessment reports for Kent (December 2009)</li> <li>▪ Achieved Beacon Status for Olympic and Paralympic Legacy work (March 2009). With the other four 2012 Beacons, delivered the best-ever attended Beacon Open Day in July 2009. Delivered a sports themed half day national workshop on 2012 legacy, involving the other four Beacons in September 2009. Developed and co-manage with one other authority, the second most utilized local government e-Community of Practice (on all things 2012). By March 2010, more than 1300 individuals had been reached directly through our 2012 Beacon work</li> <li>▪ Launched Kent School Games for 2009/10 with Dame Kelly Holmes and Hugh Robertson MP</li> <li>▪ Kent significantly above the national average for competition in schools in 2008/09 PESSYP Survey</li> <li>▪ Launched and developed "activekent" website with Eastern and Coastal Kent PCT and West Kent PCT to promote healthy activity and to support achievement of LAA Target NI8 "Adult Participation in Sport and Active Recreation"</li> <li>▪ Achieved with partners an increase of 0.8% in Adult Participation as measured by the National Active People Survey</li> <li>▪ Over 1000 volunteers signed up to the 2012 Kent eVent team, to support sporting, leisure and cultural events and organisations</li> <li>▪ Maintained "Excellent" status in Quest (current score 93% the highest score of any county, district or city in the UK)</li> <li>▪ Achieved Advanced Standard for Safeguarding Young People in Sport</li> <li>▪ Attained over 96% satisfaction rating in Customer Satisfaction Survey (Nov 2009)</li> <li>▪ Talented sports performers (including Disabled Performers) assisted with funding and other support</li> <li>▪ Managed Hilary Lister's Round Britain Dream Homecoming Reception</li> <li>▪ Co-ordinated Disability Sport events including International Sitting Volleyball event, and Paracycling events and continued to support and develop opportunities for disabled people to participate in sport and physical activity</li> <li>▪ Co-ordinated the Pass the Passion events with Dover Schools and the Extended Services Team, to promote the Kent Olympic Torch campaign</li> <li>▪ Key partner in the development and management groups of both Kent's 2012 Inspire Marked 20in12 Learning Programme, and Kent's 2012 Inspire Marked Cultural Baton</li> <li>▪ Piloted a 2012 bid writing workshop with Kent small and medium sized businesses that will now be rolled out region-wide</li> <li>▪ Sport Unlimited – Nearly 6,000 young people involved in the programme in Year 1. Year 2 funding allocated and planning for year 3 commenced – opportunities for Young People to participate in sporting opportunities outside of school</li> <li>▪ Significant engagement with National Governing Bodies of Sport to develop their plans in Kent (as part of County Sports Partnership work) – Sport England</li> </ul> |

- recognition of this work as good practice
- Key partner on BSF PE & Sport Stakeholder’s Group with CFE, including auditing of current school sports facility provision
- Continued support for voluntary sector – community sports coach and Recruit into Coaching programmes managed, countywide coach and club education programme, more clubs signed up to Club Connect scheme and accredited with Clubmark, young leaders supported with School Sport Partnerships
- Local Community Sports Networks supported
- Maintained ISO14001 accreditation and made significant electronic storage reductions
- Secured Kent’s first big screen (‘Live Site’) from BBC/LOCOG – launched in Summer 2009
- Ukraine and Belarus “signed up” to run Judo Pre-Games Training Camps and a further nation “signed up” to run Gymnastics Pre-Games Training Camps in Kent prior to 2012
- Developed and distributed further sport specific Pre-Games Training Camp DVDs
- Accommodated squads for training from USA, Canada, Iceland, France, New Zealand, Saudi Arabia, Ukraine, Slovenia, Latvia, Holland, Belgium, Japan, Sweden, Kazakstan, Macedonia and Ireland
- Continued to develop 2012 resilience, public safety and security issues with Kent Police, Kent Fire & Rescue and KCC Emergency Planning
- Initial planning for Open Golf Championships in 2011
- Secured external funding for and appointed a Coaching Network Officer for Kent, to be hosted within Higher Education
- Published the Strategic Framework for Sport in Kent, via the Kent and Medway Spots Board.
- Initiated a pilot Investing in Volunteers Programme for sport with Volunteering England

**Key Performance Indicators & Activity Levels**

| <b>Indicator</b>   | <b>2007/08 Actual</b> | <b>2008/9 Actual</b> | <b>2009/10 Target</b> | <b>2009/10 Actual/ Est</b> | <b>Trend</b><br>▲ improving<br>▶ not improving<br>▼ deteriorating |
|--|-----------------------|----------------------|-----------------------|----------------------------|---|
| LAA NI 8: Adult participation in sport and active recreation   | 20.5%                 | 21.3%                | 21.9%                 | Due Dec 10                 | ▲ improving   |
| T2010 Target 22: Number of athletes supported to compete at a national level in the run-up to 2012 Olympics and Paralympics (Cumulative) | 526                   | 732                  | 740                   | 868                        | ▲ improving   |

APPENDIX ONE

|  |               |               |                        |                        |   |
|--|---------------|---------------|------------------------|------------------------|---|
|  |               |               |                        |                        |   |
| T2010 Target 22: No of schools participating in Kent School Games  | 529           | N/A           | 0 – no games this year | N/A                    | N/A   |
| T2010 Target 28 – Number of sports clubs supported towards achieving national Clubmark accreditation (cumulative). | 90            | 149           | 175                    | 175                    | ▲ improving   |
| T2010 Target 47 – Percentage of pupils taking part in at least 2 hours PE and school sport per week.               | 84%           | 88%           | 100%                   | Indicator discontinued | N/A   |
| T2010 Target 47 – Number of new out of school hours sports programmes (cumulative)                                 | 63            | 121           | 180 (cumulative)       | 187                    | ▲ improving   |
| T2010 Target 28 – Number of sports clubs receiving services via the Club Connect Card Scheme.                      | 200           | 285           | 400                    | 334                    | ▲ improving (but at slower rate than anticipated)                           |
| Funds levered into Sport in Kent   | £6.06 Million | £4.67 Million | £3.5 Million           | £3.68 Million          | ► not improving<br>▼ deteriorating (due to less external funding available) |
| Number of Visitors to website  | 123,429       | 133,875       | 170,000                | 143,890                | ▲ improving (but at slower rate than anticipated)                           |
| No of sports orgs offering opportunities through volunteering networks   | New Indicator | New Indicator | 60                     | 25                     | ► not improving (first year of target so no trend yet available)            |

Explanation for target(s) not met:

- National Governing Bodies of Sport (NGBs) have been re-organising their structures in 2009 and therefore we have not been able to use them as widely as anticipated to promote the Club Connect Card scheme to their clubs.
- Number of visitors to the website is still improving but our target for 2009/10 looks to have been over-ambitious.
- See above re. NGBs – this has impacted upon the ability to encourage them and their clubs to promote opportunities through Volunteer Centres, which they haven't traditionally done in the past.

**Performance Against Projects/Developments / Key Actions**

Task Complete: 10  
 Part Complete and being carried forward: 1  
 Not Started or part complete and not being carried forward:2

Explanation for incomplete developments:

- Support Leadership Academies: this is an ongoing project where supporting the placing of young volunteers will continue into 2010/11
- Establish links with the proposed Regional Coaching Development Centre: this programme was not progressed by Sports Coach UK (SCUK) and therefore, there is no Regional Coaching Centre to establish links with. However, in 2009/10 work was undertaken with SCUK and the Universities in Kent to establish and appoint a coaching post to support coaching development across Kent.
- Publish Facility Needs Assessment: The facility needs document in Kent was not updated and produced in 2009/10 as National Governing Bodies of Sport were not in a position to publish their requirements (see above re. NGB re-organisation in 2009).

**Towards 2010**

| Target   | Status           |
|--|------------------|
| <b>Target 22:</b> Establish a biennial Kent Youth Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics   | Done and ongoing |
| <b>Target 28:</b> Support and encourage the large number of local and voluntary groups and sports clubs in Kent  | On course        |
| <b>Target 47:</b> Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sport programmes | Done and ongoing |

| <b>Benchmarking Information</b>  |
|--|
| <p>Through its Olympic and Paralympic work, Kent has registered more Businesses for potential contracts related to the 2012 Games; more schools with the Get Set National Programme and had more potential Pre-Games Training Camps identified than any other County. Finally, the Kent School Games has been recognised as a unique opportunity for young people in competitive school sport at a National level with the possibility of the Kent “model” being advocated across the whole country leading to a National Schools Olympics.</p>  |
| <b>External Evaluation</b>   |
| <p>The Sport, Leisure and Olympics Service led Kent County Council’s successful application for Beacon Status for its work in developing Olympic and Paralympic legacy from the 2012 Games. The Council was one of only 5 local authorities in the Country to receive Beacon Status for its work in this field and received the top mark of “Outstanding” in March 2009. The service is now leading on KCC’s Beacon work to promote best practice within local authorities and will continue to undertake this role in 2010/11.</p> <p>The Service is also registered with Quest, the UK Quality Scheme for the Sport and Leisure industry and currently has an “Excellent” rating with a score of 93%. The Service maintained its registration in 2009 via a short Maintenance Assessment and will be undergoing a formal Assessment again in 2010.</p> |

|  |
|--|
| <b>Business Plan Performance 2009-10</b>   |
| <b>Libraries and Archives</b>  |
| <b>Summary Business Plan details</b>   |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>• Successful roll out of new library management and public access IT system now installed on mobile libraries and the last few previously non-automated service points. Positive customer feedback received regarding improved service, the speed of access to the internet and the booking system.</li> <li>• Building work for the new History and Library Centre in Maidstone commenced in March with the new building due to open in 2012.</li> <li>• Ashford, Canterbury and Gravesend Libraries are all now in temporary accommodation while building work progresses on the Ashford Gateway Plus, The Beaney Museum and Library in Canterbury, and Gravesend Library. All three new libraries to be opened by 2012.</li> <li>• Cranbrook Library closed for refurbishment and modernisation on 16 March and will re-open on 1 June.</li> <li>• Work is well under way for the modernisation of the library area and creation of a new History Resource Centre at Folkestone Library.</li> <li>• Work is going ahead in partnership with Dover District Council, Kent Adult Social Services, Children's Centres and Registration services for the modernisation of Deal library.</li> <li>• Marling Cross Library has been refurbished. The interior and exterior of the building have been significantly improved and new books have been added to the stock. The space is now larger, incorporating a formerly disused property next door into a bright new community facility. A number of partners are supporting this project and are using the new space. These include Gravesham Borough Council, NHS West Kent PCT, Sure Start and Kent Police.</li> <li>• A new text enquiry service was launched for both Ask a Kent Librarian and The Information Point (TIP).</li> <li>• Free provision of business information services started in April 2009 to support the economic recovery. As a result overall business enquiries increased by over 70.5%.</li> <li>• Following promotional work at the Member induction and showcase, TIP enquiries have increased by over 76.5%.</li> <li>• Online information resources usage increased by 118% in 2009/10 compared to 2008/09.</li> <li>• Libraries held or contributed to 777 health events/activities including walks, sessions about nutrition, support for stopping smoking and health trainer surgeries which shows an 82% increase on the previous year.</li> <li>• NextStep Adult career guidance sessions were provided weekly at 7 libraries as part of a pilot project.</li> <li>• The service has been working in partnership with Children's Centres in Meopham and Higham (at centres located in the library), Millmead (Margate), Newlands (Ramsgate), Swalecliffe, Deal, Longmead (Tonbridge) and several centres in Ashford. The target was to work with 6 centres.</li> </ul> |

- Preparation of the archive collections for the move to the new Kent Library and History Centre (The Big Move Project) intensified with the team recruited and in place, specific targets for all staff and a volunteer team recruited.
- Archive and Local History Service staff and volunteers worked with staff at East Sutton Park Open Prison to raise awareness of the history of the prison and the local area using historical information from the collections.
- Dartford Library has a partnership project with the Dartford and District Photographic Society. A volunteer team from the society will digitise glass and film photographic negatives from the Local Studies collection. The collection includes images from the 1900s to the 1960s.
- The 'Take Flight' local history theme for 2009 highlighting the anniversary of the Bleriot cross channel flight featured activities and events in libraries across the county. The activities attracting 357 people, many of them children.
- Libraries and Archives are leading the legacy of the National Year of Reading to develop the Kent Approach to Literacy and Reading. There has been national recognition of this work. Libraries are actively involved with the DCSF-sponsored *Partners in Literacy* initiative delivered by the National Literacy Trust. Its aim is to improve local outcomes for families through local coordination.
- A team of staff, volunteers and customers participated in The Reading Detectives Challenge 2009. Teams from across the UK took part in a hunt to find undiscovered writers and reading gems in their area.

#### Key Performance Indicators & Activity Levels

| Indicator   | 2007/08<br>Actual        | 2008/9<br>Actual | 2009/10<br>Target | 2009/10<br>Actual/<br>Est | Trend<br>▲ improving<br>▶ not improving<br>▼ deteriorating |
|---|--------------------------|------------------|-------------------|---------------------------|--|
| T2010 Target 26: No of libraries modernised   | 7<br>(Cumulative Figure) | 11               | 15                | 15                        | ▲  |
| NI 9 Use of Public Libraries – Number of adults (16 years +) who say they have used their public library service in Kent in the past 12 months. Expressed as a % of the total Kent adult resident population. | No Data                  | 46.2%            | Not set           | 43.3%                     | ▼  |
| NI 10 Visits to Museums and Galleries Numbers of Adults (16 years +) who say they have attended a museum  | No Data                  | 54.8%            | Not set           | 50.5%                     | ▼  |

|   |               |               |             |        |   |
|---|---------------|---------------|-------------|--------|---|
| or art gallery in Kent in the last 12 months. Expressed as a % of the total Kent adult resident population. |               |               |             |        |   |
| Total Issues (Book and AV)  |               | 7.3m          | 7.5m        | 6.5m** | **Provisional figure - finals for cipfa not available yet |
| 'Virtual' Visits  | New Indicator | New Indicator | 1.3m        | 1.2m   | ▶ (see note below)  |
| 'Physical' Visits   |               | 7.08m         | 6.58m       | 7.03m  | ▶   |
| Use of 'Netloan' (Library PCs) as % of available time   |               | 45.7%         | 3% increase | 50.25% | ▲   |
| No of Library activities (e.g. Community Groups, Reading Clubs, Baby Bounce & Rhyme etc.)                   | New Indicator | 18,482        | 15,300      | 21,127 | ▲   |

Explanation for target(s) not met:

NI9 - Our internal satisfaction surveys show that our customer satisfaction is improving (Other customer feedback below)

NI10 – If Folkestone and Ashford are excluded from visitor totals (they have been closed due to refurbishments/modernisation) visits to museums and galleries have increased by 1.9%

Issues – books issues have declined; however, visitors, use of PCs and other library use such as Baby Bounce activities is increasing, showing the wider scope of use by customers. One year on from the new IT system (Spydus) glitches, the Service has an accurate basis to make comparisons.

Virtual visits - Lower figure due to both better stats being provided by Spydus as compared to Galaxy and the drop occasioned by the switch to the new KCC website in December (downtime and re-directions issues)

**Performance Against Projects/Developments / Key Actions**

Task complete:14

Part complete and being carried forward: 12

Not started, or part complete but not being carried forward: 1

Explanation for incomplete developments being carried forward in 2010/11 business plan , and Red tasks that will not be completed

Tenterden Gateway Project Evaluation: following detailed customer feedback some alterations were made to the internal layout of services at Tenterden that has delayed the completion of the evaluation. Due for completion in Summer 2010.

Joint working within Dover Discovery Centre and Dover Gateway – the model for joint working at the Discovery Centre is complete and commences on 1 June 2010. This will be the catalyst for improved links across the centre and service functions. Work with Gateway colleagues is progressing but there is still work to do on the marketing and promotion of both centres to agree a joint approach.

Ensure project planning for major capital projects stays on timetable: this is ongoing as the projects are still progressing. SMT agreed to delay the strategic planning to deliver the vision for Local Studies and archives until the new History and Library Centre was secured. The timeline and decision making process for delivering the vision has been drawn up and officers will work through this process during 2010-2011.

Devise “learning by doing” fun activities in museums and libraries: Delay to Interreg bid – funding now confirmed. Some small activity has already taken place with the Dino Dig and Kaleidoscope programme

Engage with KCC district partners and local organisations to provide support to the bereaved: the emphasis of the project has changed and we are now developing work with Hospices (specifically Pilgrims Hospice in Ashford and Canterbury). We have also been working closely with day care centres.

Cultural offer to be delivered through libraries: The Service is exploring the potential to be involved in 2012 Games programmes including the Volunteering programme, Cultural Baton Project, Stories of the World project and Discovering Places. It is developing a new approach in Cranbrook Library as part of modernisation works to create a sustainable and more visible art display space. Developing a new space at Margate and continuing to develop plans for Deal, Ashford and Maidstone

Developing Income Generating Schemes and Kent on Canvas: we are reviewing the pilot and looking to set up a limited company with a view to maximising income generation activities.

Community Engagement Programme: The Folkestone Forward Programme has now finished. The members of the Community Cultural Services Steering Group are investigating ways of taking joint working and initiatives in forward so the lessons from the Programme can be incorporated into future developments.

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.

| <b>Towards 2010</b>   |               |
|---|---------------|
| <b>Target</b>   | <b>Status</b> |
| <b>Target 26:</b> Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture  | On course     |
| <b>Benchmarking Information</b>   |               |
| <p>The service is working with a sub-group of the Society of Chief Librarians South East (SCL SE) to establish some performance indicators for benchmarking purposes. In addition to the measurable indicators this work has evolved into case studies for specific projects identified that can enable best practice to be shared.</p> |               |
| <b>External Evaluation</b>  |               |
| <p>Libraries and Archives have held the Charter Mark Award since 1992. Over the last 4 years the number of Best Practice status criteria achieved has increased from 3 to 6. The service is now working towards the new Customer Service Excellence Award which is replacing the Charter Mark Award in 2010.</p>                        |               |

| <b>Business Plan Performance 2009-10</b>   |
|--|
| <p><b>Name of Service Unit</b></p> <p><b>Community Learning &amp; Skills</b><br/>(formerly known as Adult Education &amp; KEY Training)</p>  |
| <b>Summary Business Plan details</b>   |
| <p><b>Summary of Achievements:</b></p> <p><b>Adult Education</b></p> <ul style="list-style-type: none"> <li>• Kent Adult Education Service is now the largest provider of Government funded family learning programmes in England with over 7,000 enrolments achieved across a range of provision including over 3,500 enrolments planned and delivered in partnership with Extended Services in deprived communities in coastal strip.</li> <li>• Improved success rates in adult employability and basic skills (Skills Plus and ESOL) placing the provision among the best for all College and Local Authority provision in England. 84% against national rate of 77.6%</li> <li>• Diploma in Teaching in the Lifelong Learning sector courses overall achievement pass rate – 96%</li> <li>• Over 5,605 learners engaged in ‘Skills for Life’ training through Skills Plus and ESOL (English for Speakers of Other Languages) in order to obtain employability skills and qualifications.</li> <li>• New range of fitness courses for students aged 50 or over launched under the brand name ‘Active for Life’ – enrolment target reached.</li> <li>• Number of short ‘Lifelong Learning’ courses increased to improve progression opportunities.</li> <li>• Individualised learning support for all curriculum areas developed to engage learners and ensure successful outcomes</li> <li>• A review of the Lifelong Learning Sector was completed, realigning to ensure customer focus and the meeting of customer and community needs.</li> <li>• Learner Forums were established as part of the Learner Involvement Strategy.</li> <li>• Comprehensive fit-for-purpose review of its property portfolio leading to proposed 3 phase approach of rationalising its freehold properties to deliver capital receipt and revenue efficiencies through co-location of services consistent with KCC Total Place initiative.</li> <li>• Merger of Key Training and Kent Adult Education support functions, Finance, Budget Support, MI, and Business Support, delivering revenue savings (£80k)</li> <li>• Continued to reduce fixed costs (£300k) and effectively monitor and manage KAES revenue to deliver balanced budget</li> </ul> <p><b>Work-based learning</b></p> <ul style="list-style-type: none"> <li>• 537 young people engaged on Apprenticeship programmes.</li> <li>• 760 young people engaged on Entry to Employment programmes</li> <li>• For the academic year 2008/09 the achieved average apprenticeship success rate was 78%.</li> <li>• 301 starts have been achieved on the Kent Apprenticeship programme against an original target of 250.</li> <li>• 72% of Kent Scheme Apprentices successfully secured meaningful and sustainable employment on cessation or during their programme of learning.</li> <li>• Energy/carbon reduction achieved through co-location of two centres within adult education centres.</li> </ul> |

| <b>Key Performance Indicators &amp; Activity Levels (academic year)</b>   |  |   |                |  |  |
|---|--|---|----------------|--|--|
| Performance Measure or Activity (Performance measured by academic year)   | Actual 2007/08   | Actual 2008/09                                  | Target 2009/10 | Estimate 2009/10                         | Trend<br>▲ improving<br>▶ not improving<br>▼ deteriorating |
| <b>Observation of Teaching and Learning (OTL) Grades</b>  |  |   |                |  |  |
| At this early stage of the new Unit's development, the two Services KAES and KEY Training have separate arrangements for the measurement of teaching and learning |  |   |                |  |  |
| <b>Adult Education</b>  | <b>Previous data incomparable – Ofsted requirements followed from 2008/9</b> |   |                |  |  |
| Grade 1 (Outstanding)   |  | 8%  | 10%            | <b>10%</b>                               | ▲  |
| Grade 2 (Good)  |  | 54%   | 56%            | <b>56%</b>                               | ▲  |
| Grade 3 (Satisfactory)  |  | 35%   | 32%            | <b>32%</b>                               | ▲  |
| Grade 4 (Inadequate)  |  | 3%  | 2%             | <b>2%</b>                                | ▲  |
| <b>KEY Training</b>   |  |   |                |  |  |
| Grade 1   |  | 14%   | 17%            | <b>17%</b>                               | ▲  |
| Grade 2   |  | 55%   | 60%            | <b>60%</b>                               | ▲  |
| Grade 3   |  | 23%   | 18%            | <b>18%</b>                               | ▲  |
| Grade 4   |  | 8%  | 5%             | <b>5%</b>                                | ▲  |
| <b>Adult Learner Responsive Success Rates (Success = Retention x Achievements)</b>  |  |   |                |  |  |
| Long  | 60%  | 79.9%   | 82%            | <b>82%</b>                               | ▲  |
| Short   | 74%  | 81.8%   | 85%            | <b>85%</b>                               | ▲  |
| Very Short  | 93%  | 97.1%   | 98%            | <b>98</b>                                | ▲  |
| NI 161 – Learners achieving a Level 1 qualification in literacy   | 6717   | Data not available, expected to exceed target   | 5966           | National Targets. Data not available yet | ▲  |
| NI 162 – Learners achieving an Entry Level 3 qualification in numeracy  | 662  | Data not available, expected to be below target | 871            | National Targets. Data not available yet |  |
| Work Based Learning Achievement Rates :   |  |   |                |  |  |
| Apprentices   |  | 69.9%   | 71%            | 71%                                      | ▲ improving  |
| Advanced Apprentices  |  | 52%   | 65%            | 65%                                      | ▲ improving  |
| <b><u>Explanation for target(s) not met:</u></b>  |  |   |                |  |  |
| NI 162: Most learners come in directly to Level 1 numeracy, jumping the entry levels, to gain their   |  |   |                |  |  |

first qualification. In addition, Entry Level maths learners are very difficult to identify and engage. The Service is promoting numeracy with ESOL learners to increase Entry level numeracy uptake. National numeracy figures are below target for this reason. The illogicality of the situation has been taken up with GOSE.

**Performance Against Projects/Developments / Key Actions**

Task complete: 15

Part complete and being carried forward: 2

Not started or part complete and not being carried forward: 1

Tender for and secure Young Apprenticeship contracts from the LSC South East: 38 Young Apprentice places secured against target of 45. Target not achieved due to reduction in funding available

Promotion of Equality & Diversity: A Quality Improvement Plan is currently being rolled out. An e-training module is in final edit stage.

Accommodation Strategy – identify opportunities and models of delivery available for 2 priority districts: This is partially completed – timeline is 2 years.

**Benchmarking Information**

|  |  |
|--|--|
| <p><b>Value for Money</b><br/><b>How do we know?</b></p> | <p>Financial Benchmarking Exercise</p> <ul style="list-style-type: none"> <li>• High success across programme (success = retention x achievement)</li> <li>• Reduction of overheads</li> <li>• Focus on learner and resourcing learning</li> </ul> |
| <p><b>Framework for Excellence</b></p>                   | <p>Currently being delivered in 2009/10<br/>Funding Body Statistical Review of Provider Performance covering learner success, learner views, employer views, learner destinations, financial health and management</p>                             |

**External Evaluation**

|   |   |
|---|---|
| <p><b>External Review</b></p>                     | <p>OFSTED :</p> <ul style="list-style-type: none"> <li>• Monitoring KAES Jan 2009</li> <li>• Best Practice KEY July 2009</li> <li>• CAA Green Flag (2)</li> </ul> |
| <p><b>OFSTED Inspection of Adult Learning</b></p> | <p>2010 (Multi remit – all aspects)<br/>21<sup>st</sup> to 25<sup>th</sup> June 2010.</p>   |

| Business Plan Performance 2009-10   |                |               |                |                      |  |
|---|----------------|---------------|----------------|----------------------|--|
| Kent Arts Development Unit  |                |               |                |                      |  |
| Summary Business Plan details   |                |               |                |                      |  |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>• The Unit leveraged over £6.7M into the arts in Kent – achieved at a time of one of the most severe economic downturns experienced by the UK in several decades</li> <li>• 144,976 people took part in arts activity facilitated by the Unit 2009/10</li> <li>• 2,175 performances, screenings and exhibition days took place, with the involvement of 1,598 professional creative workers in addition to 1,027 educational events and workshops in Kent, which involved 616 professional creative workers</li> <li>• The Service worked closely with ‘Greening the Gateway Kent and Medway’, leveraging funding into Kent to complete the first development phase of <b>Artlands</b>, an initiative which will bring high quality contemporary art to the public realm through a series of commissions that respond to and draw out the unique qualities of the area, its landscape, heritage and people. Artlands aims to support economic development, attract businesses and visitors, and improve the quality of life for new and existing communities. See <a href="http://www.gtqkm.org.uk/artlands/">http://www.gtqkm.org.uk/artlands/</a> (holding page)</li> <li>• Secured the Olympic <i>Inspire</i> mark for <i>All Dancing Dover</i> and our <i>Kent Cultural Baton</i> project</li> <li>• Commissioned international artist Mikhail Karikis via the SEEDA and ACE funded East Kent Festivals Cluster initiative, to work with Broadstairs Folk Week, Canterbury Festival, Deal Festival of Music and Arts, Sounds New, Strange Cargo and Whitstable Biennale, and develop <b>Xenon</b>, an ‘exploded’ opera in 6 parts that will be presented at each festival from May to October 2010.</li> <li>• Out of all the South East local authorities, we were chosen and received £60,000 funding from SEEDA to pilot their Creative and Cultural Economic Opportunities Framework, with a view to informing and supporting the Kent Cultural Strategy</li> <li>• Refreshed John Downton award, with 170 people – including influencers and key decision makers – attending the award ceremony</li> <li>• Hosted visit to Kent by both the DCMS Head of Culture, and by the Chair of Arts Council England (National)</li> <li>• Secured Arts Council support for the research and development phase of the Creation Centre project, with considerable Cultural Olympiad potential for wider Kent</li> </ul> |                |               |                |                      |  |
| Key Performance Indicators & Activity Levels  |                |               |                |                      |  |
| Indicator   | 2007/08 Actual | 2008/9 Actual | 2009/10 Target | 2009/10 Actual/ Est  | Trend<br>▲ improving<br>▶ not improving<br>▼ deteriorating |
| T2010 Target 23: Number of participants in youth theatres activities facilitated by the Arts Development Unit   | 1, 504         | 5,321         | 2,000          | 7,281<br>(at Jan 10) | ▲  |
| T2010 Target 23: Number of Youth theatres who are members of the National Association of Youth  | 17             | 19            | 20             | 20<br>(at Jan 10)    | ▲  |

|   |                          |                           |                         |                             |   |
|---|--------------------------|---------------------------|-------------------------|-----------------------------|---|
| Theatres  |                          |                           |                         |                             |   |
| The amount of partnership funding invested by funded arts orgs on a £ for £ basis to every KCC £ of investment  | £1 (KCC) : £9 (External) | £1(KCC): £8.08 (External) | £1(KCC) : £7 (External) | £1 (KCC) : £8.66 (External) | ▲ |
| Kent Agreement 2: Enjoying Life: NI 11 – The % of the adult (16+) population that have engaged in the arts at least three times in the past 12 months | New Indicator            | 47% (baseline)            | 48.5%                   | 45.2% (at Dec 09)           | ▶ |

**Explanation for target(s) not met**

National Indicator 11 is a young indicator, with outcomes likely to come to fruition in the longer term. Overall national progress ratings are lower than target, but the investment and good practice/products being generated as a result of NI11 engagement are essential to a stronger cultural scene in Kent.

**Performance Against Projects/Developments / Key Actions**

Task Complete: 6  
 Part Complete and being carried forward: 1  
 Not Started or part complete and not being carried forward:0

Explanation for incomplete developments being carried forward in 2009/10 business plan  
 Finalise and Launch Kent Cultural Strategy: Intensive work has taken place to prepare the strategy, ensuring it builds on stakeholder input at the Cultural Summit and responds to the current economic climate. Launch will take place in 2010-11.

**Towards 2010**

| Target   | Status           |
|--|------------------|
| <b>Target 23:</b> Facilitate and enhance the development of Kent Youth Theatre activities  | Done and Ongoing |
| <b>Target 25:</b> Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county | On Course        |

**Benchmarking Information**

There are no direct comparisons to be made between Arts Development functions within local authorities, although it is worth noting that:

- During 2009/10, the Unit achieved leverage of over £6.7m inward investment into the arts in Kent (five times KCC’s initial investment budget)
- Recent benchmarking work established that whilst KCC appears to rank as one of the highest spending authorities on culture, when this is analysed as spend per head, Kent’s investment is £1.4 per person whilst other cultural high spending authorities invest between £1.8 and £11 per head.
- The Unit achieved Investors in People (IiP) accreditation in just over 12 months from

recruitment of an entirely new team of staff

**External Evaluation**

The Arts Development Unit Head of Service is leading KCC's Community Cultural Services' participation in the South East region's Culture and Sport Strategic Dialogue. The insights from this dialogue have already resulted in valuable input into Kent Cultural Strategy development, and have further strengthened recognition by key South East regional partners that Arts Development is a Unit delivering an important leadership role, through ambitious and innovative models of partnership working.

| <b>Business Plan Performance 2009-10</b>   |
|--|
| <b>Community Safety</b>  |
| <b>Summary Business Plan details</b>   |
| <p><b>Summary of Achievements:</b></p> <p><u>Future Jobs Fund:</u> Successful bid made for the recruitment of 30 young unemployed persons to join the Kent Community Wardens on a 6 month temporary basis as Support Wardens, focussing in particular on environmental and youth issues</p> <p><u>Domestic Abuse:</u> Unit taking a strategic lead for delivering domestic abuse solutions. A statutory partner senior officer group established to secure suitable support services across the county and make best use of limited resources.</p> <p><u>Prevent (national counter-terrorism scheme):</u> pilot area being established in Dartford and Gravesham. The Kent Community Safety Training Partnership delivered training to 900 people, including 540 Gravesham and Dartford Local Government Officers and all KCC Community Wardens. Kent Police and KCC's Community Safety Unit invited to present at National 'Prevent' conference.</p> <p><u>Positive Tickets:</u> twelve month pilot aimed at improving relations between authority figures and young people by rewarding good behaviour implemented in Sherwood, Tunbridge Wells in April 2009. Positive local media coverage received and project is due to conclude shortly with evaluation expected in early summer 2010.</p> <p><u>Restorative Neighbourhoods:</u> twelve month pilot implemented in Maidstone Borough and Shepway District in January 2009 to address the communities' priority concerns by bringing victims, offenders and communities together (if appropriate) to decide on a response to a particular crime/issue. Pilot area extended in November 2009 to Tunbridge Wells, to involve all frontline officers including KCC Community Wardens. Good early examples of positive impact - independent evaluation report due early in 2010.</p> <p><u>Kent Community Alcohol Partnership (KCAP):</u> successful pilot ended in September 2009. Scheme will be rolled out into other areas across the County.</p> <p><u>Community Engagement:</u> In 2009/10, KCC Community Wardens spent over 75% of their time on visible presence activities within their communities which included more than 34,000 interactions with the public and approx. 17,000 incidents relating to the environment (i.e. highways. Litter/dog fouling, fly-tipping, etc).</p> <p><u>Countywide Football Tournament:</u> KCC Community Wardens organised a successful football tournament for the 3<sup>rd</sup> consecutive year in Summer 2009, involving nearly 1,000 young people.</p> <p><u>Awards:</u> Community Warden from Marden named Warden of the year at the Kent Police Authority Safer Kent Awards honouring those people making a difference to neighbourhoods and improving the quality of life of local residents. Newington Warden</p> |

named runner up for her 'Bluff the Bogeyman' initiative, which helps to make elderly or vulnerable people's homes less obvious to bogus callers.

### Key Performance Indicators & Activity Levels

| Indicator   | 2007/08 Actual | 2008/9 Actual | 2009/10 Target | 2009/10 Actual/ Est | Trend<br>▲ improving<br>▶ not improving<br>▼ deteriorating |
|---|----------------|---------------|----------------|---------------------|--|
| T2010 Target 58:<br>Domestic burglaries per 1,000 households  | 8.5            | 7.8           | 10.7*          | 7.8                 | ▲ improving  |
| T2010 Target 58:<br>Vehicle Crime per 1,000 Population  | 8.6            | 7.8           | 10.3*          | 6.2                 | ▲ improving  |
| T2010 Target 62:<br>Number of Homes assessed / secured by the Handyvan Scheme (cumulative since 2006/7)       | 4,769          | 7,765         | 10,801         | 11,177 (estimate)   | N/A  |
| NI 17 – Perceptions of anti-social behaviour  | New Indicator  | 18.5%         | Not set        | N/A*                | N/A  |
| NI 21 – Dealing with local concerns about anti-social behaviour and crime by the local council and Police     | New Indicator  | 24.6%         | Not set        | N/A*                | N/A  |
| NI 27 – Understanding of local concerns about anti-social behaviour and crime by the local council and Police | New Indicator  | 24.3%         | Not set        | N/A*                | N/A  |
| NI 41 – Perceptions of drunk or rowdy behaviour as a problem  | New Indicator  | 27.6%         | Not set        | N/A*                | N/A  |
| NI 42 – Perceptions of drug use or drug dealing as a problem  | New Indicator  | 25.6%         | Not set        | N/A*                | N/A  |

**\*Notes:**

- Target 58 is to 'Maintain or Reduce' the 2006/07 baseline of 10.7 domestic burglaries per 1,000 households and 10.3 car crimes per 1,000 population;

- 2010 Place Survey results for NI's 17, 21, 27, 41 & 42 are due late 2010

### Performance Against Projects/Developments / Key Actions

Task complete: 8

Part complete and being carried forward:8

Not started or part complete and not being carried forward:0

Explanation for incomplete developments being carried forward in 2009/10 business plan, and Red tasks that will not be completed:

#### Introduction of a Community Warden Service Development Programme

Streamlining of some operational administrative practices has been implemented. Further proposals being considered. Carried forward into 2010-11.

#### Deliver 'Bluff the Bogeyman' initiative to reduce doorstep crime

Guidance has been developed for the project and has been implemented in a number of Warden areas. Will be rolled out fully in 2010/11.

#### Positive Ticketing (pilot project) – conclusion of the evaluation

The project is due to conclude shortly with the evaluation expected in early summer 2010.

#### Prevent Strategy – roll out

Good progress has been made (see key achievements). This is a long-term programme of delivery and will be carried forward into 2010/11.

#### Canterbury Alcohol Awareness Project

A project plan has been formed, although implementation is dependent on funding and although a successful bid was made, the process to access the funds has been lengthy. Funding expected to be made available in 2010/11 to enable the project to commence.

#### Litter Picks – local projects initiated in all warden locations

Local projects have been initiated as far as possible, although a number of warden areas currently have a vacancy.

#### CDRP Support – effective partnership of KCC with CDRP partners.

Ongoing review of partnerships by all statutory partners to be carried forward into 2010/11. The Community Safety Partnership Officers work closely with all CDRPs forming strong links with KCC, which will also be carried forward into 2010/11.

#### Anti-social behaviour (ASB) – further improving partnership engagement

Ongoing. ASB continues to be a key strategic priority for all partners for the forthcoming year assisted by £64K funding from GOSE (Government Office for the South East) for district/boroughs to deliver ASB solutions.

| <b>Towards 2010</b>   |                  |
|---|------------------|
| <b>Target</b>   | <b>Status</b>    |
| <b>Target 57:</b> Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas | Done and Ongoing |
| <b>Target 58:</b> Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse                       | On Course        |
| <b>Target 62:</b> Expand the Kent Handyvan scheme, making homes of older and vulnerable people more secure.   | On Course        |

| <b>Benchmarking Information</b>  |
|--|
| <p>Crime rates in 2008/09 within the county continue to be at a lower level than the South East Region and England and Wales as a whole (2009/10 comparator data not yet available).</p> <p>In Kent during 2009/10 recorded crime decreased by nearly 11,000 crimes, which is a 10.9% fall since 2008/09.</p> <p>However, there are differences between recorded crime figures and the public's perception of crime and anti-social behaviour (ASB), as measured by the 2008 Place Survey:-</p> <ul style="list-style-type: none"> <li>• 18.3% think that ASB is a problem in Kent, which is better than the average for England but worse when compared to the rest of the South East;</li> <li>• 24.7% agree that the police and other local public services are successfully dealing with ASB &amp; crime in Kent which is worse when compared to the averages for the South East and England.</li> <li>• 24.2% agree that the police and other local public services seek people's views about ASB and crime in Kent, which is slightly better than the average for England but slightly worse when compared to the rest of the South East.</li> </ul> |
| <b>External Evaluation</b>   |
| <ul style="list-style-type: none"> <li>• The Restorative Neighbourhoods and Positive Tickets project evaluations (including user feedback) are due in 2010/11.</li> <li>• In 2009/10 the Community Safety Unit took part in the Investors in People internal review. In the main, the findings of the Reviewers were positive with only one indicator out of ten not being met, although only minor development and improvement is required.</li> </ul>  |

|   |
|---|
| <b>Business Plan Performance 2009-10</b>  |
| <b>Trading Standards</b>  |
| <b>Summary Business Plan details</b>  |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>• Over 100 campaigns conducted, the majority as a result of intelligence received.</li> <li>• Early Intervention: the Service has used intelligence held by Consumer Direct South East to identify and contact traders that have received the highest numbers of complaints. This allows Trading Standards to support businesses and raise its profile.</li> <li>• Advice Officers worked with two Universities in Kent when learning of late student loan payments that could lead to students turning to less reputable sources of funding. A fact sheet was produced raising awareness of high interest rates and offering advice about alternatives, including the Kent Savers credit union. Students and the Universities were pleased with the support and information provided and the campaign will be repeated in 2010-11.</li> <li>• 'Smart Guide to Scams' produced which has been very well received by partner organisations and can be downloaded from the Trading Standards website.</li> <li>• Continued work with banks and post offices to alert them to older people withdrawing large amounts of money which could be used to pay off rogue traders</li> <li>• <u>Bootfair</u> : Trading Standards worked in partnership with the Federation Against Copyright Theft (FACT) to tackle counterfeit DVD sellers at one of the largest boot fairs in the South East. The result was a drastic reduction in sales in Kent.</li> <li>• <u>Doorstep criminals</u> : Trading Standards continued to rapidly respond to residents in need who were victims to doorstep criminals. 105 consumers were supported up to end January 2010, saving residents an estimated £118,000.</li> <li>• <u>ID suite</u> : the Service has secured the use of Kent Police's ID suite to ensure it is able to gain positive identifications of suspects, particularly involved in doorstep crime.</li> <li>• <u>Proceeds of Crime</u> : A Medway man has been ordered to pay back over £3.2 million from his life of crime in a case brought under the Proceeds of Crime Act by Kent Trading Standards and Kent Police. This is believed to be the largest amount ever laid down in a Trading Standards case in the country. The man received a two-year suspended sentence for selling and being in possession of £76,000 worth of counterfeit goods.</li> <li>• <u>Kent Community Alcohol Partnership</u>: initiative extended to include Maidstone, Staplehurst, Swanley, Whitstable and Herne Bay as a result of positive evaluation report. Residents in pilot areas reported feeling safer in the areas where they lived and the proportion who thought anti-social behaviour was a problem in their area had declined. Criminal damage in the pilot areas fell during the pilots by 28% overall – 6% more than in the non-pilot areas of Kent.</li> <li>• Several 'clean sweep' operations conducted aiming aiming to show local residents how agencies can work together to address local issues. Partners included district councils, Kent Police, Kent Fire &amp; Rescue, UK Border Agency and others and resulted in the seizure of a large number of counterfeit and unsafe goods.</li> </ul> |

| <b>Key Performance Indicators &amp; Activity Levels</b>   |                       |                      |                                  |  |
|---|-----------------------|----------------------|----------------------------------|--|
| <b>Indicator</b>  | <b>2007/08 Actual</b> | <b>2008/9 Actual</b> | <b>2009/10 Target</b>            | <b>2009/10 Actual/ Est</b>             |
| NI 182 – % of customers satisfied with Regulatory Services  | New Indicator         | 73                   | Not set                          | 76                                     |
| NI 183 – Impact of local authority trading standards services on the fair trading environment                                       | New Indicator         | 0.88                 | Not set and will be discontinued | 0.95 estimate                          |
| NI 190: Achievement in meeting standards for the control system for animal health   | New Indicator         | New Indicator        | Delivered to standard            | Delivered to at least Level 2 estimate |
| T2010 Target 61: % increase in number of community orgs in Kent receiving alerts about the activities of rogue traders (Base = 200) | 15%                   | 23%                  | 25%                              | 40%                                    |
| <u>Supporting Business</u>  |                       |                      |                                  |  |
| Rogue Trader activity disrupted   | 20                    | 20                   | 20                               | 20                                     |
| Rapid Action Team response  | 100%                  | 100%                 | 100%                             | 100%                                   |
| Buy with Confidence Traders   | New PI                | 102                  | 160                              | 162                                    |
| Home Authority Companies visited  | 100%                  | 100%                 | 100%                             | 100%                                   |
| Responses to requests for advice  | 100%                  | 100%                 | 100%                             | 100%                                   |
| Market place monitoring campaigns   | 10                    | 12                   | 10                               | 10                                     |
| Licences – issued & renewed within 10 days  | 100%                  | 100%                 | 100%                             | 100%                                   |
| <u>Supporting Consumers</u>   |                       |                      |                                  |  |
| Respond to referrals from Consumer Direct South East  | 100%                  | 100%                 | 100%                             | 100%                                   |
| Initiatives to educate key consumer groups  | 90                    | 100                  | 25                               | 25                                     |
| <u>Underage Sales</u>   |                       |                      |                                  |  |
| Advisory visits   | 400                   | 329                  | 200                              | 211                                    |
| Test-purchase operations  | 26                    | 24                   | 15                               | 15                                     |

|  |  |                  |     |     |
|--|--|------------------|-----|-----|
|  |  |                  |     |     |
| <u>TS Alerts</u>   |  |                  |     |     |
| Messages sent  |  |                  | 100 | 101 |
| <u>Healthy Eating</u>  |  |                  |     |     |
| Market place monitoring (food) campaigns   |  |                  | 24  | 24  |
| Healthier Lifestyles Initiatives   |  |                  | 12  | 12  |
| <b>Performance Against Projects/Developments / Key Actions</b>   |  |                  |     |     |
| Task complete: 7<br>Part complete and being carried forward: 0<br>Not started or part complete and not being carried forward: 0  |  |                  |     |     |
| <b>Towards 2010</b>  |  |                  |     |     |
| <b>Target</b>  |  | <b>Status</b>    |     |     |
| <b>Target 61:</b> Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted. |  | Done and Ongoing |     |     |
| <b>Benchmarking Information</b>  |  |                  |     |     |
| The Service works with Trading Standards South East to conduct periodic peer reviews and a representative attends the Quality & Improvement Focus group where this information is shared.                      |  |                  |     |     |
| <b>External Evaluation</b>   |  |                  |     |     |
| The Service is accredited to ISO 9001: 2008 and ISO 14001.   |  |                  |     |     |

| <b>Business Plan Performance 2009-10</b>   |   |                           |                          |                           |                           |
|--|---|---------------------------|--------------------------|---------------------------|---------------------------|
| <b>Registration Service</b>  |   |                           |                          |                           |                           |
| <b>Summary Business Plan details</b>   |   |                           |                          |                           |                           |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>▪ Management restructuring implemented and budget savings delivered</li> <li>▪ Opened birth and death registration facilities at Dover and Tonbridge Gateways</li> <li>▪ Approved premises licensing review completed and changes implemented</li> <li>▪ Nationality Checking Service extended to all area offices</li> <li>▪ Phase 1 of national roll-out of RON (Marriages) implemented</li> <li>▪ New ceremony facility opened at Dover Discovery Centre</li> <li>▪ ISO 14001 was successfully achieved</li> <li>▪ Bereavement Conference held</li> <li>▪ Bereavement toolkit issued to all KCC staff</li> <li>▪ New appraisal process introduced for casual staff</li> <li>▪ The Service was subject to a full IIP assessment</li> <li>▪ 800 staff days of training delivered by in-house training team</li> </ul> |   |                           |                          |                           |                           |
| <b>Key Activity Levels</b>   |   |                           |                          |                           |                           |
|  | <b>Indicator</b>                          | <b>2007/08<br/>Actual</b> | <b>2008/9<br/>Actual</b> | <b>2009/10<br/>Target</b> | <b>2009/10<br/>Actual</b> |
|  | Marriages at external licensed venues     | 2,367                     | 2,400                    | 2,500                     | 2698                      |
|  | No of marriages at KCC premises           | 2,889                     | 2,767                    | 2,600                     | 2694                      |
|  | Marriages where couples live outside Kent | 890                       | 1,188                    | 950                       | 1274                      |
| <b>Performance Against Projects/Developments / Key Actions</b>   |   |                           |                          |                           |                           |
| <p>Task complete: 7<br/> Part complete and being carried forward: 2<br/> Not started or part complete but not being carried forward: 0</p> <p><u>Explanation for incomplete developments:</u></p> <p>Review register office service delivery locations, identify gaps and develop strategy to fill those gaps: this work is on hold pending the outcome of the Registration-Library joint</p>  |   |                           |                          |                           |                           |

working pilot.

Review customer expectations and service provision to the bereaved and develop a strategy to deliver improvements: work is underway but as yet not completed. The service is in discussion with the Bereavement Advice Centre (BAC), a registered charity, about the possibility of commissioning it to provide a 'white label' bereavement advice service for Kent residents.

**Benchmarking Information**

There is no national or regional benchmarking framework for the registration service. However, the Kent Registration Service is a leading member of the South East Management Board (SERB) the group representing the 19 local authorities that provide registration and celebratory services in the South East. SERB has committed to establish a meaningful framework for benchmarking in 2010.

## Business Plan Performance 2009-10

### Coroners Service

#### Summary Business Plan details

#### Summary of Achievements:

- New Coroners Court opened at Gravesend Adult Education Centre
- Contracts for coroners removals re-let
- Contract with Dartford and Gravesham NHS Trust for post mortem provision re negotiated
- SLA with Medway Council re-negotiated and increased financial contribution secured
- Audit of Coroners Imprest accounts undertaken and recommendations Implemented

#### Key Activity Levels

| Indicator                 | 2007/08<br>Actual | 2008/9<br>Actual | 2009/10<br>Forecast | 2009/10<br>Est |
|---------------------------|-------------------|------------------|---------------------|----------------|
| Referrals to Coroners     | 7,635             | 7,465            | 7,650               | 7,650          |
| Post Mortems carried out  | 4,707             | 4,478            | 4,500               | 4,500          |
| Inquests held             | 781               | 751              | 750                 | 750            |
| Body Removals carried out | 3,125             | 2,919            | 3,100               | 3,100          |

#### Performance Against Projects/Developments / Key Actions

Task Complete: 4  
 Part Complete and being carried forward: 1  
 Not started of part complete and not being carried forward: 0

Explanation for incomplete developments being carried forward in 2009/10 business plan , and Red tasks that will not be completed

**Explore feasibility and costs of establishing a County Public Mortuary and associated accommodation** – this is a major project and will be on-going over the next two-three years

| <b>Business Plan Performance 2009-10</b>  |
|---|
| <p data-bbox="608 237 987 275" style="text-align: center;"><b>Name of Service Unit</b></p> <p data-bbox="608 322 987 360" style="text-align: center;"><b>Emergency Planning</b></p>   |
| <p data-bbox="523 445 1072 483" style="text-align: center;"><b>Summary Business Plan details</b></p>  |
| <p data-bbox="162 560 587 598"><b>Summary of Achievements:</b></p> <ul data-bbox="209 598 1430 1975" style="list-style-type: none"> <li>• Successful introduction of a “one-Kent” top level generic emergency plan template for two-tier government in Kent, harmonising the approach between the county and district councils.</li> <li>• Successful roll-out of improved tactical crisis leadership training (and equipment provision) which has been received positive feedback.</li> <li>• Continued delivery of high quality training and exercising activities, including several high-profile demonstrations of our emergency arrangements in the fields of strategic coordination, nuclear site off-site arrangements, recovery management and survivor reception.</li> <li>• Continued partnership and dialogue with district partners, contributing positively to joint working and enhancing resilience at the district level.</li> <li>• A successful pilot of town and parish level community resilience plan templates, with further county-wide political support being invited for 2010/11.</li> <li>• KCC Business Continuity improvements, including the delivery of a corporate approach to business impact analysis, interim directorate plans based on this data, and the development of new software to assist in the development of a variety of Business Continuity Plans and functional analysis.</li> <li>• Progression of key supporting areas of resilience, such as accommodation planning, ICT provision and business plan development. This has been complemented with enhanced understanding and support from Chief Officers and Resource Directors.</li> <li>• Strong relationships with the multi-agency community via the Kent Resilience Forum, with KCC Emergency Planning being viewed as a leading strategic emergency planning authority for the county.</li> <li>• Successful introduction of a new Duty Emergency Planning Officer (DEPO) scheme, with over 120 responses, including high profile events such as the Dartford Power Outage and the Dec 09 / Jan 10 snow.</li> <li>• The development and commissioning of the new County Emergency Centre (CEC) facility, and its successful relocation to the 4<sup>th</sup> floor of Invicta House. The centre will now be considered for use as a multi-agency tactical facility if needed.</li> <li>• Achievements in the field of major flood planning and mitigation, embracing the recommendations from the Pitt review with improved flood planning, and influence in the development of KCC Flood Risk Management capability.</li> <li>• The successful appointment of a tri-funded Olympics Resilience manager to support the broad and complex multi-agency efforts in preparation for the London Games in 2012.</li> </ul> |

### Key Performance Indicators & Activity Levels

| Indicator  | 2008/9<br>Actual | 2009/10<br>Target | 2009/10<br>Actual/<br>Est |
|--|------------------|-------------------|---------------------------|
| <u>Ni 37</u> : Awareness of civil protection arrangements in the local area        | 16.7%            | Not set           | Indicator deleted         |
| <u>Business Continuity Plans</u> :<br>Directorate Plans released                   | New Indicator    | 100%              | 100%                      |
| Directorate Plans tested   |                  | 100%              | 100%                      |
| <u>Emergency Plans</u> :<br>Directorate Plans released<br>Directorate Plans tested | New Indicator    | 100%              | See below                 |
|  |                  | 100%              |                           |
| <u>County Emergency Centres</u> :<br><br>Centres commissioned                      | New Indicator    | 2                 | 1                         |
| Centres tested   |                  | 2                 | 1                         |

Explanation for target(s) not met:

Directorate Emergency Plans released and tested: A generic Directorate emergency plan template has been agreed and is being progressed. All directorates are currently developing or translating plans into this format. Importantly, the one-Kent template has gone live, with directorate plans linked directly to this new format.

County Emergency Centres: the alternative facility was nominated at Boughton Mount. This building is now due to close.

### Performance Against Projects/Developments / Key Actions

Task complete: 6  
Part complete: 2  
Not started or part complete but not being carried forward: 2

Explanation for incomplete developments:

- Establish Corporate Emergency Response Scheme: This scheme is awaiting Chief Officer Group approval.
- Develop KCC Business Continuity capability: BC planning continuing, with software solution being commissioned.
- Purchase of W&I (mass messaging) and Forward Control Vehicles put on hold due to re-prioritisation. Both to be considered in 2010-11.

**Benchmarking Information**

Although there are no formal auditing procedures to demonstrate compliance with the Civil Contingencies Act 2004, bench-marking and peer review activities are being considered with similar authorities and amongst peers. However, the “one Kent” approach to common Kent local authority planning is receiving universal praise from participating organisations and observers. Additionally, informal benchmarking comparisons being made with other county authorities.

**External Evaluation**

Assessments continue to be made against the Unit’s capability and progress. Of note during the year 2009/10 was the audit from Deloitte on our Business Continuity Capability. This extensive audit looked at the implementation of Business Continuity from a corporate perspective, and was a follow-up to the PWC audit conducted in the previous year. The audit confirmed that good progress was being made, with the reassurance rating improving from “Minimal” to “Limited”, recognising that much work is still ongoing. Additionally, the Nuclear Installations Inspectorate (a division of the Health & Safety Executive) have recently audited the Dungeness Off-site emergency plan, citing it as a document of high quality with only minimal recommendations being made for improvement.

| <b>Business Plan Performance 2009-10</b>   |                       |                      |                       |                            |   |
|--|-----------------------|----------------------|-----------------------|----------------------------|---|
| <b>Kent Scientific Services</b>  |                       |                      |                       |                            |   |
| <b>Summary Business Plan details</b>   |                       |                      |                       |                            |   |
| <p><b>Summary of Achievements:</b></p> <p>Much work of the analytical service for local authorities has been focussed on nutrition, but it has continued to undertake food safety surveillance with Kent trading standards. Some of the successes include having a product with high levels of erucic acid recalled; a number of food incident notifications and a product withdrawal due to the presence of the allergen sulphur dioxide; food incident notifications, home authority notifications and a RAPEX (European wide) alert due to high histamine levels in foods. These were all products being purchased by the public in Kent.</p> <p>The analytical service continues to work with port health authorities in ensuring that food coming into Europe is safe and compliant with European legislation. This area of work increased significantly following changes to European legislation. 18% of products submitted have resulted in adverse reports.</p> |                       |                      |                       |                            |   |
| <b>Key Performance Indicators &amp; Activity Levels</b>  |                       |                      |                       |                            |   |
| <b>Indicator</b>   | <b>2007/08 Actual</b> | <b>2008/9 Actual</b> | <b>2009/10 Target</b> | <b>2009/10 Actual/ Est</b> | <b>Trend</b><br>▲ improving<br>▶ not improving<br>▼ deteriorating |
| Customer delivery target percentage on time (* basket of customers)  | 69%                   | 70%                  | 95%                   | 89%                        | ▲   |
| Food Average in turnaround time  | 17 Days               | 17 Days              | 21 Days               | 18 Days                    | ▼   |
| Agriculture average turnaround time  | 37 Days               | 21 Days              | 23 Days               | 16 Days                    | ▲   |
| Consumer safety average turnaround time  | 22 Days               | 34 Days              | 21 Days               | 20 Days                    | ▲   |
| Environment Average turnaround time  | 14.5 Days             | 13 Days              | 21 Days               | 16 Days                    | ▼   |
| Toxicology average turnaround time   | 38 Days               | 36 Days              | 25 Days               | 28 Days                    | ▲   |
| Calibration Section Performance – Average Turnaround   | 3.1 Days              | 7 Days               | 5 Days                | 6 Days                     | ▲   |

|   |          |          |          |          |   |
|---|----------|----------|----------|----------|---|
| Time  |          |          |          |          |   |
| Financial Performance – Analytical External Income  | £502,824 | £532,266 | £480,000 | £530,698 | ▶ |
| Financial Performance – Calibration external income | £257,251 | £212,752 | £220,000 | £228,929 | ▲ |

Explanation for target(s) not met:

The average turnaround for foods and environmental samples was slightly worse than previous years but not a problem as it meets the clients’ needs and are within target. The “Customer delivery target percentage on time (\* basket of customers)” was this year reduced to only using KCC samples due to changes in activity by the customers previously used as the “basket”. Analytical income was higher than predicted due to increased import sampling but much of the work had to be sub-contracted.

**Performance Against Projects/Developments / Key Actions**

Task complete: 1  
 Part complete and being carried forward: 2  
 Not started or part complete and not being carried forward: 1

Explanation for incomplete developments being carried forward in 2009/10 business plan, and Red tasks that will not be completed

Introduction of a single quality system operating across KSS is still an aspiration and will reduce accreditation costs. Linking LIMS to Oracle project on hold due to lack of resource but meantime a temporary spreadsheet report system is being used to provide information to Oracle by cut and paste. Succession planning is ongoing.

**Benchmarking Information**

Resource and output benchmarking was undertaken with six enforcement laboratories using 2008/9 out-turn data. KSS carried out more food sample analysis than the comparator laboratories, in some cases by a factor of 4.

**External Evaluation**

External Inspections: Both the analytical and calibration sections are accredited to ISO 17025 by the United Kingdom Accreditation Service (the top tier UK accrediting body). Each section is audited by a number of assessors who spend 4 to 5 days on site. Together with other units in the Community Safety and Regulatory Services KSS is accredited to ISO 9001/2008 and inspected annually.

| <b>Business Plan Performance 2009-10</b>  |
|---|
| <b>Supporting Independence Programme</b>  |
| <b>Summary Business Plan details</b>  |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>• Nationally acclaimed Apprenticeship programme, vision and strategy highlighted as exemplary. There are more apprentices in Kent than anywhere else, and KCC has been commended as having one of the best programme in the country, going above and beyond what other local authorities are doing. Awarded CAA green flag status for the widespread progress and achievements.</li> <li>• The Kent Apprenticeship strategy has been formally agreed and a Board established to ensure momentum and delivery of all aspects of action plan</li> <li>• Kent Success has continued to provide excellent provision for young people on the KCC apprenticeship programme. The number of apprentices accessing the programme has exceeded the target set for 2010.</li> <li>• Through the Kent Apprenticeship partnership £440K of Govt funding has been secured to establish the South East Apprenticeship Company (SEAC) a brokerage model of apprenticeship delivery to support and engage employers not able or not wanting to employ the apprentices direct</li> <li>• Improvements made to the 14-19 on-line area prospectus for Kent and Medway. Now young people have a fully integrated system which now promotes apprenticeships on a level playing field with sixth form and FE options</li> <li>• Kent Success (KCC Apprenticeship scheme) has led to a focused review and improvements to a wide range of KCC recruitment / selection processes and procedures.</li> <li>• KCC's work on Apprenticeships, gap year students, graduates and young people's talent management course led to a nomination for the Personnel Today Awards.</li> <li>• The SIP team successfully co-ordinated the bid for the contract to manage the DWP Future Jobs Fund, which involves £6.5 million targeted to offer 6 month job placements for young people unemployed for ten months or more.</li> <li>• The publication of Kent's first Work Related Learning and Education Business Links framework and strategy. Strategy now supporting and informing schools across the county.</li> <li>• The delivery of high quality, positive and professional business /entrepreneurial led master class events to over 1250 young people countywide.</li> <li>• The development, introduction and publication of an innovative Health and Wellbeing Programme designed and developed as an excellent tool to support and empower individuals on welfare benefits leading dependant lifestyles. The programme provides a safe and supportive platform for individuals to undertake a range of self assessment exercises which facilitate and embrace personal review and reflection of hopes, aspirations objectives and goals.</li> <li>• Delivery and facilitation of a range of successful consultation/information events to support benefit claimants and colleagues from associated agencies and organisations.</li> <li>• DWP data sharing pilot 09 /10 managed and coordinated in Margate /Cliftonville with a selected group of lone parents. Kent only 1 of 3 Local Authorities approved to undertake pilot</li> </ul> |

| <b>Key Performance Indicators &amp; Activity Levels</b>  |                       |                      |                       |                            |   |
|--|-----------------------|----------------------|-----------------------|----------------------------|---|
| <b>Indicator</b>   | <b>2007/08 Actual</b> | <b>2008/9 Actual</b> | <b>2009/10 Target</b> | <b>2009/10 Actual/ Est</b> | <b>Trend</b><br>▲ improving<br>▶ not improving<br>▼ deteriorating             |
| T2010 Target 9: No of claimants on key working age benefits (Incapacity Benefit, Income Support, Job Seekers' Allowance and others on income-related benefits) | 79,900 (Aug 07)       | 80,400 (Aug 08)      | To reduce             | 93,720 (May 09)            | deteriorating   |
| T2010 target 9: Claimants in statistical category of incapacity, lone parent or other  | 66,450                | 66,230               | To reduce             | 67,370                     | deteriorating   |
| T2010 Target 9: Claimants in statistical category of job seekers   | 13,450                | 14,170               | To reduce             | 26,350                     | deteriorating   |
| T2010 Target 18: Number of Kent Apprenticeships taken on by KCC (cumulative since October 2006)  | 128                   | 228                  | 250                   | 301                        | Improving year on year  |
| T2010 Target 18: Number of Kent apprenticeships taken on by other public and private organisations (cumulative since April 2007)                               | 0                     | 438                  | 750                   | 508                        | Improving year on year  |
| T2010 Target 19: No of young people completing the Kent Community Programme during the year  | 45                    | 116                  | 250                   | 209                        | Improving year on year  |
| T2010 Target 20: Work-related learning for young people:   |                       |                      |                       |                            | Completed   |
| Percentage satisfaction rate of pupils   | 80%                   | 86.5%                | 90%                   | 90%                        | Kent Works now transferred from KCC and integrated within Connexions contract |
| Percentage satisfaction rates of businesses  | 68%                   | 70%                  | 75%                   | 77%                        |   |

Explanation for target(s) not met:

The unprecedented economic downturn and recession has led to an increase in the number of individuals claiming welfare benefits across all benefit types. T2010 target 9 and KA2 welfare reform targets have all been unsuccessful in reducing number of claimants. The situation in Kent is mirrored across the UK.

**Performance Against Projects/Developments / Key Actions**

Task complete: 21  
 Part complete and being carried forward:7  
 Not started or part complete and not being carried forward:0

Explanation for incomplete developments:

SIP priorities raised with Kent Public Service Board & Kent Partnership: Ongoing. Will relate to ongoing strategic priorities such as apprenticeships and welfare reform in addition to the occasions when unplanned challenges/priorities need to be supported by SIP

Review and scope a model of increased participation and support of Members and KCC support staff in localities across the county: Initial thoughts shared and explored with a number of Members and Officers to gauge opinion. There remains potential to improve and enhance greater communication and engagement of County Councillors to maximise their extensive local knowledge, networks and relationships all of which could potentially support and assist officers in the delivery of services and outcomes. SIP team to establish greater Member engagement in the countywide activities underway in summer 2010 to increase the number of employers engaging and participating in apprenticeships and Future Jobs Fund schemes.

**Towards 2010**

| Target   | Status                |
|--|-----------------------|
| <b>Target 9:</b> Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits        | More Progress Needed* |
| <b>Target 18:</b> Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors | On Course             |
| <b>Target 19:</b> Introduce the Kent Community Programme, building teams of apprentices to participate in community projects                         | Done and Ongoing      |
| <b>Target 20:</b> Build strong business-education partnerships that benefit both employers and schools   | Done and Ongoing      |

\* The success of this Towards 2010 target is directly affected by the current economic downturn being experienced and therefore this has to be reflected in the current status of this target. However there have been some enormous successes delivered to date to try to reduce the number of people on welfare benefits which are described in the full report.

|   |
|---|
| <b>Benchmarking Information</b>   |
| The work of SIP is unique and as such not easily benchmarked like for like with other Local Authorities or organisations. Ten Local Authorities across the UK are liaising and working directly with SIP to develop their own innovative Apprenticeship Programmes.   |
| <b>External Evaluation</b>  |
| <ul style="list-style-type: none"><li>• CAA – Green flag awarded for the exceptional achievement on Apprenticeship, education/skills, employment developments</li><li>• National recognition of Kent’s Apprenticeship programme and strategy - endorsement from the Chief Executive National Apprenticeship Service (NAS) of the exemplar model of the Kent Apprenticeship strategy, vision and focused activity.</li></ul> |

| <b>Business Plan Performance 2009-10</b>   |
|--|
| <b>Turner Contemporary</b>   |
| <b>Summary Business Plan details</b>   |
| <p><b>Summary of Achievements:</b></p> <ul style="list-style-type: none"> <li>• Building work progressed well, with the structure of the retaining wall to Fort Hill, the substructure works including piling and completion of the ground floor slab, structural concrete works and the main roof structural steelwork now complete. The building will be complete by late autumn 2010 and will open to the public in spring 2011.</li> <li>• An apprenticeship scheme on the construction project has been 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 building contract</li> <li>• An enormous amount of work was progressed in readiness for the transfer of operational responsibility from KCC to the Turner Contemporary Trust ('the Trust') on 1 April 2010. This included: <ul style="list-style-type: none"> <li>• Finalising the Lease, Grant Agreement and Transfer Agreement</li> <li>• Transfer of staff</li> <li>• Recruitment of new staff</li> </ul> <p>All key work was finalised and the transfer to Trust took place as planned. The Trust now has operational responsibility for Turner Contemporary</p> </li> <li>• A variety of operational developments took place over the course of the year including a staff restructure and appointment to the key posts within the new structure. This included the appointment of the Head of Operations and Resources who started in post in November 2009.</li> <li>• Considerable planning is underway for the opening of the gallery in Spring 2011 including the artistic and education programme, launch arrangements and trading arrangements</li> <li>• Turner Contemporary continues to offer a lively and varied programme of contemporary art and learning and outreach work. The Turner Contemporary Project Space was programmed until 4<sup>th</sup> September 2009 and through this space a constantly changing programme of work was showcased. Following the closure of the space, to allow planning for the opening of the new gallery, Turner Contemporary continues to offer an artistic programme and outreach and audience development work within the community.</li> <li>• Turner Contemporary received a National Adult Learning Award from National Institute of Adult Continuing Education for the intergenerational project <i>Time of Our Lives</i>.</li> <li>• Turner Contemporary has been successful in achieving external funding to support the programme</li> <li>• Progress continues to be made by the Turner Contemporary Art Trust (TCAT) towards the capital fundraising target of £2.9m, with recent awards of £250K from the Monument Trust and the Foyle Foundation.</li> <li>• Turner Contemporary and Margate continues to be the recipient of positive local and national media coverage</li> </ul> |

| Key Performance Indicators & Activity Levels  |   |               |                                   |                     |  |
|---|---|---------------|-----------------------------------|---------------------|--|
| Indicator   | 2007/08 Actual                          | 2008/9 Actual | 2009/10 Target                    | 2009/10 Actual/ Est | Trend<br>▲ improving<br>▶ not improving<br>▼ deteriorating |
| Progress on Design  | RIBA Stages C, D, E                     | RIBA Stage K  | RIBA Stage K                      | RIBA Stage K        | N/A  |
| Capital Support in principle from non-KCC sources   | £4.1m ACE<br>£4.0m SEEDA<br>£500K Other | £150K         | £2.3m Revised target<br>£785,000* | £540K*              | ▶  |
| Secure Revenue support for programmes from non KCC-Sources  | £75K (excl ACE RFO)                     | £273K         | £300K                             | £334K               | ▲  |
| Number of events held (talks, workshops, professional development sessions, other projects including small-scale exhibitions) | 105                                     | 174           | 110                               | 123                 | ▲  |
| Number of attendees   | 23,142                                  | 66,524        | 44,245                            | 36,757              | ▼  |
| Size of Mailing List  | 5,076                                   | 5,244         | 6,000                             | 9,414               | ▲  |
| Number of Website Visits  | 85,552                                  | 123,053       |                                   | 180,608             | ▲  |

\*The Turner Contemporary Art Trust (TCAT) who are leading the capital fundraising campaign revised their fundraising strategy and expected phasing for the receipt of funds. The revised fundraising strategy extends the period in which the activity will take place until March 2011. The fundraising income for 2009/10 was estimated at £785,000

Explanation for target(s) not met:

TCAT have been fundraising in an extremely challenging economic environment which has had a significant effect on philanthropic donations. TCAT has recently been the recipient of financial contributions of £250K from the Monument Trust and from the Foyle Foundation. There is significant momentum behind the fundraising campaign and a number of further opportunities are being actively explored. In addition the public auction of a number of works of art by contemporary artists, including a work donated by Tracey Emin, will take place in Summer 2010. However a capital donation of £100K which was previously pledged may now be donated to the Turner Contemporary Trust as a revenue contribution and has been removed from the overall total. To date a total of £1,09m against a total of £2.9m has been raised.

Turner Contemporary has had less visitors than originally forecast, which is partly due to revised opening days / hours for Droit House, which operates as a visitor centre for Turner Contemporary. This figure also does not include those who viewed the two text pieces which were located in different locations in the centre of Margate. A reliable methodology for calculating these attendees does not exist, hence the exclusion of the figures from the overall number.

**Performance Against Projects/Developments / Key Actions**

Task complete: 25  
 Part complete and being carried forward: 4  
 Not started or part complete and not being carried forward: 1

Explanation for incomplete developments:

Monitor & Evaluate 'Beacon' Project: This project was intended to involve service users with mental health problems in an arts project. Unfortunately our partner Beacon House was unable to find more than one participant, and the decision was taken that we could not justify the costs associated with setting up a project of this nature for one individual. Now we have a Learning Officer in post, we can revisit the potential of developing a relationship in future.

Ongoing evaluation of exhibition programme – Turner Contemporary is developing a comprehensive and robust evaluation framework which will cover all areas of the organisation as well as its wider economic / regenerative impact. The development of the evaluation framework will continue in the period prior to the completion of the gallery.

Analyse Market research – Turner Contemporary has appointed a Communication and Relationship Manager and market research will form a significant part of this role. Market research will also be incorporated with the development of the monitoring and evaluation framework

Turner Contemporary Lease and Grant Agreement – The Grant Agreement has been finalised and is in place with the Turner Contemporary Trust. The Lease is still being developed and will be finalised prior to the practical completion of the gallery building.

**Towards 2010**

| Target  | Status    |
|---|-----------|
| Target 27: Open the Turner Contemporary gallery, Margate, in 2010 | On course |

| <b>Benchmarking Information</b>  |
|--|
| <p>In the development of the project, Turner Contemporary has undertaken significant benchmarking with other art organisations and galleries across the country. This has helped to formulate the design of the gallery building, business and financial planning, trustees training and development, as well as various operational developments.</p> <p>As part of TATE Connects, Turner Contemporary works closely and collaboratively with TATE and numerous other arts organisations across the UK</p>  |
| <b>External Evaluation</b>   |
| <p>As part of the capital funding arrangements a regular Key Stage Review (KSR) meeting takes place with ACE, SEEDA, KCC and the Turner Contemporary Trust. The KSR looks at all elements of the project, including the construction of the gallery, artistic programme and preparedness for gallery opening in Spring 2011.</p> <p>The capital project is monitored on a monthly basis by ACE and SEEDA including a financial review</p> <p>As part of the ACE RFO arrangements, regular meetings, including an annual review meeting, take place. This is to monitor performance against a series of pre-agreed deliverables</p> |

**Sustainability and Climate Change Update**

**1. Introduction**

This appendix summarises progress over the last year by the County Council, and the Communities Directorate in particular, in delivering the objectives of KCC's Environment Policy. All Policy Overview and Scrutiny Committees receive an individual report for their own respective Directorates on an annual basis.

**2. Changing Policy Context – Revised Kent Environment Strategy**

At the Kent Partnership meeting on the 8<sup>th</sup> June, the Partnership agreed the final draft of the revised Kent Environment Strategy. The final draft strategy will be available on [www.kent.gov.uk](http://www.kent.gov.uk)

The revised strategy has 10 Priorities under which there are a small number of high level strategic actions. There are two cross cutting themes viz "environmental engagement" and "green jobs."

The table at the end of this Appendix details KCC's and Communities current and planned actions as well as potential gaps in activity against these 10 priorities.

**3. Corporate Progress ISO14001**

A summary of corporate achievements delivered against KCC's Environment Policy is given below. KCC's full Corporate Environmental Performance Report for 2009 is available on [www.kent.gov.uk](http://www.kent.gov.uk).

• **Our Decisions and Leadership**

Full Council accreditation to ISO14001 was completed in May 2009. Since then the council has successfully passed two further external verification assessments.

The Kent Environment Strategy, which forms part of the Regeneration Framework has been successfully reviewed, and a new version of the strategy has been agreed by the Kent Partnership. A full delivery plan is now being developed with partners.

• **Our Estate**

Overall carbon emissions are showing an increase against our 2004 baseline, this is mainly due to an increase in energy use in schools due to policy changes such as extended schools and increase levels of ICT. Schools account for 80% of KCC's energy use.

The KCC Energy and Water Investment Fund has loaned and granted £928,995, saving £1,923,246 over the lifetime of the equipment.

Improved waste contracts have delivered at least 50% recycling rates for office wastes and battery recycling is being implemented.

- **Our Travel and Transport**

Overall the council achieved a business miles reduction of 3.5% between 2009 and 2010 with savings of £277,000.

So far £5000 of BT Meetme teleconference calls have been made by the council, which equates to estimated savings of £45,000 compared to face to face meetings. Only 10% of KCC BT MeetMe accounts have currently been used however, and active promotion is taking place.

- **Our Procurement**

EHW, working with the CED have set up the South East Carbon Hub which provides both online and targeted face to face contact with the public sector supply chain in Kent to save money and cut carbon. The Carbon Hub aims to help around 1000 businesses by 2013.

- **Our Workforce**

There are now over 300 Green Guardian champions across KCC, and “environment” has been integrated into Ways to Success.

- **Our Community Leadership**

The KCC Climate Change Team have provided strong support across Kent to achieve money and carbon savings, and ensure Kent is resilient to the impacts of climate change such as severe weather events. KCC has been identified as a national example of good practice in this field.

#### **4. Specific progress for the Communities Directorate against KCC's Environment Policy**

Communities achieved the ISO 14001 environmental management standard during 2008 and has successfully passed three further 6 monthly external verification assessments.

In the last 12 months, Communities has delivered the following improvements:

- More than half of the 20 buildings required to have a Display Energy Certificate for energy efficiency were rated average or better, with two buildings scoring B (the best rating for any KCC building).
- Compared to 2008-09 financial year, business miles have reduced by 4.5% with cost savings of £52,500
- In the last 6 months, Communities staff have been using the BT MeetMe teleconferencing service with two members of staff in the top 10 user list. One person has made 49 teleconference calls which equates to an estimated saving of £2800 compared to the cost of face to face meetings.

- Improved compliance with waste legislation and continued efforts to extend recycling to more of its smaller facilities.
- Battery recycling collection points are being made available in Libraries for members of the public.
- Youth Services and Libraries have both held Environment focused events to engage staff.
- Many locations now have a Green Guardian champion, there are 78 in Communities and more than 300 overall across the council.

##### **5. Potential changes to the KCC Environment Policy, and the Communities Directorate implementation priorities**

As part of the annual review process an assessment is made as to whether new policy drivers such as the Kent Environment Strategy or the rate of progress in achieving our objectives require changes to the KCC Environment Policy or its implementation priorities

Communities are progressing well in implementing KCC's Environment Policy, particularly in the area of carbon reduction. In light of the revised Kent Environment Strategy it is suggested that future areas of focus are:

- climate change adaptation, focusing on mainstream the risks and effects of climate change such as severe weather events into service delivery
- fuel poverty, building on work already underway in partnership with other KCC Directorates.

No substantial changes are recommended to the Environment Policy, however it is suggested that the following areas be strengthened: Climate change risk and resilience; domestic sector energy efficiency and "Green jobs" and opportunities.

### Kent Environment Strategy Priorities, Communities Directorate Current and Planned Activity.

| Living Well Within Our Environmental Limits   | KCC Environment Policy reference.                      | Communities Current Activity and Progress   | Planned activity  | RAG                |
|---|--|---|---|--------------------|
| Priority 1 Make homes and public sector buildings in Kent energy and water efficient, and cut costs for residents and taxpayers | Our estate<br><br>Our leadership role in the community | More than half of the 20 buildings required to have a Display Energy Certificate for energy efficiency were rated average or better, with two buildings scoring B (the best rating for any KCC building). | Build on fuel poverty activity already underway in partnership with other KCC Directorates as part of the KCC Retrofit Project. | KCC Target is red. |
| Priority 2 New developments and infrastructure in Kent are cost effective, low carbon and resource efficient                    | Our leadership role in the community                   | NA  | NA  |                    |
| Priority 3 Turn Kent's waste into new resources and jobs for Kent   | Partially covered under Our Decisions                  | NA  | NA  |                    |
| Priority 4 Reduce the ecological footprint of what we consume   | Partially covered under 'Our Procurement'              | Currently limited activity on procurement   | Link suppliers into The South East Carbon Hub   |                    |

| Meeting the Climate Change Challenge  | KCC Environment Policy reference.      | Communities Current Activity and Progress  | Planned activity   | RAG |
|---|--|--|--|-----|
| Priority 5 Reduce future carbon emissions<br><br>Page 85                              | Partially covered under Our Estate     | Compared to 2008-09 financial year, business miles have reduced by 4.5% with cost savings of £52,500<br><br>In the last 6 months, Communities have been using the BT MeetMe teleconferencing service with two members of staff in the top 10 user list. One person has made 49 teleconference calls which equates to an estimated saving of £2800 compared to the cost of face to face meetings... | All units have a 2% mileage reduction target in 2010-11.                             |     |
| Priority 6 Manage the impacts of climate change, in particular extreme weather events | Partially covered under Our Decisions  | Communities identified key areas of vulnerability.   | Work beginning on addressing vulnerable communities in Kent which is a key priority. |     |
| Priority 7 Support the development of green jobs and business in Kent                 | Partially covered under Our Decisions. | NA   | NA   |     |
| <b>Value From Our Natural and Living Environment</b>                                  |  |  |  |     |
| Priority 8 Utilise the full social and economic potential of a high                   | Partially covered under Our Estate and | Activity currently limited.  | Make more links between Communities priorities and the                               |     |

|  |  |                             |   |  |
|--|--|-----------------------------|---|--|
| quality natural and historic environment in Kent   | Our Leadership role in the Community.  |                             | natural environment.  |  |
| Priority 9 Conserve and enhance the quality of Kent's natural and heritage capital   | Partially covered under Our Estate and Our Leadership role in the Community. | NA                          | NA  |  |
| Priority 10 Ensure that Kent residents have access to the benefits of Kent's coast, countryside, green space and cultural heritage | Partially covered under Our Estate and Our Leadership role in the Community. | Activity currently limited. | Make more links between Communities priorities and the natural environment. |  |

**To:** Communities Policy Overview & Scrutiny Committee

**By:** Mike Hill, Cabinet Member for Community Services  
Amanda Honey, Communities Managing Director

**Date:** 9<sup>th</sup> July 2010

**Subject:** Financial Monitoring 2010/11

**Classification:** Unrestricted

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**Summary:**

Members of the POC are asked to note the initial budget monitoring exception report for 2010/11 to be reported to Cabinet on 12<sup>th</sup> July 2010.

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**1. Introduction**

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

**2. Background**

2.1 A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. These reports outline the full financial position for each portfolio and are reported to POSCs after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report. The first exception report for 2009/10 is being presented to Cabinet on 12<sup>th</sup> July, extracts of which are highlighted below.

2.2 Item B2 on this agenda covers the financial outturn report for 2009/10 whereas this report is in relation to exception monitoring for 2010-11, with B3 showing the performance outturn/monitoring.

**3. Revenue**

3.1 At this early stage in the year we have identified the following net variations – not pressures - totalling £634k (gross +£750k – see para 3.1.1 and income -£126k see para 4) from the revenue budget approved by County Council on 19<sup>th</sup> February 2010, within the Communities Portfolio:

### **3.1.1 Community Learning & Skills:**

Subsequent to the publication of the Budget Book, the service has been notified that funding from the Skills Funding Agency will reduce by £0.750m during 2010-2011. The service is currently implementing management action to mitigate against this funding pressure by reducing variable spend accordingly. No pressure is being reported currently but it was felt necessary to update POSC members on these developments.

### **3.1.2 Coroner Service**

The service is not yet reporting an adverse variance in respect of long inquests but the budget allocated to this demand led service remains exposed and vulnerable to an increase in (lengthy or extensive) referrals of suspicious deaths.

An inquest has already been conducted this financial year with an estimated cost in the region of £45k; therefore reoccurrences of such inquests will undoubtedly impose a pressure on the service.

## **4. Roll Forward of 2009-10 Underspends**

4.1 Two of the commitments put forward by Communities were in relation to the Supporting Independence Programme and Kent Drugs and Alcohol (KDATT) service. Approval of these commitments had led to an increase in their respective cash limits of £50k and £75k.

4.2 Other roll forward bids that were proposed by Community Learning and Skills (CLS - previously Adult Education and Key Training), Libraries and the Youth Service were not accepted and alternative funding routes are currently being explored.

## **5. Capital**

5.1 The Edenbridge project is progressing well, at a revised cost of £3.2m. The project now includes a number of partners, whose contributions have fully funded the increase in gross expenditure. The developer has been appointed and a timetable agreed, so the project has been re-phased accordingly. For progress on other projects, please refer to item B2.

## **5 Recommendations**

- 5.1 Members of the POC are asked to note the budget variations and comments for the Communities Portfolio for 2010/11, based on the first exception monitoring report to Cabinet.

*Contact officer:*

**Kevin Tilson**

*Head of Finance, Communities*

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**To:** Communities Policy Overview & Scrutiny Committee

**By:** Mike Hill, Cabinet Member for Community Services and  
Amanda Honey, Managing Director, Communities  
Directorate

**Date:** 9 July 2010

**Subject:** Unlocking Kent's Cultural Potential: A Cultural Strategy for Kent

**Classification:** *Unrestricted*

**Summary:**

A draft Cultural Strategy for Kent has been developed by KCC's Arts Development Unit following a consultation process that has involved members of this Committee, officers and members of all local authorities; other partners and stakeholders. It will form one of the delivery mechanisms for Kent's Regeneration Framework and is attached for members comment and endorsement.

**FOR COMMENT AND ENDORSEMENT****1. Introduction**

- 1.1 Kent County Council's response to the DCMS' ***Culture at the Heart of Regeneration*** established its aim to be a cultural leader and to develop regional, national and international partnerships to realise that. The subsequent ***Kent Cultural Vitality*** report, prepared by ABL Cultural Consulting, laid the foundations for the development of a cultural strategy for the county. The Kent Arts Development Unit has worked since then with a range of partners to establish a strategy to transform the future impact of culture in Kent – in terms of creativity and innovation, cultural heritage, reach into Kent's wide-ranging communities, and empowering social and economic development.
- 1.2 Following a widely attended initial 'summit' event in February 2009 this Committee was consulted on the proposed shape of the strategy and method of development in July 2009. This report now reiterates the approach that has been taken and seeks members endorsement of the final draft Strategy (attached at Appendix One) for approval at Cabinet and subsequently the Kent Partnership.
- 1.3 For the purposes of the strategy 'culture' is defined as *'The arts, entertainment and events, museums, heritage and our oral and built*

*heritage, media, publishing, the knowledge economy and the cultural and creative industries. This includes the provision of professional work for people's enjoyment and opportunities for participation and creativity. It includes libraries and also culture within the education sector at all levels.'* This is based on the Department of Culture Media and Sport's working definition.

## **2. Context**

2.1 Kent's regeneration framework *Unlocking Kent's Potential*, (published 2009), promotes the value and potential impact of the cultural economy. The Kent Cultural Strategy is identified as a key underpinning strategy that will help realise the aspirations for the county's future development.

2.2 Across Kent, culture is now reflected in local frameworks: Ashford, Canterbury, Dover, Gravesham, Maidstone, Shepway, Swale, Thanet and Tonbridge and Malling have an arts or cultural plan, framework or strategy, while cultural priorities for Dartford are incorporated within the Kent Thameside cultural strategy, for Sevenoaks within its community strategy, and for Tunbridge Wells within a Community Strategy and a Strategy for Leisure.

2.3 The Cultural Strategy for Kent aims to do what a local cultural strategy cannot do and does not attempt to do what a local cultural strategy can do. It is a light touch strategic framework, which informs but does not dictate other strategic plans. It recognises that partners have, and will further develop their own strategies and plans. It aims to provide a county wide context for these individual plans and to inform local decision making by setting out the direction of travel for Kent in the context of the South East and UK.

2.4 The aim of the strategy is to promote a shared understanding of how the county's cultural offer can enhance the lives of people who live in Kent; and to demonstrate how culture can be used to strengthen the individual, collective and economic wellbeing of the county. It also sets out three core intentions/aspirations and actions to deliver these over the next five years, and these aspirations are summarised below: -

- ***Intention 1. To grow Kent's creative economy by being welcoming and co-operative hosts to the creative workforce***

*To achieve this we will:*

- Attract and retain creative businesses
- Unlock creative talent to support the Kent creative economy
- Reveal, support and grow our existing creative businesses

- ***Intention 2. To protect Kent's existing strengths by being passionate and responsible stewards of Kent's built and natural environment***

*To achieve this we will:*

- Protect the past and plan for the future
- Encourage people to enjoy their built and natural environment
- Inform and manage innovation creatively

▪ ***Intention 3. To increase Kent's potential by being ambitious and resourceful planners***

*To achieve this we will:*

- Ensure participation is possible for all
- Plan, not hope
- Grow the confidence and skills of Kent's cultural sector to make Kent a place that offers excellent cultural experiences

### **3. Process for the Development of the Strategy**

- 3.1 For the effective development of a partnership-based Cultural Strategy for Kent, it was essential that structured opportunities were put in place for the partners to engage in the strategy development process and inform its content. This was achieved through a series of three Cultural Summits. Partners from across Kent were drawn together to achieve consensus, engagement and ownership of a strategy that genuinely reflects the unique and complex cultural planning landscape of Kent.
- 3.2 The first Cultural Summit took place in February 2009, and drew together 130 influencers and decision makers from Kent and the wider South East region including officers and members from all tiers of local government, regional and local development organisations and partnerships, representatives of youth, equalities and voluntary organisations, and arts and cultural organisations. The Summit aimed to create a commitment to a cultural strategy, provide opportunity for reflection on existing cultural provision, and share opportunities and challenges. The event successfully achieved a consensus about the value of cultural planning and of the importance of establishing a Cultural Strategy for Kent.
- 3.3 The second Summit took place in September 2009, and as had been agreed at the first Summit, delegates for the second were mainly drawn from the standing cohort of delegates who attended the first. This was in order to ensure rounded engagement and continuity. This event had a strong focus on the economic and social dimensions of the cultural sector in Kent and tested the strategy development work so far.
- 3.4 The third and final Summit event took place in April 2010, after a further draft of the Cultural Strategy had been shared with the partners for comments. The event was an opportunity to test the three main intentions and stimulate further thought by inviting reflections on culture from internationally recognised and highly respected figures in the field of cultural development. The approach and the three intentions were broadly

accepted and the event launched a further consultation period which has informed the development of the attached final draft.

#### **4. Future Plans**

- 4.1 Kent County Council has been given a clear mandate by the partners who have helped to develop this strategy to take a leadership role in ensuring that the vision for culture in Kent is delivered. We will do this by convening an annual cultural conference and use this as a platform for an evolving and responsive action plan. We want to remain open for business with regard to how we deliver this plan, and believe that as our confidence in this field grows so too will our ambitions. The action plan will therefore be reviewed regularly to reflect the sectors role in the county.

#### **5. Resource Implications**

- 5.1 None in the short to medium term.

#### **6. Recommendations**

- 6.1 Members of the Communities Policy Overview and Scrutiny Committee are asked to endorse the attached draft Cultural Strategy for approval at Cabinet and subsequently the Kent Partnership.

Director: Des Crilley, Director of Community Cultural Services

*Contact Officer: Sally Staples*  
*Title: Head of Kent Arts Development Unit*  
*Contact Number: 01622 696515*  
*Email address: sally.staples@kent.gov.uk*

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*Background Documents:*  
"Kent's cultural vitality". ABL consulting

**ITEM B5**  
**APPENDIX ONE**

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# **Unlocking Kent's Cultural Potential**

## **A Cultural Strategy for Kent**

**2010 – 2015**

**A partnership framework produced by Kent County Council on behalf of government agencies, key cultural organisations and cultural leaders**

The development of this strategy was led by Kent County Council's Arts  
Development Unit  
Written by Sally Staples, Head of Kent Arts Development Unit  
Photographs by Benedict Johnson  
Design by Rubric

## Foreword

Cllr Paul Carter and Cllr Mike Hill

Kent County Council has been pleased to lead on the development of a cultural strategy for the county. We invest in the culture of Kent because we value its contribution to the wellbeing of the county, and recognise it as a valuable tool for the county's work in economic and social regeneration, tourism, environmental protection, planning, health, community safety and education.

This strategy is influenced by Vision for Kent and is also seen by Kent County Council as a blueprint for the delivery of components of Unlocking Kent's Potential – the Regeneration Framework for Kent.

We are a county already engaged in significant cultural regeneration projects – Turner Contemporary in Margate, Creative Foundation in Folkestone, Chatham's Historic Dockyard and Ashford's Shared Space are all projects which have attracted national attention. It is timely to ensure that we have a county wide strategy which provides a holistic context for this work. The strategy draws on the learning which has grown around how to make cultural regeneration work, a growing understanding of the value and needs of the creative industry sector and what we need to do to ensure our education system complements these initiatives to ensure a vibrant cultural sector in the future.

Kent County Council has been given a clear mandate by the partners who have helped to develop this strategy to take a leadership role in ensuring that the vision for culture in Kent is delivered. We will do this by convening an annual cultural conference and use this as a platform for an evolving and responsive action plan. We want to remain open for business with regard to how we deliver this plan, and believe that as our confidence in this field grows so too will our ambitions. Therefore we intend to review the action plan regularly to reflect the sectors role in the county.

Simply developing this strategy has provided a powerful tool for raising awareness of the role of culture on other key agendas. We know that if we are to achieve the vision of this strategy this must be a combined effort – not just between cultural professionals but between all parts of our organisations. Kent County Council's commitment will be reflected in our organisations at all levels and in all aspects of what we do.

Kent County Council will also facilitate the development of an independent, well informed Cultural Board for Kent which will provide advocacy and advice in the delivery of this strategy.

We will unlock the cultural potential of this county and in so doing provide an improved quality of life for the people of Kent.

## 2. A Vision for Culture in Kent

*Kent is a vibrant county, where cultural activity is easily available to all and enriches everyone's lives, transforming them for the better. Our county has a distinctive character which we have defined for ourselves. We care passionately for our cultural heritage and invest wisely in our cultural future so that Kent is rich with opportunity, and is both a place to call home and a destination in its own right. Nationally we are recognised for our ambitious and resourceful cultural planning and our investment in creativity and innovation, so that cultural investors, cultural entrepreneurs and extraordinary cultural practitioners choose to live and work in Kent.*

### **How will we recognise success?**

We will recognise success when we realise the vision set out in this document. We aim to be a county that is known not only for its cultural heritage, but for being open for business today – knowing our own strengths, not afraid to be innovative, able to recognise and respond to cultural opportunities when they arise and seeking out ways to increase those opportunities.

We will make it our business to be experts in the field of cultural development, planning wisely so that we not only see benefits today, but achieve a legacy of a vibrant, relevant and robust cultural county for future generations.

We are well placed to be leaders in the field of visual arts due to our investment in key projects such as Turner Contemporary, Folkestone Triennial, Whitstable Biennale and in our growing cohort of suitable work space provision. We will prioritise the visual arts so that artists, artists' studio providers and visual arts audiences will come to Kent confident that they will be welcomed and rewarded. We will also identify a number of key sectors within the creative industries and work to grow our corner of those markets.

Our schools, Higher Education Institutions and Further Education partners will have a national reputation for developing successful routes into work for their students. People seeking a career in the creative industries will automatically consider coming to Kent for the education and training that is available. We will also challenge current systemic practices which lead to inequalities in the creative workforce in a bid to shift this trend for the future.

In terms of local government models, the most successful and most significant investors in culture are a number of metropolitan boroughs. They have strengths we do not have, but we believe that our strengths as set out in this strategy give us the opportunity to become cultural leaders in a way not yet achieved in the UK. We will signal the strengths of the county, sending a message of self-confidence and adaptability which will benefit not just the cultural life of the county but its overall economic and social outlook.

# Executive Summary

## Context

The Cultural Strategy for Kent 2010-2015 has been devised by Kent and Medway partners to promote a shared understanding of how the county's cultural offer can enhance the lives of people who live in Kent; to demonstrate how culture can be used to strengthen the individual, collective and economic wellbeing of the county and to set our intentions and the actions to deliver those intentions for the next five years. We are a county already engaged in significant culturally-led regeneration projects and this strategy draws on national learning to provide a context for this work.

We face the challenges that follow a severe economic downturn and both A Vision for Kent and Unlocking Kent's Potential identify culture as a significant component in Kent's future success. Parallel to this the UK's Cultural Olympiad leading up to the London 2012 Olympic and Paralympic Games and the legacy period which follows the Games is a period of unprecedented national celebration of UK culture and the Kent partners wish to ensure that this county benefits from the opportunities this presents.

This strategy aims to do what a local cultural strategy cannot do and does not attempt to do what a local cultural strategy can do. It aims to be a light touch strategic framework, which informs but does not dictate other strategic plans. It recognises that partners have, and will further develop their own strategies and plans. It aims to provide a county wide context for these individual plans and to inform local decision making by setting out the direction of travel for Kent in the context of the South East and UK.

## A definition of Culture

For the purposes of this strategy we limit our definition of culture to:

"The arts, entertainment and events, museums, heritage and our oral and built heritage, media, publishing, the knowledge economy and the cultural and creative industries. This includes the provision of professional work for people's enjoyment and opportunities for participation and creativity. It includes libraries and also culture within the education sector at all levels."

## Why Kent should invest in Culture

A thriving economic sector that Kent needs to be a part of: the UK has the largest creative sector in the EU and relative to GDP probably the largest in the world. The creative industries account for 6.4% of UK GDP and grew at 5% per year between 1997 and 2007, compared to 3% for the rest of the economy. Exports grew even faster and contribute 4.3% of the country's overseas sales.

A key driver for our tourism economy: Kent Tourism Perceptions Research 2007 demonstrate that 36% of people stated that specific attractions or sights are the major influence on choosing a destination. For short break destinations people want a picturesque location (35%) with attractions or sights a major influence (31%). Whilst on a short break the most popular activities include visiting historic attractions (42%).

An investment in the quality of life for our residents: people taking part in cultural activities are 20% more likely to know "many people" in their neighbourhood and 60% more likely to believe that many of their neighbours can be trusted.

## Our Intentions

These intentions were arrived at following a series of three Cultural Summits where partners considered Kent's existing successes, gaps and aspirations within a national and international context.

### **Intention 1: We will grow Kent's creative economy by being welcoming and cooperative hosts to the creative workforce**

Kent already has a substantial creative industry sector and as a county it is already a creator of culture, a purveyor of culture and a cultural destination but it does not have a critical mass that is of any national significance yet. In the next five years we want to: secure and grow our creative offer; grow a position which will stand out nationally by increasing the number of creative industries in the county; develop the right infrastructure to equip a Kent workforce to enter the sector and support our existing creative industries so that we will be regarded as a creative region.

We will:

#### **1.1 Attract and retain creative businesses**

- Ensure that Kent promotes itself as a county receptive to hosting a creative workforces
- Develop a range of adaptable networks to meet the needs of Kent's creative workforce
- Seek to develop fit for purpose workspaces s to attract and retain our creative workforce

#### **1.2 Unlock creative talent to support the Kent creative economy**

- Provide opportunities for education, research and development for the sector
- Provide clear pathways between education and employment
- Develop Creative Apprenticeships, internships and other routes into cultural careers

#### **1.3 Reveal, support and grow our existing creative businesses**

- Develop understanding of and intelligence on the current creative workforce
- Develop a Creative and Media Opportunities for Growth Sector Strategy
- Maximise inward investment for the sector

### **Intention 2: We will protect Kent's existing strengths by being passionate and responsible stewards of Kent's built and natural environment**

Enjoying open space, engaging in creative activity, discovering the local history of an area, contributing to the maintenance and improvement of your physical surroundings are all cultural pursuits which benefit individual physical and mental health and well being. They are also activities that are instrumental in developing safe and strong communities as they encourage a sense of belonging so that people start to care for their surroundings and to interact with their neighbours. There are also strong economic arguments for protecting Kent's distinctive character – promoting Kent as a visitor destination and marketing it to attract businesses to settle in the county.

We will:

#### **2.1 Protect the past and plan for the future**

- Ensure that Kent is promoted to visitors and residents in a sustainable and integrated way
- Develop leadership training appropriate to the voluntary sector
- Secure World Heritage Status for the Chatham Historic Dockyard

#### **2.2 Encourage people to enjoy their built and natural environment**

- Seek new ways to interpret cultural assets
- Encourage wider audiences by taking heritage events to unexpected places
- Develop initiatives to increase the volunteer workforce

#### **2.3 Inform and manage innovation creatively**

- Brokering initiatives to allow planners, designers, local communities and artists to work together
- Developing courses in skills relating to the care of the historic environment.
- Seeking sustainable uses for historic buildings at risk

### **Intention 3: We will increase Kent's potential by being ambitious and resourceful cultural planners**

As cultural planners we need to consider how the individual, the community, the built and natural environment, the cultural workforce, the coast and the transport infrastructure can work together if we are to achieve Kent's cultural potential. The partners who have prepared this strategy want to make informed choices about how to ensure that residents have access to a cultural infrastructure. We need to recognise what is relevant and valuable for today and in the future, and to identify where there are gaps in provision that need to be filled.

We will:

### 3.1 Ensure participation is possible for all

- Ensure that cultural provision is developed as part of Total Place
- Ensure that we improve cultural infrastructure as part of the Building Schools for the Future programme
- Develop the first Creation Centre in the South East Region

### 3.2 Planning not hoping

- Agree a shared protocol for testing the viability of and commitment to new cultural infrastructure
- Use the Culture and Creative Economic Opportunities Framework to inform cultural planning
- Lobby for the continuation of the Active People survey to measure participation in the arts

### 3.3 Grow the confidence and skills of Kent's cultural sector to make Kent a place that offers excellent cultural experiences

- Agree a Kent definition of centres of excellence
- Develop a well-informed Cultural Board to be a voice for the Cultural sector
- Create a significant fund for testing new ideas in the cultural field

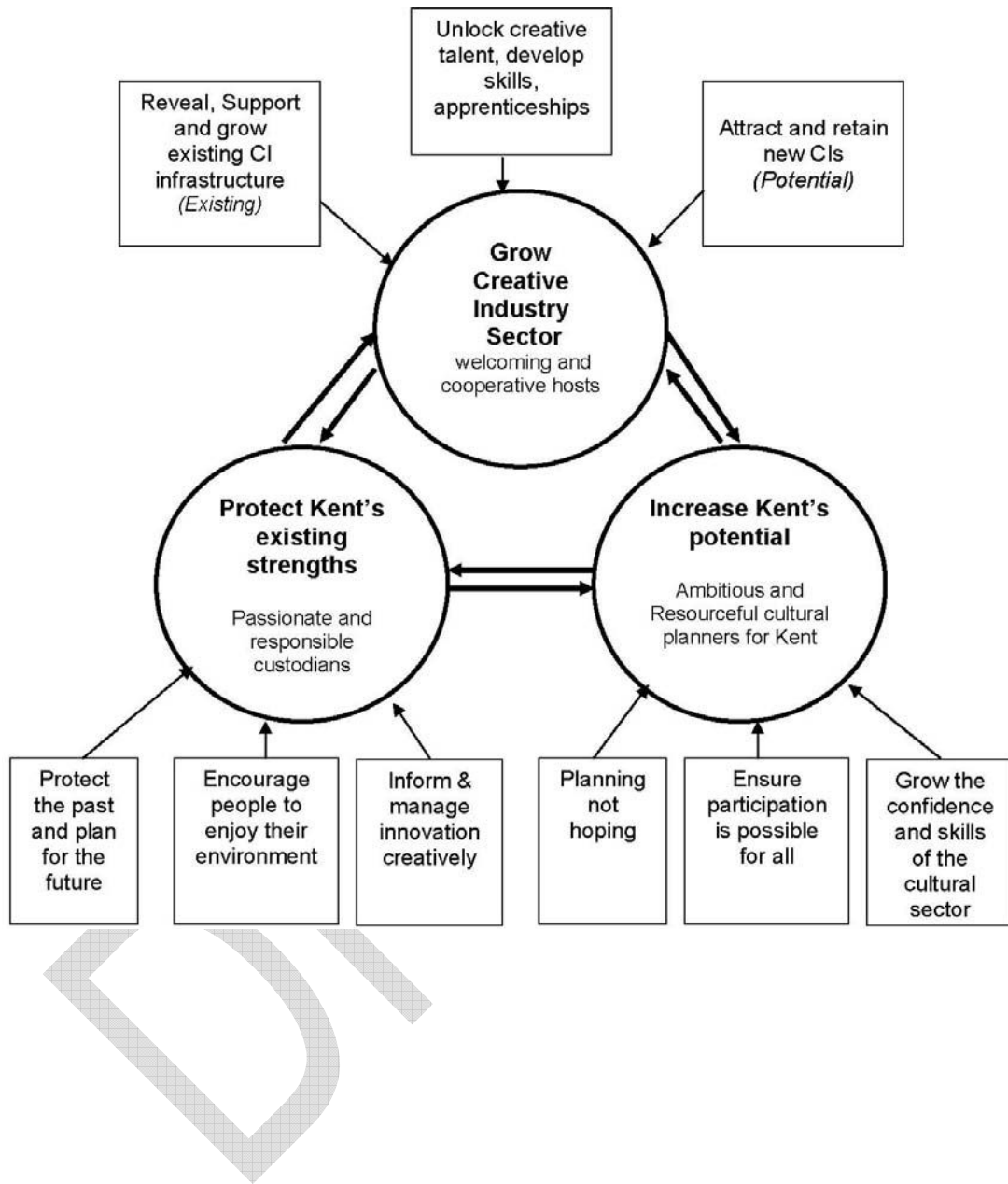
## Delivering on our Intentions

The strategy's action plan will be managed on-line. This will ensure it remains flexible and responsive during the five year life span of the strategy. Kent County Council will take responsibility for driving this work and. A series of Kent Cultural Summits was used to develop this strategy and there will continue to be a standing annual Kent Cultural Summit creating a powerful cultural network in Kent.

## Conclusion

We believe that our strengths as set out in this strategy give us the opportunity to become cultural leaders in a way not yet achieved in the UK. We will signal the strengths of the county, using culture to demonstrate Kent's self-confidence and adaptability, benefitting not just the cultural life of Kent but its overall economic and social outlook.

**Unlocking Kent's Cultural Potential- A Cultural Strategy for Kent**



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Written on behalf of the Kent Partners by Sally Staples, Head of Kent Arts Development Unit

# 1. Introduction

## **What is the purpose of this strategy?**

The Cultural Strategy for Kent 2010-2015 has been devised by Kent partners to promote a shared understanding of how the county's cultural offer can enhance the lives of people who live in Kent; to demonstrate how culture can be used to strengthen the individual, collective and economic wellbeing of the county and to set our intentions for the next five years.

This five year period is particularly significant as it includes the UK's Cultural Olympiad leading up to the London 2012 Olympic and Paralympic Games and the legacy period which follows the Games. This will be a period of unprecedented national celebration of UK culture and the Kent partners wish to ensure that this county benefits from the opportunities this presents. During this period we will see significant additions to the county's cultural infrastructure including the opening of Turner Contemporary, the New Marlowe Theatre and the Kent History and Library Centre while Chatham Historic Dockyard will bid for World Heritage Status and Medway will bid for City status.

We are mainly Local Authorities and other public bodies and some of us are key cultural providers and leaders. Many of us are not cultural experts and we know that if we are to achieve the goals of this strategy we need to create an environment that attracts and develops cultural expertise in the county. We have asked ourselves what we can do to improve the quality of life of the people of Kent if we combine our strengths and work together. For most of us our work is wider than providing cultural services but we all recognise that our cultural investment often helps us to deliver other services or reduces the demand on them. If we are to achieve our vision we must combine our efforts – not just between cultural professionals but between all parts of our organisations. Our commitment will be reflected in our organisations at all levels and in all aspects of what we do.

## **Who is this strategy for?**

This is a strategy for Kent and Medway – and throughout this document where the name Kent is used it refers to both Kent and Medway.

The Cultural Strategy for Kent aims to do what a local cultural strategy cannot do and does not attempt to do what a local cultural strategy can do. It aims to be a light touch strategic framework, which informs but does not dictate other strategic plans. It recognises that partners have, and will further develop their own strategies and plans. It aims to provide a county wide context for these individual plans and to inform local decision making by setting out the direction of travel for Kent in the context of the South East and UK.

It was developed by those whose responsibility it is to provide services in the county: to plan, to develop and to lead in order to unlock Kent's potential. This is mainly local authorities and other public bodies, with key cultural providers and leaders also advising on its content.

Culture impacts on and is delivered through all aspects of life. This is not just a strategy for cultural specialists – it will also inform those working in social and economic regeneration, planning, property, social services, economic development, education, community safety and health.

## **How do we define culture for the purpose of this strategy?**

For the purposes of this strategy we limit our definition of culture to:

"The arts, entertainment and events, museums, heritage and our oral and built heritage, media, publishing, the knowledge economy and the cultural and creative industries. This includes the provision of professional work for people's enjoyment and opportunities for participation and creativity. It includes libraries and also culture within the education sector at all levels."

**How will the strategy be communicated, delivered and led?**

Kent County Council will take responsibility for driving this work and for monitoring delivery.

The strategy's action plan has been shaped by the Kent partners who will also share in its delivery. Clear and effective communication with wider audiences who would be the future partners and stakeholders for delivery will increase the strategy's prospects for success.

A series of Kent Cultural Summits was used to develop this strategy, building on this a standing annual Kent Cultural Summit will create a powerful cultural network in Kent. KCC will present an annual report and commentary on progress in achieving the vision and delivery of the action plan. The Summit will be an opportunity to inspire, share up to date information, check and challenge ourselves, to renew commitment to the plan and to update and increase the ambition of the plan when opportunities arise. These annual Summits will be an opportunity to consider Kent's cultural development in the wider national context.

The partners will also facilitate the development of a Kent Cultural Board - an arms length organisation which will develop its own Terms of Reference at the centre of which will be a desire to champion excellence in culture for Kent and lobby for the county's cultural potential to be realised.

## 2. The Intrinsic Value of Culture

*Drawn from John Holden's key note speech at Kent Cultural Summit III*

Culture is a public good and worthy of support in its own right. It gives us an alternative set of communication tools and space to explore and experiment. It has a unique capability to convey ideas and feelings, strengthened by relative independence from the state and the market place.

Culture can be valued in three different ways: instrumentally, institutionally and intrinsically. Its instrumental value is well rehearsed and is explored further in this strategy – essentially it is recognised that the application of culture as a tool can help achieve policy aims. Cultural organisations also provide institutional value – they are part of our public realm – publicly funded spaces, events, activity and the way that they conduct their business and engage people all contribute to the quality of our public environment.

Intrinsic value is key to releasing other types of value; it is what interests people in culture in the first place, and what motivates those who work in the cultural sector to do a job that benefits society at large.

With the recognition of the intrinsic value of culture comes the recognition of the value of quality. If there is no quality, no individual reaction, no powerful intrinsic value in culture then there is nothing at all. None of the desirable benefits that culture brings will be achieved if culture itself fails to engage and does not have that power. If we truly want culture to be a positive force for change in Kent we must first be honest and start talking again about those aspects of culture that can be difficult to measure (quality, intangibility, and emotional dimensions).

There is no room for complacency with claims as bold as these and where there is public investment there comes a particular obligation to be accountable. Our challenge is how to assess that this obligation is being met when the values described are largely made up of subjective experiences and to find a language within administration and politics that communicates intrinsic value in its own terms.

Research shows that despite the fact that we in the western world have been getting richer for a century, society has at the same time become increasingly dysfunctional and unhappy. The ultimate importance of intrinsic value is not just the quality of the culture but the quality of life. Culture is economically important, and its importance and value is recognised in a range of ways, but it has shifted from being about leisure and recreation to being at the centre of life. At its most fundamental culture has become the most important factor of our identity, our sense of ourselves as emotional and intellectual beings.

## 3. Understanding the Kent Context

Kent is the UK's main gateway to Europe and its proximity to the market place and cultural offer of London is both a challenge and an opportunity. It has the second longest coastline in England and over 85% of its landscape is rural. With the largest population of any county in England (with over 200,000 population increase forecast in Kent and Medway 2006-26) and the distinctive characteristics which set apart North, West and East Kent it is appropriate to think of Kent as a sub region. This strategy examines the opportunities created by this diversity and how to maximise the potential benefits to the people of Kent.

The existing strategic framework, documents such as A Vision for Kent; Unlocking Kent's Potential and Kent's emerging housing strategy all identify culture as a significant component

in Kent's future success. This strategy is the starting point to understanding how to invest wisely to ensure that component is available and fit for purpose in the future.

Kent is already engaged in significant cultural regeneration projects – Turner Contemporary in Margate, Creative Foundation in Folkestone, Chatham's Historic Dockyard and Ashford's Shared Space are all projects which are of national interest. It is timely to ensure that we have a county wide strategy which provides a holistic context for this and other work. The strategy draws on the national learning of how to make cultural regeneration work, the learning about what the creative industry sector needs to succeed and what we need to do to ensure our education system complements these initiatives to ensure a vibrant cultural sector in the future.

During the development of this strategy Kent County Council has led on a pilot project to test the Creative and Cultural Economic Opportunities Framework – a tool developed by the South East England Development Agency to inform cultural planning. The tool provides a range of data in a Geographical Information System (GIS) format and enables the user to consider that data spatially, allowing them to ask questions about the relationship between different factors such as actual levels of participation in cultural activity and propensity to engage in cultural activity (based on ACE Audience Insights data), distribution of cultural buildings, educational attainment or distribution of cultural industries for example. The emerging understanding is complex and requires on going interrogation but there are also some obvious features: North Kent has a clear lack of cultural buildings; East Kent has low levels of engagement in the arts and high levels of dependency on state benefit; West Kent has a high concentration of software industries and high educational attainment. How we choose to respond to these facts – investigating their possible causes and connections, the opportunities they present, the assumptions they challenge – will assist us in ensuring that in future we make informed decisions about cultural investment.

## 4. Intentions

### **Intention 1: We will grow Kent's creative economy by being welcoming and cooperative hosts to the creative workforce**

*"There is a symbiotic relationship between publicly funded cultural infrastructure and a thriving creative industry sector" (John Holden, Demos Publicly Funded Culture and the Creative Industries).*

*"...there is a growing recognition of the linkages between... the creative core, the creative industries beyond and creativity in the wider economy" The Work Foundation June 2007*

#### Context

This strategy is being prepared in the wake of an economic downturn, at a time when the public sector must seek imaginative ways to assist in revitalising the economy. Kent recognises that the creative industry sector is one of the economy's most robust sectors and this strategy sets out how Kent will grow this part of its economy. Kent recognises that this is a long term strategy and that the positive impact on the Kent economy is likely to be seen in a five to ten year period if the right investment is made during the life time of this strategy.

The UK has the largest creative sector in the European Union and relative to GDP probably the largest in the world. The creative industries account for 6.4% of UK GDP and grew at 5% per year between 1997 and 2007, compared to 3% for the rest of the economy. In the digital sector (Software, Computer Games and Electronic Publishing) growth has been even greater at 9% over the same period. Exports grew even faster and contribute 4.3% of the country's overseas sales. According to DCMS statistics at January 2009 (Creative Employment – Great Britain, DCMS Creative Industries Economics Estimates Stats Bulletin Jan 2009), 1,978,200 people are employed in the Creative Industries in the UK. Art consumption (eg theatre and cinema ticket sales) are, despite the current downturn, reported to be thriving as are exports of cultural product such as music, film and computer games. In 2008 the film industry alone earned £1.34 billion in exports and television exports rose by 25% reaching £980million.

Creative industries are identified as an important source of innovation, and research shows that innovation can create new markets, productivity growth, spillovers and improved efficiency. Kent already has a substantial creative industry sector, (see Kent Cultural Vitality Report 2005) and as a county it is already a creator of culture, a purveyor of culture and a cultural destination but it does not have a critical mass that is of any national significance yet. In the next five years we want to secure and grow a strong position which will rank nationally by increasing the number of creative industries in the county; developing the right infrastructure to enable a Kent workforce to enter the sector and supporting our existing creative industries so that we will be regarded as a creative region.

Research shows that there is a serious inequity in the creative workforce, with ways into the field still dominated by use of personal contacts, or financial support from family to subsidise unpaid internships. Kent must ensure that in developing its sector it addresses the causes of this trends and works to correct it. If we don't, we will be ignoring the contribution that a wide and diverse potential workforce could make.

*"The sector has become vital, not only for its own contribution, but to the health of the nation's*

*manufacturing, finance and non-creative sectors. These have become major consumers of creativity, using the sector's products to enhance their own essential innovations. In a benign circle those companies consuming most creative products, have themselves been found to be most innovative.*" (Creative Survival in Hard Times, New Deal of the Mind Report for Arts Council England (March 2010)

## 1.1 Attract and retain creative businesses

*HKD have recently located to Margate. When asked why Director Kate Kneale said: "We chose Margate because we were impressed by the creative culture of the town and its beautiful buildings"*

To grow this sector we need to clearly understand what attracts, retains and supports successful creative industries. The national debate on the needs of this sector has, by its own admission, lags behind that of other industries. Creative Britain identifies the need to invest in creative talent, career pathways, research and business support. We will develop a new dialogue with creative industries to gain a more sophisticated understanding of what attracts them to Kent and then act on this to increase the number of creative industries who choose to invest and grow here. We need to increase the depth of our understanding of what currently exists in Kent, recognising that as a sector it is not only diverse but disparate, made up predominantly of small enterprises and individual freelancers.

It is recognised that a distinctive place with a vibrant cultural infrastructure is important to Creative Industries and anecdotal evidence suggests that Kent is seen as a source of creative inspiration, with its buildings, its rural environments, its rich history, its coastland and its industrial landscapes all cited by artists and creative professionals as reasons why they chose to settle in Kent.

Kent also offers a practical place for investment with affordable property, particularly in comparison to London, easy access to Europe and London, the Highspeed rail link and ambitions to achieve outstanding broadband access.

The county has three Universities including the University for the Creative Arts which is one of the UK's leading providers of specialist art and design education, offering strengths in art, design, architecture, media and communication. The County needs to develop the relationship between these education institutions and the creative industries. We will facilitate collaborations with cultural organisations and Higher Education Institutions (HEIs) to attract leading figures to work with them and so realise the benefits of basing themselves here.

In order to manage geographical challenges the county's cultural sector needs to identify effective cultural sector networks or "creative clustering" which reflect the county's diverse needs, help ensure critical mass and so build momentum and share resources. We will work to secure high speed Broadband across Kent (both rural and urban) to support SMEs and lone traders (see Kent's emerging digital strategy). This will enable them to do business and to network effectively with each other. Some networks already exists in the county, among them are Media Tree which supports the digital and media creative industries and PANeK which supports the performing arts sector. Each of these networks exists because it has proved itself of value to the sector and thus is supported and has gained momentum. We need to identify other opportunities for networks and pilot them to test their relevance.

*"Studio based artists do better when it comes to accessing financial grants and awards, and are more likely than home based artists to earn over £20k a year"*  
Investing in Creative Industries, A Guide to Local Authorities

## 1.2 Unlock creative talent to support the Kent creative economy

*"Over the past ten years the UK has become a more knowledge intensive economy. Producing, using, sharing and analysing knowledge has become increasingly important to economic growth and wealth creation and, by 2007, nearly half of all employment in the UK was in knowledge intensive industries. Between 1995 and 2005, 12 jobs were created in knowledge intensive industries for every one job in other industries."*  
Investing in Creative Industries, A Guide to Local Authorities

The UK's manufacturing economy is shrinking and the skills required of young people coming into employment will increasingly be knowledge based. Creativity affects the way people perform in life and in business, and is recognised as the likely most in-demand attribute for the workforce in the growing knowledge economy. Creativity is multi-sectoral (all products require marketing for instance)

The Millburn report of July 2009 identified that young people need positive exposure to the arts in order to consider a career in it. Kent has an excellent track record in introducing young people to culture through schools, and in training and inspiring them in Further and Higher Education. It also boasts: specialist arts schools, Future Creative which was born out of the national Creative Partnerships programme and Shepway Find Your Talent, one of only ten national pilot programmes to introduce five hours of cultural activity to children and young people. Kent's universities have long had excellent cultural offerings, and the establishment of the University for the Creative Arts with 3 of its 5 campuses in the county is a significant asset.

We need to create a multi-agency approach to direct larger numbers of young people into fulfilling and economically essential roles in culture and creativity, retaining the skilled workforce within the county by relating educating to job opportunity and ensuring fair access. This will include developing work experience, internships, apprenticeships, graduate schemes, residencies, access to workspace, start-up grants and increasing the availability of information about the possible career path options and schemes. We will facilitate the re-training of individuals who are seeking to enter the creative industries as a second career – providing flexible learning opportunities to draw out potential, more formalised education provision to develop people's aspirations and skills and clearly signposted ways into suitable further qualifications. We will explore the possibility of a cultural equivalent of a science park – using Kent's widespread resources to provide a laboratory and test-bed for new cultural businesses.

*Arts in schools, now supported by a national agency Creativity, Culture and Education (CCE), has been shown not only to create intrinsically valuable skills for life and employment, but significantly improve performance in other subjects. In 2006 an Ofsted report asserted that most Creative Partnerships programmes (the national programme of creative education in schools) were effective in developing in pupils some attributes of creative people: an ability to improvise, take risks, show resilience, and collaborate with others.*

### 1.3 Reveal, support and grow our existing creative businesses

*"...the UK is moving from having a strong creative sector to becoming "a creative economy" Creative Survival in Hard Times, New Deal of the Mind Report for Arts Council England (March 2010)*

This strategy sets out the reasons why we believe that Kent can be attractive to Creative Industries. Currently however, our share of the market is not significant (see recent NESTA findings). Given that research indicates that creative industries tend to cluster we need to consider where we have the greatest chance of success. We know that software and publishing figure significantly in London and South East and therefore these are sectors Kent will investigate targeting.

Turner Contemporary opens in 2011, the second Folkestone Triennial takes place in 2011, the rise of Whitstable Biennale, and anecdotal evidence from the National Federation of Artist Studio Providers of the demand for support and advice that they are experiencing from East Kent artists in particular, alongside the opportunity to attract in the visual arts community being displaced by the Olympic park developments in East London, suggest that Kent should target visual artists to settle in Kent.

To build the county's reputation as welcoming and cooperative hosts to creative businesses we will test the concept of a Kent cultural fair, festival and expo, both for promoting Kentish creativity and providing a Kent enterprise route to market for work produced elsewhere. We will test the idea of developing a collaborative but centrally led marketing and promotion structure to support the dissemination of cultural product from Kent nationally and in the global market-place.

We will raise the profile of those who already base themselves here by developing awards to recognise good practice, hosting events to showcase existing companies, collect information to use as case studies and maximising opportunities to promote through editorial in both generalist and specialist publications.

Building on the county's growing reputation as a welcoming and cooperative host, partners will work together to explore opportunities to develop at risk buildings for commercial creative activity, to manage creative industry workspaces and to develop the resources to attract major cultural industries into the county.

As a county we will work to coordinate input from Local Government, national bodies, cultural and other businesses, trusts, foundations and individual donors to create a bursary fund for Kent talent.

*The UK film industry is worth £4.3bn to the UK economy. To date the Kent Film Office has brought £13M investment into the county, which does not include the additional benefits to tourism (recent 'set-jetting' developments)*

#### **We will:**

##### 1.1 Attract and retain creative businesses

- Ensure that Kent promotes itself as a county receptive to hosting a creative workforces
- Develop a range of adaptable networks to meet the needs of Kent's creative workforce
- Seek to develop fit for purpose workspaces s to attract and retain our creative workforce and safeguard them for the future

##### 1.2 Unlock creative talent to support the Kent creative economy

- Provide opportunities for education, research and development for the sector
- Provide clear pathways between education and employment
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### 1.3 Reveal, support and grow our existing creative businesses

- Develop understanding of and intelligence on the current creative workforce
- Develop a Creative and Media Opportunities for Growth Sector Strategy
- Maximise inward investment for the sector

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## Intention 2

### We will protect Kent's existing strengths by being passionate and responsible stewards of Kent's built and natural environment

"Kent is the crossroads of Britain and Continental Europe. It's where Caesar invaded; the Anglo-Saxons landed and St Augustine reclaimed pagan England for Christianity. It's even named after a Romano-British tribe. Everyone in Kent should be proud of our county, its rich heritage and the important role it has played in the development of this country. ... and of course it has a matchless collection of local records. I am delighted that Kent will at long last have a new centre where its history can be celebrated and its unique archive collections can be cared for and made accessible to more people" David Starkey, Historian, Television and Radio Presenter

#### Context

The environment we live in informs, or even defines the culture that emerges in our communities. Kent has the largest population of any county in England yet 85% of its landscape is rural. It encompasses Areas of Outstanding Natural Beauty, Areas of Scientific Interest, Wetlands, Down land; it is bounded on three sides by water and notable for its varied urban and industrial landscapes. It is one of the very few areas of the UK that has a very strong and clear identity, easily located on a map by most UK residents. Kent is rich in folklore and has played a critical role in the history of our country. It is environmentally and geologically distinctive, giving it a strong character. It comprises buildings, monuments, buried archaeology and historic parks, gardens and landscapes. Kent has a notable archaeological heritage from early human remains at Swanscombe, prehistoric megalithic tombs in the Medway valley, Roman forts and historic towns to the remains of our industrial heritage and twentieth century defence sites. The county boasts a number of buildings of national or even international significance including Canterbury and Rochester Cathedrals, Chatham Historic Dockyard, Dover Castle and Leeds Castle. Kent has an exceptionally rich collection of archive and local history material documenting its story. In the life time of this strategy it will open Turner Contemporary, an art gallery of international significance in Margate designed by leading architect David Chipperfield; the New Marlowe Theatre in Canterbury and the Kent Library and History and Library Centre in Maidstone.

Enjoying open space, engaging in creative activity, discovering the local history of an area, contributing to the maintenance and improvement of your physical surroundings are all cultural pursuits which benefit individual physical and mental health and well being. They are also activities that are instrumental in developing safe and strong communities as they encourage a sense of belonging, a greater understanding of places so that people start to care for their surroundings and to interact with their neighbours, developing social capital.

There are also strong economic arguments for protecting Kent's distinctive character – promoting Kent as a visitor destination and marketing its distinctive character to attract businesses to settle in the county.

Kent Tourism Perceptions Research 2007 (Visit Kent and East Kent Partnership commissioned) demonstrating that 36% of people stated that specific attractions or sights are the major influence on choosing a destination. For short break destinations people want a picturesque location (35%) with attractions or sights a major influence (31%). Whilst on a short break the most popular activities include visiting historic attractions (42%).

#### 2.1 Protect the past and plan for the future

King Withred of Kent's Charter, dated 699 AD, is probably Kent's most important historic document and is the oldest document in any local authority archive. The charter absolves the churches in Kent from paying taxes is signed by the King himself and all the most important dignitaries of the church at the time including Adrian, Abbot of St

Augustines, Canterbury who was from North Africa. The charter is important on many levels but particularly because it testifies to Kent as a kingdom and is therefore the earliest manifestation of Kent as a political entity. It is significant nationally as Kent was the birthplace of English Law and Withred was one of the first kings to write down the laws he made. [Ref: U140]

To protect our inheritance and create a legacy we can be proud of we must learn to be responsible stewards of Kent's built and natural heritage, actively seeking to make informed decisions in order to leave a legacy for future generations to value.

We need to gain an understanding of what it is about our cultural offer which has made our county distinctive up until now and must be protected, and what can make us distinctive in the future and therefore warrants investment. We will seek to increase our visitor numbers and the length of their stay as part of our strategy for economic regeneration.

This is sensitive work, with historic buildings and natural heritage or fragile ecosystems and wild life habitats at the heart of our offer. This work must therefore be regulated, ensuring that our plans are sustainable and balance the needs of visitors and residents. We can plan responsibly by considering a number of factors such as ensuring that we consider and manage the transport infrastructure that surrounds a destination and promoting the use of Kent-based subsidiaries and Kent produce to maximise the economic benefits within the county and reducing their carbon footprint.

We want to tell our own story about Kent by interpreting the past in a way that is relevant for today. We will combine our skills by creating opportunities for the heritage sector, the education sector and the creative sector to work together to find innovative ways to bring the past alive for new audiences.

We also want to add to the story of Kent by ensuring that new built infrastructure is of sufficient high quality that future generations will value it. Sometimes we will invest in entirely new cultural assets to address a gap in Kent's cultural infrastructure and other times we will promote complementary developments to enhance existing building stock.

## 2.2 Encourage people to enjoy their built and natural environment

In a survey of 26,000 children, 68% of 11-14 year olds thought museum visits made school work more inspiring and 90% of 7-11 year olds learnt new things as a result of the visit.

We want residents to be able to enjoy the high quality environment around them and so we must ensure that built and natural cultural assets are available to them. We need to ensure that we do not unwittingly design or plan barriers to engagement into our management plans for our cultural assets and that we do consider ways to open up access and increase understanding. We need to recognise what is of value locally and protect it to enable residents to enjoy open space, engage in creative activity or engage in the history or natural environment of their surroundings.

We need to introduce children and young people to their heritage in a way that engages their interest, encourages a sense of pride in place and enables them to think and act imaginatively when considering the future.

We need to consider new ways to introduce people to the cultural heritage around them, discovering ways to overcome psychological and physical barriers, making use of existing structures that communicate with residents such as digital media, libraries, volunteering opportunities, formal and informal education networks to encourage wider use of the countryside for example.

Feedback from Heritage Open Days in 2008 showed that 84% felt participating made them feel more part of the local community.

88% made more aware of their shared heritage  
94% made them appreciate local area more.  
Heritage Counts 2009 <http://www.english-heritage.org.uk/hc/>

## 2.3 Inform and manage innovation creatively

"We are making places so poorly that we need artists to re-assert the stories and sense of place"  
"When something is taken away by the process of regeneration artists are often brought in to 'put' back' sense of place. Look first at what defines the character of place."  
Charles Blanc and Tristan Surtees, "Sans Façon" speaking at the RUDI conference "A Place for Creativity? Unlocking the original in urban design and development". June 2009

Engagement in creative activity can help to inform change and empower people so that they feel a part of the process rather than having change imposed on them. Creative expression can be used to describe why change is necessary and what it will achieve. Using creativity as part of the expertise involved in the change management process of communities in renewal/transition or growth can develop a community of individuals that are responsible stewards of their own environments. To improve the effectiveness of consultation, engagement in cultural activity can add volume to the "quiet voices" in society – those who are not necessarily comfortable with traditional consultation techniques.

Creative techniques can be used to build communities who have moved into new developments or inform and engage communities where there are new developments which are perceived as imposing on their own familiar environments.

Engaging in cultural activity, exploring history or sharing stories are ways of helping people to come to terms with change, get to know and respect each other or encourage them to plan for their own futures and take pride in their area. Creative processes can also help capture stories during times of change to ensure that the sense of place: its unique qualities and fine grain are not rubbed out by new developments.

Kent has ambitious targets for new housing development, and we want to build homes and communities, not estates. To do this we need to build on our reputation for innovation (eg the award winning Shared Space scheme in Ashford). Innovation requires creative thinking, confidence, courage and the willingness to take risks. We need to continue to build on achievements to date and introduce expertise in cultural planning and community engagement or creative practice at the earliest planning stages of building projects. Whilst the traditional disciplines that make up the workforce who design and build are creative thinkers in their own fields, multi-disciplinary work with professionals from other creative disciplines brings fresh perspectives, can challenge both parties to refresh their practice and ultimately leads to new ideas and distinctive places. If we pride ourselves on going that extra mile, we will leave a legacy of distinctive design; valued public places and spaces that people want to use and care for; and we will develop a reputation as a county that creates quality environments.

*"... volunteering for a community based cultural project increases an individuals' ability to empathise with others. Cultural, artistic and sporting activities provide opportunities to discover new types of self-expression and to develop a wider range of human capacities and 'intelligences'. Passions can develop. All can increase feelings of self-worth, confidence and motivation.  
...Strong neighbourhood networks can have a significant impact on quality of life. Data from the British Household Panel Survey highlights a strong link between personal wellbeing and talking to neighbours.... There is also evidence that the existence of social networks is linked to lower levels of crime, and improved educational achievement and health."  
The State of Happiness, The Young Foundation, Nicola Bacon, Marcia Brophy, Nina Mnguni, Geoff Mulgan, Anna Shandro.*

**We will:**

### 2.1 Protect the past and plan for the future

- Ensure that Kent is promoted to visitors and residents in a sustainable and integrated way
- Develop leadership training appropriate to the voluntary sector
- Secure World Heritage Status for the Chatham Historic Dockyard

## 2.2 Encourage people to enjoy their built and natural environment

- Seek new ways to interpret cultural assets
- Encourage wider audiences by taking heritage events to unexpected places
- Develop initiatives to increase the volunteer workforce

## 2.3 Inform and manage innovation creatively

- Broker initiatives to allow planners, designers, local communities and artists to work together
- Develop courses in skills relating to the care of the historic environment.
- Seek sustainable uses for historic buildings at risk

DRAFT

## Intention 3: We will increase Kent's potential by being ambitious and resourceful cultural planners

### Context

*Laban and North Kent Local Authorities Dance 4 Your Life*: a statistically significant improvement in levels of self esteem among students taking part.... Clear benefits of dance on physical health, with statistically significant improvements in aerobic capacity and upper body strength....

"After talks we've given here and elsewhere in Birchington people often say 'I'll never look at my village in the same way again' – I think what we do is vital in helping people learn about their community and have more pride in it."  
*Birchington Heritage Trust*

"People, especially older people, come to the Friday session to talk about the past and we record the memories. But they get a cup of tea and get to talk to other people and feel that they are contributing to the life of the village. It helps with their self esteem and also helps them not to feel so alone and isolated."  
*Smarden Local History Group*

"We have a new volunteer who lost his job and is so enthusiastic to be helping us and finding life is not so empty and boring after all ...he's doing really well and much more happy and confident. He has learnt new skills which will help him in the future."  
*Volunteer – Marden Heritage Group*

As cultural planners we need to consider how the individual, the community, the built and natural environment, the cultural record, the cultural workforce, the coast and the transport infrastructure can work together if we are to achieve Kent's cultural potential.

The individual: creative activity is fundamental to human nature, history shows that people have turned to stories and music in times of crisis, have used architecture and design to create a sense of place, decorate the poorest homes, capture history or find expression for the intangible. People turn to creative expression to help them come to make sense of the world around them as a way to achieving good mental and physical health. The people of Kent have a right and a need to have access to creative activity.

The community: when people gather together to engage in cultural activity they establish shared interests, make friends, they learn about each other, develop tolerance and develop the ability to cooperate to achieve goals - in short, they create communities. The residents of Kent have a right and a need to be able to engage in shared cultural activity in order to make Kent a place rich in social capital, where people feel safe, where they can work together and where they can feel a sense of belonging and acceptance.

The environment: Kent has a range of cultural and community buildings such as theatres, museums, art galleries, and village halls as well as many buildings not originally designed for cultural activity such as empty shops, redundant farm buildings and disused industrial and heritage buildings, which the creative workforce (both voluntary and professional) use to engage in cultural activity. The partners who have prepared this strategy want to make informed choices about how to ensure that residents have access to a network of spaces which facilitate engagement in cultural activity. We need to recognise what is relevant and valuable for today and in the future, and to identify where there are gaps in provision that need to be filled.

The cultural record: Kent has rich collections of recorded knowledge in the form of books, photographs, sound recordings, films, art, museum artefacts and historical documents. These collections must be stored, conserved and catalogued to ensure that people can access them now and in the future. They tell the story of Kent and can be used to inform and empower communities. Our challenge is to maintain and add to this record wisely, and to incorporate new methods for storing and preserving such as digitisation in a way that increases access and does not erode the perceived value of these collections.

The cultural workforce: we recognise that we need people – professional and voluntary, to make cultural activity available in Kent; and we need audiences – people who choose engage in cultural and creative activity. Without a workforce to develop those audiences our plans – whether for buildings, education projects, festivals or marketing, will fail. This workforce: artists, performers, historians, archaeologists, curators, project managers, volunteer coordinators need access to education, skills development, professional development and places to work.

The coast: Kent's coast is a specific challenge for planning cultural activity in Kent. We have many seaside resorts which grew up around their beaches and were designed for influxes of summer visitors. A legacy of added visitor attractions (such as funfairs, arcades, theatres, museums) depended on this seasonal pattern of visitors for their financial viability. It is well documented that these UK coastal resorts have suffered dramatic decline since the advent of the package holiday abroad. These resorts have started the process of re-imagining themselves in order to attract a new cohort of visitors. Seaside towns urgently need to diversify their economic profile, and start to reverse the downward spiral, becoming, often for the first time, places to live and work, as well as visit. Many of them, including some notable examples in Kent, have turned to culturally led regeneration to help stimulate economic regeneration. In the meantime the cultural building stock does not necessarily reflect current demand and surviving venues have the added challenge that their audience catchment area has only half the potential of inland venues as they are bordered by the sea.

Kent's size and transport infrastructure: Kent is an unusually large county with no single central urban conurbation to which the entire Kent population gravitates. Its transport infrastructure focuses mostly on traffic moving between London and the rest of the UK to the north and the ports in the south. This creates a physical and psychological divide in the county between the East and the West which can be witnessed in the analysis of Databox data – the box office system most commonly used by arts venues. Distance alone creates disparity, division and dispersal of cultural opportunities.

Franco Bianchini *'because it can work so quickly, can capture the imagination and garner a range of resources, culture is the storm troops of regeneration'*

### **3.1 Ensure participation is possible for all**

"Regardless of how much they personally enjoy spending time reading, people understand that reading brings benefits - they attach value to it. Many of these benefits relate to how they personally feel or how they view the world; reading offers relaxation, stimulation and broadening of the mind, new perspectives on one's own life and inspiration." Arts Council England *The Future of Reading*

We aspire for all of Kent's residents to engage in cultural activity (always acknowledging that there are some people who simply make an informed choice not to engage). In order to work towards maximum engagement we need to understand current levels of engagement, potential barriers to engagement and make the most of the tools that are available to help inform the way we plan, as well as gathering evidence, consulting and evaluating the projects we are delivering.

We recognise the strength and impact that a large number of small and medium scale projects can have, and how they can be particularly appropriate when ensuring access to cultural provision in a dispersed county. These smaller scale projects can be just as effective as or even more effective than the headline projects particularly if we regard them collectively and can describe the bigger picture which they make up.

Whilst we seek to provide some specialised buildings for cultural activity we recognise that we need to reach out beyond buildings. They do not present the physical and psychological boundaries posed by building based organisations where new audiences must overcome the unknown in order to enter the building and engage with the cultural offer inside.

Consequently we are particularly committed to developing the outdoor arts sector, rural touring, Festivals, education and outreach companies. They are valuable models of delivery in their own right, but also we recognise them as being particularly suitable to meet the specific geographical needs of Kent's audiences. They have relatively low overheads compared to building based organisations, can respond to seasonal fluctuations and are generally adaptable. They develop loyal audiences and rely on partnerships (venues, ticket outlets, local promoters, local food and hotel businesses, visiting companies and artists) to make their events possible. Conversely they can be invisible, not necessarily carrying the kudos of a building based company and risk being less attractive to some funders as a consequence.

In particular we believe that our proximity to London and our easy access to the continent (where arts practitioners are far more advanced in the field of outdoor arts) makes Kent uniquely placed in the UK to host and promote outdoor arts development and practice. These models are often free because it is not possible to ticket them as they are offered in public space where access is open. Consequently they are particularly dependent on the support of public funders.

Literacy is a fundamental skill which is in turn needed to engage in virtually all other cultural engagement. A love of reading is where many people are introduced to cultural activity. Story as an art form will be at the heart of the Kent Approach to Literacy and Reading - a literacy and reading strategy developed by Kent partners to encourage higher levels of literacy and a greater love of reading among the people of Kent.

We will also increase opportunities for online engagement. We are supporting engagement with archive collections by creating and sharing digital images of archives documents, and developing web tools to support individuals and organisations in adding their own digital archives to the shared cultural record. We also have examples of digital games developed to support artistic programme in theatres, and digital tools to assist in the planning of outdoor cultural events.

In order to engage as wide a range of people as possible in cultural activity we need, as a county, to embrace the new, the unexpected and the experimental. Whilst we value established art forms we also want to be forward thinking, assessing how the audiences of the future will want to access their cultural pursuits, what the conflicting demands on audiences will be and how the cultural sector must acknowledge and respond to this, placing themselves in the busy market place of leisure opportunities with which they compete.

People taking part in cultural activities are 20% more likely to know "many people" in their neighbourhood and 60% more likely to believe that many of their neighbours can be trusted. *Taking Part Survey*

### **3.2 If you build it they might not come: planning not hoping**

Where we do invest in cultural buildings we need to consider the overall distribution of the capital infrastructure strategically. We also need to consider how future development, such as significant housing growth will effect the demand for cultural buildings.

Cultural investment, particularly in landmark buildings, has in a number of towns and cities led to economic and social regeneration – a process described as culturally-led regeneration. This term can be misleading. Where this process has been successful the flagship building has been only one element in a far more complex network of investment. The most successful flagship projects are linked to parallel programmes such as marketing, economic development and other physical regeneration such as attention to public realm.

Kent partners will develop a protocol for the planning of our cultural infrastructure which will assist us in ensuring that future investment is made wisely and in full knowledge of what will be required to achieve success. We will use the data we have about our county to inform that planning.

Where we do decide to pursue capital projects we must consider a range of finance models such as public/private finance; mixed use developments and Section 106 agreements rather than depending entirely on public funds or commercial success. At a time of economic slow down these agreements are far more difficult to broker and our planning during the period of this strategy needs to allow for that.

We have examples of creating managed workspaces for young businesses and studio space or live/work space to attract new creative workers such as the Creative Quarter in Folkestone, Creek Creative in Faversham and The Power Hub in Maidstone. We will seek to support further developments and use this model not just to regenerate towns but also to help develop a sense of community in new housing developments.

We need to acknowledge and work with a clear sense of whether the cultural activity we are planning is of local, county, regional, national or international significance. We also need to be aware of the environment in which we plan – whether setting up a business, visitor attraction or planning an arts intervention we need to know what exists already, who the potential client group is and whether they want what we have in mind.

### **3.3 Grow the confidence and skills of Kent's cultural sector to make Kent a place that offers excellent cultural experiences**

Kent also recognises that cultural capital assets need a creative workforce to animate them. We currently use culture as one of our tools for regeneration and we must recognise that if this is to be a sustainable strategy we must protect our cultural supply chain – cultural professionals must be encouraged to stay in the county or to come and settle in the county, our education system must be designed to draw out talent and commitment and translate that into professional ability. We must protect and increase the capacity, invest support (financial, education, training) in cultural organisations and actively encourage them to stay here or to relocate here.

We must as a county protect those structures which allow smaller and often more tailor made projects to take place – often it requires collaboration between a number of partners to ensure that we are supporting individual practitioners and small organisations, protecting and sourcing funding opportunities and providing community buildings to house activity.

A definition of centres of excellence need to be developed – one which will encompass a range of models including building based organisations, festivals and touring performing arts companies. They will be producing excellent cultural experiences, managing themselves efficiently and effectively, and sharing this expertise with smaller organisations. These centres of excellence need to be invested in at a suitable level to ensure that they can in turn, shoulder the responsibility of being beacons of good practice in the county and being ambassadors for Kent beyond the county.

We also need to ask a cohort of cultural champions to inform a Kent Cultural Board – well informed specialists in their fields who can be spokespeople for the sector – to help inform strategic dialogue in the future, providing role models of cultural leadership in the county and lobbying for investment in the sector both within Kent and further afield.

We will:

#### **3.1 Ensure participation is possible for all**

- Ensure that cultural provision is developed as part of Total Place
- Ensure that we improve cultural infrastructure as part of the Building Schools for the Future programme
- Develop the first Creation Centre in the South East Region

### 3.2 Planning not hoping

- Agree a shared protocol for testing the viability of and commitment to new cultural infrastructure
- Use the Culture and Creative Economic Opportunities Framework to inform cultural planning
- Lobby for the continuation of the Active People survey to measure participation in the arts

### 3.3 Grow the confidence and skills of Kent's cultural sector to make Kent a place that offers excellent cultural experiences

- Agree a Kent definition of centres of excellence
- Develop a well-informed Cultural Board to be a voice for the Cultural sector
- Create a significant fund for testing new ideas in the cultural field

## Action Plan

A detailed Action Plan for this document is available on line. In working with an on-line version of the plan we are ensuring that it is possible to refresh the action plan at least annually. The actions included in this document are provided to indicate the nature of the more detailed plan.

**To:** Communities Policy Overview & Scrutiny Committee

**By:** Mike Hill, Cabinet Member for Community Services and  
Amanda Honey, Managing Director, Communities  
Directorate

**Date:** 9<sup>th</sup> July 2010

**Subject:** Archives and Local History Service

**Classification:** Unrestricted

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### **Summary**

Following public consultation on the vision for the Archives and Local History Service, and the start on site of the build of the new Kent History and Library Centre, this report updates Communities Policy Overview and Scrutiny Committee members on progress with the planning for Service transformation.

### **FOR INFORMATION AND COMMENT**

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#### **1. Context**

**1.1.** In autumn 2008, we initiated a programme of consultation to inform the development of a new direction for the transformation of the Archives and Local History Service. That public consultation programme ran into the Spring of 2009 since when we have been progressing our thinking on the future shape of the Service. Following advice from Communities SMT, we delayed moving on to the next public facing step till planning for the new History and Library Centre (HLC) was complete, and we had certainty that it would be built. Now that the build of the HLC is underway we need to progress our planning so that the transformation of the Service can be complete before the opening of the HLC in 2012.

**1.2.** This report seeks to brief Communities Policy Overview and Scrutiny Committee members on a number of critical elements for the future Archives and Local History Service:

- The build of the History and Library Centre in Maidstone.
- The vision for the service.
- The IT developments needed to underpin the service.
- The network of delivery points for the service.
- The staff structure needed to deliver the service.
- The future relationships with depositors.

## **2. Update on the build of the HLC**

- 2.1.** Building work on the new Kent History and Library Centre has begun. Bouygues Development and KCC are working with a number of partners including Housing 21 and West Kent Housing Association to create a landmark new building in the heart of Maidstone. The Centre will bring the County's archive collection and library services from Maidstone St. Faith Street and County Central Library together under one roof making it easier for the public to access Kent's rich culture and heritage.
- 2.2.** The site at James Whatman Way has been cleared, piling is complete and work has begun on the foundations to the new centre. The building itself should begin to take shape from the late summer 2010 and is due for completion in summer 2012. Consultation, outreach and promotional work is underway, and excitement is beginning to grow as the local community begin to understand what the Centre has on offer for them.
- 2.3.** In the meantime, staff from across Libraries and Archives are working to ensure that we deliver a 21st century service that matches the quality of this flagship Centre. Recent staff workshops have discussed fit out, working practices and ethos.

## **3. The Vision for the Service**

- 3.1.** Our vision for the Service was expressed in our public consultation document "Understanding Our Past, Changing Our Future". This can be viewed at [http://www.kent.gov.uk/leisure\\_and\\_culture/archives\\_and\\_local\\_history/news\\_from\\_the\\_archives\\_section.aspx](http://www.kent.gov.uk/leisure_and_culture/archives_and_local_history/news_from_the_archives_section.aspx).
- 3.2.** The analysis of the feedback from the consultation overwhelmingly endorsed the vision outlined in our consultation document. (See appendix 1 for more detail of the consultation process and findings.) The feedback underlined how enthusiastic most people are to engage better with their history. At the same time respondents generally emphasised that the collections themselves and staff who help people to access them are the key resources to enable us to achieve this vision. Many people and groups wanted more information about, and access to, the material in the collections and many groups were interested in working in partnership with the service to provide this access locally. The idea of a community history network with the Archive and Local History Service at the hub, supporting local groups, was a recurring theme.
- 3.3.** In this light we feel that the vision expressed in our consultation document "Understanding Our Past, Changing Our Future" stands.
- 3.4.** In summary this vision is to exploit the potential in our collections to

support stronger and safer communities; learning for everyone; improved health, care and wellbeing; and quality of life. This will be achieved by:

- Caring better for our collections in much improved accommodation and through an enhanced programme of preservation and conservation at the new History and Library Centre for Kent.
- Improving access for all, both at the Centre and through the whole Library and Archive network and beyond, to deliver seamless access to materials that support the study of local people and communities, and increase community cohesion (see section 5 below).
- Exploiting the opportunities created by developments in ICT to enhance the experience and widen access (see section 4 below).
- Redefining staff and volunteer roles (see section 6 below), and training and equipping both groups to support both the universal service, and more targeted work to introduce our collections to those who can benefit most from this contact.
- Working with community partners to help them preserve and provide access locally to their historical archive collections.
- Developing existing relationships with schools and other education and training organisations to fully exploit the potential for our local history collections to support learning for all.
- Developing new partnerships with donors and depositors to make this work sustainable.

#### **4. The IT developments needed to underpin the Service**

We are progressing plans to ensure that IT developments will underpin the vision for the service:

**4.1. Explore the Archives** - documents, pictures and images from the collections available online and to download, and diaries and journals published as eBooks. For example these could include the diaries of Sir Joseph Banks (Cook's voyages to Australia) and Eva Knatchbull (12 year old in the 1870s) and the letters of Jane Austen. This content would be made more accessible through an enhanced interactive online catalogue to allow people to find material in our collections, and using wiki technology to add any information they have to our catalogues.

**4.2. An enhanced website** – to include:

- Who Do You Think You Are - a trace your ancestors interactive step by step online guide to researching your family history featuring famous Kent celebrities.
- General interest/learning packages, for example: "Walk the Pilgrims Way to Canterbury in 1380"; "Bomb Alley - Kent in the Second World War"; "Build a ship to fight the Armada in Sandwich"; "Learn to write like King Withred of Kent"; "How did it feel to be a Sikh

arriving in Gravesend in 1950”; and other games, quizzes, podcasts and blogs.

- Find out more about the history of your local community featuring different areas in Kent with links to relevant material in our collections and in the collections of partners in the local history community groups.
- Online research, advice and consultation services.

**4.3. Kent Community History Network** - a facility for local people who want to promote and look after the history of their local community together. This will include advice and support on collecting and looking after old material. It will enable different community groups across Kent to share information and images with links to relevant websites and to other like-minded groups in Kent through forums and twitter links. See [www.mybrightonandhove.org.uk](http://www.mybrightonandhove.org.uk) for an example of the type of network we would like to establish for Kent.

**4.4. An improved Archive Management System** - to support the cataloguing, storage and retrieval of our collections.

**4.5. Born digital material** - a system to store County Council records which are only produced in electronic format and which will eventually need to be added to the County Council's historic archive eg minutes, reports etc. This would link to KCC's e-agenda and achieve smarter, more efficient working and free up physical and virtual space.

## **5. The Network of Delivery Points needed to deliver the Service**

**5.1.** The new History and Library Centre for Kent is being developed to provide the best standards of collection care and visitor experience that our archives deserve.

**5.2.** It has always been our intention to make this the new focus for the Archive Service, supported through virtual access and by enhancing the local history collections held in local libraries across the County.

**5.3.** It is our intention to expand the role of the existing 12 librarians based across the County to work with local people (staff, volunteers and public) to develop these local history collections through the addition of material including facsimiles of documents held in the archives.

### **5.4. East Kent Archive Centre (EKAC)**

**5.4.1.** EKAC was originally developed as a temporary overflow as we ran out of storage space at the Centre for Kentish Studies. At the time it was envisaged that EKAC would only be needed for a short period but unfortunately it has taken longer than anticipated to deliver the new History and Library Centre.

**5.4.2.** In late 2008 Mr Hill wrote to the Leaders of the East Kent districts to

make them aware of our proposal to transfer the collections held at EKAC to Maidstone when the HLC is completed. Following those letters, Library and Archive Service managers met with officers from these districts to start discussions about the proposed transfer. We now intend to make contact again to progress these conversations to a conclusion.

## **5.5. Canterbury Cathedral Archive (CCA)**

- 5.5.1.** KCC currently runs the CCA in partnership with Canterbury Cathedral, Canterbury Diocese, and Canterbury City Council. A large percentage of the collections held there are owned by our three partners.
- 5.5.2.** The delivery of the HLC gives us an opportunity to review this partnership in the light of the creation of a flagship Archive Centre in Maidstone, and the opportunities opening up for remote access to collections through developments in technology.
- 5.5.3.** We recognise that this will probably mean we need to develop a new relationship with our partners at CCA.
- 5.5.4.** Whatever shape this new partnership takes, we will want to maintain good relationships with the Cathedral Archives so that the established links between the two historic archive collections can be maintained and exploited.
- 5.5.5.** We plan to progress our conversations with our partners at CCA over the summer. We need to agree KCC's future involvement at CCA to enable us to factor this in to the planning for the HLC.

## **6. The Staff Structure needed to deliver the Service**

- 6.1.** In order to deliver the service described in the vision we will need to redefine staff and volunteer roles, and train and equip both groups to enable them to fully exploit the collections in the way we want.
- 6.2.** Through this staffing review we also want to integrate the Library, Archive and Local History Services better, delivering more seamless services to the public and fully exploiting the opportunities to deliver efficiencies in the front of house and support teams.
- 6.3.** We also propose to integrate KCC's remaining museums development function into the new Archive and Local History Service. This will enable us to fully exploit the opportunities that exist for joint working across local heritage collections, and to ensure effective signposting of customers between us. We already have good examples of joint working with Maidstone Museum, and have mutually agreed to expand the range and scale of co-operative working in the future.
- 6.4.** We have already identified a revenue saving of £200k pa through the

move to the new building, in part from joining up the front of house teams and their management. This £200k has been allocated to support Prudential borrowing to help secure the new build.

- 6.5. We now propose to develop this structure further exploring all possibilities to deliver further efficiencies, drawing up draft job descriptions and person specifications, and starting consultation with staff as appropriate.

## **7. The Future Relationships with Depositors**

- 7.1. Our collections fall into two broad categories: those which KCC own because they have been gifted to us or we have purchased them; and those which we hold on deposit for other organisations or individuals. Nearly all depositors do not pay any contribution to KCC for the collections they place on deposit with us. We have accepted this material in the past because we wish to enhance the collections we make available to the public.
- 7.2. When deposited with us, material has generally not been sorted or listed. Some of the material we receive is unsuitable for deposit with us because it does not add to our existing collections or cannot be made accessible to the public. This means that we need to invest significant resources to sort and assess the material before we are able to identify which items we might wish to return to the depositors. In the past, some approaches to return items to depositors have met with negative responses as such action creates financial/storage pressures for our depositors.
- 7.3. Assuming that we do wish to retain items from these collections, we then need to repackage, catalogue and in some cases conserve these collections. However, these collections remain in the ownership of the depositor and can be withdrawn at any time, in some cases for private sale.
- 7.4. We now propose to bring our relationships with depositors to a more sustainable footing and intend to hold meetings with existing depositors over the summer months to agree this change in policy.
  - 7.4.1. We will draw up a new collections policy which will state that we will only hold material that we feel add to the collections and that can be accessed by our customers. While we have spare storage capacity, we may consider offering to house other collections on a charged for basis to deliver income to the Service.
  - 7.4.2. With effect from the opening of the HLC we will only take on deposit new collections that meet this more robust test. This will mean that depositors will need to invest more time in sorting and listing their own collections before they offer them to us so that we can make the assessment before we take receipt and decide which parts of the

collections we wish to take responsibility for.

- 7.4.3.** We will approach the owners of the collections already on deposit with us to plan how and when a similar retrospective exercise can be undertaken on this material. This will require them to invest some time in assisting the sorting and appraisal process. These approaches will be programmed for mutual convenience as far as possible. There will be a clear expectation that for us to continue to hold on deposit any part of their collections, we will require their co-operation in this process.
- 7.4.4.** We will also expect depositors to sign up to a revised service level agreement which will clarify what contribution will be expected of them if they withdraw collections that we have invested resources in, for example in programmes of conservation. The agreement will also set out how we can exploit the merchandising potential of their collections, and who will benefit from any income derived.
- 7.5.** In these ways we intend to progressively rationalise the collections we hold which will both enable us to exploit better the remaining collections for the public benefit and extend the life of the current storage facility by slowing down the rate at which the collection expands.
- 8. Recommendations:** Communities Policy Overview and Scrutiny Committee Members are asked:
- 8.1.** To note the progress towards the delivery of the History and Library Centre, and the developing plans for transformation of Archive and Local History services.
- 8.2.** To comment on the vision for the service and plans to deliver this vision.

**Contact Officers:**

Director – Des Crilley, Director of Community Cultural Services

**Contact Officers:**

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**Consultation Feedback Analysis**

| <b>type</b>             | <b>number of responses</b> |
|-------------------------|----------------------------|
| comment cards           | 49                         |
| emails/Letters          | 14                         |
| children's vision       | 118                        |
| non-user questionnaires | 160                        |
| meetings                | 52                         |
| quiz responses          | 131                        |

**Comment Cards**

Do you agree that it benefits people and their communities to find out about the past by using Kent Archives and Local History Service?

Yes: 100%    No: 0%

Do you believe that the approach described in "Understanding Our Past, Changing Our Future" would help more people to find out about the past?

Yes: 90%    No: 10%

**Questionnaire for Non-Users**

| History is important:                    | % of positive responses |
|--|-------------------------|
| to bring families & communities together | 76%                     |
| to inspire learning                      | 75%                     |
| to add to the enjoyment of life          | 67%                     |
| to keep our minds active                 | 67%                     |

Are you interested in doing any of the following?

|  |     |
|--|-----|
| Finding out about Kent's history                       | 64% |
| Finding out about the history of your house            | 34% |
| Finding out about the history of your family           | 69% |
| Finding out about the history of your local area       | 69% |
| Taking part in activities & events inspired by history | 45% |

Would you like to find out more about history?

|                                |     |
|--------------------------------|-----|
| at a community centre          | 17% |
| at your local library          | 81% |
| at a history or archive centre | 58% |
| using the internet             | 66% |

**“Rewind Fast Forward” - Children’s Comment Card**

**I think we can make our history come alive by...**

|  |     |
|--|-----|
| Sharing stories from the past about the people and places around us          | 53% |
| Showing the treasures from the collections in history centres to more people | 61% |
| Finding and collecting things to keep for the future                         | 50% |
| Telling stories from the past that are enjoyable, exciting or even horrible! | 63% |

**What would make you more interested in history?**

|  |     |
|--|-----|
| Learning more about the history of your family             | 55% |
| Learning more about the history of your local area         | 42% |
| Taking part in special events at your local history centre | 47% |
| Using computers to explore history                         | 53% |

**Selection of Comments Received**

1. "History is the glue which holds communities together ..."  
*Sittingbourne Heritage Research Group*
2. "Now people from the council estate are starting to come in too .... originally I think they were a bit reluctant and would just come in and hover thinking they had nothing to offer. It [the heritage centre] gives people a sense of pride and belonging in their community and local area."  
*Marden Heritage Group*
3. "After talks we've given here and elsewhere in Birchington people often say 'I'll never look at my village in the same way again' – I think what we do is vital in helping people learn about their community and have more pride in it."  
*Birchington Heritage Trust*
4. "As a society we all learn together about the local area and its history – there's a real community spirit within this society."  
*Sandgate Society*
5. "People tend to want to leave all the research to people who've got degrees but we get everyone involved so they can learn in the process – many of them get real confidence, pride and a sense of achievement from finding out something using historical sources."  
*Historical Research Group for Sittingbourne*
6. "There is a real learning role that archives can and do provide, interpreting material for students and making it of relevance to them."  
*Greenwich University*
7. "As I love acting I thought if there were productions of history for all ages then it could be more interesting, both for the people watching and taking part in the play and the children performing it having to learn the lines off by heart."  
*Brownie - Age 10 Broadstairs*
8. "Get someone you're learning about, so get someone to come dressed as the famous person from the past and get everyone to ask him questions so they learn more."  
*Child - Age 10*
9. "The university holds courses at the Cathedral Archives and Library and it is important to teach from original materials."  
*University lecturer*
10. "People, especially older people, come to the Friday session to talk about the past and we record the memories. But they get a cup of tea and get to

talk to other people and feel that they are contributing to the life of the village. It helps with their self esteem and also helps them not to feel so alone and isolated.”

*Smerden Local History Group*

11. “We have a new volunteer who lost his job and is so enthusiastic to be helping us and finding life is not so empty and boring after all ..... he’s doing really well and much more happy and confident. He has learnt new skills which will help him in the future.”

*Volunteer – Marden Heritage Group*

12. “I also worked with a mother and toddler group in Seasalter as part of a Sure Start project ..using personal history to try and raise expectations and identify the aspirations of the mums, one of whom couldn’t read. We also used local history to give a focus for the group ....”

*Greenwich University – community history*

13. “When I was at school history was such a dull and uninspiring subject. KCC projects are bringing it all to life and encouraging more people to research.”

*Comment Card*

14. “I get a real sense of satisfaction from researching and finding out something new about the past. I always know when I come to EKAC it’s full of gems just waiting to be found. I always know I’m going to find one and sometimes I find bagfuls! And it’s great to then take them back to my community to show them, the very people who it is most relevant to.....”

*EKAC Customer Focus Group*

15. “I think what you’re doing is great – you need to engage people about their local history in an upfront way.”

*Fremlins Walk Consultation*

16. “I’m paid for 12 hours but I’m doing much more because it’s so interesting and you get hooked – I thought I would probably be volunteering somewhere else so I might as well volunteer here! I have learnt so much about the local area and also about what I can do! Amazing really as I’ve lived in the area for most of my life ...”

*Godmersham Park Heritage Centre*

17. “I have completed a course on Kentish History and used CKS – it was great, so much info and so interesting and was always getting sidetracked!”

*Comment Card*

18. “If you want people to come to the new history centre you’d have to have a party every week! You could have a party where everyone could dress up in olden day clothes .... that would be cool but it might be a bit embarrassing. Yeah I’d like to dress up with my friends in the new History Centre. Could you do it so that then you could send a picture of your

friends dressed up with Bluetooth? That would be good and it would get people interested in history!"

*Group of 13-14 yr olds – Maidstone HOUSE*

19. "You could have a fair/parade in the summer. It's all free display things in it. Act out scenes from the past and get children involved in it more."

*Child - Age 11*

20. "It was a great session! I really enjoyed looking through all the old documents and trying to read the handwriting. I really want to come back and learn more about my family history."

*Invicta School Group*

21. "You should have the confidence to let children get to grips with original documents – they love it!"

*Primary School Teacher*

22. "I've read with interest your consultation document. I'm delighted with the new emphasis on engaging young people with real records, and also using those records not only to teach history but also to inspire other activities such as music."

*Comment Card*

23. "Access needs to be welcoming, interactive and attractive to a range of ages .."

*Schools History Advisor*

24. "The key things are accessibility and availability."

*East Kent Archive Centre - Customer Focus Group*

25. "It is clear that the basic function of the Kent Archives Service has always been, and should continue to be, the preservation of the historic documents of the ancient county of Kent."

*Local Historian*

26. "We are struggling with organising our collections, especially on the IT side – whether to use Word or Excel. Some help and advice in that area would be great. Also something like a template we could use for arranging and organising our collections ..what fields for cataloguing and indexing."

*Loose History Society*

27. "CKS is very difficult to access for some people both in terms of travelling there and parking and also understanding how everything is arranged! It's very intimidating ....what you need is someone there to welcome you....to put you at your ease when you first arrive."

*Historical Research Group for Sittingbourne*

28. "It is important to have good catalogues and cataloguing, and to tackle cataloguing backlogs, as otherwise material could not be available for consultation."

*University Group*

29. "Very important to have people and staff who know what they're doing and who can catalogue and interpret collections."

*East Kent Archive Centre - Customer Focus Group*

30. "You need people working [with you] who actually like children to get them engaged ..what about a young archivists club to go with the young archaeologists club?"

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**To:** Communities Policy Overview and Scrutiny Committee

**By:** Mike Hill, Cabinet Member for Community Services and  
Amanda Honey, Managing Director, Communities  
Directorate

**Date:** 9 July 2010

**Subject:** A Hidden Harm Strategy for Kent

**Classification:** Unrestricted

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**Summary:**

This paper presents the final draft of a Hidden Harm Strategy with a focus on delivering improvements in outcomes for children and young people who are affected by their parent or carers drug and alcohol misuse. The Strategy has been developed by the multi agency Hidden Harm Working Group and has been subject to extensive consultation. The Hidden Harm Strategy will impact positively on outcomes for children and families through coordinated interagency partnerships and joined up front line delivery as required by the National Drugs Strategy and Think Family approach.

**FOR COMMENT AND ENDORSEMENT**

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**1. Introduction**

1.1 Improving outcomes for children and young people who are affected by drug and alcohol misuse by their parents or carers requires a strategic response that translates into coordinated interagency partnerships and effective, frontline service delivery. To achieve this, the Strategy attached at Appendix One has been developed and driven through a multi agency Hidden Harm Working Group which feeds into the Kent Safeguarding Board through its Chair, the Director of Community Support Services, in Communities.

1.2 Members of this Committee were consulted on an early draft in March 2009, and this was followed by extensive consultation with a wide range of professionals who work in children, young people and adult services as well as with service users. The final draft strategy will be presented at Kent Children's Trust Board and Cabinet in July 2010 for approval. Periodic reports on action and progress will be brought to this Committee.

**2. Implementation programme**

**2.1 Launch**

Three launches are planned which will mirror the structure of Local Safeguarding Boards in Kent and will bring together practitioners and managers from adult treatment services, children young people's and family

services, service users and academics to build their knowledge and identify how their practice can be improved.

## 2.2 Action Plan

An action plan has been developed and progress has already been achieved through the Hidden Harm Working Group and the Family Services Development Officer in KDAAT.

## 2.3 Needs Assessment

A needs assessment has been undertaken and demonstrates the poor quality of recording around this issue. Improvements are being made. The needs assessment will be reported to the Safeguarding Board and into the Children and Young People's Needs Assessment process.

## 2.4 Information Sharing Protocol

Information sharing agreements already exist between children and adult mental health services. We aim to build on this protocol to ensure a universal response to ensuring joined up services for children and young people's and adult services.

# 3. **Resource Implications**

3.1 Services relating to Young People's Drug and Alcohol commissioning will be subject to review within emerging financial frameworks. Options are being considered to manage and mitigate the impact on service delivery should there be a reduction in funding levels.

## **Recommendations**

3.2 Members of the Policy Overview and Scrutiny Committee are asked to endorse the attached Kent Hidden Harm Strategy and note that reports on progress will be the subject of future agendas.

Director: Angela Slaven, Director of Youth and Community Support Services

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# KENT HIDDEN HARM STRATEGY

2010 - 2013



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## Executive Summary

This strategy **commits** Kent County Council and its partners in the Children's Trust to improving outcomes for children and young people who are affected by a parent's or carers drug or alcohol use. It aims to achieve significant service improvement through the collection and collation of intelligence relating to substance misuse and its impact on families, on practice and on improvement in outcomes by 2013.

The recognition that the harms to children of drugs and alcohol misusing parents are significant and enduring is central to this strategy. These children and young people come into contact with services but often only when their need is significant and they require specialist interventions, either as children or adults.

Current reporting indicates significant gaps in practice. This failure means that we are not clear about the positive outcomes that are being achieved, the risks that are being managed and the good practice that is emerging. Little systematic recording reflects a lack of understanding of this issue and how it impacts on children and young people's lives.

In the past work that has developed has been, on an adhoc basis dependent on the success of lottery funding or willingness and interest of individual managers. This is not withstanding significant policy developments in the form of **Think Family**, the development of Joint Information Sharing Guidance between adult treatment and children and family services', and the updated 'Working Together to Safeguard Children' document.

This strategy does not expect to orientate additional resources to this issue, but rather its overarching principle is that of improved and integrated practice to achieve the improved outcomes for children, young people and their families.



## Introduction

In 2003, the Advisory Council on the Misuse of Drugs (ACMD) produced a report<sup>1</sup> on the negative consequences of parental substance misuse on children and young people. Since this report was published, agencies across Kent have become more aware of this *Hidden Harm*. Whilst improvements have been made in the past few years, it has become clear that a more integrated approach is necessary to improve the outcomes for these families.

There are still many children and young people whose experiences are not being systematically heard, recorded or reported upon. The result is that their needs are not being met. At the same time it is clear that these children and young people are accessing our specialist services and appear in the case load of Child Protection teams, of the Youth Offending Service and as adults in specialist treatment services.

Recognising and reporting on the children, young people, and families who engage in services together with the outcomes achieved will enable the demonstration of what works, how to prioritise and re-orientate resources and see how investment in earlier identification will reap benefits.

Progress has been slow but significant. Work to develop greater multi agency accountability in Kent started in 2007. This strategy and its action plan has been developed and widely consulted upon with real enthusiasm being shown by adult drug and alcohol service users, and provider services in the voluntary sector.

The national context has also moved on and is changing constantly. Significant changes include:

- The development of the Think Family approach.
- The provision of Guidance for Information Sharing between adult treatment providers and children and families

The revised 'Working Together to Safeguard Children' brings together these approaches with a clear aim to ensure that the needs of children of substance misusing parents are included in Safeguarding Board's annual assessment of need and is reflected in the annual action plan.

Regionally within Kent, some specialist practice has developed and is progressing well, the Sunlight Project and the Substance Misusing Parents project have all contributed to the development of good practice.

Together this strategy, local practice and the National Policy Framework presents an opportunity to embed accountability, improve practice and ensure the best possible outcomes for children, young people and their families.



## Aim

The aim of the strategy is to improve the lives and futures of all children affected by drug and alcohol misuse in their families through accessing services within integrated and multi disciplinary settings in a way that is timely and relevant.

In doing this, children in Kent whose parents, carers or siblings misuse substances can expect to be:

- Seen and heard
- Safe and secure at home
- Cared for and encouraged
- Supported to be healthy and do well
- Provided with extra help when needed

Children affected by parental substance misuse may experience their lives being compromised in all five areas. However it can be most noticeable within:

Be Healthy includes; physical, mental and emotional health, sexual health, healthy lifestyles, and choosing not to take illegal drugs. Their parents, carers and families should promote healthy choices.

Stay Safe includes; being safe from neglect, violence and sexual exploitation, accidental injury and death, bullying and discrimination, crime and anti-social behaviour. Parents, carers and families should provide safe and stable homes.

Parents and carers can expect to:

- Be able to take care of self and others in positive and healthy ways
- Be able to recognise and meet their children's developmental needs
- Be able to respond to children/young people's needs as a priority
- Be able to access universal and addition support services for self and children across lifespan
- To value, promote and seek education, training and employment for self and children



## The Impact of Substance Misuse in Families on Children

“Hidden Harm” vividly describes the situation of many children and young people living in substance misusing households. Often suffering in silence, they are not known to services and either do not know who to turn to for help or fear telling anyone about what goes on at home.

Substance misuse in families is characterised by the use of illicit drugs and/or alcohol to a degree where the physical, emotional, psychological, behavioural well-being and care-taking capacity of the parent is compromised. It is associated with socio-economic deprivation and other environmental factors such as domestic violence. These may affect parenting capacity, which can be characterised as unpredictable and chaotic.

The substance misuse of a sibling can also affect the child and family in a negative way affecting both the parent’s parenting capacity and the non using child’s physical, emotional, psychological, behaviour and well-being. For the purpose of this strategy sibling substance misuse is recognised as a significant Hidden Harm.

The adverse consequences for children will vary according to age, stage of development and protective factors in the wider environment. These are likely to be multiple and cumulative in nature.

It is only through listening closely to the children involved that we can fully comprehend the impact that substance misuse in the family has on their emotional and physical welfare. Children and young people tell us<sup>2</sup>:

***“I feel angry because my mum chooses drugs over me”***

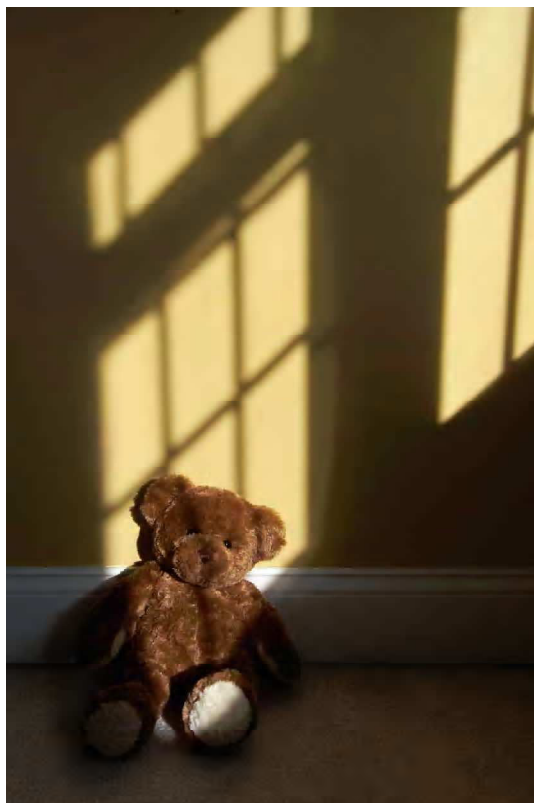
***“I am scared because strange scary men come to the house to get money from mum’s boyfriend”***

***“When she buys drugs she goes to some scary places that scare me”***

***“I feel left out and on my own”***

***“Dad doesn’t want to be with us, I don’t think he likes us”***

***“I don’t want anyone to know, I feel embarrassed”***



## Key Strategic Links

### Key National Strategies:

- Every Child Matters: Change for Children, 2003 initiated a change agenda throughout children and young people services with a focus on 5 key outcomes.
- Children's Plan: Building Brighter Futures, 2007 set out what needs to be done to secure the health and well-being of children and young people, safeguard the young and vulnerable, and achieve world-class standards.
- The National Service Framework for children, young people and Maternity services, 2004 has eleven clear standards for promoting the health and well-being of children, young people and mothers; and for providing high quality services which meet their needs. It includes a commitment to supporting parenting.
- Think Family: Improving the Life Chance of Families at Risk – Cabinet Office, 2008 recognises the role of parents, carers and the wider family in ensuring the best possible outcomes for their children and indicates government support for practice that supports the development of parenting support and family focussed interventions.

### Key National Guidance:

**Working Together to Safeguard Children 2010<sup>3</sup>** replaces the document of the same name in 2006 and notes that it is the responsibility of the Local Safeguarding Children Board (LSCB) to take full account of the particular challenges and complexities of work around these children and families by ensuring LSCB policies, procedures and information sharing protocols are in place as well as ensuring close collaboration between DAAT's, CDRPs, health, social care, courts prisons and probation.

**Joint Guidance on Development of Local Protocols between Drug and Alcohol Treatment Services and Local Safeguarding and Family Services** 2009 which guides adult treatment to develop information sharing protocols with children and families services and links to family focussed and parenting services.

### Key Local Strategies:

- Kent Strategy for Supporting Parents: identifies the need to support families affected by parental substance misuse by developing co-ordinated services that meet the whole family's needs, enhancing physical, social, educational and emotional well-being and improving outcomes for all family members.
- Kent Alcohol Strategy 2010-13: makes reference to the Hidden Harm Strategy and its outcomes.

## Hidden Harm in Kent:

There is no reliable current, collated data that can evidence the number of children affected by substance misuse. This poses a challenge for the development of an improved response.

Nationally, it is understood:

- Around 3% of all children under 16 are affected by parental drug misuse<sup>4</sup>.
- 10% of all children are affected by parental alcohol misuse<sup>5</sup>.

In Kent:

- 56.1% of children on the child protection register are estimated to be affected by their parents' substance misuse<sup>6</sup>.

Children of substance misusing parents interact with many services and present at targeted and specialist service levels, the extent to which the needs are being met is unclear both because of a failure of early identification and poor data collection. This reflects the lack of a shared understanding and a potentially a lack commitment to addressing these young people's needs outside of specialist treatment services.

## What is Currently Happening?

Services for children of substance misusing parents are inequitable across Kent and have not been developed with a countywide and integrated approach. Gaps exist in services according to age group, district and the level of need. The Sunlight Project currently funded through the National Lottery is valued but is only funded until December 2011.

The challenges are:

- ensuring that early intervention services work more effectively with children of substance misusing parents and carers to improve access to specialist services improving access for all children of substance misusing parents across Kent.
- The Substance Misusing Parent's Service is a joint initiative between Thanet, Dover, and Canterbury Children and Families Teams, and Kent Drug and Alcohol Action Team.

The project targets the following groups:

- Parents with a child or children on the CP register where parental substance misuse is a factor.
- Parents with a child at risk of becoming looked after, where substance misuse is a characteristic.

- Parents who are using drugs or alcohol in a way that is affecting their ability to parent adequately.
- Women who are pregnant and whose substance misuse may be harmful to the unborn child.

The aim of this project is to support parents so that risk can be minimised and families can be kept together. This has the benefit of reducing the number of Looked After Children and the number of children on Child Protection Plans. Longer term benefits for children include improved developmental progress for pre-school children and improved educational outcomes through attendance, behaviour and achievement for older children.

The Sunlight Project works across the districts of Swale, Dover and Canterbury and is funded by the Big Lottery until December 2011. The project works with children 7-13yrs to provide support via group work delivered locally in schools or community spaces. The aim is to help improve the emotional and psychological well-being of children.

Young Carers projects exist across Kent and work with young people who provide care to parents, siblings who have a disability, and those with mental health and substance misuse problems. The aim is to provide support and access to leisure opportunities and advocacy services.

KDAAT Adult Treatment Systems Change Pilot: Drug treatment pilots have been developed in Swale and Gravesham, and seek to implement a more family focussed and integrated approach with a commitment to supporting recovery and transition to integrated community services.



## Priorities for Action:

Achieving the aim of the strategy and delivering improved outcomes for all children affected by drug and alcohol misuse in their families will require action by a wide range of agencies across Kent. These actions have been grouped into seven priority areas. Detailed actions to deliver each of the objectives and priorities are included in the Hidden Harm Strategy Delivery Plan.

- 1. A joint-strategic lead to ensure that all relevant agencies are enabled and encouraged to share responsibility for furthering the Hidden Harm agenda in a co-ordinated and integrated way.**
  - Ensure a co-ordinated response to Hidden Harm across the county
  - Develop a framework for assessing the effectiveness of service responses to the Hidden Harm agenda
  - Establish and strengthen strategic partnership working
  
- 2. An accurate up-to-date demography of children in Kent affected by parental substance misuse to ensure that their needs can be accurately assessed and services developed/re-configured in line with specific identified need.**
  - Identify gaps within current service provision
  - Strengthen the intelligence products to better establish the scale of the 'Hidden Harm' problem in Kent in order to estimate the number of children affected by parental substance misuse.
  
- 3. Increased awareness of Hidden Harm issues across local children's partnerships and adult treatment systems leading to an improvement in the outcomes for children and young people.**
  - Embed in the adult treatment assessment form, the CAF and Pre CAF, a robust system to identify and safeguard children of substance misusing parents
  - Improve treatment agencies capacity to respond to parental substance misuse
  - Equip all practitioners with the skills to identify and react to potential cases of Hidden Harm aligned with the 2020 Children and Young People's Workforce Strategy
  - Families with Hidden Harm issues are identified and the opportunity to expedite access to services is made available ensuring swift access to mainstream services
  - All partners to work together to identify potential new funding streams

**4. Increased range and effectiveness of multi-agency partnership working arrangements sustained by shared language, common practices and shared processes/protocols, and jointly-commissioned holistic services to ensure an effective joined-up response.**

- Improve interagency collaboration, building on models of best practice
- Identify the children of substance misusers at the earliest possible opportunity
- Develop a common approach to priority pathways

**5. Ensuring that safeguarding and child protection processes are actively prioritising the needs of children of substance misusers, and developing effective approaches to meet their needs in timely, appropriate and family-focused ways.**

- Improved integrated care pathways

**6. Service user involvement in the implementation of the Hidden Harm strategy and to involvement of children, parents and families in the commissioning system.**

- Ensure that Parents, children and families views are incorporated in the future planning and commissioning of services
- Raise awareness about the harm caused to children as a result of parental substance misuse and increase knowledge about services available to address the problem

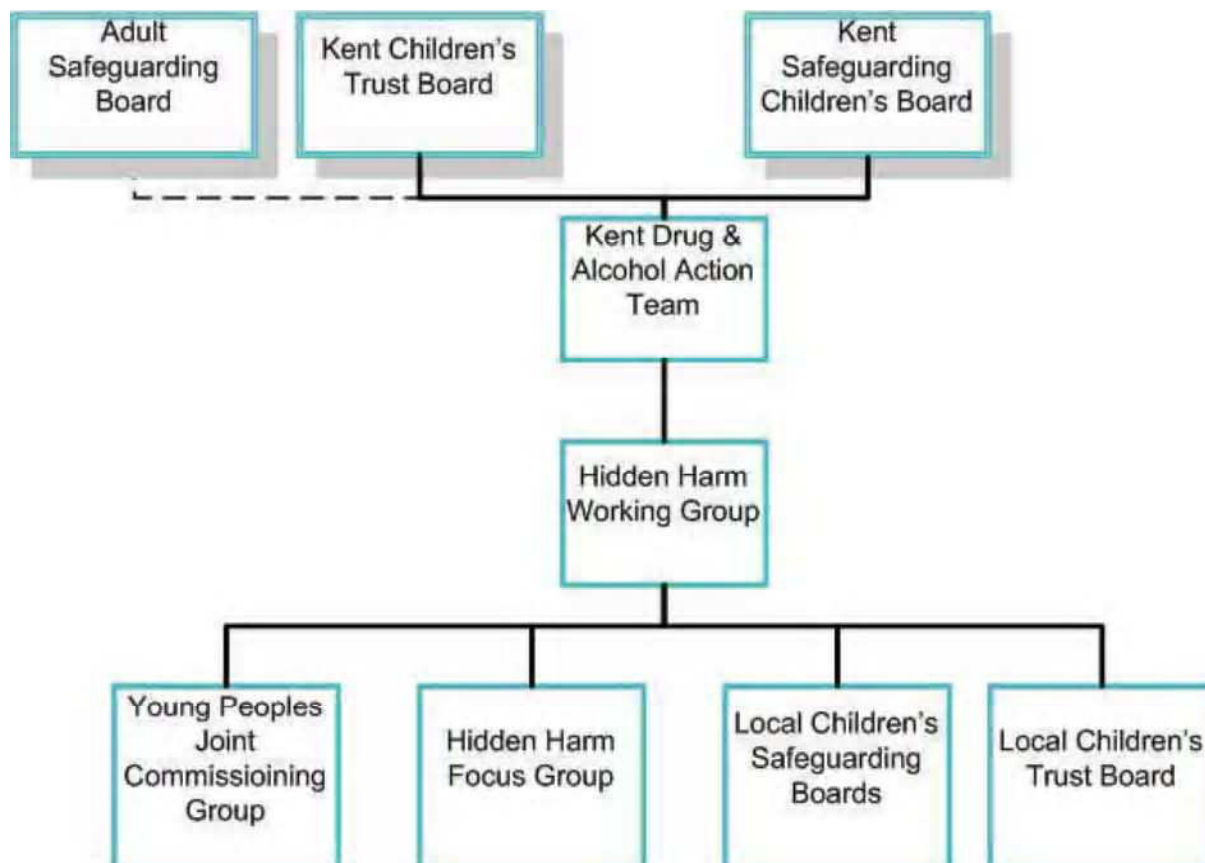
**7. Well-equipped practitioners who have the necessary skills for early identification, assessment and intervention and that the workforce is competent in safeguarding.**

- Ensure all treatment service staff and practitioners are competent and confident in Safeguarding Procedures and practices
- Ensure all family service staff are competent and confident at early screening and assessment for parental substance misuse



## Governance

This Strategy is supported by a delivery plan, which will be progressed by the Hidden Harm Working Group:



## Monitoring and Evaluation

Improving outcomes for children and young people for whom the impact of substance misuse is often “hidden” is not easily defined. This strategy will be assessed against the progress of the delivery plan and the actions in the Children and Young People’s Plan. It will be monitored through the KDAAT Board and Think Family Overview Group.

## Resources

This Strategy is predicated on the principle that better outcomes for children and young people can be achieved through improvements in integrated practice and family focussed working. This will require workforce development that addresses the key skills and competencies to deliver effective interventions that improve outcomes for children and young people.

References:

1. Hidden Harm - Responding to the needs of children of problem drug users, Advisory Council on the misuse of drugs, 2003
2. Quotes from children attending the KCA Sunlight Project
3. Amendments to this document are currently being consulted upon and makes specific reference to 'Joint Guidance on Development of Local Protocols between Drug and Alcohol Treatment Services and Local Safeguarding and Family Services, 2009
4. Hidden Harm - Responding to the needs of children of problem drug users, Advisory Council on the misuse of drugs, 2003
5. Prime Ministers Strategy Unit ( 2003) Alcohol Harm Reduction Strategy for England' <http://www.newcastle-staffs.gov.uk/documents/community%20and%20living/community%20safety/caboffce%20alcoholhar%20pdf.pdf>
6. This is based on a local file audit of children on the Child Protection Register. Data is not currently recorded in way that can be reported on in a robust and timely way.

All images within this document are used for illustrative purposes only and any person depicted in the image is a model.

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**To:** Communities Policy Overview & Scrutiny Committee

**By:** Mike Hill, Cabinet Member for Community Services and  
Amanda Honey, Managing Director, Communities Directorate

**Date:** 9 July 2010

**Subject:** Volunteering

**Classification:** *Unrestricted*

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**Summary:**

This report outlines the significance of volunteering in Kent and the activity sponsored by KCC to promote this. The contribution made by volunteers and volunteer managers in KCC services is also highlighted and the report concludes with a section on the employee volunteering scheme in the council.

Members are asked to *note* and *comment* on future direction and priorities.

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**FOR INFORMATION AND COMMENT**

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**1. Introduction**

1.1 Volunteers contribute significantly to the value of services across KCC, and can also bring benefits to the volunteer – in terms of gaining confidence, skills and a route to employment. Healthy communities have local residents involved in the life of the neighbourhood, encouraging participation to increase a sense of belonging and local pride. Projects and charitable causes succeed where enthusiasm drives people to mobilise others and bring in resources.

1.2 In order to promote these benefits the Kent Volunteers partnership was set up by KCC 11 years ago with the aim of promoting volunteering across the county and making voluntary opportunities available. The Kent Volunteers Advisory Group, chaired by the Chairman of KCC provides a county steering group for this work and membership includes representatives from KCC directorates as well as representatives of statutory and voluntary organisations and volunteers. This includes Jobcentre Plus, Police, Health, Connexions, St John, Kent Council for Voluntary Youth Services, Volunteer Centres, Kent Wildlife Trust, Attend (hospital care), and Vitalise (disability support).

1.3 The following sections give emphasis to three strands of activity that have been underway over the past 12-18 months :- promoting and facilitating volunteering in the county; encouraging and supporting managers of volunteer schemes within KCC and brokering access to volunteering opportunities for staff.

## **2. Volunteering in the County**

### Direct recruitment

2.1 In readiness for the 2012 Olympic and Paralympics Games, Kent Volunteers, KCC Sport, Leisure and Olympics and the Volunteer Centres in Maidstone & West Kent have developed the Kent eVent Team, a scheme to enable volunteers to be involved in one-off events that need volunteers, including KCC and District Council events as well as a wide range of charitable organisations. The scheme has recruited over 1000 volunteers of all ages and matched them to over 70 events. The experience of volunteering and the training offered will enable Kent residents to be well equipped to serve with the 70,000 volunteers needed for the Games.

2.2 Kent's bid for Kent Community Action funding was jointly developed by CFE and Communities under the umbrella of the Integrated Youth Support Subgroup of the Kent Children's Trust and a range of partners including Kent's local 'v' team are involved. The Kent pilot sets out an ambition for 4,000 young people aged 14-16 (from 13 pilot schools) to work towards 50 hours of volunteering by offering opportunities that support their learning, appeal to their interests, and allow them to design, develop and deliver their own projects.

### Facilitating recruitment by others

2.3 The recession has affected voluntary organisations in a number of ways and there has been an increase in demand on many voluntary services as well as a shortage of specialist volunteers to fulfil key roles such as trustees, and of skills in finance, fundraising, IT and HR. In response to this, KCC funded a campaign during the autumn 2009, which aimed to recruit these skills and we have worked with targeted voluntary organisations, volunteer centres and businesses to raise awareness of the need and to direct potential volunteers to opportunities. The campaign page on kent.gov was viewed nearly 2,000 times during the campaign period accounting for nearly 8% of all page views and nearly 57% of people who visited the campaign page went on to view other pages within the volunteering section on kent.gov.uk. Feedback from the voluntary sector itself has been positive so the campaign will continue to exist online and has now become part of kent.gov.uk's core content within the Kent Volunteers section.

2.4 An innovative project that is also well underway involves Jobcentre plus (JCP) and the Volunteer Centres in the Maidstone & Malling area. JCP staff are being briefed on the value of volunteering as a pathway to work and are now linking their customers to appropriate local voluntary opportunities.

2.5 Many small voluntary organisations want more experience and confidence in engaging with the media to promote their activity and over the last 2 years KCC has funded a series of workshops led by multi – media journalists with a follow up after the training to advise on practical implementation. 50 small voluntary organisations have benefitted and evaluation indicates a positive return on investment in terms of recruitment and profile.

2.6 Over the years, other statutory agencies have also benefitted from Kent Volunteers advice on areas of activity where volunteers can contribute and most recently this has resulted in the recruitment of a volunteer co-ordinator to progress the work which will enhance the community impact of Kent Fire and Rescue Service.

### Small grant scheme

2.7 While there are many external funding streams available to voluntary organisations, and colleagues in KCC advise the voluntary sector on these opportunities, there is no easy way to obtain small amounts of money to directly recruit volunteers or help volunteering flourish. £25,000 of KCC's 2010 funding was therefore used in 2009/10 as a one-off opportunity to set up & offer grants of £500 to 50 voluntary groups in Kent. This has brought real benefit to communities either with bringing in more volunteers, such as by Ashford & Tenterden Samaritans, or extending a youth group in Littlebourne, or offering specialist training for Cruse bereavement volunteers in Swale as well as developing new services such as a 'Time Bank' in Thanet.

## **3. Volunteers and Volunteer Managers in KCC**

3.1 The number of Volunteers directly managed in KCC services is growing, both in terms of increasing the cohort in the Youth Service or the Adult Services and in new schemes such as Kent Greeters which has had the quality validated by the awarding of the 'Inspire' mark in recognition of a service that fits with the wider tourist agenda for the 2012 Games. Appendix 1 lists the KCC managed schemes which involve volunteers and it is a broad range. An anecdotal example of how volunteering can improve confidence through the transition of a young mother from Children's centre volunteer to learning Champion volunteer gives credence to this.

3.2 Managing volunteers is not as simple as it sounds – it involves all the proper management processes of recruitment, retention; training and supervision; motivation and managing performance but without the securities of employment law or continuity. In addition many of our volunteers work with vulnerable adults and children with all the necessary safeguarding checks that this involves.

3.3 On 8 June 2010, a conference was held to bring these volunteer managers together, address issues of mutual interest and share good practice. Opened by the cabinet member for Community Services and the Managing Director, the new KCC guidance document 'Engaging Volunteers – a starter toolkit' was also launched at this event. We were joined by national speakers with workshops led by voluntary partners; feedback is positive and has identified more staff who wish to join the KCC Volunteer Manager's Network.

3.4 Good practice in the recruitment and management of volunteers contributes to a stable and effective team. Two units in KCC have already achieved the national quality standard of 'Investing in Volunteers (the Youth Offending Service and Learning Champions in Adult Education) and the Environment & Waste unit is on target to also achieve the award.

#### **4. KCC's Employee Volunteering scheme**

4.1 The KCC employee volunteering scheme is now well-embedded in the KCC Strategy for Staff, allowing staff to use 2 of their 5 days off-site training entitlement for volunteering. KCC was the first local authority in the country to develop a scheme such as this and we regularly advise other local authorities and government. The benefits to the staff and to the community are tangible. The scheme involves identifying personal outcomes, so we can see how volunteering fits into learning such as teamwork, project planning and understanding the customer. Voluntary organisations see our staff differently and we too learn much from working in a different way.

4.2 Employee volunteering provides an opportunity for sustainability and change. For example, senior staff from Highways volunteered in an environmental project with young offenders serving custodial sentences. There were many benefits from this, not least changes in preconceived views and as a legacy, successful employment for some of the young offenders within Highways.

#### **5. Conclusions and priorities for 2010/11**

5.1 The concept of volunteering is a complex topic: we have particularly learnt the importance of ensuring a supply of well managed good volunteering opportunities; appropriate 'matching' of skills; and the potential value of volunteering as a confidence building process and a route back to employment. The authority now has a national reputation and staff involvement in the trustee board of Volunteering England, the national volunteering development agency, ensures that KCC's voice is heard and that we benefit from a wide network of knowledge and opportunity.

#### **6. Priorities for 2010-11**

- Continue to support and promote the Kent Event team, ensuring we keep abreast of the opportunities within the 2012 volunteering strategy for Kent residents to get involved.
- Roll- out the Jobcentre Plus Pilot to others areas across the county – whereby claimants may be directed to volunteering opportunities.
- Contribute to events involving volunteer development run by KCC and key partners – for instance to run a workshop at the KASS voluntary sector commissioning conference. Showcase, with Volunteer Centres, volunteering opportunities across the county at the County Show.
- Develop the KCC Volunteer Manager's Network involving new members and meeting identified issues and needs.
- Work with KCC volunteers to ensure consistency in good practice. For instance, KASS involves volunteers in adult care and disability day opportunity centres.

Although different user groups, there is synergy between the volunteer management.

- Continue to grow the employee volunteering scheme encouraging more sustainable links with voluntary organisations.
- Develop secondments/placements within voluntary organisations as an integral option in the Graduate Development Scheme

## **6. Resource Implications**

6.1 None.

### **Recommendations:**

Members of the Communities Policy Overview and Scrutiny Committee are asked to:

- (i) Note the activity outlined in this report
- (ii) Comment on the priorities for 2010-11

Director: Judy Edwards, Director of Policy and Resources

*Contact Officer: Carole Kincaid  
Title: Kent Volunteers Co-ordinator  
Contact Number: 01622 694844  
Email address: carole.kincaid@kent.gov.uk*

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*Background Documents:*  
Engaging Volunteers – a starter toolkit

[www.kent.gov.uk/volunteers](http://www.kent.gov.uk/volunteers)

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## **Appendix 1 - Examples of Teams & Units in KCC involving volunteers managed by KCC staff.**

### Children, Families & Education

Children's Centres

Partnership with Parents

Link families

School Governors

### Communities

Adult Education – Learning champions and Skills for Life

KDAAT – Programme support

Libraries – Time2Give including Home Library Service

Sport – Disability support

Youth Justice- Referral Order volunteers

Youth Service – Youth centre and outreach , Duke of Edinburgh, Youth Parliament.

### Environment & Waste

Countryside management - Country Parks, heritage and conservation projects

Public Rights of Way

Windmills

### KASS

Adult Residential Care

Respite Care

Day Opportunity Centres

### Tourism

Kent Greeters

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**To:** Cllr Elizabeth Tweed  
**By:** John Taylor, Kent Youth Community Action Pilot Co-ordinator  
**Date:** 6<sup>th</sup> July 2010  
**Subject:** Kent Youth Community Action Pilot, Progress to date  
**Classification:** Unrestricted

**Summary:**

This briefing note outlines the progress of the Kent Youth Community Action Pilot (KYCAP) since its inception in January 2010, following the successful grant application to the Department for Education. The pilot aims to engage 14 – 16 year olds from 13 schools across Kent in community action activities. The DfE defines community action as, *“any kind of activity which involves doing something which aims to benefit someone (individuals or groups) other than, or in addition to, close relatives or to benefit the environment”*.

DfE pilot targets are to:

- work with over 4,000 students
- engage 90% of that cohort in 50 hours of community action activity
- develop a bank of 13,000 community action opportunities

**Kent’s Achievements to Date:**

- Over 2,600 students engaged
- Over 60,000 hours of community action delivered
- Approximately 61% of the cohort engaged with an average of 20 hours of activity per student

The above progress is in line with Kent’s delivery plan and the pilot is graded ‘green’ (fully implementing in line with the business plan) by the DfE.

**Progress so Far**

All pilot schools are making good progress. The number of students engaged and the amount they are already contributing to the pilot is encouraging, especially since the summer holiday is considered to be a key period in delivering activities. KCC agreed a model of devolving the majority of pilot funding to schools to enable them to develop and embed community action within the curriculum.

In the original KCC project plan, it was envisaged that schools and young people would have opportunities to bid into budget pots to create their own activities.

Guidance for this bidding process has now been agreed and schools and students are currently preparing and submitting bids.

Community Action Youth Forums (East and West Kent) have been established. These have given young people an opportunity to understand and contribute to the management of the pilot and the Project Partner Board.

A number of Voluntary and Community Sector organisations and Kent Police have been commissioned to support schools in the delivery of community action activities. Their work is focused on supporting and engaging the most vulnerable young people. Additionally, Canterbury Christ Church University has been commissioned to evaluate the pilot and support the development of a bank of opportunities.

### **Challenges of the Pilot**

- The DfE has not confirmed the total funding for Quarters 3 and 4, creating uncertainty about future activity
- Schools priorities may change in terms of focusing on the pilot if there is any local difficulty e.g. meeting standards
- Nationally, the VCS organisation “vInspired” was commissioned by the then DCSF to develop a portal to record young people’s activity and store opportunities created by the pilot. To date this is not live and Kent pilot schools have had to develop their own data management systems.

By: Overview, Scrutiny and Localism Manager

To: Communities Policy Overview and Scrutiny Committee  
9 July 2010

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

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Summary: This report updates Members on the progress of the Select Committee on Extended Services and also contains the minutes of the monitoring meeting of the Select Committee on Provision of Activities for Young People.

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**Select Committee: Extended Services** (previously titled Extended Schools)

1. (1) The Select Committee on Extended Services held its inaugural meeting on 19 March 2010 when it agree its terms of reference (copy attached). The membership of the Committee is Mr Robert Burgess (Chairman), Mrs Ann Allen, Mr Alan Chell, Mrs Jean Law, Mr Richard Parry, Mr Ken Pugh, Mr Kit Smith and Mr Martin Vye.

(2) At the meeting of the Scrutiny Board on 24 February 2010 it was agreed that the timeframe for this review would be extended and that it would present its report to County Council in December 2010.

(3) The Select Committee has now completed its evidence gathering and has interviewed a number of key stakeholders including young people. A number of informal meetings are being held to discuss potential recommendations and it is intended that the draft report will be shared with the Cabinet Member(s), Officers and key stakeholders before it is finalised for submission to Cabinet in November 2010.

**Select Committee: Provision of Activities for Young People**

2. This Select Committee met on 23 June 2010 and received a report on progress made with the recommendations since the Select Committee reported to Cabinet in March 2009. The update on progress on recommendations is attached as Appendix 1 and a copy of the minutes from this meeting will be sent to Members prior to the meeting of the POSC.

**Suggestions for Select Committee topic reviews**

3. At the meeting of the Scrutiny Board on 24 February 2010 Members received an update on the current Select Committee topic review programme. Although resources to support reviews are all currently allocated, there would be the potential to start new reviews in November 2010 and January 2011. It was agreed that Members would be asked to consider whether there are any topics that they would like to put forward for consideration for inclusion in the

future topic review programme. If Members do have any suggestions could they contact the Democratic Services Officer for this POSC.

### **Recommendations**

3. Members are asked to note the minutes from the meeting of the Select Committee on Provision of Activities for Young People and to advise the Democratic Services officer of any items that they would like to suggest for inclusion in the Select Committee topic review programme

Denise Fitch  
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Background Information: *Nil*

Summary of progress towards each Select Committee Recommendation

|  | Progress to Date   | Status   |
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| <p><b>Recommendation 1:</b></p> <p>That, as part of the comprehensive review of community library services, Libraries and Archives consider the role of mobile libraries as a means of engaging more young people in positive activities, and whether a change of timetable is a practical way of facilitating this.</p> | <p>The Library service provided strong and most consistent support for the innovative HOUSE project across each of the locations. Library staff have proven to be an exemplar in engaging young people in the potential future design of library services. The Library Service have provided young people with books that have assisted them with particular life events (such as bereavement, family changes) which have been invaluable to a number of young people and had a profound influence on young people's confidence, self-awareness and self-esteem.</p> <p>Library mobile vehicles have recently become singled staffed making the engagement of young people more challenging through this avenue however consultation with over 1000 young people is being used to continually inform design and delivery of services and have produced three specific offers for young people designed to support them in looking for work, learning opportunities and gaining the best value from library services.</p> | <p><b>Progress complete</b></p>                                    |
| <p><b>Recommendation 2:</b></p> <p>That KCC particularly through the Kent Youth Service and Extended Services continue to encourage and support schools in their efforts to develop extended services that compliment and supplement those already available in their local communities as an</p>                        | <p>During the past year two schools identified that they were unable to continue funding the Community Youth Tutor model, however this has opened the opportunity for other schools to participate in the model which has resulted in new posts at Folkestone Academy and potentially at another school in the Dover area. In addition the Sheppey Academy has reversed its position and recruitment for a new CYT is underway.</p>  | <p><b>Overall some good progress but with more work to do.</b></p> |

essential part of Integrated Youth Support in Kent.

To facilitate this, the Extended Services Team should explore how available funding could be utilised to ensure that schools are supported in their efforts to develop up to and beyond the core level of extended services by, for example:

1. making extended school co-ordinators or community youth tutors available in more schools
2. with colleagues in the Youth Service, developing expertise among School Governors and Head Teachers by providing training/presentations on extended service development and community engagement
3. ensuring that information about extended services within Local Children's Services Partnerships (LCSPs) is gathered, recorded and made available to the public through various media (as outlined elsewhere in this report) and taken into account as an integral part of the Youth Strategy in every district
4. with Youth Service Colleagues,

No further funding has been identified to develop this work, however Kent Youth Service is continually reviewing its service delivery and methods of working. As such funding for new CYT posts during 2010/11 may be identified through a review and reduction in dedicated Detached and Outreach projects.

Analysis of which members of staff require training and access to Togogo is underway. Once completed this will allow training on the redeveloped Togogo site for Extended Service Co-ordinators and ensure that local information is kept up to date. This training will take place once the Children & Young People's Services Activities Database has been redeveloped along with Togogo.

A review of Youth Advisory Groups was completed, recommending a number of changes which will allow a wider, ongoing consultation with partners and young people about service development at a District level. These groups, which focus on the development of local services, will establish a strong working relationship to advise the new local Children's Trust arrangements on key issues 13-19 year olds, particularly the provision of positive activities.

An offer of bespoke training and guidance has been sent to all Governors and Head Teachers to both promote and respond to interest in how schools can be supported in developing the local offer to young people by working with both Extended Services and the Youth Service.

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| <p>encouraging and assisting schools to ensure there is effective and ongoing consultation with local communities (beyond the immediate school population) about the development of extended services</p> <p>5. ensuring that the allocation and distribution of funding for extended services (routed LCSPs) is clearly recorded and made available to assist with planning for service provision within local communities.</p>   |   |
| <p>Page 73</p> <p><b>Recommendation 3:</b></p> <p>That KCC together with district and borough councils should:</p> <ul style="list-style-type: none"> <li>a. proactively engage with rail travel providers in Kent to determine the feasibility, cost and business benefits of incorporating off-peak rail travel into the Freedom Pass to enable more young people to make use of existing activities and facilities.</li> <li>b. proactively engage with bus travel providers to determine the feasibility, cost and business benefits of adding integrated (perhaps specific nights of the week) later bus</li> </ul> | <p>A report on the progress of the Freedom Card was presented to Cabinet in November 2009. This report identified potential developments for the scheme. At this point in time rail travel remains unlikely to be included as the cost implications are too great and rail companies are unwilling to participate at this stage.</p> <p>As the Freedom Pass has been rolled out across the county the Environment, Highways and Waste and bus service providers have been</p> |
|  | <p><b>Progress against original recommendations is unlikely however work continues to achieve some change.</b></p>  |

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| <p>services to enable more young people to make use of existing activities and facilities.</p> <p>c. consider the benefits and potential cost savings of combining the Freedom Pass with any (future planned) Leisure Card and for example, Library card. This should be considered alongside the concept of rewards for positive activities (e.g. encouraging use of healthy activities). (p53)</p> | <p>continually responding to service demands by putting on larger vehicles and extra services where necessary.</p> <p>The Communities Directorate Finance team has undertaken a scoping exercise to determine the costs involved in implementing a Leisure Pass. Solutions for this could take on a number of formats and include a range of functions. The implementation of a smart card system which both the local authority and parents could contribute funds to would incur administrative costs of £25 per person to run (circa £3.25m for all 13-19yr olds) and could also involve significant capital investment to increase the network of smart card machines at participating venues (an initial investment of £1m was required to equip buses with smart card machines). Whilst this level of investment is unlikely the Youth Service and the Reward Team are currently examining whether the contract with Asperity to provide staff discounts could also source activity discounts with local providers by using the existing Freedom Pass.</p> <p>Kent Youth County Council is currently researching the possibilities for a campaign to support the extension of the Freedom Pass to young people aged 16 and 17.</p> |
| <p><b>Recommendation 4:</b></p> <p>a. That to fully utilise available transport KCC directorates should cooperate to produce a register of passenger carrying vehicles (minibuses) that could potentially be shared with the</p>   | <p>Resources from Communities Directorate have been identified to undertake this task and work is currently underway to finalise a directory of available vehicles.</p>  |

Some progress made although more work to do.

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| <p>youth service and/or voluntary sector organisations for individual trips or on a more regular basis and that guidelines be produced for the use of such vehicles.</p> <p>b. That the Youth Service liaise with the Rural Regeneration Officer to determine whether links could be made to existing community transport schemes to provide assistance with transporting young people to leisure activities, or to investigate whether any joint funding arrangements could be of benefit.</p> <p>c. That there be a drive to recruit certified PC V drivers employed by KCC and partner organisations in Kent to register for occasional voluntary driving duties (subject to satisfactory CRB disclosure being in place) to assist the Youth Service's provision of sports/leisure activities to young people. Once established the Youth Service should assess the viability of extending the scheme to include affiliated and non-affiliated voluntary organisations.</p> <p><b>Recommendation 5:</b></p> <p>That the Youth Service and in particular the Diversity Team should liaise with the Analysis and Information Team to determine how Mosaic could enhance their work in terms of community profiling</p> | <p>The change in the framework of policy and funding for Rural Regeneration has put significant pressures on existing Community Transport schemes and expansion without considerable investment is not realistic. The Youth Service and Rural Regeneration Team are working together to influence the Integrated Transport Policy in order to reflect the needs of young people in isolated communities.</p> <p>A job description and recruitment process for volunteer drivers is currently being finalised and will be distributed via the Kent Volunteer network and also to partners through the district based Volunteer Driver networks.</p> |   |
|   | <p>The Youth Service is undertaking a pilot examination of two centres using Mosaic to examine its usefulness in supporting Community Needs Analysis processes. Appendix 2 shows the community profile around the two centres and once ContactPoint updates have been completed to the Youth Service MIS system postcodes will be extracted and mapped to examine where the</p>  | <p>Some progress with more work to do</p> |

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| <p>and targeting information. That the Analysis and Information Team determine whether Mosaic could incorporate data on Traveller communities.</p>   | <p>Youth Club Members originate from</p>  |
| <p><b>Recommendation 6:</b></p> <p>That KCC (Youth Service and others) should work with district partners including those in the voluntary and community sector to build upon the success of events such as Gifted Young Gravesham, those organised by Blade and Youth of Generation and explore opportunities to hold similar events elsewhere in the county.</p> | <p>Kent Youth Service remains dedicated to the development of Young People though the arts and during 2009/10 a large number of arts events were hosted and/or supported by Kent Youth Service and its partners across the county. Gifted Young Gravesham was delivered successfully again this year with plans for a similar event, Dartford Is Gifted, well under way. In addition the Youth Service hosted a Rhythmix weekend residential experience for young people wanting to develop their performance skills. The Service has also hosted 6 Kick Racism Out of Football events and also 6 events to celebrate LGBT history month in February – at each of these events young people are able to take part in forum theatre and practice other performance skills. The Youth Service also hosts 8 Try Angle awards ceremonies each year which both celebrate young people’s achievement and provide a platform for young people to perform.</p> <p>On 15<sup>th</sup> of August 2009 the Youth Service hosted a partnership Summer Diversity Festival which was attended by more than 1400 young people who were able to take part in a number of cultural and sporting activities whilst more than 30 young people’s acts were able to perform at the event and take part in talent shows, battle of the bands and workshops. The intention to hold a similar event in 2011 is dependant on securing external funding to do so.</p> |
| <p><b>Recommendation 7:</b></p> <p>That KCC adopts a policy of promoting positive language, perceptions and expectations of young people in all KCC</p>  | <p>A code of good practice has been established by the Communications and Media Centre to ensure that all departments recognise the importance of promoting a positive message about young people. This document can</p>  |

Progress complete

Progress complete

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| <p>publications and communications and encourages and engages with partners and the media to further this aim.</p>  | <p>be found at Appendix 1 and it is recommended that this be adopted.</p>   |                                 |
| <p><b>Recommendation 8:</b></p>   |   |                                 |
| <p>a. That meetings which are to involve young people are planned and structured in a young person-friendly format.</p> <p>b. That Youth Advisory Groups focus on strategic planning in their districts and extend invitations to, and renews efforts to engage, private and voluntary sector facility and activity providers as well as potential funders, in order to create opportunities for mutually beneficial discussions at YAG meetings.</p> <p>c. That KCC Members be encouraged to contribute towards local young people's transport funds from Members' Community Grants (and other available sources) to finance organised trips for young people from their local area, focusing on those who attend youth groups and projects.</p> | <p>The Youth Advisory Group Review established a new set of Terms of Reference for the groups, emphasising the importance of playing a key role in the strategic development of services for young people – and particularly positive activities – at a local level. As part of this review the Terms of Reference also requires the meaningful participation of young people and ensuring that they are able to engage fully in meeting structures.</p> <p>KCC Members Community Grants contributed directly towards work with young people in a variety of ways throughout the 2009/10 year. Full details of the spend of Members grants are available through the Community Engagement Team.</p> | <p><b>Progress Complete</b></p> |
| <p><b>Recommendation 9:</b></p>   |   |                                 |
| <p>a. That projects with an intergenerational theme should receive a high priority in decisions about funding in</p>  | <p>Kent Youth Service and partners prepared a bid for the 'Generations Together' programme which unfortunately proved unsuccessful. As a result the Service has included intergenerational work into its business planning</p>  | <p><b>Progress complete</b></p> |

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| <p>Kent in order to break down barriers and build community cohesion.</p> <p>b. That KCC should consider how intergenerational activity could be supported in other ways such as through the Staff Club and Staff Discount schemes.</p>   | <p>processes. This has resulted in a range of activities taking place such as young people supporting Silver Surfers, Allotment Projects and intergenerational video projects examining the views of local young and older people.</p>  |  |
| <p><b>Recommendation 10:</b></p> <p>That there should be increased opportunities for well motivated young people to shadow community leaders in order for them to gain experience of political life and leadership and that members of Kent County Council should take a lead in facilitating this.</p> | <p>Workshadowing opportunities to work alongside Council Officers and County Councillors, including Cabinet Members have been taken up by 7 young people and students and this opportunity is on offer through Legal &amp; Democratic Services as well as Kent Youth County Council. An offer for Members to shadow members of the Youth County Council has also been extended.</p> | <p><b>Progress complete</b></p>                          |
| <p><b>Recommendation 11:</b></p> <p>That Kent TV continues to provide young people with the opportunity to broadcast their interests and concerns and gain experience of TV and film production through the apprenticeship programme and the development of a dedicated broadcasting unit.</p>          | <p>Kent TV was decommissioned at the end of the 2009/10 financial year and whilst this means that a 'youth channel' is not possible Kent Youth Service continues to offer young people a range of opportunities to engage in media and film activities and develop broadcast and production skills and experience.</p>  | <p><b>No progress possible</b></p>                       |
| <p><b>Recommendation 12:</b></p> <p>a. Development of Togogo could include:</p> <ul style="list-style-type: none"> <li>Clear links to leisure listings for</li> </ul>   | <p>The re-development of Togogo has been significantly delayed due to the delays in completing the Kent.gov site – Togogo will be hosted on the same platform and by the same provider. The Youth Service has begun working</p>   | <p><b>Slow progress with more work to take place</b></p> |

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| <p>specific areas of interest such as cycling, parks, sports</p> <ul style="list-style-type: none"> <li>▪ Times dates of meetings/venue contacts</li> <li>▪ How to contact local Kent Youth County Councillor and Local Members of the County Council (by postcode look-up)</li> <li>▪ The facility to vote on youth-related proposals</li> <li>▪ Continually providing the opportunity for and proactively seeking out private and voluntary providers to invite listing</li> <li>▪ Interactive local maps showing private/voluntary/LA provision</li> <li>▪ Requesting that schools signpost Togogo on pupil VLEs (virtual learning environments screensaver and enabled in favourite sites) thus reaching every schoolchild</li> <li>▪ Advertising Togogo on the Freedom Pass/Kent Travel Card/Library Card</li> <li>▪ Allowing additional and selected advertising on the website (directly</li> </ul> | <p>with young people to identify views and opinions on developing the site however specific functional capabilities will not be clear until later in 2010.</p> <p>In order to aid the development of the Togogo and the adjoining database a part-time administrator has been assigned the task of updated and improving data quality. This is particularly crucial as the Kent Resource Directory, which provided a significant amount of the information for Togogo, has been withdrawn from service.</p> <p>A basic, voluntary survey has been running as a Polaroid on the existing togogo site asking for feedback on the ease of use and design of the site and also asking people to give their postcode to allow mapping against the re-developed site.</p> |
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| <p>leisure related) to generate revenue and show discount offers.</p> <ul style="list-style-type: none"> <li>• Liaising with the Children’s Disability Register co-ordinator to ensure that views and experience of disabled young people and their families help to make the site informative and relevant.</li> <li>b. Following an initial reluctance by young people to engage with Togogo its effectiveness in reaching a range of young people from different areas and backgrounds should be measured before and after development of the site by using a Mosaic to analyse users registering on the site with a postcode.</li> </ul> |   |
| <p><b>Recommendation 13:</b></p> <p>That KCC Innovations Team works with young people, supported by professional advisers to produce a policy and guidelines for the safe use of social networking sites (Facebook, Bebo etc) by young people, and that KCC work towards developing protocols for effective and appropriate use of social networking sites by youth work practitioners, other KCC staff and Members as well as members of Kent Youth County Council.</p>   | <p>A new policy for Internet Usage in Youth Centres and projects has developed which gives clear guidelines on how young people should be supported to gain the benefits of online communities whilst remaining safe. Additional guidelines support staff in ensuring their own personal and professional usage is appropriate and safe.</p> <p>A dedicated section of Knet gives clear guidance and direction on the use of Social Networking to promote KCC and its activities – in addition training to achieve a ‘social media license’ has been implemented allowing staff to achieve a corporate standard before using these tools.</p> |
| <p><b>Recommendation 14</b></p>  | <p><b>Progress complete</b></p>   |

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| <p>That KCC should investigate the implementation of an SMS texting service to notify young people of discounts and offers of free access to leisure activities.</p>  | <p>An SMS service exists and is available to use with the implementation of data handling processes to gain permission for the use of personal mobile phone numbers, however until such time as Togogo is redeveloped and/or future offers are able to be sourced through Asperity such a service would offer little value to young people. Resource to supply SMS services is yet to be identified.</p>   | <p>Some progress with more work to take place</p> |
| <p><b>Recommendation 15:</b></p> <p>That KCC should consider providing support to Oi! (provided there is a sustainable business plan) to enable more young people to benefit from the work experience and personal development it offers and for the magazine to reach and involve a greater number of young people across the county. This support might take the form of a regular advertising slot paid for by the Kent Youth Service and other directorates/service (particularly CFE Extended Services) to: publicise activities and the availability of other local youth provision, and get across important messages e.g. links to advice on internet safety.</p> | <p>A variety of KCC departments have used SOI to promote activities and examine issues, these include Kent Apprenticeships, CFE Participation team, the HOUSE partnership project, Kent Drug and Alcohol Action Team, Kent Sport Leisure and Olympics and Kent Youth Service. In addition the Try Angle Awards have become a national media partner of the magazine which involves a young person's story and nomination form being printed in each issue.</p> <p>The Youth Service has offered support and guidance to, and material for, Nubia magazine a publication developed with a particular focus on BME young people and currently in it's 10<sup>th</sup> issue.</p> | <p>Progress complete</p>                          |
| <p><b>Recommendation 16:</b></p> <p>That the Youth Service increases its engagement with the diverse range of services provided by the voluntary and community sector to ensure that the contribution of this sector can be fully acknowledged, mapped and taken into</p>   | <p>The completion of the YAG review and particularly the adoption of new terms of reference will allow an increased engagement with Voluntary Organisations in developing local services for young people.</p> <p>Kent Youth Service has renewed its Partnership Awards with 23 different voluntary sector groups to deliver a range of direct youth work across the</p>   | <p>Progress complete</p>                          |

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| <p>account in planning positive activities within an area.</p>  | <p>County and a further 10 groups to provide a range of support services to other Voluntary Organisations throughout Kent.</p> <p>During 2009/10 the Youth Service facilitated 2 training courses focusing on developing the capacity to manage integrated services with 12 places taken up by leaders from Voluntary Youth Organisations.</p>   |                                 |
| <p><b>Recommendation 17:</b></p> <p>That KCC, with its partners, considers how to increase the proportion of activities, as well as information advice and guidance, provided to young people in young-person centred surroundings, in locations accessible during evenings/weekends.</p> | <p>During 2009/10 Kent Youth Service took part in the DCSF led 'Open Weekend' during which all areas opened provision during the weekend. Currently some Youth Service Provision in each operational area is open Friday evenings and Saturday in addition to the wide range of residential opportunities offered across the County.</p> <p>Delivery of the partnership project HOUSE on the Move commenced in May 2010 taking advice, guidance and support to young people on Substance Misuse, Alcohol Abuse, Smoking Cessation and Sexual Health to a variety of locations around Kent and delivering services at times convenient for young people to access.</p> <p>Connexions Kent &amp; Medway Ltd has been awarded a new three year contract for the delivery of careers information advice and guidance with a requirement to examine how this can be done in closer integration with other partners and delivered in times and places where young people are keen to engage.</p> | <p><b>Progress complete</b></p> |