

**CORPORATE POLICY OVERVIEW AND SCRUTINY
COMMITTEE**

Friday, 24th September, 2010

10.00 am

**Council Chamber, Sessions House, County Hall,
Maidstone**





AGENDA

CORPORATE POLICY OVERVIEW AND SCRUTINY COMMITTEE

Friday, 24 September 2010 at 10.00 am Ask for: **Denise Fitch**
Council Chamber, Sessions House, County Telephone: **01622 694269**
Hall, Maidstone

Tea/Coffee will be available 15 minutes before the meeting

Membership (12)

Conservative (11): Mr E E C Hotson (Chairman), Mr R W Bayford, Mr D L Brazier,
Mr J R Bullock, MBE, Mr R B Burgess, Mr B R Cope, Mr R Frayne,
Mrs J P Law, Mr R J Parry, Mr J E Scholes, Mr M V Snelling,
Mrs J A Rook (Substitute) and Mrs A D Allen (Substitute)

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

Webcasting Notice

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

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

UNRESTRICTED ITEMS

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

Item No

A. COMMITTEE BUSINESS

- A1 Substitutes
- A2 Declaration of Interests by Members in items on the Agenda for this meeting.
- A3 Minutes - 1 July 2010 (Pages 1 - 8)

B. ITEMS FOR CONSIDERATION

- B1 Kent County Council's Contact Centre (Contact Kent and Consumer Direct South East) (Pages 9 - 20)
- B2 Financial Monitoring 2010/11 (Pages 21 - 38)

- B3 The Leader and Group Managing Directors update
- B4 Draft Towards 2010 Annual Report (Pages 39 - 68)
- B5 Bold Steps for Kent - Update (Pages 69 - 74)
- B6 Draft Annual Performance Report 2009/10 (Pages 75 - 114)
- B7 Core Monitoring (Pages 115 - 130)
- B8 Complaints, Comments and Compliments (Pages 131 - 174)
- B9 Internal Audit Progress Report (Pages 175 - 182)
- B10 KCC International Activities Annual Report 2009 -10 (Pages 183 - 214)
- B11 NHS White Paper 'Equality and excellence: liberating the NHS (Pages 215 - 218)

C. SELECT COMMITTEE WORK

- C1 Select Committees - update (Pages 219 - 220)

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, 16 September 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

**CORPORATE POLICY OVERVIEW AND SCRUTINY
COMMITTEE**

MINUTES of a meeting of the Corporate Policy Overview and Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 1 July 2010.

PRESENT: Mr E E C Hotson (Chairman), Mrs T Dean (Vice-Chairman), Mr R W Bayford, Mr D L Brazier, Mr R B Burgess, Mrs J P Law, Mr R J Parry, Mr J E Scholes, Mr M V Snelling and Mrs P A V Stockell (Substitute for Mr J R Bullock, MBE)

ALSO PRESENT: Mr P B Carter, Mr R W Gough, Mr A J King, MBE, Mr R A Marsh and Mr J D Simmonds

IN ATTENDANCE: Mr P Bole (Head Of I C T Commissioning), Miss J Clarke (Head of Communications), Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Ms D Fitch (Assistant Democratic Services Manager (Policy Overview)), Ms J Hill (Performance Manager), Ms C McKenzie (Greener Kent Manager), Ms L McMullan (Director of Finance), Mr T Molloy (Programme Manager - Office Transformation), Mrs T Oliver (Director of Strategic Development and Public Access), Mr D Shipton (Finance Strategy Manager), Mr D Smith (Head of Contact Centre), Mr N Warren (Consumer Monitoring Manager) and Mr G Wild (Director of Law and Governance)

UNRESTRICTED ITEMS

54. Minutes
(Item A3)

RESOLVED that the minutes of the meeting held on 8 April 2010 are correctly recorded and that they be published as a correct record.

55. Dates of meetings in 2011
(Item A4)

The Committee noted the dates of its meetings for 2011 as follows:-

Thurs, 13 January 2011
Thurs, 31 March 2011
Wed, 6 July 2011
Thurs, 22 September 2011
Thurs, 3 November 2011

It was noted that all meetings will start at 10.00am and may go on into the afternoon.

56. Chief Executive's Department Financial Outturn and Unit Operating Plan Outturn for 2009/10

(Item B1)

(1) Mr Shipton introduced the 2009/10 financial outturn report and Mrs Hill introduced the annual operating plan outturn information, for each of the Service Units within the Chief Executive's Department. The report brought together financial and key activity and performance outcome information in the same place.

(2) Members were 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.

(3) Mrs Dean congratulated the Legal Department on the income that they had generated for the County Council.

(4) Mr Wild explained the comparison between the London rates for solicitors compared with the blended rate of £90m per hour charge by the County Councils solicitors for external work. This rate was attractive to the public sector. External rates were higher than internal rates and generated a surplus. External work subsidised internal legal work which was charged at below cost. If the Legal Department only carried out internal work they would be operating at a loss.

(5) Mrs Dean suggested that the meeting of the IMG to assist with the development of the Budget might wish to look at four areas of minor overspend (Strategic Management, Centrally Managed Budgets, Central Policy and Performance, Improvement & Engagement), which were showing an overspend that was small financially but high in percentage terms. She also hoped that the large underspend on Public Consultation was due to an overestimation rather than a lack of consultation. It was confirmed that it was not due to a lack of consultation.

(6) In response to a question Mr McMullan confirmed that there was an internal audit programme. She offered to submit a report to the next meeting of the Committee on the Internal audit programme and how it impacted on the Chief Executives Department.

(7) The efficient way in which the Contact Centre dealt with calls was commended. It was suggested that consideration should be given to using an 01 number to access the centre so that mobile phone users with inclusive minutes could contact the Centre at no cost. Mrs Oliver explained that officers were currently exploring the use of an 03 number which was a low call number included in most mobile phone packages.

(8) The issue of the use of social media such as Twitter and Facebook was mentioned including the restrictions on access Facebook by officers unless a business case has been made. The excellent facility provided by Yammer and the opportunity that it provides for Members to set up community forums was highlighted by Members. Miss Clarke explained that in relation to officer access to Facebook it has always been possible to make a business case for access to it, there was ongoing work with Ms Beer to look at the whole issue of officer access to Facebook

and she would report back to Members when there were clear recommendations. Miss Clarke undertook to provide a briefing note for Member on the use of Yammer.

(9) Members asked a number of questions on the figures relating to Freedom of Information (FOI) enquires. Mr Wild explained that there was a significant cost in providing responses to FOI enquires. The cost of obtaining the information per request was £70 but this did not include the cost of administering the system. Officers were looking at ways of improving transparency and reducing the cost. It was important to supply a response that avoided the need for requesters to come back again for additional information.

(10) In response to a question on whether it was possible to move the performance indicator for paying invoices for small businesses to 14 days, Mr Shipton explained that the challenge with this would be identifying which invoices were from small businesses as this was not currently identified on the payments systems.

(11) Mr Dean congratulated Commercial Services on having their most successful year ever and referred to the impending retirement of Mr Harlock, Director of Commercial Services. It was agreed that the Committees best wishes to Mr Harlock on his retirement be recorded along with their thanks for the innovative work that he has carried out in Commercial Services to generate significant income for the County Council. She commended the work that he did to assist the Select Committee on Home to School Transport in formulating their recommendation to introduce the Freedom Pass.

(12) Mr Gough acknowledged that there were issues with the search engine for the new website and that work was ongoing to resolve these.

(13) In response to a question on the Members Portal, Mr King explained that the Member and Officer Information Group was looking at this issue along with a number of other issues but until the way was clear on how a central source of information for Members, Officers and others was to be provide the Members Portal project was deferred.

(14) In relation to the Information Group Mrs Dean referred to the Member focus groups that had been assisting to define what information Members required, and that all Members were welcome to contribute to these focus groups. An issue raised by these groups was whether there was a need to have a separate internet and intranet. The key challenge would be how to safeguard non public information on one website. Mr Bole stated that he had been asked by Mr Gough to produce a report on the cost of combining the internet and intranet sites.

(15) RESOLVED that :-

(a) the revenue and capital financial outturn for 2009/10 including rollovers for committed projects and changes to capital programme and the performance outturn for 2009/10 be noted.

(b) an IMG of this Committee be established to contribute to the development of the 2011/12 budget which will 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 Committee in November and January.

(c) a report be submitted to the next meeting of the Committee on the Internal Audit Programme and how it impacts on CED.

57. WorkPlace Transformation (formerly Better WorkPlaces) Update
(Item B2)

(1) Mrs Oliver and Mr Molloy introduce a report on WorkPlace Transformation (formerly known as Better WorkPlaces). This was a programme of change which aimed to ensure that KCC had the right buildings in the right places for the 21st century for contact with Kent residents and for officers, in conjunction with partner agencies, and to deliver real efficiencies (including reduced office costs). Since reporting to the Committee in early 2009, the programme had made significant progress, closing four office buildings during 2009, and preparing the ground for future changes. Directorates had continued to work in a coherent and consensual fashion based on an agreed series of protocols. The report updated Members on progress to date, future plans for the office estate under the Better WorkPlaces banner, and additional projects now being undertaken.

(2) In response to a question on Thistley Hill Dover, Mr Molloy explained that this was a former primary school that had been turned into offices in 2009. 200 officers were based there mainly from Adult Social Service and Children Families and Education, It provided a good open plan space with storage provision. The ability to expand this site was limited but with better flexible working there was no pressure for it to take additional officers.

(3) In relation to the option of using a Total Place solution for the officers displaced from Kings Hill, Mrs Oliver stated that the issue had been timescale and cost for partners. In order to maximise the £1m saving from Kings Hill there was not sufficient time to achieve this solution, nor would it have returned a significant saving, so officers would be relocated within the KCC estate. The scenario would be different in other areas.

(4) Mr Gough state that following the Total Place pilot lessons were being drawn from which could be taken forward. Mr Carter emphasised the importance of all public sector partners working together to explore how to take this forward.

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

58. Report on Contact Centre (Consumer Direct South East)
(Item B3)

(1) Mrs Oliver and Mr Smith introduced a report which advised the Committee of the latest position in relation to the future of Consumer Direct from April 2011 and detailed the actions taken to date to try and secure the future of the service.

(2) Mrs Oliver undertook to bring an update report on the Contact Centre to the next meeting of the Committee and Members would be invited to visit the Contact Centre prior to the Meeting.

(3) RESOLVED that the report and the comments made by Members be noted and a report be submitted to the September meeting of the POSC on the Contact Centre (preceded by a tour of the Contact Centre)

59. A Comprehensive Engagement Strategy for Kent County Council

(Item B4)

(1) Mrs Hill and Mr Warren introduced a report which set out the vision and principles developed for the Comprehensive Engagement Strategy including, three examples of consultation standards and invited Members to contribute any suggestions for standards they consider ought to be incorporated in the document when it was completed.

(2) Mr King explained that this was an ongoing piece of work and there was not currently clarity about what the government expected in this area. It was important to isolate the precise essentials of what we need to consult on to confirm with government policies in order to work in the most cost effective way. When the document came back to Members again it would be significantly different with the changes informed by the comments from this Committee and national guidance.

(3) Mr Carter emphasised the importance of working jointly with partners in relation to consultation and surveys in order to avoid duplication.

(4) Officers noted the need to review the Complaints, Compliments and Comments leaflet and to ensure that there was a balance across all three of these areas.

(5) In relation to the issue of trying to engage the public in strategic issues the example of the Minerals and Waste Development Framework, the public did not tend to want to comment at the strategic stage but when the results of the adoption of the plan effected them, they would then wish to have an input.

(6) Mrs Hill emphasised that the information received from consultations and surveys was centrally collated in an attempt to ensure that money was not being spent on obtaining information that the County Council already had.

(7) Mrs Dean expressed the view that two separate documents were needed, one for the public and one for officers. She suggested that the local member should be added to list of those who would decide on whether to inform, consult and involve (page 93). She did not accept that there may not be consultation on government advice or changes included in the election manifesto of the political party who lead the County Council (page 94).

(8) It was mentioned that some District Councils kept a list of organisations and who they represent, when they met etc, this information was required of organisations that engaged with the Council.

(9) RESOLVED that the progress being made in developing a Comprehensive Engagement Strategy for Kent County Council and the comments made by Members be noted.

60. Sustainability and Climate Change Update

(Item B5)

(1) Ms McKenzie introduced a report which provided the annual update of Kent County Council and the Chief Executive's Departments progress against the commitments in the KCC Environment Policy and ISO14001 Environmental Management System accreditation.

(2) Ms McKenzie explained that the different levels of business miles across the directorates was a reflection of their different types of business, for example Adult Social Services staff needed to go out and visit clients. That Directorate had however embraced BT Meetme and had reduced their business miles by 7%. A Member suggested that there should be a policy on BT Meetme which included a degree of compulsion.

(3) The need to have some rationalisation/co-ordination of multi agency meetings to ensure that the same people were not attending a number of meetings across County to discuss different matters was raised.

(4) In response to a question on the recycling of computers, Mr Bole explained that KCC's equipment was rented and regularly refreshed to ensure that the old equipment was still able to be redeployed by the supplier.

(5) An assurance was sought that when designing new schools consideration was given to the use of shutters and shading outside the building rather than installing air conditioning.

(6) In relation to the LASER's purchasing of electricity, Ms McKenzie confirmed that this used to have a green energy section but this was dropped as it was not cost effective.

(7) Mr King expressed the view that sustainability and climate change were areas in which we could achieve several wins in one go. These were making the County Council more efficient and make more people aware of what it was possible to do.

(8) The Chairman thanked Ms McKenzie and her team on gaining re-accreditation to ISO14001.

(9) RESOLVED that the overall progress made by KCC and CED, especially the re-accreditation to ISO14001 be noted and the approach for taking this forward as set out in paragraph 5 of the report be endorsed.

61. Information Systems Deployment

(Item B6)

(1) Mr Bole presented a report which provided an update on the use of information systems to support direct services. The scale and scope of the systems reflected the size and diversity of the County Council. There was a risk associated with keeping this number of systems integrated, as a small change in one area could have a knock on impact in other area(s). In such a large organisation it was

important to ensure that duplication was avoided. Opportunities to link systems with other public sector organisations were being explored to make effective use of resources.

(2) Mr Gough referred to the joint delivery of services, including ICT, with Reigate and Banstead Council which had recently been agreed. He referred to the attempt made by directorates a number of years ago to reduce their budget for ICT only to have to reinstate it in order to be able to deliver their services. He stated that it was possible to make short term savings in ICT but these tended to have costs in the longer term.

(3) Mrs Dean congratulated ISG officers for the efficient way in which they resolve IT problems reported to them.

(4) In response to a question on the apparently low number of PC's (14,000) Mr Bole explained that not all officers could make use of a PC and that there had been a shift in balance from desktop to mobile devices.

(5) Mr Bole explained that the regional data centre was part of ICT's capital programme. A lot of the County Councils ICT services were hosted in Docklands. He informed the Committee that Medway Council had moved into the former Lloyds of London data centre, in partnership with District Councils and ourselves it had been opened up as a public services data centre for Kent. This had resulted in savings from "Invest to Save" for all authorities involved. He stated that more savings could be made if health services participated.

(6) Reference was made to shared services in East Kent for revenue and benefits. Mr Bole confirmed that he was aware of this and was working with the Head of ICT at Canterbury CC, in conjunction with Reigate and Banstead Council on a initiative for the Cabinet Office. This was a pilot system for revenues and benefits that could be rolled out across the country. Mr Bole explained that one of the advantages of working with Reigate and Banstead Council was that it made the dialogue with DC colleagues easier as the County Council alone did not have the same overlap in systems use due to the difference in responsibilities.

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

62. Select Committees - update

(Item C1)

The Committee received a report which updated it on the current topic review programme. Also circulated with the report were minutes from a meeting of the Select Committee on Accessing Democracy which considered progress with its recommendations. Members were invited suggestions for future Select Committee topic reviews.

RESOLVED the:

(a) the progress made with the recommendations from the Select Committee review on Accessing Democracy be noted .

b) the Democratic Services officer for this POSC be advised of any items that Members would like to suggest for inclusion in the Select Committee topic review programme.

By: Roger Gough, Cabinet Member for Corporate Support Services & Performance Management
Tanya Oliver, Director of Strategic Development & Public Access

To: Corporate Policy Overview & Scrutiny Committee, 24 September 2010

Subject: Kent County Council's Contact Centre (Contact Kent and Consumer Direct South East)

Classification: Unrestricted

Summary: This report provides information for Members of the Policy Overview & Scrutiny Committee on the performance, staffing levels and funding of the Contact Centre and current developments. Consideration of the report at the meeting will be preceded by a tour of the Centre.

Introduction

1. Contact Kent was transferred from the site of the County Library at Springfield to its present location on the first floor of Invicta House nearly 6 years ago and currently supports 87 different services (see appendix a) on a 24 hours a day/7 days a week/365 days a year basis. The range of services provided varies from transferring callers to other parts of KCC to library book renewals, reporting pot-holes, arranging temporary housing for Maidstone BC residents and handling reporting of child protection concerns for both new and existing cases. This requires a high level of customer service skills, dealing with different needs and conversing with a wide range of callers.
2. This is set within a highly productive and disciplined environment in order to ensure a consistent quality service and to minimise the need to transfer callers to other parts of the organisation.
3. The centre also provides business continuity for District Councils and other parts of KCC, dealing with emergencies such as the disruption caused by the snow in January 2010.

Performance Overview

4. The table below shows the number of inbound calls handled for the top services in terms of volume:

| Adult Education | Blue Badges | Education Line (inc School Admissions) | Kent Highway Service | Kent Libraries | Registrations All | Social Services | Social Services OOH |
|-----------------|-------------|--|----------------------|----------------|-------------------|-----------------|---------------------|
| 66,740 | 48,790 | 53,663 | 150,071 | 186,399 | 127,906 | 77,203 | 36,458 |

In addition to inbound calls, in the last year the Centre dealt with:

- 93,463 outbound calls, and
- Lone worker support for 500 staff

5. Call Performance Information:

| Contact Kent Calls Performance | | Fiscal 09 / 10 | |
|---|-------------------|----------------|------------|
| Calls Offered | | 1,138,710 | |
| Calls Answered | | 1,074,312 | |
| Service Level Achieved (answered in 20 seconds) | | 82% | 80% Target |
| Calls Abandoned Total | | 64,398 | |
| Calls Answered | | 95% | 95% Target |
| Average Wait | Minutes : Seconds | 00:14 | |
| Average Abandon | Minutes : Seconds | 01:04 | |
| Average Handling | Minutes : Seconds | 02:19 | |

6. Consolidated multi-channel information

| All Channels | 2010 Forecast volumes |
|---|-----------------------|
| Calls Offered | 1,130,248 |
| Calls Answered | 1,073,310 |
| Other Contacts (Fax / Email / Post) | 122,686 |
| Web Channel Contacts (Specific To Contact Kent Services) | 3,342,945 |
| Face to Face (Total Customers Served) | 407,346 |
| Total Contacts (Calls Offered + Other Contacts + Web Views + Face to Face) | 5,055,273 |

7. Quality of service delivery:

- A measure of the successful performance of the centre is the number calls not transferred out of Contact Kent (known as the Depth of service). The current level is 74 %
- Customer satisfaction results show 96% of people are satisfied/very satisfied (11 services surveyed as per appendix b)

8. Service Level Agreements detailing delivery and measurement requirements on a professional basis are agreed, signed and in place with all major internal and external customers. Regular review meetings are held to assess the working relationship, to suggest improvements and to discuss any issues and concerns, with constructive feedback welcomed.

9. Contact Kent is a founder member of the Top 50 call centres for customer service, which is a quality benchmarking organisation for the public and private sector and includes organisations such as First Direct and Liverpool Direct. The Centre has won awards for Best Call Centre in 2009 (highly commended in 2010) and Best Training Team in 2010 (as assessed by the Good Communications Awards). It is also accredited to the Customer Contact Association (CCA) Global Standards, version 4. It was shortlisted for CCA quality awards in 2009 and 2010 (to be awarded November 2010) and the Guardian Awards in 2009

Staffing levels

10. Contact Kent employs 146 fte which covers the Contact Centre and includes 9 staff working in Gateways (all except Thanet). Included in this figure are 4 staff who are working from home as part of a remote working pilot. The current turnover level for advisers is 13% which compares favourably to the industry average of 18%*). Staff absenteeism for advisers is 4.47% (industry average is 7.8%*)

* Dimension Data's Global Contact Centre Benchmarking Report 2009

Budget information

11. The total Budget for Contact Kent this year is £3,269,200, consisting of £94k external to KCC revenue, £665,763 internal income and £2,509,437 base budget. The average cost per contact is currently £2.50, based on a cost per call minute of £1 and an average call handling time of 2.5 minutes. The out of hours cost per call is £21.20 (some of these costs are met by the £386k transferred to the Contact Kent base budget to pay for Social Services Out of Hours)

Current Strategy

12. Current initiatives include: -

- Piloting remote working, with 4 advisers currently working from home. This initiative will test the feasibility and practicalities for creating a virtual contact centre, linking other KCC locations (ie Gateways) and home workers with the main centre.
- Email/call blending, which has been trialled in Highways and has improved the response time from 48 hours to 1 hour and is estimated will save 1 fte when expanded to all services
- Interactive Voice Response and call back capacity, giving the option to segregate and automate calls in an emergency, ie dealing with information requests for gritting routes
- Virtual Private Network system that links District Councils, Kent Police, Kent Fire and Rescue, Medway Council and Primary Care Trusts through a telephone system that allows the free and quick transfer of calls between those organisations. This initiative allows callers to be

transferred to the correct organisation without the need to redial, thereby enhancing customer satisfaction and reducing costs.

- Customer Service Advisers are supporting the Gateway face to face service, using the Contact Kent infrastructure for training, performance management and support. This also underpins the multi-channel delivery by Contact Kent, supporting the channel shift strategy

13. To realise further cost savings, whilst improving access, the following services are being evaluated for transferring to Contact Kent: -

- Kent Contact and Assessment Service
- Children and Families Information Service
- ISG Help desk
- Employee Services Connect
- Initial enquiries for Fostering and Adoption
- Calls into Commercial Services' County Supplies

In addition, it is proposed that we encourage callers to use on-line services, instead of telephoning, which will free capacity to handle the new services with minimal extra resource.

Consumer Direct

14. This is a discrete service, operating separately from Contact Kent, but sharing the same infrastructure, dealing with Trading Standards enquiries for the South East of England. Managerial support, training, resource planning and performance management is also linked between the two. More details about this service were provided to the last POSC meeting.

Opportunities

15. Given the successful performance of the contact centre to date, there is now an opportunity to undertake a further study of all contacts made to KCC, to assess how they could be handled by Contact Kent

Recommendations

- To note the current high quality of customer service and performance of the Contact Centre
- To support the transfer of additional services into and through the contact centre, maximising efficiencies, service quality and customer satisfaction
- To support the direction that assessment undertaken by Contact Kent is as 'deep' as possible, reducing the need for future contact as measured by the first contact resolution rate (FCR).

Author Contact Details:

Derek Smith, Head of Contact Centre

✉ derek.smith@kent.gov.uk

☎ 01622 221410

| | Service | Telephone Number |
|-----|---|--------------------------|
| 1. | 247 Line | 08458 247 247 |
| 2. | Activmobs | 08458 247 247 |
| 3. | Adult Education | 0845 6065606 |
| 4. | Adult Education Emails | - |
| 5. | Amanda Honey Message Handling Line | Divert from AH Office |
| 6. | Archives | 01622 694363 |
| 7. | Armed Services Community Helpline | 08458 247 106 |
| 8. | Blue Badges | 01622 605020 |
| 9. | Blue Badges Emails / White Mail | - |
| 10. | Carer's Emergency Line | 08458 247 105 |
| 11. | Carer's Emergency Line – Medway | 08458 247 105 |
| 12. | Chief Executive's Message Handling Line | Divert from CEO Team |
| 13. | Clover House Switchboard | Divert from Clover House |
| 14. | Common Land Searches | - |
| 15. | Contact Kent Lone Safe | - |
| 16. | Countryside Access Wardens | 0845 345 0210 |
| 17. | County Hall Emails | - |
| 18. | Education Line | 01622 696565 |
| 19. | E Gov / Internet Support | - |
| 20. | Emergency Line; Animal Transportation | 01622 692102 |
| 21. | Emergency Line; Emergency Registrations | 01622 692102 |
| 22. | Emergency Line; Civil Funerals | 01622 692102 |
| 23. | Emergency Line; Highways OOHs | 01622 692102 |
| 24. | Environment & Waste | 08458 247 600 |
| 25. | Environment & Waste Online Shop | - |
| 26. | External Switchboard | 01622 671411 |
| 27. | Floating Support | 08458 247 100 |
| 28. | FirstCall | 08458 247 703 |
| 29. | Further Education Awards | 08458 247 247 |
| 30. | Gateway Support Line | 08458 247 202 |
| 31. | Help Line | 0800 225510 |

| | | |
|------------|---|-------------------------------|
| 32. | HQ Building Receptions | Internal 3999 |
| 33. | Internal Switchboard | 01622 671411 |
| 34. | KCC Property Services | 0845 3000346 |
| 35. | KDAAT | 08458 247 104 |
| 36. | Kent Business Centre | 08458 247 902 |
| 37. | Kent Citizenship Ceremonies | 08458 247 400 |
| 38. | Kent Citizenship; Nationality Check In | 08458 247 400 |
| 39. | KCAP Information Line | 08458 247 247 |
| 40. | KCC Campaign Line - TCP | 08458 247 902 |
| 41. | KCC Campaign Line - Childminder Conferences | 08458 247 701 |
| 42. | Kent Libraries | Various |
| 43. | KCC User Survey | 0800 2986002 |
| 44. | Kent Health Watch | 08458 247 103 |
| 45. | Kent Health Watch Emails | - |
| 46. | Kent Highway Service | 0845 3032500 08458 247 800 |
| 47. | Kent Highway Service Emails | - |
| 48. | Kent Highway Service – Speed Awareness Course | 08458 247 800 |
| 49. | Kent Report Line; Unauthorised Encampments | 0845 3450210 |
| 50. | Kent Report Line; Waste Management | 0845 3450210 |
| 51. | Kent Residents Panel | 0800 0930522 |
| 52. | Kent Savers | 0300 456 9990 |
| 53. | KFM Helpdesk | 7000 6200 |
| 54. | KFM Helpdesk Emails | - |
| 55. | Kings Hill Switchboard | 01732 525000 |
| 56. | Kroner House Switchboard | Divert from Kroner House |
| 57. | Magistrates Enquiry Line | 08458 247 305 |
| 58. | Maidstone Borough Council Out Of Hours | Divert from MBC |
| 59. | No Use Empty Initiative | 08458 247 605 |
| 60. | Operation Stack Hotline | 08458 247 801 |
| 61. | Payment Enquiries | 01622 694808 |
| 62. | Pensions Campaigns | 08458 247 901 |
| 63. | Pensions Campaigns Emails | - |

| | | |
|------------|---|---------------------------|
| 64. | Planning Applications | 08458 247 303 |
| 65. | Recruitment | 08458 247 904 |
| 66. | Recruitment Emails | - |
| 67. | Registration Of Births & Deaths | 08458 247 400 |
| 68. | Registration – Coroner’s Enquiries | 08458 247 400 |
| 69. | Registration Of Weddings / Civil Partnerships | 08458 247 400 |
| 70. | Schools Admissions & Transport | 01622 696565 |
| 71. | Social Service Appropriate Adult | 0845 7626777 |
| 72. | Social Service Drug Intervention | 08458 247 104 |
| 73. | Social Service General 247 | 08458 247 100 |
| 74. | Social Service 247 100 Self Assessment | 08458 247 100 |
| 75. | Social Service 247 100 Pre Paid Card | 08458 247 100 |
| 76. | Social Service 247 Domiciliary Charging | 08458 247 100 |
| 77. | Social Service Social Care Billing | 08458 247 100 |
| 78. | Social Services | 01622 605609 |
| 79. | Social Services E Mails | - |
| 80. | Social Services Out of Hours | 0845 7626777 |
| 81. | Swift Emergency Report Helpline | 08458 247 100 |
| 82. | TextBox | 08458 247905 |
| 83. | Thistley Hill Switchboard | Divert from Thistley Hill |
| 84. | Travel Warrants | 08458 247 247 |
| 85. | Travel Warrants Emails | - |
| 86. | Tunbridge Wells Borough Council Out Of Hours | Divert from TWBC |
| 87. | Web Services | 08458 247 304 |

This page is intentionally left blank

Stats

How confident were you before you contacted KCC that your enquiry/service request would be handled to your satisfaction?

| | |
|--------------------|----|
| 1 - Very Confident | 35 |
| 2 - Confident | 46 |
| 3 - No Expectation | 16 |
| 4 - No confidence | 3 |

After contacting KCC, how confident are you that we would be able to handle a similar enquiry/service request to your satisfaction in future?

| | |
|--------------------|----|
| 1 - Very Confident | 56 |
| 2 - Confident | 33 |
| 3 - No Expectation | 5 |
| 4 - No confidence | 6 |

How long would you normally be prepared to wait for KCC to answer the telephone?

| | |
|---------------|----|
| < 60 seconds | 2 |
| 1 - 2 minutes | 44 |
| 2 - 3 minutes | 17 |
| 3 - 4 minutes | 4 |
| > 4 minutes | 1 |

How quickly would you expect a reply to an email?

| | |
|-------------|----|
| < 24 hours | 26 |
| 1 - 2 days | 51 |
| 2 - 7 days | 11 |
| 1 - 2 weeks | 3 |
| 2 - 4 weeks | 0 |
| > 4 weeks | 0 |

How long did you have to wait to speak to an advisor?

| | |
|--------------------------|----|
| 1 - Answered Immediately | 44 |
| 2 - Short Wait | 53 |
| 3 - Long Wait | 2 |
| 4 - Very Long Wait | 1 |

Thinking about any pre-recorded messages, how clear and easy to understand were they?

| | |
|-------------------------------------|----|
| 1 - Very Clear / Easy to understand | 50 |
| 2 - Clear | 46 |
| 3 - Quiet / Hard to understand | 3 |
| 4 - Didn't Understand / Complicated | 0 |

| | |
|--------------------------------------|----|
| Did the advisor give you their name? | |
| Yes | 93 |
| No | 6 |

| | |
|---|----|
| Did you have to be referred/transferred for your enquiry to be completed? | |
| Yes | 40 |
| No | 59 |

| | |
|--|----|
| Did you contact KCC because something that you had read or been told required further information? | |
| Yes | 13 |
| No | 88 |

| | |
|--|----|
| Had you tried to contact KCC before, but the contact details you had were incorrect or you couldn't get through to the right person? | |
| Yes | 11 |
| No | 90 |

| | |
|--|----|
| Were you asked for information you had previously given KCC? | |
| Yes | 8 |
| No | 90 |

| | |
|---|----|
| Did you contact KCC to find out the position on an outstanding service request or because you hadn't received a service you were expecting? | |
| Yes | 16 |
| No | 85 |

| | |
|--|----|
| Had you previously tried to contact KCC but couldn't get through or gave up waiting? | |
| Yes | 4 |
| No | 92 |

| | |
|-------------|----|
| Gender | |
| Male | 26 |
| Female | 65 |
| No Response | 0 |

| | |
|--|----|
| In which of the following age bands do you fall? | |
| 16 - 24 | 0 |
| 25 - 34 | 4 |
| 35 - 44 | 17 |
| 45 - 54 | 20 |
| 55 - 59 | 13 |
| 60 - 64 | 14 |
| 65+ | 30 |

| | |
|-------------------------------|----|
| What is your ethnic group? | |
| White British | 89 |
| No Response | 1 |
| Chinese | 1 |
| Mixed White and Black African | 1 |
| Other ethnic group | 3 |

| | |
|--|----|
| Do you have any longterm illness. health problem or disability which prevents you accessing council services | |
| Yes | 6 |
| No | 91 |
| No Response | 0 |

| | |
|--|----|
| Thinking about the last time you contacted the council, what service did you want? | |
| Adult Education | 5 |
| Blue Badges | 15 |
| Education | 5 |
| Environment and Waste | 2 |
| Kent Highways | 31 |
| Kent Report Line | 2 |
| Libraries | 27 |
| Recruitment | 1 |
| Archives | 1 |
| Registrations | 8 |
| Social Services | 1 |

| | |
|--|----|
| How satisfied were you overall with the way your call was handled? | |
| 1 - Very Satisfied | 65 |
| 2 - Satisfied | 30 |
| 3 - Neither Satisfied nor Dissatisfied | 2 |
| 4 - Not Satisfied | 2 |

| | |
|----------------------------------|----|
| How did you rate the advisor? | |
| 1 - Excellent / High Skilled | 60 |
| 2 - Good / Skilled | 37 |
| 3 - Average / Reasonably Skilled | 1 |
| 4 - Poor / Low Skilled | 1 |

This page is intentionally left blank

TO: Corporate Policy Overview & Scrutiny Committee – 24th September 2010

BY: Paul Carter, Leader
 Alex King, Deputy Leader
 John Simmonds, Cabinet Member for Finance
 Roger Gough, Cabinet Member for Corporate Support Services & Performance Management
 Alan Marsh, Cabinet Member for Public Health & Innovation
 Katherine Kerswell, Group Managing Director

SUBJECT: Financial Monitoring 2010/11

Classification: Unrestricted

Summary:

Members of the POSC are asked to note the first quarter's budget monitoring report for 2010/11 which was reported to Cabinet on 13th September 2010.

FOR INFORMATION

1. Introduction

1.1 This is a regular report to this Committee on the forecast outturn for Chief Executive's Department and Financing Items budgets within the Corporate Services portfolios.

2. Forecast Outturn

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 quarter's monitoring report for 2010/11 was presented to Cabinet on 13th September and the annexes for the Chief Executive's Department and Financing Items are attached to this report.

2.2 This is the first in-year budget monitoring report we have been able to bring to the POSC based on the first full quarter's spending (April to June) report to Cabinet. The previous exception report for May was not reported to Cabinet until 12th July which was after the July round of POSC meetings. The May exception report mainly dealt with the impact of the in-year reductions in Government grants. The only impact for this POSC was the change in the cash limit within Financing Items to increase the draw down from reserves by £1.964m to £5.425m to cover the reductions in some grants.

2.3 Revenue

Chief Executives Department

2.3.1 The first quarter's report includes the following significant variations from the approved budget:

- a) Additional income generation of £797k within Legal Services from both external and internal clients offset by additional spend of £390k on disbursements on behalf of

clients and £189k on staff and other costs necessary to carry out the additional work, resulting in a net under spend of £218k.

- b) A saving of £240k within Property Group from not renewing the lease on 17 Kings Hill Avenue offset by planned additional one-off expenditure on minor adaptations to other buildings to increase capacity to accommodate displaced staff. Any net savings once costs of alternative accommodation are finalised would accrue to directorates as the County Office budget is delegated.
- c) An under spend of £127k on staff in the contact centre delivering Consumer Direct service due to not filling vacancies until uncertainties over the future of this contract are resolved. At this stage we have taken a prudent view on income from the quality bonus which offsets this under spending.
- d) Additional spending and income of £560k within Information Services Group on “pay as you go” projects.
- e) Under spends in Finance Group due to a freeze on filling vacancies in Insurance and Pensions sections. These under spends are offset by reduced draw down from the insurance and pension funds.

2.3.2 The overall impact is a net forecast under spend of £213k.

2.3.3 The support element of Chief Executive’s Department budgets has been delegated to service directorates. This means any over or under spends on the support elements will feature in directorate budget monitoring. At this stage none of the variations outlined above have any impact on delegated support service budgets.

Financing Items

2.3.4 The only variation was identified as part of the May exception report and relates to the write down of £1.016m in 2010/11 from the £4.024m discount saving on the debt restructuring undertaken at the end of 2008/09. There will be a further write down of the remaining discount saving of £0.646m in 2011/12 and 2012/13. As planned this saving is being transferred to the Economic Downturn Reserve leaving the balanced position currently forecast.

2.4 Capital

2.4.1 We are forecasting an additional £1.728m of spending on projects within the Corporate Support and Performance Management portfolio relating to £1.528m renewal of vehicles plant and equipment within Commercial Services (funded from renewals fund) and £0.2m on modernisation of the office estate (funded from reserves).

3 Recommendations

3.1 Members of the POSC are asked to note the projected outturn for the Chief Executive’s Department and Financing Items for 2010/11 based on the first quarter’s monitoring report to Cabinet.

Background Documents:

- 1) Cabinet 13th September 2010 – Revenue and Capital budgets, Key Activity and Risk Monitoring

Officer Contact:

Dave Shipton
Finance Strategy Manager
Ext. 4597

CHIEF EXECUTIVES DIRECTORATE SUMMARY JULY 2010-11 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

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

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the budget was set to reflect the adjustments required as a result of the in year grant reductions as reported to Cabinet in July, the addition of £0.461m of roll forward from 2009-10, as approved by Cabinet on 14 June 2010 and a number of technical adjustments to budget.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 2 of the executive summary.

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

| Budget Book Heading | Cash Limit | | | Variance | | | Comment |
|---|---------------|----------------|--------------|------------|-------------|--------|----------|
| | G | I | N | G | I | N | |
| | £'000s | £'000s | £'000s | £'000s | £'000s | £'000s | |
| Localism & Partnerships portfolio | | | | | | | |
| Democratic Services: | | | | | | | 0 |
| - core service | 4,892 | -3 | 4,889 | 5 | -5 | | 0 |
| - support to directorates | 260 | -260 | 0 | 0 | 0 | | 0 |
| TOTAL Democratic Services | 5,152 | -263 | 4,889 | 5 | -5 | | 0 |
| International Affairs Group | 572 | -35 | 537 | 13 | -13 | | 0 |
| Kent Partnerships | 414 | -48 | 366 | -1 | 1 | | 0 |
| County Council Elections | 255 | | 255 | 0 | 0 | | 0 |
| Public Consultation | 100 | | 100 | 0 | 0 | | 0 |
| Provision for Member Community Grants | 853 | | 853 | 0 | 0 | | 0 |
| Local Scheme Spending recommended by Local Boards | 468 | | 468 | 0 | 0 | | 0 |
| District Grants for Local Priorities | 808 | | 808 | 0 | 0 | | 0 |
| Budget Managed by this portfolio | 8,622 | -346 | 8,276 | 17 | -17 | | 0 |
| Less Support Costs delegated to Service Directorates | -260 | 260 | 0 | 0 | 0 | | 0 |
| Total L&P portfolio | 8,362 | -86 | 8,276 | 17 | -17 | | 0 |
| Corporate Support & Performance Management portfolio | | | | | | | |
| Personnel & Development: | | | | | | | 0 |
| - core service & PAYG activity | 6,912 | -5,254 | 1,658 | 83 | -83 | | 0 |
| - support to directorates | 3,679 | -3,679 | 0 | 0 | 0 | | 0 |
| TOTAL P&D | 10,591 | -8,933 | 1,658 | 83 | -83 | | 0 |
| Business Solutions & Policy: | | | | | | | |
| - ISG core service & PAYG activity | 14,857 | -12,741 | 2,116 | 664 | -664 | | 0 |
| - ISG support to directorates | 15,130 | -15,130 | 0 | 0 | 0 | | 0 |
| - Central Policy | 656 | 0 | 656 | 0 | 0 | | 0 |
| - Performance, Improvement & Engagement | 691 | | 691 | 17 | -17 | | 0 |
| TOTAL Business Solutions | 31,334 | -27,871 | 3,463 | 681 | -681 | | 0 |

| Budget Book Heading | Cash Limit | | | Variance | | | Comment |
|---|----------------|----------------|---------------|--------------|---------------|-------------|---|
| | G | I | N | G | I | N | |
| | £'000s | £'000s | £'000s | £'000s | £'000s | £'000s | |
| Finance Group: | | | | | | 0 | |
| - Procurement & Audit | 320 | -34 | 286 | 2 | -4 | -2 | |
| - Audit support to directorates | 735 | -735 | 0 | 0 | 0 | 0 | |
| TOTAL Audit & Procurement | 1,055 | -769 | 286 | 2 | -4 | -2 | |
| Property Group: | | | | | | | |
| - core service | 5,870 | -4,430 | 1,440 | 87 | -87 | 0 | Saving on 17 KHA rent offset by costs for redeployments |
| - support to directorates | 5,443 | -5,443 | 0 | 0 | 0 | 0 | |
| TOTAL Property Group | 11,313 | -9,873 | 1,440 | 87 | -87 | 0 | |
| Legal Services | 6,789 | -7,764 | -975 | 579 | -797 | -218 | £390k disbursements costs & income; addt costs & income from trading activities |
| Strategic Management Unit | 430 | | 430 | 0 | 0 | 0 | |
| Kent Works | 0 | 0 | 0 | 6 | 1 | 7 | |
| Corporate Communications | 1,423 | -217 | 1,206 | -83 | 83 | 0 | |
| Strategic Development Unit | 2,804 | -687 | 2,117 | -21 | 21 | 0 | |
| Contact Kent | 5,517 | -2,248 | 3,269 | -144 | 144 | 0 | Consumer Direct vacancies off-set by reduced income |
| Centrally Managed Budgets | 2,201 | -184 | 2,017 | 20 | -22 | -2 | |
| Support Services purchased from CED | 4,094 | | 4,094 | 0 | 0 | 0 | |
| PFI Grant | | -605 | -605 | 0 | 0 | 0 | |
| Dedicated Schools Grant | | -4,289 | -4,289 | 0 | 0 | 0 | |
| Budget Managed by this portfolio | 77,551 | -63,440 | 14,111 | 1,208 | -1,421 | -213 | |
| Less Support Costs delegated to Service Directorates | -24,987 | 24,987 | 0 | 0 | 0 | 0 | |
| Total CS&PM | 52,564 | -38,453 | 14,111 | 1,208 | -1,421 | -213 | |
| Finance Portfolio | | | | | | | |
| Finance Group: | | | | | | | |
| - core service | 6,015 | -4,046 | 1,969 | -280 | 280 | 0 | Vacancies held & reduced drawdown from Funds |
| - support to directorates | 1,577 | -1,577 | 0 | 0 | 0 | 0 | |
| TOTAL Finance Group | 7,592 | -5,623 | 1,969 | -280 | 280 | 0 | |
| Less Support Costs delegated to Service Directorates | -1,577 | 1,577 | 0 | 0 | 0 | 0 | |
| Total Finance portfolio | 6,015 | -4,046 | 1,969 | -280 | 280 | 0 | |
| TOTAL CORPORATE POSC | 66,941 | -42,585 | 24,356 | 945 | -1,158 | -213 | |
| Public Health & Innovation portfolio | | | | | | | |
| Kent Department of Public Health | 944 | -377 | 567 | 31 | -31 | 0 | |
| Total Public Health & Innovation portfolio | 944 | -377 | 567 | 31 | -31 | 0 | |
| Total Directorate Controllable | 67,885 | -42,962 | 24,923 | 976 | -1,189 | -213 | |
| Assumed Management Action: | | | | | | | |
| - L&P portfolio | | | | | | 0 | |
| - CS&PM portfolio | | | | | | 0 | |
| - Finance portfolio | | | | | | 0 | |
| - PH&I portfolio | | | | | | 0 | |
| Forecast after Mgmt Action | | | | 976 | -1,189 | -213 | |

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

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

Corporate Support & Performance Management portfolio:

- 1.1.3.1 Information Systems (Business Solutions & Policy): Variances on gross spend (**+£560k**) and income (**-£560k**) reflect the increased demand for additional IT Pay-as-you-go projects. Project demand is difficult to predict during budget setting.
- 1.1.3.2 Property: Workplace Transformation: Variance on Gross Spend (**-£240k**) is generated from saving the 4th quarter's rent for 17 Kings Hill Avenue, due to the closure of that office in December 2010. There is also a gross variance of **+£240k** due to uncertainty around the total costs of one-off alterations and cabling costs to existing buildings needed to expand occupancy to accommodate these displaced staff. As the costs are finalised, any saving remaining will accrue to the Directorates as County Office rents is a fully delegated budget.
- 1.1.3.3 Legal Services: Variances on gross spend (**+£189k**) and income (**-£407k**) reflect the additional work that the function has taken on over and above that budgeted for, responding to both internal and external demand. Variances of (**+/-£390k**) are due to increased costs & their recovery for Disbursements.
- 1.1.3.4 Contact Kent – Consumer Direct: Variance on gross spend of (**-£127k**) reflects the holding of staff vacancies until the decision has been announced on the awarding of the new contract in December 2010. If awarded, staff will be recruited in the new year. Variance on income (**+£140k**) is due to the uncertain nature of being able to achieve the 'quality bonus' income. This position will become clearer as the year progresses and more statistics become available. We are currently taking a prudent view.

Finance portfolio:

- 1.1.3.5 Pensions & Insurance Teams: Variance on gross spend (**-£298k**) has arisen due to a freeze on recruitment to staff vacancies in the Pensions and Insurance teams. A corresponding variance on income (**+£298k**) is due to the reduced drawdown from the Pension and Insurance Funds.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

| Pressures (+) | | | Underspenders (-) | | |
|---------------|--|--------|-------------------|---|--------|
| portfolio | | £000's | portfolio | | £000's |
| CSPM | Information Systems costs of additional pay as you go activity | +560 | CSPM | Information Systems income from additional pay as you go activity | -560 |
| CSPM | Legal Services increased costs of Disbursements | +390 | CSPM | Legal income resulting from additional work (partially offset by increased costs) | -407 |
| FIN | Reduced drawdown from Pension & Insurance funds to reflect reduced salary costs | +298 | CSPM | Legal Services increased income relating to Disbursements | -390 |
| CSPM | Workplace Transformation - Possible one-off costs re: alterations for displacements from Kings Hill Avenue | +240 | FIN | Vacancy freeze within pensions & insurance | -298 |
| CSPM | Legal services cost of additional work (offset by increased income) | +189 | CSPM | Workplace Transformation - 4th Qtr rent for 17 King's Hill Avenue | -240 |
| CSPM | Contact Kent - Consumer Direct unlikely to achieve quality bonus | +140 | CSPM | Contact Kent - Consumer Direct holding vacancies | -127 |
| | | | | | |
| | | +1,817 | | | -2,022 |

1.1.4 Actions required to achieve this position:

N/A

1.1.5 Implications for MTP:

The base budget implications of issues identified in this monitoring report will be a call on the amounts identified in the 2010/13 MTP as emerging pressures in 2011/12 and 2012/13. The details of individual amounts will be included when the revised plan is published for consultation in January 2011 together with any new pressures forecast for 2011/12 and 2012/13. There are no significant issues for the CED portfolios arising from 2010/11 budget monitoring.

The revised MTP will include proposals on how the in-year cuts in Government grants will be accommodated in base budgets once it has been confirmed that these reductions are permanent, following the announcement of the provisional local government finance settlement for 2011/12 which we anticipate will be in late November/Early December. The revised plan will also include the strategy to address the likely reductions in funding over the lifetime of the current parliament following the Chancellor's emergency budget statement on 22nd June in which he outlined his plans to address the national budget deficit.

1.1.6 Details of re-phasing of revenue projects:

None identified at the moment.

1.1.7 Details of proposals for residual variance: [eg roll forward proposals; mgmt action outstanding]

This section should provide details of the management action outstanding, as reflected in the assumed management action figure reported in table 1 – detailed by portfolio.

1.2 CAPITAL

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

The capital cash limits have been adjusted since last reported to Cabinet on 12th July 2010, as detailed in section 4.1 of the report to Cabinet.

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

| | Prev Yrs Exp £000s | 2010-11 £000s | 2011-12 £000s | 2012-13 £000s | Future Yrs £000s | TOTAL £000s |
|--|-----------------------|------------------|------------------|------------------|---------------------|----------------|
| Corporate Support Services & Performance Management | | | | | | |
| Budget | 18,576 | 16,078 | 9,317 | 9,549 | 2,663 | 56,183 |
| Adjustments: | | | | | | |
| - completed projects | -9,623 | | | | | -9,623 |
| | | | | | | 0 |
| Revised Budget | 8,953 | 16,078 | 9,317 | 9,549 | 2,663 | 46,560 |
| Variance | | 1,758 | 44 | -74 | 0 | 1,728 |
| split: | | | | | | |
| - real variance | | +1,728 | | | | +1,728 |
| - re-phasing | | +30 | +44 | -74 | | 0 |
| | | | | | | |
| Localism & Partnerships Portfolio | | | | | | |
| Budget | 659 | 503 | 500 | 500 | 0 | 2,162 |
| Adjustments: | | | | | | |
| - completed projects | -659 | | | | | -659 |
| | | | | | | 0 |
| Revised Budget | 0 | 503 | 500 | 500 | 0 | 1,503 |
| Variance | | 0 | 0 | 0 | 0 | 0 |
| split: | | | | | | |
| - real variance | | 0 | 0 | 0 | 0 | 0 |
| - re-phasing | | 0 | 0 | 0 | 0 | 0 |
| | | | | | | |
| Directorate Total | | | | | | |
| Revised Budget | 8,953 | 16,581 | 9,817 | 10,049 | 2,663 | 48,063 |
| Variance | 0 | 1,758 | 44 | -74 | 0 | 1,728 |
| | | | | | | |

| | | | | | | |
|----------------------|----------|---------------|------------|------------|----------|---------------|
| Real Variance | 0 | +1,728 | 0 | 0 | 0 | +1,728 |
| Re-phasing | 0 | +30 | +44 | -74 | 0 | 0 |

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2010-11 and identifies these between projects which are:

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

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

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

All real variances are explained in section 1.2.5, together with the resourcing implications.

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

| portfolio | Project | real/ phasing | Project Status | | | |
|--|---------------------|------------------|----------------------|----------------------|---------------------|----------------------|
| | | | Rolling Programme | Approval to Spend | Approval to Plan | Preliminary Stage |
| | | | £'000s | £'000s | £'000s | £'000s |
| Overspends/Projects ahead of schedule | | | | | | |
| CSS&PM | Commercial Services | real | 1528 | | | |
| | | | +1,528 | +0 | +0 | +0 |
| Underspends/Projects behind schedule | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | 0 | -0 | -0 | -0 |
| | | | +1,528 | -0 | | -0 |

1.2.4 Projects with real variances, including resourcing implications:

There is a real variance of +£1.728m (in 2010-11) which is detailed as follows:

Modernisation of Assets +£0.200m (in 2010-11): additional work has been identified throughout the County Office estate which will be fully funded through a drawdown of reserves in order to make a revenue contribution to capital outlay.

Commercial Services VPE +£1.528m (in 2010-11): this will be matched by an increased contribution from their Renewals Fund so there is no funding implication.

Taking these into account, there is no underlying variance.

1.2.5 General Overview of capital programme:

- (a) Risks
N/A
- (b) Details of action being taken to alleviate risks
N/A

1.2.6 Project Re-Phasing

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

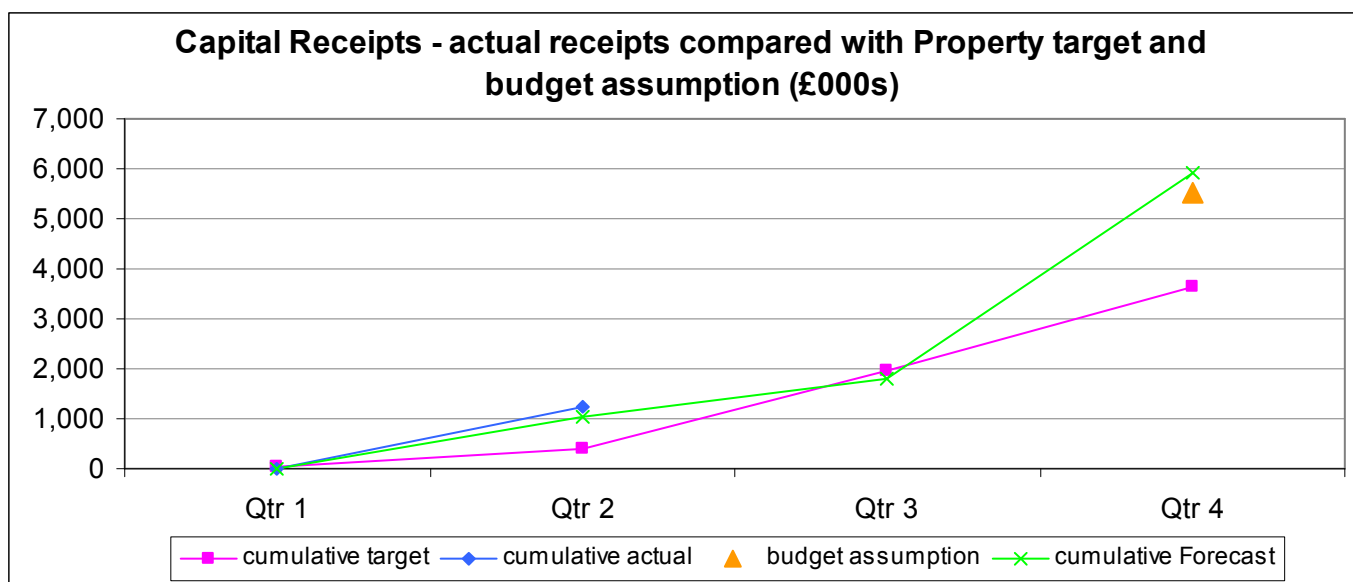
None

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Capital Receipts – actual receipts compared to budget profile:

| | 2010-11 | | | |
|--------------------|------------------------------------|------------------------------------|-------------------------------------|---------------------------------------|
| | Budget funding assumption £000s | Cumulative Target Profile £000s | Cumulative Actual Receipts £000s | Cumulative Forecast receipts £000s |
| April - June | | 36 | 0 | 0 |
| July - September | | 399 | 1,250 | 1,035 |
| October - December | | 1,960 | | 1,785 |
| January - March | | 3,630 | | 5,915 |
| TOTAL | 5,503 | 3,630 | 0 | 5,915 |

The cumulative target profile shows the anticipated receipts at the start of the year totalled £3.630k. The difference between this and the budget funding assumption is mainly attributable to timing differences between when the receipts are anticipated to come in and when the spend in the capital programme will occur. There are banked receipts achieved in prior years which were not required to be used for funding until 2010-11.

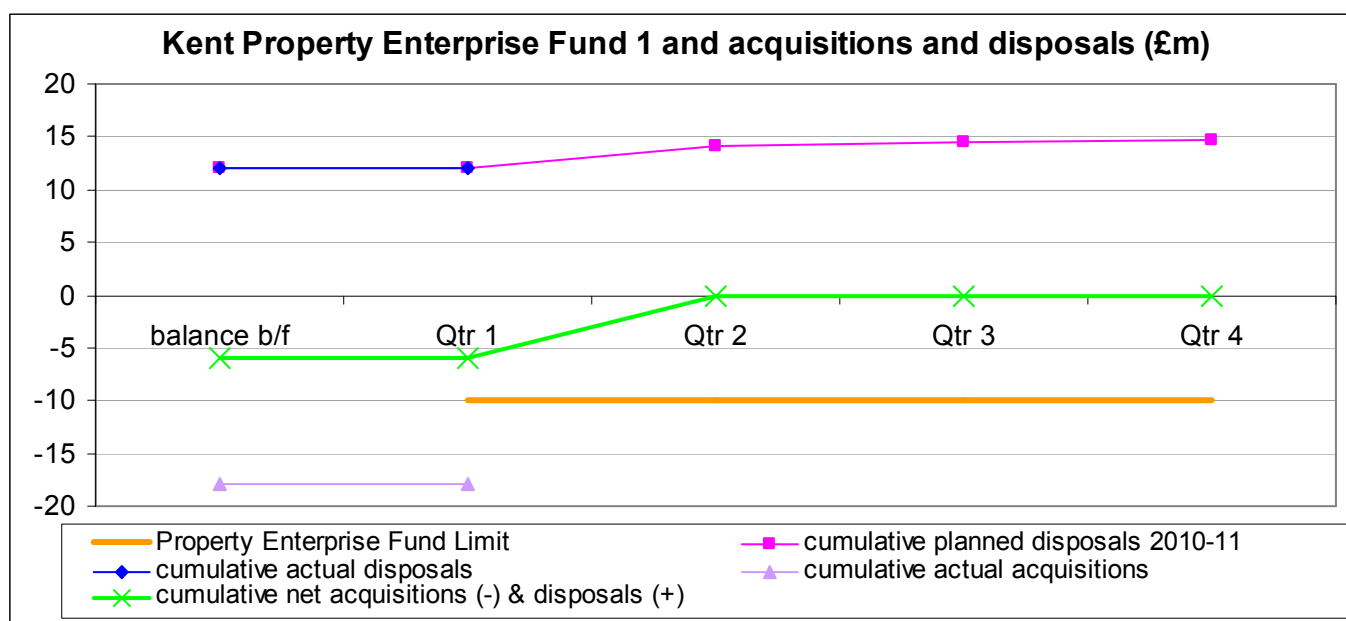


Comments:

- The table below compares the capital receipt funding required per the capital programme this year, with the expected receipts available to fund this.
- Property Group are actually forecasting a total of £5.9m to come in from capital receipts during the year. Taking into consideration the receipts banked in previous years and receipts from other sources there is a forecast a surplus of £5.6m in 2010-11. This is due to receipts being forecast to be achieved during 2010-11 which are earmarked to fund spend in future years of the programme.

| | 2010-11 £'000 |
|---|------------------|
| Capital receipt funding per revised 2010-13 MTP | 6,113 |
| Property Groups' actual (forecast for 10-11) receipts | 5,915 |
| Receipts banked in previous years for use | 2,944 |
| Capital receipts from other sources | 2,890 |
| Potential Surplus Receipts | 5,636 |

| | 2010-11 | | | | |
|--------------------|--|----------------------------------|---------------------------------|------------------------------------|---|
| | <i>Kent Property Enterprise Fund Limit</i> | Cumulative Planned Disposals (+) | Cumulative Actual Disposals (+) | Cumulative Actual Acquisitions (-) | Cumulative Net Acquisitions (-) & Disposals (+) |
| | £m | £m | £m | £m | £m |
| Balance b/f | | 12.019 | 12.019 | -17.967 | -5.948 |
| April - June | -10 | 12.102 | 12.019 | -17.967 | -5.948 |
| July - September | -10 | 14.199 | | | 0 |
| October - December | -10 | 14.420 | | | 0 |
| January - March | -10 | 14.778 | | | 0 |



Background:

- County Council approved the establishment of the Property Enterprise Fund 1 (PEF1), with a maximum permitted deficit of £10m, but self-financing over a period of 10 years. The cost of any temporary borrowing will be charged to the Fund to reflect the opportunity cost of the investment. The aim of this Fund is to maximise the value of the Council's land and property portfolio through:
 - the investment of capital receipts from the disposal of non operational property into assets with higher growth potential, and
 - the strategic acquisition of land and property to add value to the Council's portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council's resources.

Any temporary deficit will be offset as the disposal of assets are realised. It is anticipated that the Fund will be in surplus at the end of the 10 year period.

Comments:

The balance brought forward from 2009-10 on PEF1 was **-£5.948m**.

A value of **£2.738k** has been identified for disposal in 2010-11. This is the risk adjusted figure to take on board the potential difficulties in disposing some of the properties.

Annex 5

As at the 31 July 2010 there have been no disposals.

The fund has been earmarked to provide **£1m** for Ashford Library and **£0.380m** for Gateways in this financial year.

At present there are no committed acquisitions to report, however forecast outturn for costs of disposals (staff and fees) is currently estimated at **£0.173m**.

Forecast Outturn

Taking all the above into consideration, the Fund is expected to be in a deficit position of £4.693m at the end of 2010-11.

| | |
|-----------------------------------|-----------------|
| Opening Balance – 01-04-10 | -£5.948m |
| Planned Receipts (Risk adjusted) | £2.738m |
| Costs | -£0.173m |
| Acquisitions | - |
| Other Funding: | |
| - Ashford Library | -£1.000m |
| - Gateways | -£0.380m |
| | |
| Closing Balance – 31-03-11 | -£4.693m |

Revenue Implications

In 2010-11 the fund is currently forecasting £0.029m of low value revenue receipts but, with the need to fund both costs of borrowing (£0.463m) against the overdraft facility and the cost of managing properties held for disposal (net £0.133m), the PEF1 is forecasting a £1.503m deficit on revenue which will be rolled forward to be met from future income streams.

County Council approved the establishment of PEF2 in September 2008 with a maximum permitted overdraft limit of £85m, but with the anticipation of the fund broadly breaking even over a rolling five year cycle. However, due to the slower than expected recovery, breakeven, is likely to occur over a rolling seven to eight year cycle. The purpose of PEF2 is to enable Directorates to continue with their capital programmes as far as possible, despite the downturn in the property market. The fund will provide a prudent amount of funding up front (prudential borrowing), in return for properties which will be held corporately until the property market recovers.

Overall forecast position on the fund

| | 2010-11 Forecast |
|-----------------------------------|---------------------|
| | £m |
| Capital: | |
| Opening balance | -33.274 |
| Properties to be agreed into PEF2 | -26.686 |
| Forecast sale of PEF2 properties | 19.815 |
| Disposal costs | -0.991 |
| Closing balance | -41.136 |
| | |
| Revenue: | |
| Opening balance | -2.153 |
| Interest on borrowing | -1.488 |
| Holding costs | -1.168 |
| Closing balance | -4.809 |
| | |
| Overall closing balance | -45.945 |

The forecast closing balance for PEF2 is -£45.945m, this is within the overdraft limit of £85m.

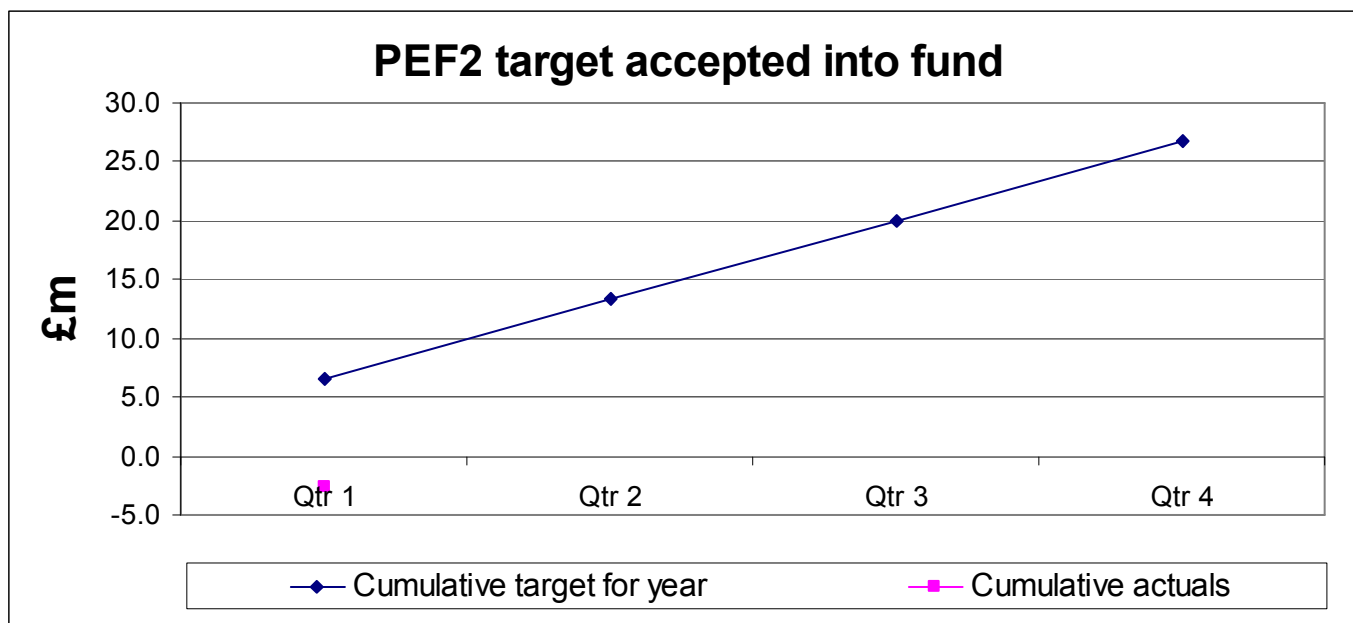
The target receipts to be accepted into PEF2 during 2010-11 equate to the PEF2 funding requirement in the 2010-13 budget book, and achievement against this is shown below:

| | 2010-11 | |
|---------------|----------------------------|--------------------|
| | Cumulative target for year | Cumulative actuals |
| | £m | £m |
| Balance b/fwd | -2.6 | -2.6 |
| Qtr 1 | 6.6 | -2.6 |
| Qtr 2 | 13.3 | |
| Qtr 3 | 20.0 | |
| Qtr 4 | 26.7 | |

Comments:

- The above table shows a £2.6m deficit which is the net of a £5.4m deficit within CFE and £2.8m of PEF2 achieved in 2008-09 by KASS and EH&W that was not required until later years.
- The deficit is purely timing and Corporate Finance, Corporate Property and CFE have agreed that sufficient asset values are held by CFE which can be transferred into PEF2 during 2010-11 to cover the shortfall in 2009-10 plus the required amount for 2010-11.

Annex 5



PEF2 Disposals

To date six PEF2 properties have been sold and four are in the process of completing. The cumulative profit on disposal to date is £1.135m. Large profits or losses are not anticipated over the lifetime of the fund.

Interest costs

At the start of the year interest costs on the borrowing of the fund for 2010-11 were expected to total £1.56m.

Latest forecasts show interest costs of £1.49m, a decrease of £0.07m. This is because there has been an increase in the forecast of properties being disposed during the year.

Interest costs on the fund are calculated at a rate of 4%.

1. FINANCE

1.1 REVENUE

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

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the budget was set to reflect the adjustments required as a result of the in year grant reductions as reported to Cabinet in July, the addition of £7.373m of roll forward from 2009-10, which represents a transfer to the Economic Downturn reserve and the setting up of a new Restructure reserve, as approved by Cabinet on 14 June 2010 and a number of technical adjustments to budget.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 2 of the executive summary.

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

| Budget Book Heading | Cash Limit | | | Variance | | | Comment |
|---|----------------|----------------|----------------|----------|----------|----------|---|
| | G | I | N | G | I | N | |
| | £'000s | £'000s | £'000s | £'000s | £'000s | £'000s | |
| Corporate Support & Performance Management portfolio | | | | | | | |
| Contribution to IT Asset Maintenance Reserve | 2,352 | | 2,352 | | | 0 | |
| Audit Fees & Subscriptions | 764 | | 764 | | | 0 | |
| Contribution from Commercial Services | | -6,960 | -6,960 | | | 0 | |
| Total Corporate Support & PM | 3,116 | -6,960 | -3,844 | 0 | 0 | 0 | |
| Finance Portfolio | | | | | | | |
| Insurance Fund | 3,479 | | 3,479 | | | 0 | |
| Modernisation of the Council | 3,928 | | 3,928 | | | 0 | |
| Environment Agency Levy | 344 | | 344 | | | 0 | |
| Joint Sea Fisheries | 264 | | 264 | | | 0 | |
| Interest on Cash Balances / Debt Charges | 126,290 | -10,043 | 116,247 | -1,016 | | -1,016 | 2010-11 write down of discount saving from 2008-09 debt restructuring |
| Transferred Services Pensions | 22 | | 22 | | | 0 | |
| PRG | -1,500 | 0 | -1,500 | | | 0 | |
| Contribution to/from Reserves | 1,948 | | 1,948 | 1,016 | | 1,016 | transfer of 10-11 write down of discount saving from 08-09 debt restructuring to reserves |
| Drawdown from Kings Hill reserve | -1,000 | | -1,000 | | | 0 | |
| ABG Centrally Held Allocations | 90 | | 90 | | | 0 | |
| Total Finance | 133,865 | -10,043 | 123,822 | 0 | 0 | 0 | |
| Total Controllable | 136,981 | -17,003 | 119,978 | 0 | 0 | 0 | |

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

Annex 6

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

1.1.3.1 Interest on Cash Balances and Debt Charges:

- There is a saving of £1.016m which relates to the write-down in 2010-11 of the £4.024m discount saving on debt restructuring undertaken at the end of 2008-09. (£2.362m was written down in 2008-09 and 2009-10, therefore leaving a further £0.646m to be written down over the period 2011-12 to 2012-13).

1.1.3.2 Contributions to/from reserves:

As planned, the £1.016m write down of the discount saving earned from the debt restructuring in 2008-09, will be transferred to the Economic Downturn reserve.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

| Pressures (+) | | | Underspends (-) | | |
|---------------|--|---------------|-----------------|---|---------------|
| portfolio | | £000's | portfolio | | £000's |
| FIN | Contribution to economic downturn reserve of 2010-11 write down of discount saving from 2008-09 debt restructuring | +1,016 | FIN | 2010-11 write down of discount saving from 2008-09 debt restructuring | -1,016 |
| | | | | | |
| | | +1,016 | | | -1,016 |

1.1.4 **Actions required to achieve this position:**

eg Management Action achieved to date including vacancy freeze, changes to assessment criteria

N/A

1.1.5 **Implications for MTP:**

Please refer to section 1.1.5 in Annex 5.

1.1.6 **Details of re-phasing of revenue projects:**

N/A

1.1.7 **Details of proposals for residual variance:** *[eg roll forward proposals; mgmt action outstanding]*

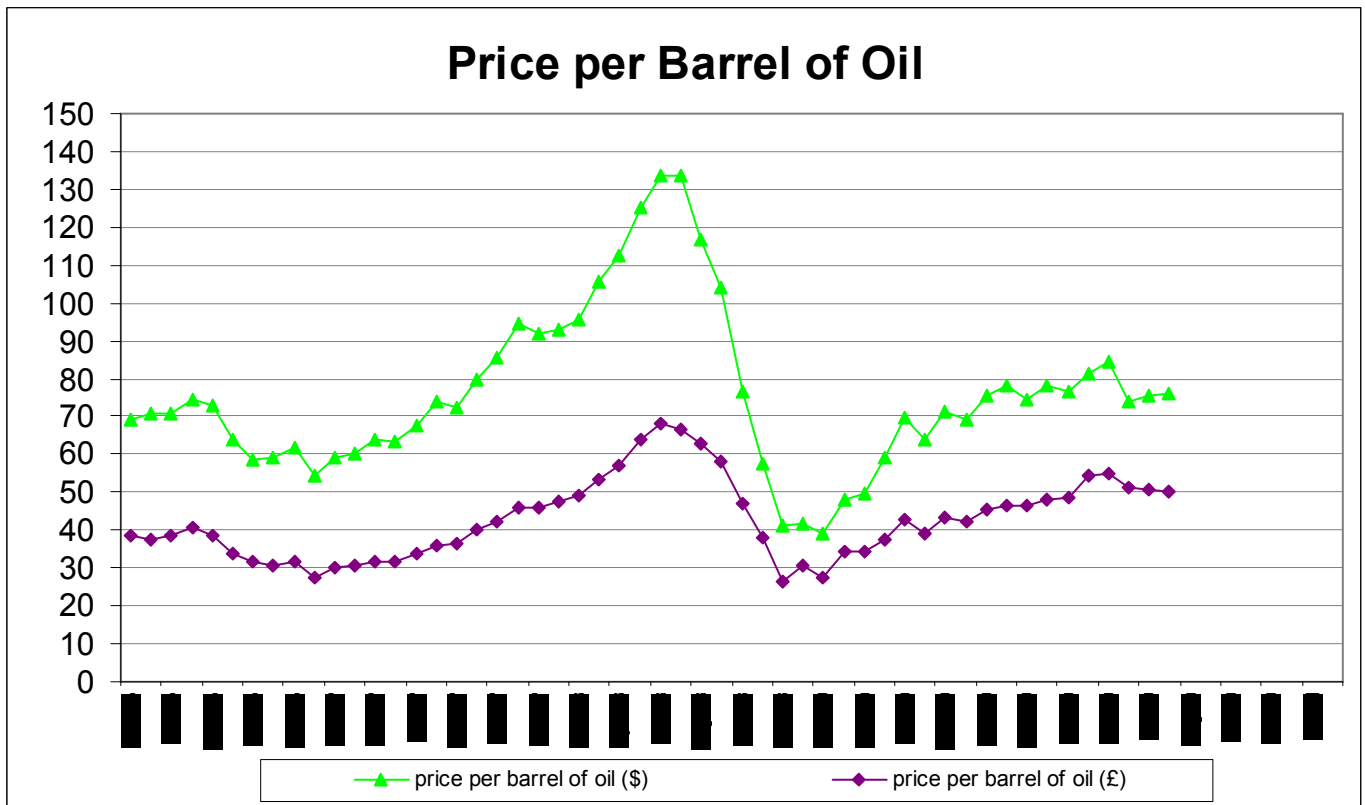
A balanced position is currently forecast for the Financing Items budgets.

1.2 **CAPITAL**

N/A

2.1 Price per Barrel of Oil – average monthly price in dollars since April 2006:

| | Price per Barrel of Oil | | | | |
|-----------|-------------------------|---------|---------|---------|---------|
| | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 |
| | \$ | \$ | \$ | \$ | \$ |
| April | 69.44 | 63.98 | 112.58 | 49.65 | 84.29 |
| May | 70.84 | 63.45 | 125.40 | 59.03 | 73.74 |
| June | 70.95 | 67.49 | 133.88 | 69.64 | 75.34 |
| July | 74.41 | 74.12 | 133.37 | 64.15 | 76.32 |
| August | 73.04 | 72.36 | 116.67 | 71.05 | |
| September | 63.80 | 79.91 | 104.11 | 69.41 | |
| October | 58.89 | 85.80 | 76.61 | 75.72 | |
| November | 59.08 | 94.77 | 57.31 | 77.99 | |
| December | 61.96 | 91.69 | 41.12 | 74.47 | |
| January | 54.51 | 92.97 | 41.71 | 78.33 | |
| February | 59.28 | 95.39 | 39.09 | 76.39 | |
| March | 60.44 | 105.45 | 47.94 | 81.20 | |



Comments:

- The figures quoted are the West Texas Intermediate Spot Price in dollars per barrel, monthly average price.

By: Paul Carter, Leader of the Council
Katherine Kerswell, Group Managing Director

To: Corporate Policy Overview & Scrutiny Committee – 24 September 2010

Subject: Draft Towards 2010 Annual Report

Classification: Unrestricted

SUMMARY

The four year term of Towards 2010 comes to an end this month. The closedown report will go to County Council on 14 October. This report attaches a draft of the report (for the corporate-related targets) for Members' information and comment.

FOR INFORMATION

1. Introduction

Towards 2010 was formally launched in September 2006. Annual reports on progress against all 63 targets are discussed and approved by County Council each autumn. This is the final report as the term of Towards 2010 comes to an end this month.

2. Format

The separate reports for each target include the following elements:

- Status of the target (either 'Completed, 'Good progress' or 'Not achieved')
- List of partners with whom we have been delivering the target
- Outcomes delivered during the term of Towards 2010
- What more we are going to do (even though Towards 2010 has ended the work *will continue*)
- Measurable indicators (as agreed at County Council in December 2007).

It should be noted that many of the Towards 2010 targets are now part of mainstream work and therefore those targets with a status of 'Completed' should be seen against that background. It does not mean that the work is over, it signifies that the spirit of the target wording has been met but that *the activity continues*.

3. Targets relevant to this committee

Those Towards 2010 targets relevant to this committee are shown in the table below together with the accountable officer:

| Towards 2010 Target | Target Status | Accountable lead officer |
|---|----------------------|---------------------------------|
| Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition | Completed | John Tunnicliff |

| | | |
|--|-----------|------------------|
| Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy | Completed | Tanya Oliver |
| Target 21: Launch and market a new website, “ <i>What’s on in Kent?</i> ”, that will list sports and leisure activities and local organisations for all age ranges in the county | Completed | Tanya Oliver |
| Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV | Completed | Tanya Oliver |
| Target 29: Continue to develop ‘gateway’ one stop shops that give easy access to services provided by county and district councils and other public service bodies | Completed | Tanya Oliver |
| Target 48: Increase opportunities for everyone to take regular physical exercise | Completed | Meradin Peachey* |
| Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing | Completed | Meradin Peachey* |
| Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex | Completed | Meradin Peachey* |

* Debbie Smith will be attending this meeting on behalf of Meradin Peachey.

Attached is a draft of the eight reports as set out in the above table. Where targets are cross-directorate they will be reported to all relevant Policy Overview & Scrutiny Committees (POSCs) (not relevant to this committee).

4. Approval process

Following discussion at all September POSCs the draft Annual Report will be discussed at Cabinet on 11 October prior to approval at County Council on 14 October.

5. Recommendation

Members are asked to NOTE the attached drafts and make any relevant comments.

Accountable officer:

Sue Garton, County Performance & Evaluation Manager, Chief Executive’s Department
01622 22(1980).

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Completed

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

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

Outcomes delivered so far:

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

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

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

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

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

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

TOWARDS 2010 ANNUAL REPORT - September 2010

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

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

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

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

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

TOWARDS 2010 ANNUAL REPORT - September 2010

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

What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: John Tunnicliff

Date: July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Completed

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

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

Outcomes delivered:

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

TOWARDS 2010 ANNUAL REPORT - September 2010

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

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

What more are we going to do?

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

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

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

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Monitoring completed by: Tanya Oliver

Date: 27 July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

| | | |
|--|--|--------------------------------------|
| Target 21: Launch and market a new website, “<i>What’s on in Kent?</i>”, that will list sports and leisure activities and local organisations for all age ranges in the county. | | |
| Lead Cabinet Member: Roger Gough | Lead Managing Director: (Was) Peter Gilroy | Lead Officer: Tanya Oliver |

Status: Completed

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

KCC, Visit Kent, Kent district and borough councils, local community groups, voluntary groups, public sector partners and Kent residents.

Outcomes delivered:

- ‘What’s On’ was launched in November 2008 as part of Kent TV. It is an interactive site where individuals or groups can upload information on their own events across the county and the technology supporting this ensures out of date information is removed. From its launch until June 2010 the service has seen 27,295 events displayed on the website. In the same period there have been 252,735 page views
- A new system has been developed to make it easier for the attractions themselves to upload and edit their own events. Currently there are 102 attractions and companies that use the system to update events
- 103 films have been made and attached to various attractions and events to give viewers a flavour of what is available in Kent
- As part of the budget discussions in February 2010 the decision was taken not to continue with the Kent TV service beyond the 31 March 2010 pilot period. The ‘What’s On’ website has now been bought in house and has been re-branded to reflect the KCC website. The website can now be found at www.kent.gov.uk/whatson
- Social networking sites have been set up for each of the district areas which are updated with local events automatically. To date ‘What’s On’ has over 2,600 followers on Twitter and Facebook which is remarkable considering the Twitter feed and Facebook pages have only been available since May.

What more are we going to do?

- Continue to work with Kent attractions and event holders to ensure Kent’s attractions are publicised
- Add to the existing video database of content highlighting Kent attractions. These will sit alongside their events listings, giving people a flavour of what to expect from Kent’s top attractions.

| Measurable Indicator (s) | 2007/08 Actual | 2008/09 Actual | 2009/10 Target | 2009/10 Actual |
|---|---------------------------|---------------------------|---------------------------|---------------------------|
| Number of website page views on ‘What’s On’ | * | 83,631 | 200,000 | 252,735 |

* Not applicable - launched in November 2008

Monitoring completed by: Tanya Oliver

Date: 19 July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

| | | |
|---|--|--------------------------------------|
| Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV | | |
| Lead Cabinet Member: Roger Gough | Lead Managing Director: David Cockburn | Lead Officer: Tanya Oliver |

Status: Completed

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

Kent district and borough councils, PCTs, Kent Police, Kent Fire & Rescue Service, Maidstone Studios, Visit Kent, Locate in Kent, the business and media community, community groups, voluntary groups, Kent residents.

Outcomes delivered:

There are a number of different strands we have introduced to help deliver this Towards 2010 target – Digital Kent, Open Kent, Kent and Medway Citizens’ Panel, Web jam and localism:

Digital Kent

Kent TV was launched in September 2007 and as part of the budget discussions in February 2010 the decision was taken not to continue with the service beyond the 31 March 2010 pilot period. During the two and a half years of the pilot the internet TV channel attracted 2.8m visits and enabled the council to reach groups which traditionally had limited interaction with the council, for example young people.

Some of the specific achievements are as follows:

- Over 2,500 videos were available on the site, encompassing a wide range of topics from business, education, history, and sport to tourism
- A number of competitions were run to highlight and showcase Kent talent, including ‘Sound Clash’ which attracted 84 entrants and 12,000 registrations to vote and take part
- KentTV.mobi was launched at the request of its viewers to enable them to watch Kent TV on their mobiles
- Training opportunities were created for young people in Kent including involving Canterbury Christchurch University in a debate in which 20 students were given the opportunity to work on set or make films for the project. Kent TV also provided work experience opportunities in the office on a monthly basis
- A ‘How to’ channel was created giving viewers information from how to become a police officer to how to write a will
- An estimated £260k was invested in local production companies and Kent creative talent during the two year pilot
- The ‘What’s On’ channel (see Towards 2010 target 21) was launched which detailed events happening in Kent from boot sales to jousting tournaments
- In November 2009, at the secondary head teachers conference, Kent TV hosted its first live streaming event with live Twitter feed. This gave those unable to attend the event the opportunity to join the debate and view the content from the day’s proceedings
- In October 2009, Kent TV launched an interactive drama entitled ‘Hollywould’ which was aimed at young people. The series lightly touched on issues such as Chlamydia

TOWARDS 2010 ANNUAL REPORT - September 2010

which were explored in greater detail in films attached to the relevant programmes. The series had over 97,000 visits, with the information films and bios seeing over 32,000 visits

- Kent TV was shortlisted for an eGovernment award for eGovernment empowering citizens. It was one of 52 finalists short listed from across Europe and as such were invited to exhibit at the conference held in Malmo, Sweden
- Since the decision was taken to not continue with Kent TV, the council has created a digital platform on the KCC website which enables the content created during the pilot to be accessed by viewer. A small team has been appointed to create new video content and maintain the Digital Kent offering and 'What's On' website. Relevant content has been embedded on both KCC's website and on other relevant sites to ensure that the information is still reaching the widest possible audience. Currently there are over 5,500 followers of Digital Kent on Twitter which is more than any other Kent based Twitter feed. Digital Kent has been out filming key initiatives such as the Cultural Baton, the Kent School Games and the Kent Excellence in Business Awards
- Digital Kent is also working on a number of new projects including:
 - MusicClash - An online 'battle of the bands' for 11-19 year olds similar to but wider than SoundClash, taking in classical, folk and jazz as well as rock. The team are working with Kent Music School, Christ Church University, Rhythmix and Pie Factory
 - Kent YouTube - Working with EIS (Educational Information Systems), Youth Service and schools, Digital Kent is building a cutting edge internet channel for secondary school children throughout Kent. It will provide a safe but exciting venue for kids to interact with each other and show their films. Schools visited so far: Invicta Girls Grammar School, Holmesdale Technology College, Pent Valley
 - Cultural Map - An interactive Map of Kent that displays with film and pictures some of the following cultural arenas: film, art, literature, performance, music.

Open Kent

Open Kent was initially piloted under the name of 'Pic and Mix' which was originated in 2008 to open up KCC's public information so people could access and visualise it in an interactive way. It won a national competition and was granted funding as part of a national pilot. This resulted in the co-development of an online platform, providing tools and training to enable people on the pilot to use and visualise information.

It is a powerful and innovative approach that makes it easier for people to pick a wide range of free and accessible content and tools and mix them together to visualise the information they need. People can use web applications from Open Kent depending on what they need at any time or place. Staff and citizens may want to use an application someone else created earlier or create their own visualisation. Community groups, small businesses and other public sector agencies may want to create their own applications. What they create can benefit others, whether it's to see how councils spend their money, find local schools or report potholes, for example.

There is strong demand for both transparency by the public and access to information to help them in their everyday lives. This is reflected by the coalition government. Open Kent is translating these principles into three specific actions in a way that people can make the best use of it:

- Provide the platform and training toolkit so that public and staff can access, use and visualise information

TOWARDS 2010 ANNUAL REPORT - September 2010

- Publish public information in an open and standardised format
- Provide the environment for businesses and non-profits to build innovative applications and websites.

The Kent and Medway Citizens' Panel

The Kent and Medway Citizens' Panel (KMCP) was established in February 2008 as a joint initiative between the Kent Messenger (KM) and KCC, giving residents of Kent the opportunity to give feedback on ideas, services and products, by responding to three or four questionnaire-based surveys each year. The panel marked a first in that it is the only citizens panel in the country to be run jointly by a local newspaper and a local authority. As a result of the economic climate, however, KM has withdrawn from funding any further research using the KMCP.

Three surveys have been conducted by Ipsos MORI using a variety of research methods (face to face, online and by telephone).

The KMCP has its own website www.kmcp.co.uk where new panellists can join and existing panellists can see the results from the surveys they responded to.

A recruitment drive across the county was made to encourage more people to become panellists, which the KM advertised both through their papers and on their radio stations to encourage more sign ups, (the Primary Care Trust (PCT) has also agreed to help recruit new panellists). Although 705 residents have signed up to join the panel, response rates have been such that it has been necessary to supplement the number of responses to some of the surveys by using members of Ipsos MORI's access panel.

Kent Police and Eastern and Coastal PCT have shown interest in being involved in research using the KMCP, although this has yet to result in a programme of work being agreed and funded.

Web jam

In February 2010, KCC had been proposing to hold a public 'web jam' session on behalf of the Kent Partnership. This would have enabled residents of Kent to ask questions or write comments on a particular subject within an online 'real time' environment. The session would have been interactive allowing moderators and KCC/partners' staff to respond to the questions asked. KCC is a strong supporter of using new innovative technologies to communicate with Kent residents. The web jam presents a new way in which citizens can get involved in shaping public policy and informing KCC and partners what they feel is important.

However, due to the cutting-edge technology involved there is a significant cost attached to such activities. Given the current financial climate, we feel that such costs cannot be justified at the present time. However, we will look to use existing communication channels such as the Kent and Medway Citizens' Panel and public user groups to get residents' views to inform our work.

Localism

Working with our partners, KCC has been piloting a range of models of community engagement bringing together the three tiers of local government, county, district and parish councils, and in some models the police, PCTs and voluntary sector.

TOWARDS 2010 ANNUAL REPORT - September 2010

These partnership models include building on the already established district building blocks, for example, Area Member Panels in Canterbury, the Tonbridge Urban Forum and the Parish Partnership Panel in Tonbridge and Malling, running the established pilots of Local Engagement Forums for Swale, Neighbourhood Fora in Dover, Gravesham and Maidstone, and the evolution of a virtual civic space for Sevenoaks and Tunbridge Wells.

KCC is exploring a range of other initiatives to enhance KCC's community engagement strategy, for example:

- A number of elected KCC members have piloted Participatory Budgeting events when members of the community come together to make bids for a contribution from the members community grant
- In accordance with legislation, KCC has agreed a scheme for e-petitions
- New technology is being explored including blogs, video uploads, social networking and the potential to pilot a 'virtual county hall' where communities of interest can contact KCC with specific interests of concern
- Recent meetings of the Gravesham Neighbourhood Fora have been webcast and are well visited by members of the public as the meeting takes place
- KCC has in place a project, 'Councillors in Schools', where county councillors promote democracy to young persons attending a school(s) within their electoral division.

What more are we going to do?

Digital Kent

We will:

- Continue to create video content with the aim of informing and engaging residents through digital media
- Explore opportunities to work with European partners to deliver joint content of interest to citizens on both sides of the channel through European funding
- Develop a Youth Channel managed by young people to give schools, young people and youth groups a safe platform to display videos created by young people
- Launch 'Music Clash' with Kent Music School, Christ Church University, Rhythmix and Pie Factory
- Create a cultural map detailing places which historically have cultural connections in film, literature, art and music, as well as highlighting new cultural offerings in Kent.

Open Kent

The success of Open Kent will be measured by the cost and time saved in avoidable contact through information requests from the public, the sharing of public data as well as the number of applications developed using the system. A formal evaluation of the pilot will be undertaken. Beyond that, the plan for Open Kent will focus on three the three key actions described above. At the heart of each of these is the desire to take forward and maximise all potential opportunities and savings.

Although Open Kent currently focuses on public information, it could technically be used to enable users to submit user generated data.

TOWARDS 2010 ANNUAL REPORT - September 2010

The Kent and Medway Citizen's Panel

We will:

- Continue to raise awareness of the panel and market it ourselves, through the KM newspapers and website and the Kent PCTs
- Consider how best to increase the number of citizens signed up to the panel to meet the challenging target of 8,000 in total
- Continue to encourage potential partners to use the KMCP as a cost effective way of conducting public opinion research with Kent residents.

Localism

- The Gravesham Neighbourhood Forums and one of the Dover Neighbourhood Forums are piloting interactive meetings via mobile webcasting. Early results of this pilot have been very encouraging attracting many more 'visitors' to a meeting by viewing the proceedings online
- Discussions will continue with partners to establish new models of engagement with a view to reviewing each of the models and establishing what works well and what not so well, culminating in a report to the County Council in December 2010
- A pilot is being planned for a 'Virtual Civic space' as an innovative alternative to traditional community engagement methods.

| Measurable Indicator (s) | 2007/08 Actual | 2008/09 Actual | 2009/10 Target | 2009/10 Actual |
|---|---------------------------|---------------------------|---------------------------|---------------------------|
| Visit numbers for Kent TV (cumulative since Sept 2007) | 198,210* | 1,570,139 | 2,000,000** | 2,858,653 |

* Kent TV started on 20 Sept 2007

** Original target was 300,000 but revised upwards based on April 2007 Cabinet paper estimate.

Monitoring completed by: Tanya Oliver, Noel Hatch, Paul Wickenden, Nick Warren

Date: 19 July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

Target 29: Continue to develop ‘gateway’ one stop shops that give easy access to services provided by county and district councils and other public service bodies

Lead Cabinet Member:
Roger Gough

Lead Managing Director:
(Was) Peter Gilroy

Lead Officer:
Tanya Oliver

Status: Completed

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

Kent district and borough councils, NHS, Kent Police, Kent Fire & Rescue, Job Centre Plus, the voluntary sector, central government, community groups, private sector, and KCC internal business units, Further Education and training organisations, Business Link.

Outcomes delivered:

Gateway offers a single, convenient public service point sited in retail-based locations, using the latest innovative technologies and working with district and borough councils and a range of other partners including the NHS, Police, Fire, Job Centre Plus etc. The focus is on shaping services to fit around customer need, maximising efficiency both for the clients and service providers, and delivering effective, measurable outcomes for people.

The Gateways opened to date are as follows:

- The original pilot, Ashford Gateway, opened in October 2005, prior to the term of this Towards 2010 target, but included here for completeness. It was complemented by the first Mobile Gateway (Mobile I), launched in July 2007, with a target area of rural Mid Kent (Ashford to Dover), which is currently being used to raise awareness and understanding of Gateways amongst staff from the statutory and partner organisations involved. It is also supporting regular services in Dover district and various projects and initiatives, such as Adult Learners’ Week and Fostering and Adoption Recruitment. A combined Dover district and adult social care program was launched in March 2009, taking services out to urban and rural locations across the district. It has also been used for the ‘Backing Kent People’ Summer Roadshow, with representatives from KCC, local district and borough councils, the Citizens Advice Bureau (CAB) and the Kent Benefits Partnership
- Thanet’s Gateway Plus, which includes the library, opened in January 2008. With weekly footfall reaching 9,000 people on average, the anticipated footfall is 450,000 a year, including the library. The opening has seen library membership increase amongst teens and adults, provision of new services for minority groups, new health clinics as well as the arrival of the new Kent Contact and Assessment Service (KCAS) and the CAB. This Gateway is closely linked with the Margate Task Force. In May 2010 Thanet’s Gateway welcomed its millionth customer.
- Tunbridge Wells Gateway opened in November 2008, situated adjacent to the main pedestrian entrance to Royal Victoria Place, the primary shopping destination in the town. CAB, Kent Adult Social Care, Voluntary Action West Kent (VAWK), Royal British Legion Industries (RBLI) and MAXIMUS, delivering four key DWP assessment services, as well as a range of statutory and voluntary sector partners have made a very positive impact. The number of customers served averages 5,000 per month and an anticipated 60,000 per annum
- Tenterden Gateway opened in December 2008. This Gateway is the first to have a rural post office within it and is also the site for the local library, Tourist Information, and

TOWARDS 2010 ANNUAL REPORT - September 2010

borough and county services. Volunteering Ashford is in situ and has experienced a significant upturn in the numbers of people applying for volunteering projects to date

- Maidstone Gateway opened in January 2009, situated on Kings Street, forming an extension to The Mall shopping centre, and adjacent to the bus terminus for Maidstone. There are approximately 4,800 customers per month with an annual expectation of 58,000. CAB, Age Concern, Registrars, Adult Social Care, and many other key service partners have reported very positive customer satisfaction and activity levels
- Dover Gateway brought Phase 1 of Gateway to a close and opened to the public in July 2009. This is a very positive development, building on Dover DC's previous town centre presence. The arrival of Gateway complements the Dover Discovery Centre and was the first tangible step in the delivery of the regeneration of Dover town, along with the Olympic screen on Market Square
- Tonbridge Gateway (within Phase 2) is on the site at Tonbridge Castle and opened in July 2009. The new space has brought together 'old and new' and has been received very well by customers serving an average of 3,500 per month
- A PR mobile has been added to the fleet. Launched in June 2009, this is used for PR, forward promotion and brand awareness.

Other specific Gateway related outcomes are listed below:

- In the Audit Commission CAA (Comprehensive Area Assessment) report published in December 2009, Gateway was singled out for exceptional achievement with the award of a 'green flag'
- In a detailed audit commissioned by the Cabinet Office, conducted by the IDeA and the LGA, the progress made on the Gateway initiative was presented at the FOSS (Front Office Shared Services) event in 2009 as a number of other authorities want to learn from the examples of best practice. In 2010, Gateway has been invited to pilot the development and delivery of the FOSS Business Case Model and this work is ongoing
- Gateway achieved top 10 ranking from 600 entries in the Innovation category for the IDeA and Audit Commission awards in March 2008 and is showcased on their website
- Thanet's Gateway Plus was short-listed for the LGC awards for Innovation and Efficiency in 2008
- Gateway is working in strong partnership with KCC Libraries. Two Gateway have been developed with libraries in Phase 1, with the potential for two future Gateway/library developments planned for Phase 2. This combination is proving very successful in terms of expanding the service offer with increasing appeal to the wider community, and maximising the full potential of existing estate
- Kent is one of only two two-tier authorities to gain Pathfinder status for an important Department of Work and Pensions' led service innovation called TUO (Tell Us Once). This is the first government-led service improvement initiative directly influenced by the Varney report. The aim is to vastly improve the process of informing statutory organisations in the event of the death of a loved one. The highly innovative and effective approach the Gateway service team and Registrars have taken has resulted in a very effective service being redesigned enabling district staff to fully engage in TUO. This cost-effective implementation in Kent has been openly acknowledged, and representatives have been invited to join a national reference group looking at the longer term governance arrangements for this service. The original unitary and London borough pilots have also been to visit Kent to learn from our approach.

Evidence collected through Gateway partners has been instrumental in building the national business case for TUO. This business case passed a series of central government

TOWARDS 2010 ANNUAL REPORT - September 2010

'gate reviews', which supported the decision for a national roll-out of the service. Kent staff recently shared their experience and good practice with approximately 300 local authorities at the Tell us Once National Walkthrough event at the NEC in Birmingham. In addition Kent staff recently ran a workshop for Surrey County Council and colleagues from Surrey districts. Kent now has 'early adopter' status in the national roll-out programme, and the bereavement service will be in place for the whole of Kent from September 2010, with the birth service to follow in January 2011. Results for Kent, show that each bereavement customer contact is used by seven agencies, saving customers time, saving organisations staff time and ensuring benefits and services can be stopped quickly. The speed and accuracy of information sharing shows significant savings per contact (one pathfinder authority has evidenced £500 saving per contact). Kent is now talking to the DWP about becoming a pathfinder area for change of address

- Interreg Funding for 'Customer Insight' of 4.3m Euros has been secured by KCC, Medway and all 12 district and borough councils to work in partnership with Pas de Calais. This joint funding will develop the means to understand more about the people of Kent, their service requirements and service delivery gaps. A Kent and Medway specific segmentation has been produced based on the Experian Mosaic tool and a service delivery framework is being utilised by the five pilot districts (Swale, Gravesham, Tunbridge Wells, Thanet and Canterbury) leading to action plans to enhance customer service practice. The phase 2 partners (Maidstone, Medway, Dover and Tonbridge and Malling) received their updates to the tools in January 2010 and are working with the other partners to implement projects identified to realise benefits and efficiency gains. The Phase 3 partners (Ashford, Shepway, Dartford and Sevenoaks) have submitted their data and will receive their specific tools mid 2010. The tools developed by the project are currently being used on 50+ projects across the county. These include understanding who Gateway customers are and what their service needs are, increasing library usage by those customer groups that are currently underrepresented, campaigns to increase direct debit take up for paying council tax, census enumeration, and take-up of benefits. A Mosaic User Group has been set up to share best practice and reduce duplication of work across the county
- The Gateway Programme (Kent) initiated a project to connect all local authorities, Police and Fire and Rescue contact centres, along with Gateway buildings, to a virtual private telephone network (VPN). All agencies connected to this network are able to transfer calls seamlessly, at no cost to either the customer or the organisation, between one another. This network can be used to re-direct calls from customers to the right department, even across organisations, making it easier for customers (e.g. when someone calls KCC to pay council tax). Organisations can also contact one another through the VPN for free, enabling teleconferencing and calls at no cost. Currently we have connected twelve district and borough councils, Kent Fire and Rescue Service and Kent Police. Gateway is currently working with East Kent PCT, West Kent PCT and Medway to get them connected. The VPN has been used to provide a number of benefits:
 - Transferred approximately 74,000 calls in February 2010 (if these call volumes continue, based on an average call length of 4 minutes and an average call cost of 3p/minute, this could potentially save in the region of £107k per annum)
 - A pilot with Kent Police to put faulty traffic light reports through to Highways on the VPN, saving up to 10 minutes per call. A total of 83 calls have been logged so far
 - There have been three incidents of partner telephone systems going down in Kent since the project began in August 2009. The VPN has enabled these organisations to route calls through to another Contact Centre thus maintaining a level of service until the fault has been fixed.

TOWARDS 2010 ANNUAL REPORT - September 2010

The next step is to develop a formalised process for business continuity to improve the service when technical faults prevent customers from getting through to their local council. This will also be an opportunity to consider the use of VPN in disaster recovery. There is also a major project looking at access and assessment in KCC and the VPN has an important role to play in supporting this project through cross-referrals. This will be piloted in a project with Kent Fire and Rescue Service, looking at cross-referring customers for home safety visits using MOSAIC analysis to inform which groups are most at risk from home fires using postcode data. This could then be further extended to offer a single assessment for home visits, including services such as retro-fitting, energy efficiency advice etc. so that all issues can be dealt with through a single visit to the customer's home. This is more convenient for the customer and more cost-effective for the organisations. The same principle in cross-referral can then also be applied to other areas, such as cross-referring customers to online services to increase channel migration

- The Ministry of Defence asked KCC to join forces and launch the Armed Forces Community Welfare Pathway initiative to enable serving personnel, their families and veterans to receive the help, advice and support they need from the people best placed to provide it. KCC is the first local authority to pilot the Welfare Pathway. Members of the Armed Forces Community will be able to access advice on their entitlements by calling the Contact Centre or visiting Gateway. This is being explored across other parts of the UK now
- Gateway is also part of the Total Place initiative in Kent and this has significantly increased the engagement of central government departments in the Gateway programme, particularly Job Centre Plus.

What more are we going to do?

- Revenue from the Migrant Impact Fund has been put towards reengineering and modernisation of public services in four key areas of Kent - Gravesham, Ashford, Dover and Thanet. New services will be introduced to mitigate the impact of wide scale migration into Kent. These services are looking to address, crime, social cohesion, access to public services, youth engagement and education. Services are to be provided within Gateways and a new outreach service is to be established in partnership with other providers e.g. other internal departments, local councils and numerous third sector providers
- Steria has been working on defining the Benefits Hub and has developed the processes in conjunction with partners from across the public and voluntary sectors. The report to include business case and impact assessment was completed in March 2010 and work has started on Phase 2. This work has identified potential savings of tens of millions of pounds across public services in Kent
- The community safety hub will enable customers to access community safety services/report community safety issues once, whether this is with the local authority, Kent Police or other relevant partner organisation. This organisation will then act as the 'spoke', transmitting relevant information, with the customer's permission, to the relevant agencies to be dealt with. This will ensure the majority of enquiries can be dealt with at that first point of contact, but also that the customer service agent dealing with the customer enquiry can act as point of referral where necessary. The project is using a process mapping approach to look at business process re-engineering, and using this to build a business case for implementing proposed changes. There are eight processes identified as being in scope for the project: criminal damage, abandoned vehicles, noise nuisance, intimidation and harassment, rubbish or flytipping, drunk and/or rowdy behaviour, drug-related anti-social behaviour and street lighting. The first phase of the project is focusing on three processes to be completed by the end of September.

TOWARDS 2010 ANNUAL REPORT - September 2010

Workshops are being delivered involving frontline and back-of-house staff to understand end-to-end customer journeys and identify changes which focus on 'quick wins' as well as producing longer-term implementations. The output from the workshops will be a report containing the proposed 'to-be' process, a business case for change and an implementation plan. The workshops are offering staff a safe environment to be more creative about doing things differently to offer a better service for the customer and savings for organisations. Their role in developing this approach is building an appetite for change and a willingness to implement new ways of working quickly and effectively. Thanet Gateway is leading on the development of a working and learning hub model that will be designed to be replicated by other Gateway once piloted. Process mapping has taken place involving a wide range of partners from across public voluntary and private sectors. Work is currently being carried out on the business case which will identify the potential benefits and implementation plan for a Kent wide-rollout

- The I-exchange project aims to improve and increase online transactions across the public sector in Kent. In order to be effective in persuading customers to migrate to online services the public sector needs to consider improvements to online services, both in terms of how they are access/delivered, and how they are promoted. A pilot has been identified to look at online reporting, focusing initially on abandoned vehicles. This project will provide a consistent form for reporting online, which will then send data to the back office systems of the relevant partners to deal with the issue. Running concurrently with this work is a research phase that aims to provide customer insight into customer transactional behaviour, experiences of online public sector services and barriers to migrating online. The research will have four key elements:
 - Mapping the current online transactions in the public sector
 - Gathering data from MOSAIC to identify which groups transact online, which public sector services they access the most and how these transactions are being used (technology, volume etc). This data will help us identify trends, and therefore target which services should go online first
 - A short survey that will focus on how we can increase uptake and channel migration of our customers. The questions will focus on barriers and improvements that could be made. This survey will be conducted over a six week period across the county
 - Identify potential participants for Focus Groups. Focus groups will help provide more detail on behaviour and preference for customers using/not using online services. The objective is to produce a report containing recommendations about services to prioritise for developing online access and to improve existing online transactions for customers. This will help to identify possible cost savings and efficiencies for the organisation through improving and increasing online services, and better promotion of these services.
- The planned modernisation of Ashford library (as part of Ashford Gateway Plus) provides natural development opportunities for the original pilot Gateway in the town. Work commenced April 2010 and is due to be completed June 2011. Located on the current library site the new three storey building will bring together key services - library, Registrars, adult social care, adult education and the existing full Gateway service partnership. The building will function as one service and deliver a significant saving
- Gateway is working with Gravesham BC to develop the Gravesend Gateway at the Civic Centre, which is expected to open in autumn 2010.

TOWARDS 2010 ANNUAL REPORT - September 2010

Plans for roll out of the rest of phase two (April 2009 to March 2012) has begun with committed interest in: Canterbury – options around Herne Bay regeneration; Swanley – options around the Swanley Information Point, in partnership with West Kent Housing Association; Swale – Sheppey; Dartford – planned redevelopment of Dartford town centre and the new community hubs in Thames Gateway present strong opportunities; Shepway and Bluewater.

| Measurable Indicator (s) | 2006/07 Actual | 2007/08 Actual | 2008/09 Actual | 2009/10 Target | 2009/10 Actual |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Number of Gateways operating in Kent (cumulative since 2006/07) | 1 | 3* | 6** | 9*** | 9 |

* Ashford, Mobile I and Thanet

** Tunbridge Wells, Tenterden, Maidstone

*** Tonbridge, Dover, and a PR Mobile

Monitoring completed by: Tanya Oliver

Date: July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

| | | |
|---|--|---|
| Target 48: Increase opportunities for everyone to take regular physical exercise | | |
| Lead Cabinet Member: Alan Marsh | Lead Managing Director: (Was) Peter Gilroy | Lead Officer: Meradin Peachey |

Status: Completed

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

‘Activmobs’, Charlton Athletic FC, KCC Sport, Leisure and Olympics Service, KCC Environment, Highways and Waste directorate, Eastern and Coastal PCT, West Kent PCT, KCC Adult Education, private sector leisure industry, Kent district and borough councils, Kent Adult Social Services, KCC CFE (School Sports Partnership, Healthy Schools, Extended School Hours programmes), the DoH Communities for Health Programme.

Outcomes delivered:

KCC’s Environment, Highways and Waste directorate has had a particular impact on helping to deliver this Towards 2010 target through its work on projects including the following:

- Cycling and walking to school is being actively encouraged with enthusiastic take-up by pupils. ‘Walk on Wednesdays’ and ‘Walking Bug’ saved 26,635 car journeys across eight districts in three months
- ‘Naturally Active’ and ‘Walking for Health’ programmes have been delivering country walks within Kent’s country parks. Naturally Active alone has over 720 participants and ‘Walking for Health’ hundreds more
- 30 ‘Activmobs’ are in operation involved in varied activities including Nordic walking, singing, dancing, gardening and dog training with around 300 participants (see Towards 2010 target 49)
- Maidstone BC has initiated well-attended ‘Outdoor’ programmes and new outdoor skills are being taught through ‘Branching Out’ programmes. ‘Branching Out’ was the result of an initiative by Maidstone Ramblers as their response to the Disability Discrimination Act Directive. The new all-ability group has been developed in conjunction with the research project ‘By All Means’, whose aim is to increase opportunities for disabled people to explore the countryside
- The Kent Countryside Access Improvement Plan emphasises the health benefits from use of our natural areas (see also Towards 2010 target 45).

KCC Sport, Leisure and Olympics Service is also critical to delivering this target and they have numerous new approaches across Kent including:

- The highly successful Kent School Games (see Towards 2010 target 22) had well over 500 schools participating and we also organised the Kent Disability Youth Games which included 21 schools and 564 individual participants
- Kent Adult Education Service is delivering increased sports participation to users of their centres
- Active support for adults with mental health problems is given through a part-time officer to help and assist people
- The Kent Outdoor Pursuits Disability Project brings access for sporting opportunities to people with disabilities with over 7,000 participants so far

TOWARDS 2010 ANNUAL REPORT - September 2010

- Return to Sport' is being run including sport specific and community sport with Active Kent promoting sport and active recreation across the county.

Kent Libraries are keen supporters of health and fitness, for example:

- A healthy living 'Buggy Walk' for mothers of young children in Dartford has recently started
- A 'Jane Austen Walk' has been instigated in Tonbridge and other literary and historical walks are being developed in conjunction with local historical societies.

In addition, there are other partnerships with the Kent Department of Public Health including:

- Developing a social enterprise to expand the 'Activmobs' programme which is currently the subject of various funding submissions and commissions. This programme is aimed at those who want less formal types of activities (e.g. walking) on a more flexible basis or those who find formal groups and leisure environments intimidating and off-putting. It has also proved very effective at promoting community engagement and cohesion and active citizenship
- Promoting physical activity among groups currently identified as undertaking either no or low levels of physical activity e.g. physical activity for adults with Charlton Athletic FC (192 people over six months) and exercise for those with mental health needs at Curves, Gravesend (50 plus people for six months) – see also below
- Developing new partnerships involving the private sector and others to help provide local activity for local people, especially those who do not use current facilities. Curves is a women only exercise facility that offers a more informal version of gym-based activity. Curves in Gravesend has been working with us to provide up to 50 local women from the Asian community and others who have mental wellbeing issues with an opportunity to take more exercise and socialise together. This has been very well attended with some women using Curves up to four times per week. For some of the women attending this has become the major source of social activity in their lives. This project recently won the national Fitness Industry Association award for innovation and vision 'The Future of Flame'
- Establishing physical activity in workplace strategies across the public and private sectors including the KCC 'Welfare at Work' programme
- Implementing the Kent Healthy Weight Strategy and new partnerships schemes to tackle obesity (such as Don't Sit-Get fit, MEND, Bus Club, etc)
- Developing new opportunities for older people to remain active and independent through the Kent strategy for later life, 'Living Later Life to the Full' together with free swimming for the over 60's in east Kent
- Developing a project with Charlton Athletic FC which runs 'Physical Activity for Adults' (for adults aged 50 plus) in the areas which have the lowest levels of physical activity. The project takes referrals from local GPs in areas of high deprivation and has increased activity levels significantly. Physical activity for adults took place in Gravesend and ran for 13 weeks and an average of six people attended every week (total of nine engaged). The group are promoting the activity to others and are actively seeking funding and other support themselves to enable it to continue. 'Activmobs' may become involved shortly.

District councils are very proactive in promoting opportunities for exercise. In east Kent, Active Ashford, Active Canterbury and Active Dover provide information and activities for people in their area. Much of this is about easy to access exercise such as walking and cycling as well as community sporting events. In west Kent, 'Get Sorted' gives lifestyle advice to

TOWARDS 2010 ANNUAL REPORT - September 2010

people including exercise. The Exercise Referral scheme from the NHS professionals also operates across the county.

Towards 2010 target 45 is also linked to delivery of this target. In addition, the Kent Thameside Green Grid, Greening of the Gateway Kent and Medway, Swale Green Grid, Ashford Blue and Green Grid, and Natural East Kent, are strategic programmes to help improve access to and enjoyment of the countryside and open space.

What more are we going to do?

Delivery of Kent Agreement 2 includes a target to increase the amount of physical exercise taken by people aged over 16 years from 20.3% of the population to 22.5% by March 2011.

All the actions described above will continue into 2010 and some beyond. In addition, other developments are planned:

- The 'Fit2Gether' programme is popular with the leisure industry and further work will develop more activity where we have shown the need such as encouraging more females aged 16 to 24 to participate in physical activity. The highly successful project with Curves in Gravesend will continue to develop an increased community focus and find new ways of attracting financial support
- In north Kent, a cycling activity centre is planned to provide 43 hectares of landscaped park which will comprise cycle tracks, technical mountain bike circuits, BMX circuits as well as a skate park, playground, café, retail space and community facilities
- In east Kent the 'Natural East Kent' programme will have area plans to improve exercise, in particular around the urban fringes of the coastal towns
- Work is continuing to support the development of activities around healthy living, cycling and outdoor recreation in Betteshanger. New activities instigated through 'Activmobs' already have over 100 members. This approach is also proving popular in Parkwood (Maidstone) where the community is responding very positively. The feasibility of installing an outdoor gym in the area is under active consideration with partners
- 'Activmobs' is working in partnership with mental health services to improve access to activities for people with mental health problems in both east and west Kent. This currently operates in Parkwood, Maidstone, and Sheerness but may also include Tunbridge Wells in the near future
- In conjunction with the Kent PCTs, a single point of information for people wanting access to services and advice about physical activity and other healthy lifestyle issues will be developed for Kent
- Work is well underway to make the provision of Health Walks more accessible to the more deprived communities in Kent
- We are working with the universities and other academic institutions in Kent to find new ways of evaluating and benchmarking the activity we undertake.

Measurable indicators:

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

Monitoring completed by: Mark Lemon

Date: 27 July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

| | | |
|--|--|---|
| Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing | | |
| Lead Cabinet Member: Alan Marsh | Lead Managing Director: (Was) Peter Gilroy | Lead Officer: Meradin Peachey |

Status: Completed

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

Eastern and Coastal PCT, West Kent PCT, Kent district and borough councils, 'Activmobs', private sector leisure industry, voluntary organisations.

Outcomes delivered:

We are using new ways of communicating with the public to ensure health messages are received more effectively. Social marketing techniques now enable us to reach people in ways they better understand and are able to act upon more easily. The 'House' campaign (see Towards 2010 target 50) and 'Activmobs' demonstrate this approach (see Towards 2010 target 48).

We have renamed the Kent Obesity Strategy the Kent Healthy Weight Strategy which is considered less judgmental. The strategy has been based on the outcomes of the KCC Select Committee report and was produced by Eastern and Coastal PCT in partnership with KCC.

Many organisations across the county are making huge efforts and devoting considerable resources to help their communities live healthier lifestyles. This includes the following outcomes:

- All school children are now measured in their reception year and year 6 to determine obesity levels in children
- Teenage life-checks, funded by the Department of Health, are being rolled out across the county
- PCT Health Promotion Teams educate and support people trying to reduce their weight and be more active (see also Towards 2010 target 48) with health trainers now in all parts of the county
- A Big Lottery partnership bid of nearly £1m was secured by KCC and partners for projects across Kent including £50k on the 'Whole School Meals' project.

Resources are being shared much more widely between organizations, especially with Eastern and Coastal Kent PCT. Both Kent PCTs are contributing large budgets to joint programmes designed to improve people's health above and beyond the Department of Health (DH) allocated 'Choosing Health' funding that now amounts to over £4 m in east Kent and £3.3m in west Kent. The two PCTs committed all their 'Choosing Health' funding allocation to public health priorities and have made local application for this funding for projects and programmes much clearer and easier. This funding has supported numerous initiatives, for example:

- Exercise and diet programmes in the workplace and childhood obesity programmes are being established by the Health and Wellbeing Partnerships across the county
- Health Action Gravesham (Gravesham BC, KCC and West Kent PCT) is offering food production and community cooking sessions with dietary/nutritional advice, a physical activity instructor for those in sheltered accommodation and residential homes and a

TOWARDS 2010 ANNUAL REPORT - September 2010

young people's programme (Don't Sit – Get Fit!) that works in schools, after school and out of school times running weekly swimming lessons

- KCC, Canterbury City Council, and Eastern and Coastal PCT are working together to increase participation by children and young people in youth and community activities that tackle obesity
- 'Active Canterbury', the Community Sports Partnership, brings sports sectors together to increase participation in physical activity
- Sports and leisure partnership schemes in Swale are in place to tackle obesity such as Don't Sit – Get Fit!, MEND and Bus Club
- Big increases in physical activity programmes delivered in partnership (as identified in Target 48)
- East Kent Health Walks, exercise 'on prescription', and 'green gyms' are now being expanded across the whole county
- Weight Management Clinics are now established in Maidstone
- In Sevenoaks 'Get Sorted' and the 'Why Weight Plan' offer people lifestyle advice with an emphasis on managing their weight
- Tunbridge Wells offers 'Food 4You' workshops, 'Grow it Cook it Eat it' courses and 'Looking 4Ward with Food' to increase people's familiarity with healthy eating
- Veg Bag schemes operate in east Kent which also has a Weight Management Scheme run by the PCT
- Healthy Living Centres (HLCs) have been established in deprived areas of the county and give advice and practical help including programmes on good diet and nutrition and cookery skills, including Community Chefs (see also Towards 2010 target 51)
- Kent Adult Education Centres often offer similar support to HLCs in other parts of the county and also take referrals from health professionals of people wanting to change their lifestyles for relevant activities at reduced fees
- The Kent Healthy Schools Programme has had a 100% engagement by Kent schools and 87% have achieved national Healthy Schools Status (see also Towards 2010 target 51). These can now progress through the Healthy Schools Enhancement programme. Further work is helping children with healthy eating and nutritional lunches and community healthy eating pilots have been launched to increase the uptake of healthier school meals including free school meals
- The School Sports Partnership promotes sports with young people.

A range of other activity has also been developed:

- KCC has two food and health co-ordinators training cooks in its school kitchens and delivering Healthy Eating training to over 600 primary staff. Catering contractors are providing development and tasting sessions for pupils and parents. (See Towards 2010 target 51)
- We are ensuring that all schools within the KCC school meals contract (61% of all schools) provide meals compliant with legislative requirements. Progress towards improving the action focusing on other food consumed in schools, not just lunches provided, is going well
- A new smoking policy for KCC, aimed at promoting giving up smoking and assisting those that want to, has been adopted

TOWARDS 2010 ANNUAL REPORT - September 2010

- A new tobacco control strategy 'Towards a Smokefree Generation' to help people avoid the use of tobacco and smoking has been adopted by KCC and partners
- 'Smokefree United' designed to promote the benefits of not using tobacco to young men through football has been launched
- KCC has launched a major initiative to combat misuse of alcohol following the publication of the Select Committee report. This includes a new cross-agency approach called 'Kent Action on Alcohol' and a new alcohol strategy currently being consulted upon
- KCC has a major workplace initiative designed to improve the health of the 45,000 workforce called 'Wellbeing at Work'. This includes annual health checks, online access to information and healthy activities such as 'The Virtual Gym'. The staff 'Weight Loss Challenge' has helped over 400 people lose over 277 stones in weight
- Kent Adult Social Services are expanding their preventative programmes including reducing falls in older people and increasing physical activity levels. The Brighter Futures Group helps people aged over 75 with volunteer support to give advice and assistance, including health and wellbeing (see also Towards 2010 targets 52, 54, 56)
- NHS 'Life Checks' offering screening services for heart disease are being rolled out across the county
- Kent Health Watch has been established to ensure that people's views on the health and social care services they receive are properly recorded and addressed
- The KCC 'House' campaign (see Towards 2010 target 50) has delivered 'House' shops in each of the 12 district council town centres in Kent and houses multi-agency partnerships between the PCTs, KCC directorates and the private and voluntary sector to work in innovative ways to deliver health and lifestyle messages to young people. This is an exciting and effective way of engaging young people who may otherwise not access the range of existing services offered in traditional settings
- 'House on the Move' is now delivering health and lifestyle advice to young people around the county by visiting them in their own communities
- KCC Libraries have delivered a number of specific outcomes:
 - They have been working very actively with health colleagues to give public access to NHS Choices, provide a range of resources in partnership with the Kent and Medway Cancer Network, Healthy Living Libraries, community fruit and veg schemes, health trainer sessions and specific information initiatives. Libraries also provide important community venues for 'stop smoking' services
 - Libraries are also providing 'Choose and Book' facilities on-site
 - Libraries provide facilities for smoking cessation services to operate local clinics.
- 'Books can help' is a books on prescription scheme that provides medically approved information to people with mental health and other issues
- The Kent Alcohol Strategy is being implemented by a multi-agency steering group across the county led by KDAAT (Kent Drug and Alcohol Action Team) and which will shortly be finalised
- KCC Environment Highways and Waste is working with Eastern and Coastal PCT to improve access to the countryside and healthy activities for people in more deprived areas

TOWARDS 2010 ANNUAL REPORT - September 2010

- We have been working with the community in Parkwood (Maidstone) ward and in Sheerness to improve lifestyles and health, especially mental health.

What more are we going to do?

Delivery of Towards 2010 targets 48 and 50 is also key to the delivery of this target. In addition, implementation of the Kent Healthy Weight Strategy is a key priority of all partner organisations as well as implementation of the Health Inequalities Action Plan across KCC, districts and other partners.

All the programmes above will continue. In addition, the following actions are planned:

- Extend the Health Trainers programme across the county
- Roll out the Expert Patient Programme to support people with long-term health conditions
- Increase the number of pharmacies offering weight management programmes
- Work with libraries and an online health assessment to help people understand their own health issues and take appropriate action
- Extend the mental health community project in Parkwood and Sheerness to Tunbridge Wells
- Develop a new approach to helping the Gypsy and Traveller community access health care services and facilities.

Measurable indicators:

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

Monitoring completed by: Mark Lemon

Date: 27 July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

| | | |
|---|--|---|
| Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex | | |
| Lead Cabinet Members: Alan Marsh | Lead Managing Director: (Was) Peter Gilroy | Lead Officer: Meradin Peachey |

Status: Completed

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

Kent Public Health Department, Kent Alliance on Smoking and Health (KASH), Kent Drug and Alcohol Action Team (KDAAT), Eastern and Coastal Kent PCT, West Kent PCT, Kent Police, Kent district and borough councils, Connexions, M&C Saatchi, Refocus, The Beat Project, Kent Council on Addiction, local town centre management, local voluntary services, KCC's Youth Service, KCC Children, Families and Education Directorate, Libraries, Youth Offending Service, Communication and Media Centre and the Teenage Pregnancy Partnership.

Outcomes delivered:

The purpose of this campaign for young people is to reduce the risk of:

- Drug and alcohol misuse
- Smoking
- Poor sexual health
- Teenage pregnancy.

The campaign targets those who are most vulnerable to such risky behaviours and was introduced and launched in Gravesend in November 2008. It is overseen by a steering group of stakeholders who have an interest and/or expertise in delivering campaign messages to young people.

M&C Saatchi were awarded the contract to design the campaign aimed at young people working with a wide range of agencies to deliver the 'Kent Campaign' message. M&C Saatchi engaged young people in the design and marketing of the campaign and materials in order to ensure that there is maximum potential for behaviour change and that services and resources are accessible to all young people.

Studying interactions between teenagers, their friends and support services, M&C Saatchi realised what was needed was a real place, an environment which used teenagers' most influential medium – conversations. Working with teenagers to recognize the format they would feel most comfortable with culminated in the brief – a 'mate's house'. The teenagers designed, and co-created the space naming it 'House'.

The concept of the 'House' campaign was that it runs for a month at a time in town centre shops located in each of the 12 Kent districts. The total period for 'House' was 12 months. The success of and demand for 'House' has meant that it now continues in the community and is planned to be sustained in Kent town centres (see the 'What more are we going to do' section that follows).

The results have been phenomenal. It has now visited eleven town centres and 7,500 people have visited it at least once (total visits are 13,000), many of whom are currently unknown to and do not access existing services. 'House' has provided over 30 participating agencies with

TOWARDS 2010 ANNUAL REPORT - September 2010

new ways of reaching young people, including those 'hard to reach', and a place to work in different and more effective ways. Across the first six sites over 8,000 attendances were recorded (almost certainly an under-estimate). Many of the organisations are reviewing how they work in the light of their experience in 'House'.

Quantitative and qualitative evaluation has demonstrated that the 'House' campaign has proven a tremendous success with young people and agencies alike, with young people regarding 'House' as great and wanting the shop to continue on a long-term basis.

It is also highly innovative in the way it is marketed relying almost solely on word of mouth and underground 'guerrilla' marketing. Within two hours of one site opening, with no forward publicity, 60 young people were inside. This has earned a KCC Chief Executive's Department Quality Service Awards Team Innovation Award and two Gold Awards in the National APG Creative Strategy Awards (the advertising industries most prestigious awards).

'House' works because it is an environment designed by and for young people where they decide whether they go, whether they stay and whether they engage or not with the professionals that make themselves available. This has led to almost unprecedented engagement such as young people waiting to see the sexual health nurse, queuing in groups of up to 20, and young people listening to the experiences of a former drugs user for an hour at a time. Over 50 Chlamydia tests were completed in the first two months.

'House' campaign posters portray a very hard-hitting image and have been aligned to other relevant local campaigns throughout the year. Youthbytes (creative pop-up links accessed through College Personal Computers) has been commissioned as a pilot in West Kent College (Tonbridge) and South Kent College (Ashford, Shepway and Dover) to support alcohol messages to young people as part of the Kent Alcohol Strategy. The creative pop-up links are also being used to promote the Towards 2010 Campaign for Young People within these colleges. Youthbytes is now being rolled out to all interested secondary schools in East Kent and to special needs schools where the creative lifestyle messages are being adapted and designed around the specific needs of young people.

What more are we going to do?

Additional funding has been secured from Eastern and Coastal PCT and KDAAT to extend the operation of 'House' through a mobile facility, called 'House on the Move'. This is reaching young people in their local communities rather than town centres. Engagement with young people has produced a design brief for 'House on the Move' that will deliver 'House' directly into estates and other communities across Kent over the next two years. 'House on the Move' was launched in Maidstone in May 2010 and many of its activities will address alcohol issues and their consequences.

In addition, further work is progressing with local partnership agencies and district councils to continue the success of 'Town House' through a franchise arrangement in town centre areas. This would sustain the project and its legacy through day to day management by lead agencies who purchase the franchise and will be overseen by the Kent Public Health Department to ensure that the concept and branding of 'House' remains pure. This arrangement is also designed to be income generating for the department.

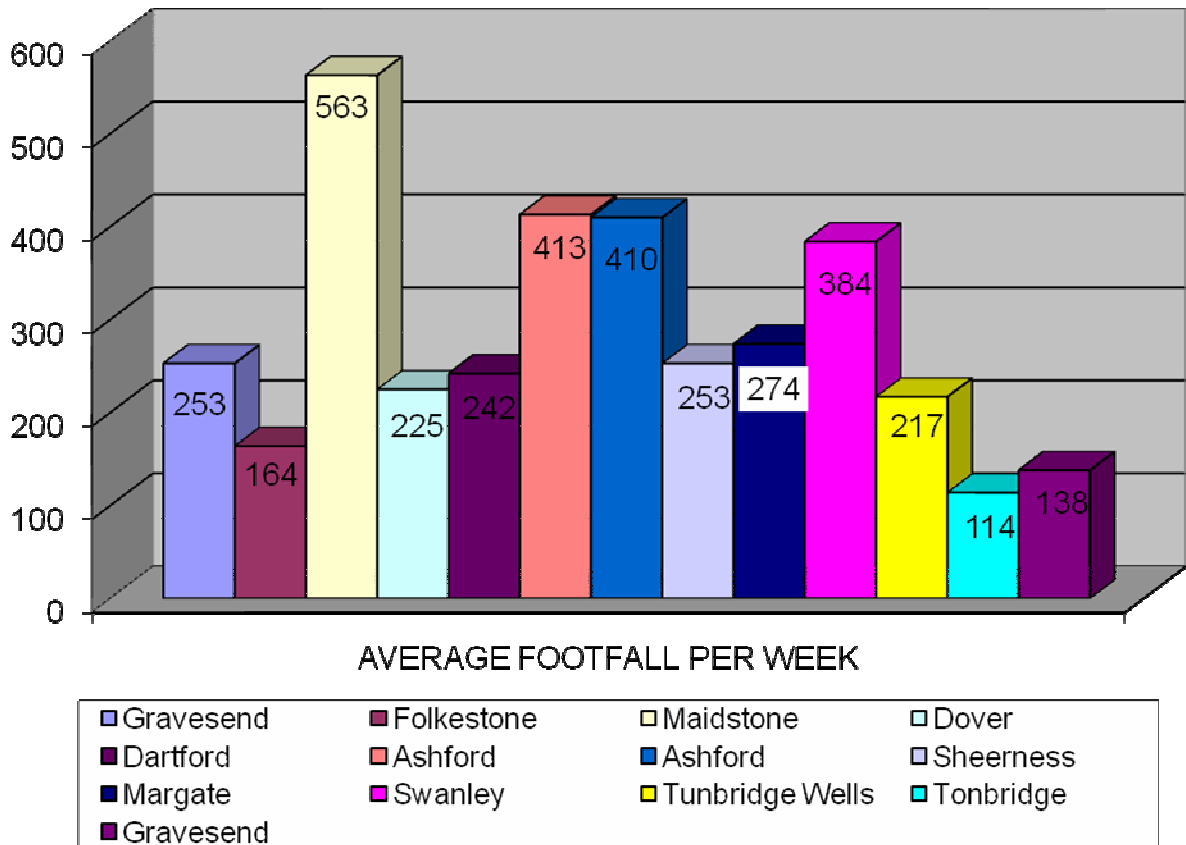
Measurable indicators:

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

TOWARDS 2010 ANNUAL REPORT - September 2010

However, the attendance figures below show the numbers of young people that agencies have been able to access through 'House':

Average weekly footfall of young people in each 'House' location (NB: This is likely to be an under-reported figure as some young people prefer not to sign in and to remain anonymous).



In addition, there has been an evaluation of the questionnaires to invite feedback from young people and participating agencies which is being used as a learning process for potential future 'House' shops. This evidences how this campaign has successfully raised awareness of lifestyle issues to young people, with 20% specifically indicating that 'House' has influenced a positive change in their behaviour. A few examples are listed below:

“'House' has helped me cut down smoking and stop drinking”

“...I thought it was a bit of fun but it turns out that it was fun and useful. I have learned a lot and signed up to helpful programmes to help me with drug misuse...I have found 'House' and it's connections very useful”

“I got talking to a lady at 'House' and she got me on a course to help me get a job.” I have got voluntary work caring for adults with learning difficulties.”

Monitoring completed by: Debbie Smith

Date: 1 July 2010

By: Paul Carter, Leader of the Council

To: Corporate POSC

Date of Meeting: 24th September 2010

Subject: Bold Steps for Kent – Update

Summary: Provides Members of Corporate POSC with an update on the timetable and development of the new medium term plan, *Bold Steps for Kent*, and seeks the Committee's input on the key issues over the next four years that it believes the plan might address ahead of the launch of a draft version for public and partner consultation.

1. Introduction:

- 1.1 *Bold Steps for the Kent* will be the medium term plan for KCC succeeding *Towards 2010*, which is due to expire at the end of September 2010. As the title suggests, *Bold Steps for Kent* will draw heavily on *Bold Steps for Radical Reform*, the discussion paper published by the County Council in January 2010. This set out how through radical thinking about public service delivery at the national and local level, it would be possible to deliver approximately £15-21 billion savings to HM Treasury.
- 1.2 From the recommendations set out in *Bold Steps for Radical Reform*, it is worth noting that many have been swiftly acted on by the new Government:
 - *Bold Steps* called for abolition of the Comprehensive Area Assessment (CAA) regime and a reduction in the audit and inspection purposes. The Government has announced the end of the CAA regime and the abolition of the Audit Commission.
 - *Bold Steps* called for the removal of the regional governance framework, since when the Government has axed Regional Development Agencies and is expected to announce through the Comprehensive Spending Review (CSR) the abolition of Government Offices for the Regions.
 - *Bold Steps* called for a roll back in the quango state and the Government has abolished or announced the abolition of, to date, 81 quangos.
 - *Bold Steps* called for a return of spatial planning powers to democratic local government, since when the Government has abolished regional housing targets, regional spatial strategies (i.e. the South East Plan) and the Infrastructure Planning Commission.

- 1.3 *Bold Steps for Radical Reform* also called for new forms of localism with more local decision making and more joined up and integrated delivery of public services to reduce costs and better meet public expectations within a smaller funding envelope for local government. *Bold Steps for Kent* will therefore be a very different document to *Towards 2010*. It aims to be a more strategic document. Whilst it will still set out the Administration's priorities for the next four years (and by definition not every service will be a priority), it will also set out how the Administration increasingly wants these services to be delivered, moving towards a new model for local public service delivery in Kent.

2. The wider policy landscape

- 2.1 It is important to note that the wider policy landscape remains unclear on a number of key issues facing local government. These include:
- The fundamental financial challenge facing local government and the wider public sector. Reductions in government funding are expected to be at least 25% across the public sector as a result of the CSR, but as local government oversees one of the largest non-ring fenced areas of public expenditure, it is possible that councils' savings requirements may be far higher than this figure.
 - The role of local authorities in education in light of the academies and free schools' agendas remains unclear. The Secretary of State has promised that local authorities will continue to have a strong and influential role in education, but the nature of that role, and the possible financial impact on upper tier councils of education reforms already announced, remains unclear.
 - The role of local authorities in the health economy, as set out in the recent White Paper, in relation to GP commissioning and public health, and how that might tie into current service provision, particularly in regard to Adult Social Services, is still emerging.
 - The development of Local Enterprise Partnerships as a mechanism for driving forward economic development and regeneration following the abolition of the Regional Development Agencies remains a significant opportunity for local authorities, but one that will develop throughout the autumn as proposals are submitted by local authorities and considered by the Secretary of State.
- 2.2 As a result of these uncertainties the development of *Bold Steps for Kent* is taking place in a fast moving policy environment that requires the County Council to respond quickly to emerging developments. It is anticipated that many issues will become clearer following the announcement of the Comprehensive Spending Review (CSR) due on 20 October. However, some of the initial thinking laid out in this report

may have to change both ahead of the release of a consultation draft, and before approval of *Bold Steps for Kent* by full Council.

3. Structure and Emerging Priorities:

3.1 Current thinking is that the document should be structured around the key themes of:

- Helping the economy to grow
- Supporting the Big Society
- Tackling disadvantage
- Building a new relationship with partners
- Ensuring the organisation is fit for purpose

3.2 Taking each of these key themes in turn, the emerging priorities (and it should be stressed that these are emerging priorities which require further consideration and refinement) are set out below:

Helping the Economy to Grow:

- Delivering of *21st Century Kent and Unlocking Kent's Potential* (regeneration framework)
- Delivering a big bold and ambitious Local Enterprise Partnership
- Getting the Thames Gateway moving to deliver new growth
- Continued investment in capital infrastructure (a third lower Thames Crossing/Manston Airport)
- Identifying new funding mechanisms for capital infrastructure (e.g. TIFF, Britdisc)
- Significant expansion of apprenticeship provision
- Delivering a high quality highways network
- Linking adult skills provision to the needs of the local economy
- Developing young people's career management skills

Supporting the Big Society:

- Establish a 'Big Society' Fund for Kent to provide start up monies for social enterprises and social entrepreneurs
- Reform our procurement framework to open it up more widely to the voluntary and community sector
- Introduce a 'Right to Bid' process for KCC services if local groups think they can run them better through mutuals /co-operatives (including KCC staff)
- A single strategic approach to community asset transfer
- Continue to support and use the Sustainable Communities Act
- Maintain the Member Highways Fund and Member Community Grant until at least the next county elections
- Support Kent parents who wish to establish free schools and continue to support and fund the Kent School Games

Tackling Disadvantage:

- Link the Supporting Independence Programme into the new Single Work Programme being developed by DWP
- Develop a pan-Kent multi agency approach family intervention
- Tackle the issue of looked after children being placed in East Kent by non-Kent local authorities
- Improving outcomes for young people in care and better transitions for those leaving care
- Focus on preventative early intervention strategies and enablement services in social care
- Continue to drive forward personalisation

Building a new relationship with partners

- Move to shared front line services with partners and greater focus on specific locality problems e.g. Margate Task Force
- Develop a model of local place based commissioning to ensure real subsidiarity is delivered in Kent – bringing on board partners to the potential of joint commissioning of local services
- Ensure a relationship with all schools – whether maintained or non-maintained
- Re-shape our support offer to schools and GPs so that it is competitive and attractive in the emerging market for support services

Ensuring the organisation is fit for purpose by:

- Ensuring KCC is a more transparent and open organisation that welcomes challenge
- Expanding the Gateway programme to deliver seamless access to public services across the county
- Increasing the amount of online service transactions
- Greater focus on commissioning rather than providing services
- Absolute emphasis on value for money and de-commissioning services where necessary
- Better and more targeted engagement with residents (and where possible in conjunction with partners)
- Ensuring staff have the right skills mix to deliver in the new landscape for local government

4. Key Questions:

4.1 Ahead of the development and publication of the consultation draft of *Bold Steps for Kent*, and given the issues, themes and emerging priorities outlined in this report, it would be particularly useful for Members of Corporate POSC to consider the following questions:

- Are the themes around which *Bold Steps for Kent* will be structured broadly right?
- Are the emerging priorities set out under each of the key themes broadly right?

- Are there any priorities not outlined in this report that Members feel should be considered for inclusion in *Bold Steps for Kent*?

5. Timetable & Next Steps:

- 5.1 Public and partner consultation on Bold Steps for Kent will begin on 11 October 2010 and will last for four weeks. This will allow full consideration of any decisions or issues emanating from the Comprehensive Spending Review (CSR) 2010 - due to be reported on 20 October 2010 - to be factored into the document if required, before approval by Full Council. Appendix 3 of the KCC Constitution (as amended 22 July 2010) states that the 'Strategic Statement' (i.e. Towards 2010 or its successor document) requires debate and approval by Council. It is intended for this to occur at the December County Council meeting.

6. Recommendations:

Members are asked to:

- Note the report.
- Provide comment and feedback on the themes and emerging priorities for Bold Steps for Kent.
- Identify any priorities not currently set out that should be considered for inclusion in Bold Steps for Kent.

Background Documents

- Bold Steps for Radical Reform, Kent County Council, January 2010

David Whittle
Policy Manager - Corporate Policy Unit

✉ david.whittle@kent.gov.uk

☎ 01622 696969 / 07970 529157

This page is intentionally left blank

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

To: Corporate Policy Overview and Scrutiny Committee – 24 September 2010

Subject: Draft Annual Performance Report 2009/10

Classification: Unrestricted

SUMMARY

This report provides an overview of the Annual Performance Report 2009/10 and attaches a draft of the report for Members' information.

FOR INFORMATION

1. Introduction

The KCC Annual Performance Report (APR) provides highlights of key activities and outcomes of the council.

This is second year we have published an Annual Performance Report, which we have chosen to do, to replace the previous annual Best Value Performance Plan, which was a statutory requirement.

2. Purpose

The APR is a relatively short document, built around the themes of *Towards 2010*. It is intended to provide highlights of key activities and outcomes from 2009/10.

Detailed performance information is already reported during the year, such as the *Towards 2010 Annual Report*, *Business Plan Outturn Monitoring* and, as relevant, Directorate's own in-year performance review documents. The APR provides a summary of the information from these more detailed reports in one place for ease of reference.

The APR is aimed at KCC Members, partners, parish councils, staff and the public. It will be published via the KCC website keeping cost to a minimum.

3. Approval Process

The draft APR will be provided to the September Policy Overview and Scrutiny Committees for information.

It will be discussed at Cabinet on 11th October prior to being taken to County Council for approval on 14th October.

4. Recommendation

Members are asked to NOTE the attached draft and the outcomes achieved in 2009/10.

Contact officers: Sue Garton & Richard Fitzgerald, Performance Management, Chief Executives Department

KCC ANNUAL PERFORMANCE REPORT

PERFORMANCE HIGHLIGHTS FROM 2009/10

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

Contents

1. Introduction
2. Economic Success
3. Learning for Everyone
4. Children' Specialist Services
5. Preparing for Employment
6. Enjoying Life
7. Keeping Kent Moving Safely
8. Environmental Excellence
9. Maintaining Independence
10. Staying Healthy
11. Stronger & Safer Communities
12. *Towards 2010 Targets*
13. Your comments

Section 1: Introduction

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

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

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

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

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

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

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

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

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

Section 2: Economic Success

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

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

Backing Kent Business (BKB)

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

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

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

Framework for Regeneration

In 2009 we published our new framework for regeneration 'Unlocking Kent's Potential'.

As part of this project, we commissioned Sir Terry Farrell to produce a wide-ranging spatial vision for Kent, "*21st Century Kent - Unlocking Kent's Potential*" making clear

our ambitions for the future. To turn this vision into action, further detailed work is being developed with District and Borough Councils, Medway Council, and with local businesses and communities, as we know that only in partnership will our shared ambitions be achieved.

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

Connecting Kent

The Connecting Kent programme is gathering and analysing current broadband availability across Kent at post-code level, and providing evidence of coverage issues ("Not Spots" and "Slow Spots") to support the business case for public sector interventions. We are helping rural communities to identify and engage with broadband service providers to address this issue, working with Parish Councils, including providing capital grants to ensure service delivery.

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

Transport Infrastructure

The introduction of the domestic high speed rail services from Kent to London is a major economic generator; an improvement for which we have been arguing strongly for a number of years. Domestic high speed services commenced from Ebbsfleet in December 2009.

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

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

Locate in Kent

Locate in Kent attracts inward investment into the county. In 2009/10 the target for companies investing in Kent was exceeded (82 compared with 70) but the jobs

created/safeguarded fell slightly short of target at 2,611 compared with 2,973. This was due primarily to the prevailing economic climate and the fact that globally, job figures per company assisted reduced substantially.

Kent Film Office

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

2012 Olympics

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

Off-shore wind farms

The 100 turbines for the Thanet Offshore wind farm have been installed and the development will be officially operational in September 2010. The Ramsgate port has benefited from the construction of a new operations and maintenance base which is now complete. The base is expected to generate more than 25 long term jobs

In conjunction with Backing Kent Business, an offshore wind supply chain directory was launched in June in association with Invicta Chamber of Commerce and London Array. A Kent prospectus has also been developed to raise awareness of developments and opportunities in Kent and the potential for inward investment.

Economic indicators

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

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

Section 3: Learning for Everyone

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

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

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

External Inspection

KCC services for children and young people are subject to annual assessment by the government's inspectors, Ofsted. We are also subject to more detailed infrequent inspections by Ofsted with the last one being in early 2009. KCC continues to achieve inspection and annual assessment results of 'performing well' for children's services.

Consultation and participation

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

Secondary school results

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

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

Early Years results

KCC investment in the Early Years is showing results. Kent performance in the Early Years Foundation Stage Profile has significantly improved and the gap between Kent

and national performance continues to reduce, standing at only one percent in 2009. A focused project entitled “Making a Big Difference” has been effectively targeted at 30 schools with the highest level of low achievement in the foundation stage and this has helped ensure that children from poorer backgrounds are also doing well. Ofsted Inspections of early years’ settings are showing improvement with more being judged as good or better.

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

Primary schools results

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

Building Schools for the Future (BSF)

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

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

Extended schools

Ninety five per cent of schools in the county are offering extended school services, which includes childcare, parenting and family support and community use of facilities all year round. Extended services help raise the achievement of children and young people and broaden their life opportunities while building a positive community spirit.

Bullying

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

Physical activity

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

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

Emotional wellbeing

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

Healthy Schools

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

Section 4: Specialist Children's Services

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

Children's social services

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

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

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

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

Looked after children

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

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

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

Special educational needs

In July 2009 KCC and the NHS signed up to Every Disabled Child Matters, a formal commitment to make life better for disabled children and their families. This year 77% of young people and carers asked were happy or very happy with the support that they currently receive.

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

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

Support for Parents

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

Family Group Conferencing

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

School exclusions

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

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

Section 5: Preparing for Employment

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

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

Vocational learning

Over the past two years KCC has funded and established over 25 Vocational Skills Centre's across Kent. These centres provide high quality vocational and applied learning programmes, and support the implementation of the diplomas and young apprenticeship placements by providing industry standard training facilities and equipment. To date this has enabled over 5,000 14-16 year olds to undertake a vocational course one day per week over two years leading to a wide range of vocational qualifications.

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

The benefit of the Skills Centres has been widely evidenced through an external evaluation undertaken by Glasgow University and an annual Learner Voice Survey which is a triangulated survey involving learners, staff and parents. This research and survey shows the very positive impact on learners who have engaged in the vocational programme.

Careers guidance

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

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

Youth employment

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

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

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

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

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

Kent Success

Since 2006/07 301 starts have been achieved on the highly successful Kent Apprenticeship programme, "Kent Success". This compares to an original target of 250.

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

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

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

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

Skills for Adults

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

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

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

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

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

DRAFT

Section 6: Enjoying Life

Developing places in which people want to live, work and invest involves supporting them in establishing a sense of place. Leisure & cultural infrastructure can help this.

KCC provides strategic leadership and co-ordination for the development of the arts, sports and other leisure activities in Kent, to ensure that these activities realise their full potential for community engagement and empowerment, distinctive place-making and as contributors to the wider economy.

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

Turner Contemporary

The Turner Contemporary Gallery in Margate, which is a KCC sponsored development, will be an iconic focus in East Kent for stimulating investment and encouraging tourism and arts employment. Excellent progress has been made over the past year; both in terms of gallery construction, 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 1 April 2010. The building construction will be concluded in 2010, and the opening for the public is scheduled for 2011.

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

Libraries

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

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

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

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

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

The modernisation programme has continued to benefit customers and the library service is now reaching many more users. Our website attracts over 1.1 million visitors (2009/10). Improved footfall in recently refurbished libraries reflects an increase in issues during 2009/10, for example, by 80% at Ramsgate and 13% at East Peckham compared to 2007/08.

Olympic and Paralympic Games

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

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

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

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

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

Sports

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

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

Arts Development

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

We monitor the building programme for the New Marlowe Theatre, in which KCC is a major capital investor, and are part of a dialogue with partners on the future programme and business plan.

We run the Kent Arts Investment Fund, an annual open project fund that responds to projects that increase the arts offer: activity, performances, new audiences and visitors. Careful investment of our funds enables us to strengthen arts networks and venues in Kent by working with arts organisations on their programmes. Over 2009/10 our support and financial investment resulted in 2,175 performances, screenings and exhibition days, involving 1,598 professional creative workers, and 1,027 educational events and workshops. Overall 144,976 people in Kent benefited from this activity.

DRAFT

Section 7: Keeping Kent Moving Safely

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

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

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

Customer Response

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

Winter Impact

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

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

Improving roads

Significant improvements have been made in recent months to tackle the backlog of other routine repairs and whilst there is still more to be done the foundations are now

in place to keep on top of basic maintenance. We have conducted extensive market testing of resurfacing schemes to challenge the competitiveness of our existing contracts and this has helped deliver efficiency savings of around 8%, which has been reinvested into further maintenance work.

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

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

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

Streetlights and Drains

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

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

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

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

Reducing congestion

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

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

Freedom Pass

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

| | 2007/08 | 2008/09 | 2009/10 |
|-----------------------|---------|---------|---------|
| Freedom passes issued | 5,203 | 13,689 | 22,157 |

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

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

Road safety

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

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

Supporting regeneration and improving access to key services

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

Section 8: Environmental Excellence

KCC is committed to managing economic growth while providing protection of the environment. We work to provide improved access to the Kent's countryside, coast and heritage, and at the same time ensuring our natural resources and man-made heritage are conserved and enhanced.

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

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

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

Enjoying the countryside

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

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

| Indicator | 2008/09 | 2009/10 |
|----------------------------------|----------|-----------|
| Visitor to KCC run country parks | 1.4 mill | 1.44 mill |

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

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

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

Heritage

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

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

Waste Management

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

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

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

The level of recycling has shown no increase this year due to the recession affecting recycle markets and more efficient and accurate reporting of data from recycling plants relating to "reject" materials and un-marketable materials. Currently a higher level of rejected/un-marketable recyclables has been reported for 2009/10 than the previous year, therefore reducing the overall amount of waste being recycled.

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

Clean Kent

Working with partner agencies including district councils and the police, the Clean Kent campaign continues to deliver a hard line approach towards fly-tippers. A large

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

Climate change

KCC has had a stated target to reduce carbon dioxide emissions by 10% by 2010 but this has not been achieved, due to increases in emissions from the estate in certain areas, in particular schools which account for almost 80% of carbon emissions from our buildings. This is as a result of increased use of ICT and extended opening hours, which is also a priority. Therefore, delivery of this target is unfortunately hampered by good progress against another.

However, assessment against the Carbon Trust Standard last year, which takes account of growth in the estate, indicated a 6% like for like reduction compared to the previous two years of data.

DRAFT

Section 9: Maintaining Independence

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

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

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

Personalisation

We are delivering more personalised services through Self Directed Support (SDS), giving more people choice and control over the support they receive.

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

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

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

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

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

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

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

Maintaining independence through prevention

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

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

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

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

We have introduced Enablement, a free intensive short term service of three to six weeks designed to help people maintain independent living skills at home. This is being offered to new clients when appropriate and is proving successful. 58% of

people receiving enablement services had their needs met with no further on-going support from social services.

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

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

Support for Carers

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

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

In the latest carers' survey 68% of carers reported being satisfied with the help they received from Kent Adult Social Services.

Access to work

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

Safeguarding

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

Section 10 : Staying Healthy

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

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

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

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

Kent School Games

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

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

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

The previous Kent School Games held in 2008 helped increase pupil participation levels in competitive school sport from 36% in academic year 2006/07 to 50% in 2008/09. This compared to a national increase from 35% to 44%. Data from the national survey for 2009/10 not will be available later until later in the year.

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

House

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

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

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

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

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

Keeping Fit

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

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

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

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

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

Dealing with drug and alcohol problems

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

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

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

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

Section 11: Stronger & Safer Communities

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

KCC Community Wardens

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

The Community Wardens are now embedded within Neighbourhood Policing teams including police community support officers (PCSOs,) using problem identification and solving techniques and a shared tasking and co-ordination process to identify issues and target activity

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

A successful bid was made under the government funded Future Jobs scheme for the recruitment of thirty young unemployed persons to join the Kent Community Wardens Service on a six month basis as Support Wardens. The Support Wardens were deployed to work with experienced Wardens focusing in particular on environmental and youth issues. Two groups of young people have already completed the six month programme with the remainder due to finish in August 2010. With new skills and a new found confidence, some of the young people have been able to find employment, whilst others are keen to become full-time wardens if the opportunity arose.

HandyVans

The HandyVan scheme provides improved home security for vulnerable people to help protect them against burglary and increase feelings of safety. This has been a tremendous success with 89% of clients feeling very safe after receiving the HandyVan service compared to just 11% beforehand (based on a sample size of 1,252 clients between April 2006 and June 2009):

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

Reducing crime and fear of crime

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

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

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

Under the umbrella of the Safer Kent Delivery Group, KCC has been working for some years with partner organisations to manage the night time economy and help make people feel safe. Feelings of safety walking alone at night are at their highest for the last four years rising from 55% in 2006/07 to 67% at the end of 2009/10.

| Indicator | 2006/07 | 2007/08 | 2008/09 | 2009/10 |
|---|---------|---------|---------|---------|
| Percentage of people who feel safe walking alone at night | 55% | 58% | 64% | 67% |

Trading Standards

Kent Trading Standards operates an early warning email messaging system which alerts local communities to bogus trading practices. Our partners and message recipients now number over 290, including 161 parish and town councils. More than 100 messages are sent each year containing warnings of scams and doorstep criminals. Alert messages are also published in a range of local media including parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams.

Trading Standards continued to respond rapidly to residents in need who were victims to doorstep criminals. 105 consumers were supported up to the end of January 2010, saving residents an estimated £118,000.

Where intelligence has shown that there has been a problem with doorstep callers Trading Standards Officers have worked with partners to establish local Cold Calling Control Zones. The scheme is proving to be popular at a local level and once a zone has been set up the neighbouring community often wants one as well. The first No Cold Calling Control Zone was set up in Cranbrook and now there are 18 in Kent with proposals for a further 8.

Tackling youth offending

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

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

| Indicator | 2007/08 | 2008/09 | 2009/10 | National average 2008/09 |
|---|---------|---------|--------------------|--------------------------|
| Number of new entrants to the youth justice system (per 100,000 10-17 population) | 1,710 | 1,620 | 1,112 ¹ | 1,472 |

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

Alcohol

In November 2008, the multi-agency Kent Community Alcohol Partnership (KCAP) which includes Kent Trading Standards and Kent Police was officially launched, aimed at changing the attitudes to drinking among young people and supporting retailers to reduce sales of alcohol to underage drinkers. In November 2009 KCAP was extended to include Herne Bay, Whitstable, Cliftonville, Margate, Maidstone and Swanley and encouraging results are already being seen.

Volunteering

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

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

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

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

Section 12: Towards 2010 Targets

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

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

| Target | Progress Made |
|--|---------------|
| Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding | Good progress |
| Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services | Completed |
| Target 3: Support a programme of town centre regeneration | Completed |
| Target 4: Support rural businesses and communities to build a strong entrepreneurial culture | Completed |
| Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition | Completed |
| Target 6: Increase opportunities for graduates to work and live in Kent | Completed |
| Target 7: Fulfil Kent's potential as a premier tourist destination | Good progress |
| Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy | Completed |
| Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits | Good progress |
| Target 10: Improve the quality of early years education by strengthening the links between pre-schools/nurseries and primary schools, thereby improving children's ability to learn when they enter primary school | Completed |
| Target 11: Help and inspire all our children to do well, with a particular focus on ensuring that the results our seven and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate | Good progress |
| Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools | Good progress |
| Target 13: Continue to offer and develop further multi-agency support to parents by helping them with the problems they and their children face in everyday life | Completed |
| Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent | Completed |
| Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by businessmen, entrepreneurs and professionals | Completed |

| Target | Progress Made |
|--|---------------|
| Target 16: Expand our pioneering vocational 14–16 programme to more than 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world | Completed |
| Target 17: Double the number of participants on the Skills Force programme | Completed |
| Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors | Completed |
| Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects | Completed |
| Target 20: Build strong business-education partnerships that benefit both employers and schools | Completed |
| Target 21: Launch and market a new website, “ <i>What’s on in Kent?</i> ”, that will list sports and leisure activities and local organisations for all age ranges in the county | Completed |
| Target 22: Establish a biennial Kent School Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics | Completed |
| Target 23: Facilitate and enhance the development of Kent Youth Theatre activities | Completed |
| Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV | Completed |
| Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county | Completed |
| Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent’s rich culture | Completed |
| Target 27: Open the Turner Contemporary gallery, Margate, in 2010 | Completed |
| Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent | Completed |
| Target 29: Continue to develop ‘gateway’ one stop shops that give easy access to services provided by county and district councils and other public service bodies | Completed |
| Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots | Completed |
| Target 31: Pilot staggered school hours to relieve rush-hour congestion | Completed |
| Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes | Completed |
| Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption | Completed |
| Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams | Completed |
| Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent | Good progress |

| Target | Progress Made |
|---|---------------|
| Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing | Completed |
| Target 37: Improve the way we repair roads and pavements | Completed |
| Target 38: Maximise the use of previously developed land | Good progress |
| Target 39: Bring back into use the large number of empty homes in Kent | Completed |
| Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes | Good progress |
| Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials | Completed |
| Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies | Good progress |
| Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders | Completed |
| Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products | Not achieved |
| Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage | Completed |
| Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies | Good progress |
| Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes | Completed |
| Target 48: Increase opportunities for everyone to take regular physical exercise | Completed |
| Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing | Completed |
| Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex | Completed |
| Target 51: Encourage healthy eating by providing nutritious lunches through the "Healthy Schools" programme and launch a range of community-based healthy eating pilots | Completed |

| Target | Progress Made |
|--|---------------|
| Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include: <ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support through Direct payments • taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes | Completed |
| Target 53: Strengthen the support provided to people caring for relatives and friends | Good progress |
| Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent | Good progress |
| Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence | Good progress |
| Target 56: Improve older people's economic well-being by encouraging the take-up of benefits | Completed |
| Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas | Completed |
| Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse | Completed |
| Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents | Completed |
| Target 60: Support young people to reduce the risk of them offending | Completed |
| Target 61: Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted | Completed |
| Target 62: Expand the Kent HandyVan scheme, making the homes of older and vulnerable people more secure | Completed |
| Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers | Completed |

Section 13: Your comments

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

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

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

1. Your name/address:

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

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

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

5. Any other comments?

This page is intentionally left blank

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

To: Corporate Policy Overview and Scrutiny Committee – 24 September 2010

Subject: Core Monitoring Report

Classification: Unrestricted

SUMMARY

The purpose of this report is to inform members on key areas of performance and activity across the authority.

FOR INFORMATION

1. Introduction

The first Core Monitoring report was reported to Cabinet on 13th September. The report includes graphs and commentaries on a wide range of indicators, covering key activity and performance relating to the main services provided by the council.

Each Policy Overview and Scrutiny Committee is receiving the section of the report relevant to their remit.

2. Core Monitoring Information

Indicators within the Core Monitoring report are presented with historic trends shown by graph, a RAG (Red/Amber/Green) status, a DoT (Direction of Travel rating) and a commentary.

A summary of the RAG ratings by indicator is provided at the start of the Core Monitoring report in the contents and summary pages, along with an explanation of how the RAG ratings and DoT ratings are arrived at.

The RAG and DoT ratings are always based on the quarterly data except where the indicator is only provided with annual figures.

To show how the position has changed from the most recent quarter compared to the previous quarter, RAG ratings and DoT ratings for the previous quarter are also shown, although this information has not previously been reported.

For most indicators the data presented in the Core Monitoring shows two graphs, these being in most cases :

- a. Performance trends on a financial quarterly basis with up to three year's historic data shown
- b. Annual performance with comparison to national benchmarks with up to five year's history shown.

Other graph formats are used for some indicators where it is not possible or suitable to use the above format. For example, information relating to academic results at schools can only be presented with annual data and other schools-related information is reported on a termly basis rather than by financial quarter.

The commentaries provided with each indicator are intended to help clarify the information presented in order to assist interpretation.

3. Data Quality and Interpretation

Much of the quarterly data included in the Core Monitoring has the status of management information, which has generally not been put into the public domain before.

Please be aware that data for the most recent quarters is provisional and may be subject to revisions at a later date. However, in all cases the most recent data presented is of sufficient accuracy to provide a reliable indicator of trends either positive or negative.

In some cases it is not possible to present data for the most recent financial quarter (end of June 2010) within this report. In all cases the most recently available data is shown.

Where annual data is presented with national benchmarks, in all cases this information is taken from nationally published information already in the public domain. Sources for this information are generally government departments, such as the Department of Education for pupil attainment, and such data usually comes within the remit of National Statistics.

National Statistics are produced to high professional standards set out in the Code of Practice for Official Statistics. They undergo regular quality assurance reviews to ensure that they meet customer needs. They are produced free from any political interference.

4. Future Reporting

Further Core Monitoring reports will follow on a quarterly basis.

Presentation of this data in this format is new and we are interested in what people have to say on it. It is part of our transparency agenda so it is important that it provides clear understanding.

We will develop more meaningful comparative data in future reports that includes the most relevant comparator groups. We will also include a full set of data tables to aid better understanding and clarity on the graphs.

The content of the Core Monitoring will also need to change in the future to reflect the priorities in 'Bold Steps for Kent' which is current under development.

5. Recommendation

Members are asked to NOTE this report.

Contact officers: Sue Garton & Richard Fitzgerald, Performance Management, Chief Executives Dept

Kent County Council

Core Monitoring Report

**Presented to Cabinet
13 September 2010**

**Including Information up to the end of
June 2010**



Contents and Summary

| Description | Page | Current Status | Previous Status |
|---|--------------|----------------|-----------------|
| Key to RAG (Red/Amber/Green) status and DoT (Direction of Travel) ratings | 4 | | |
| Council-wide | | | |
| Group Managing Director's Commentary | 5 - 6 | | |
| Contact Kent | 7 | Green | Amber |
| Gateways | 8 | Green | Green |
| Complaints | 9 | N/a | N/a |
| Staffing numbers and age profile | 10 | Amber | Amber |
| Staffing equalities - disability | 11 | Amber | Red |
| Staffing equalities - ethnicity | 11 | Amber | Amber |
| Staff turnover | 12 | Amber | Amber |
| Staff sickness absence | 12 | Amber | Amber |
| CO2 emissions from KCC estate | 13 | Red | Red |
| Children, Families and Education (CFE) | | | |
| Managing Director's Commentary | | | |
| Foundation Stage | | N/a | Amber |
| Key stage 2 | | Amber | Amber |
| GCSE | | N/a | Amber |
| Looked after children key stage 2 | | N/a | Red |
| NEETS 16-18 | | Amber | Amber |
| Schools in special measures | | Amber | Amber |
| SEN assessments | | Green | Amber |
| Pupil exclusions | | Amber | Red |
| Pupil absence – primary schools | | Amber | Amber |
| Pupil absence – secondary schools | | Amber | Amber |
| Children's social services - referrals | | Red | Red |
| Children's social services - initial assessments | | Green | Amber |
| Children with child protection plan | | Red | Red |
| Number of looked after children (LAC) | | Green | Green |
| Asylum seekers | | Amber | Amber |
| LAC placed by other local authorities | | Red | Red |
| Social worker vacancies – team leaders | | Green | Green |
| Social worker vacancies – qualified case workers | | Red | Red |
| Kent Adult Social Service (KASS) | | | |
| Managing Director's Commentary | | | |
| Older people in residential care | | Amber | Amber |
| Older people in nursing care | | Amber | Red |
| Delayed transfers of care from hospital | | Amber | Green |
| Domiciliary care for older people | | Amber | Amber |
| Learning disability residential care | | Amber | Red |
| Rehabilitation/intermediate care | | Amber | Amber |
| Direct payments/Individual budgets | | Green | Amber |

| Description | Page | Current Status | Previous Status |
|---|------|----------------|-----------------|
| Environment, Highways and Waste | | | |
| Managing Director's Commentary | | | |
| Household waste tonnage | | Green | Green |
| Recycling/composting | | Amber | Amber |
| Waste taken to landfill | | Green | Green |
| Congestion - Maidstone | | Green | Amber |
| Freedom pass | | Green | Green |
| Routine highways repairs | | Red | Amber |
| Pothole repairs | | Amber | Green |
| Streetlight faults repaired - KCC | | Green | Green |
| Streetlight faults repaired - EDF | | Amber | Red |
| Road traffic casualties | | Green | Green |
| Communities | | | |
| Managing Director's Commentary | | | |
| Libraries | | Amber | Amber |
| Kent apprenticeships - KCC | | Green | Green |
| Kent apprenticeships - other organisations | | Amber | Amber |
| New entrants to the youth justice system | | Green | Green |
| Young offenders in education, employment and training | | Amber | Amber |
| Adult education enrolments | | Green | Amber |
| Sports participation - adults | | Amber | Amber |
| Sports participation - children | | Amber | Amber |
| Problem drug users in treatment | | Green | Green |
| Supporting People – people achieving independent living | | Green | Green |
| The Kent Economy | | | |
| Executive Director's Commentary | | | |
| Backing Kent Business | | Green | Green |
| Claimant counts (Job seekers allowance) | | Amber | Amber |
| Claimant count age 18 – 24 | | Amber | Amber |
| Out of work benefit claimants of working age | | Amber | Amber |

Key to RAG (Red/Amber/Green) and DoT (Direction of Travel) ratings

These are based on quarterly data and movements except where annual data only available.

Where local targets have been set these are illustrated in the graphs with pink lines. For some services the targets represent affordable levels (e.g. adult social services) and RAG assessments are therefore indications of significant budget pressures.

For pupil attainment targets have been in many cases set for us by the Department of Education but in a number of cases these are considered to be unrealistic. RAG assessments are therefore based on comparison to national average for pupil attainment.

Children social services indicators (e.g. referrals and child protection plans) and some other child related indicators (e.g. exclusions) represent a number of difficulties when providing RAG assessments. For these indicators we are tracking local data on a quarterly basis and these indicators are showing significant trends both locally and nationally (upwards for social services indicators and downwards for exclusions). RAG assessment is based on comparison to national average but we only have the national benchmarks available on an annual basis. For these indicators the RAG assessment is therefore based on our current quarterly level compared to the most recently published national benchmark, which is the year 2008/09. New national data for 2009/10 will be available in late September for social services related indicators which may result in a revision to RAG assessments for these indicators.

| | | RAG Ratings |
|-------|---|---|
| Green | ★ | Performance exceeding local targets where set or significantly better than most recently published national average |
| Amber | ● | Performance not significantly different most recently published national average or close to but not exceeding local targets |
| Red | ▲ | Performance significantly behind local targets where set or significantly worse than most recently published national average |
| N/a | | Data not available in order to assess performance (e.g. no specific target set and/or awaiting national comparative data) |
| | | DoT Ratings |
| | ↑ | Improvement in performance or change in activity levels with a positive impact on budgets and resources |
| | ↓ | Fall in performance or change in activity levels with a negative impact on budget and resources |
| | ↔ | No change in performance or activity levels |

KCC Core Monitoring

Group Managing Director's Commentary

This is our first Core Monitoring report for 2010/11, including information for the first financial quarter, up to the end of June 2010.

The publication of this report is part of our transparency agenda, making the information and data we use as an organisation more open to public scrutiny. We are interested to hear what residents think of this information and how we could improve it, to make it easy to understand and relevant.

Some key highlights from this quarter's report are:

Services for all residents

- Residents are making good use of our new Gateway facilities, based in central retail locations, and transaction levels at our 7 outlets have been over 100,000 for both of the last two quarters
- As part of our 'find and fix' programme, response times for Highway repairs have worsened in the quarter, and we ask residents to be patient as our comprehensive programme systematically works its way to every road in the county that needs attention
- The amount of household waste produced in Kent continues to reduce
- Recycling levels in Kent have fallen back after years of increase, but diversion of waste from landfill continues to improve
- The level of serious injury due to road traffic accidents continues to reduce ahead of the challenging targets we have set
- The level of library visits has held up well despite a number of temporary closures to various libraries due to refurbishment as part of our modernising libraries programme

Children and young people

- Kent children are now performing well at Foundation stage and for GCSE their performance continues to exceed the national average
- We need to do more to help improve exam results for children from poorer backgrounds who receive free schools meals
- We continue to experience increasing rates of referrals to children social services
- We have exceeded our target for take up of Apprenticeship offers
- Less young people are becoming involved in crime and being referred to the youth justice system

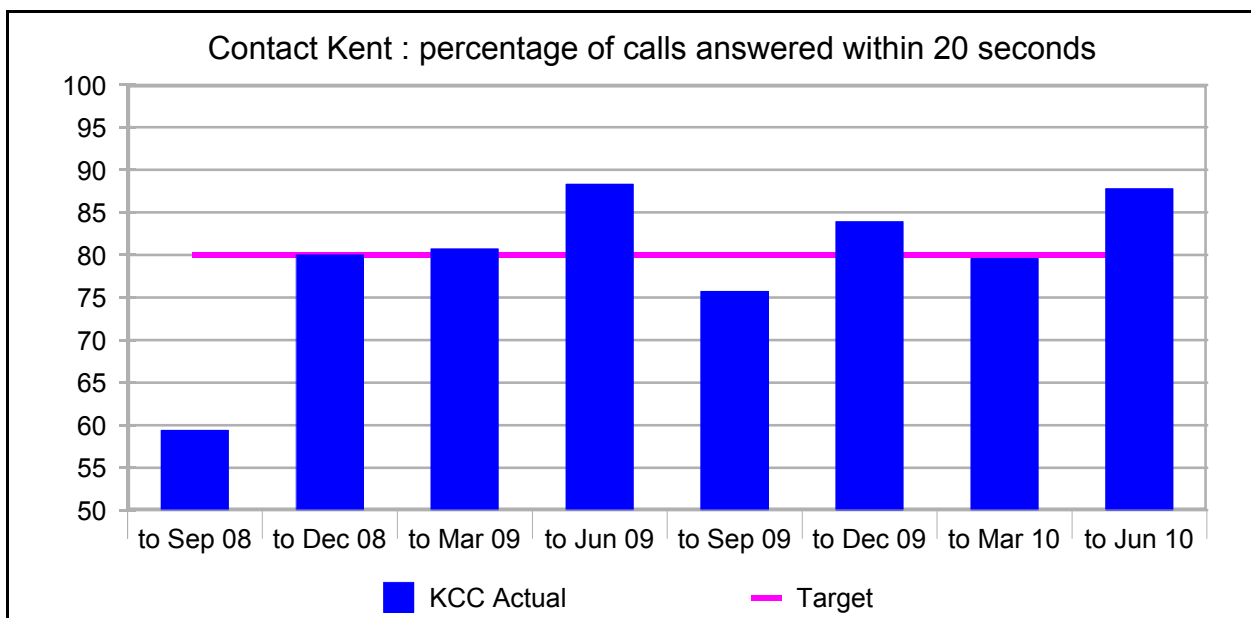
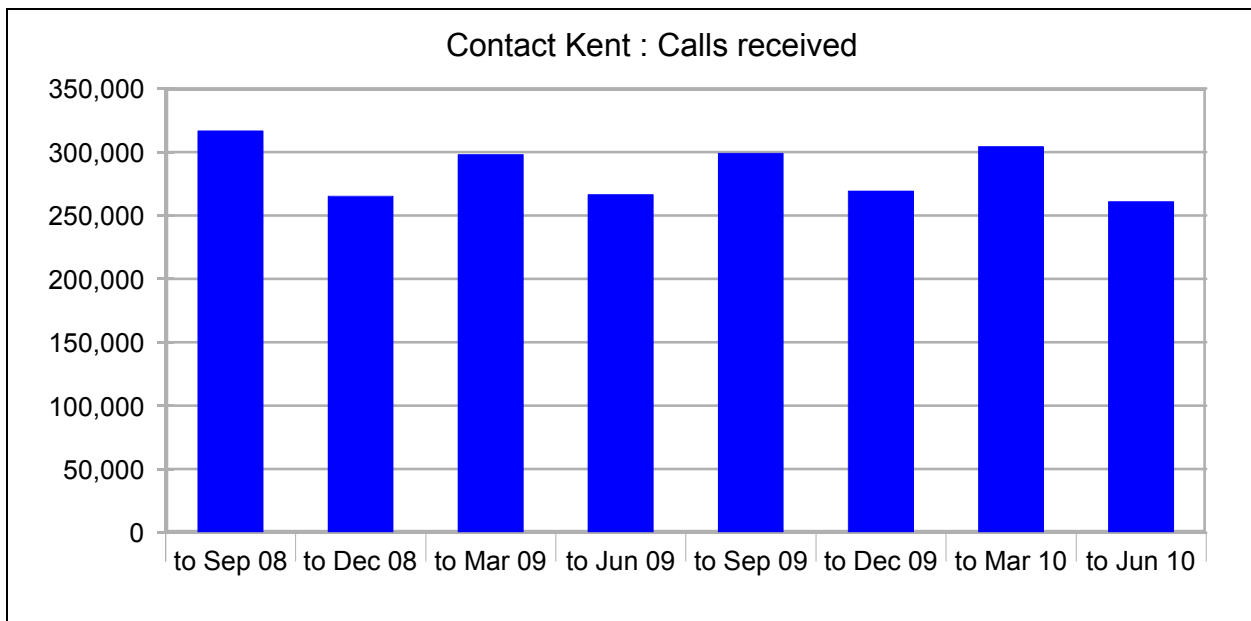
Services for adults and older people

- Adult education enrolments are exceeding target
- We continue to deliver more personalised adult social services with the successful roll-out of Self Directed Support, giving people control and choice over the support we provide, through the allocation of Personal Budgets
- We are experiencing upward demand to support older people who require nursing care but this is within affordable budgeted levels, and expected due to demographic changes
- Similar pressures are being experienced for clients with learning disability who require residential care

Businesses and the economy

- We continue to work hard on our Backing Kent Business campaign to help support local businesses through the worst recession seen in decades
- Unemployment levels are finally starting to show signs of reducing, both nationally and in Kent, with the UK economy in the last quarter experiencing its strongest level of growth in nine years.

**Katherine Kerswell
Group Managing Director
Kent County Council**



| | Current RAG | Previous RAG | Current DoT | Previous DoT |
|----------------------------------|-------------|--------------|-------------|--------------|
| Calls answered within 20 seconds | ★ | ● | ↑ | ↓ |

Comments :
 Contact Kent performed well in the quarter ended June 2010 with 87.8% of calls answered within 20 seconds. A total of 260,794 calls were received. The services with the highest volumes of calls received were Libraries, Highways and Registrations.

In the previous quarters to September the call answering target has not been met and this has been combined with higher call levels. However, performance over the last year has shown an improvement over the previous year and we are optimistic of achieving the call answering target for the quarter to September 2010.

Gateways

| Transactions | Apr – Jun 09 | Jul - Sep 09 | Oct – Dec 09 | Jan – Mar 10 | Apr – Jun 10 |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Ashford | 6,875 | 8,893 | 8,461 | 8,829 | 11,126 |
| Dover | * | 5,944 | 8,239 | 11,514 | 11,780 |
| Maidstone | 10,938 | 12,035 | 10,576 | 13,244 | 12,652 |
| Tenterden | 4,670 | 5,291 | 4,534 | 4,633 | 6,030 |
| Thanet | 27,958 | 25,152 | 21,835 | 29,807 | 33,586 |
| Tonbridge | * | 10,381 | 9,246 | 15,991 | 17,640 |
| Tunbridge Wells | 14,799 | 14,720 | 11,927 | 17,516 | 13,409 |
| TOTAL | 65,240 | 82,416 | 74,818 | 101,534 | 106,223 |

* Dover and Tonbridge Gateways opened in July 2009.

Variations between quarters reflect seasonal variations and other changes to services offered/advertised at any given time.

| Footfall | Apr – Jun 09 | Jul – Sep 09 | Oct – Dec 09 | Jan – Mar 10 | Apr – Jun 10 |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Ashford | 14,605 | 16,341 | 16,607 | 17,495 | 22,103 |
| Tenterden | | 47,883 | 59,653 | 61,209 | 56,940 |
| Thanet | 107,570 | 116,483 | 99,386 | 109,813 | 104,764 |
| Tunbridge Wells | | | 27,840 | 34,018 | 30,952 |
| TOTAL | 122,175 | 180,707 | 203,486 | 222,535 | 214,759 |

The Tunbridge Wells footfall counter was installed in September. Counters are not currently installed at Maidstone, Dover or Tonbridge. Thanet and Tenterden Gateway footfall includes library visitors but library transactions are not counted under Gateways.

| | Current RAG | Previous RAG | Current DoT | Previous DoT |
|-----------------------------------|----------------|-----------------|----------------|-----------------|
| Roll out of the Gateway programme | ★ | ★ | ↑ | ↑ |

Comments :

Gateways have had a busy quarter with transaction levels showing their highest level to date. Many transactions are processed through the Meet and Greet function (26%) or as routine transactions (27%). The benefits section takes the most specific enquires (36%). In the last quarter areas showing increased transaction levels include working and learning (up to 9.5% from 6.4%) and self-help (up to 10.6% from 8.6%).

Gateway is working with Gravesham Borough Council to develop the Gravesend Gateway at the Civic Centre, which is expected to open in autumn 2010.

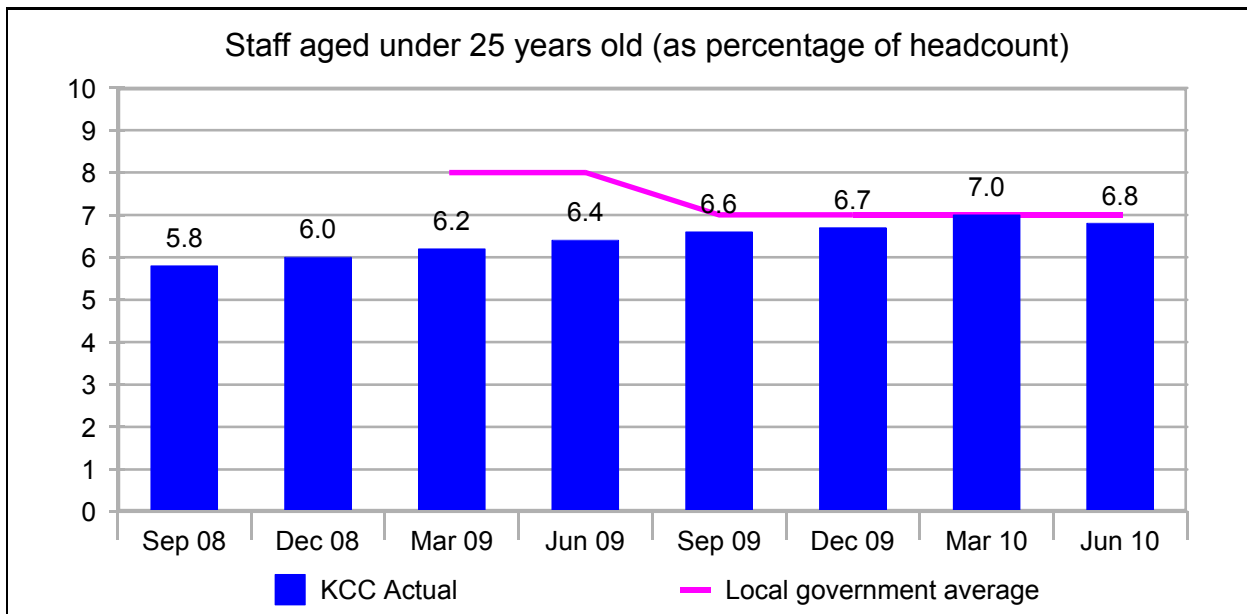
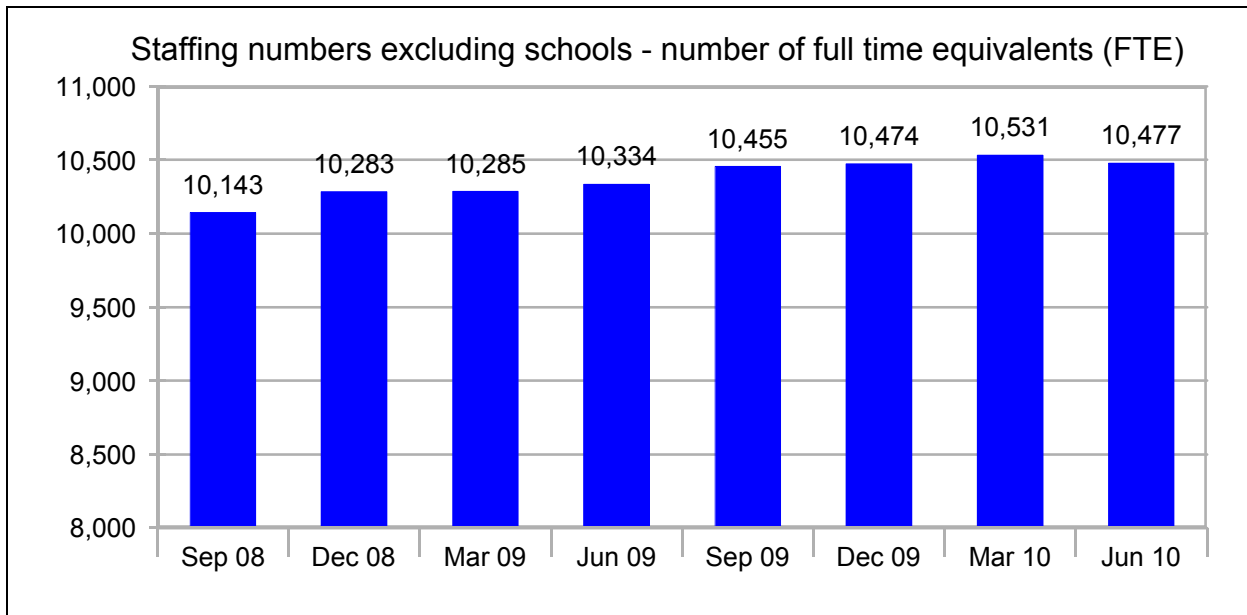
Compliments/Complaints

Data for April to June 2010

| Service area | Compliments | Complaints |
|--|-------------|------------|
| Kent Highway Services | 124 | 534 |
| Environment & Waste | 494 | 103 |
| Adult Social Services | 26 | 139 |
| Children, Families & Education | 14 | 131 |
| Arts Development | 17 | 0 |
| Community Learning & Skills | 14 | 32 |
| Community Safety | 25 | 2 |
| Emergency planning | 4 | 0 |
| Drug & Alcohol Action Team | 0 | 1 |
| Kent Volunteers | 0 | 0 |
| Kent Scientific Services | 3 | 4 |
| Libraries & Archives | 85 | 45 |
| Registration & Coroners | 26 | 0 |
| Sport, Leisure & Olympics | 6 | 0 |
| Supporting Independence Programme | 5 | 1 |
| Supporting People | 4 | 8 |
| Trading Standards | 6 | 5 |
| Youth Offending Service | 0 | 2 |
| Youth Service | 500+ | 5 |
| Commercial Services | 13 | 0 |
| Media Centre | 12 | 1 |
| Finance | 0 | 1 |
| Legal and Democratic | 34 | 0 |
| Risk Management & Insurance | 2 | 96 |
| Personnel | 2 | 4 |
| Property | 1 | 5 |
| Public Health | 0 | 0 |
| Regeneration & Economy | 1 | 2 |
| Strategic Development & Public Access | 0 | 0 |
| Strategic, Economic Development & ICT & Policy | 8 | 3 |
| Strategic procurement | 0 | 0 |

A quarterly report on Compliments and Complaints is being prepared and will reported seperately. This will include:

- What we are doing well
- Trends in complaints
- Action we are taking to resolve complaints
- Performance against our acknowledgement and response standards
- Compensation paid
- Ombudsman complaints.

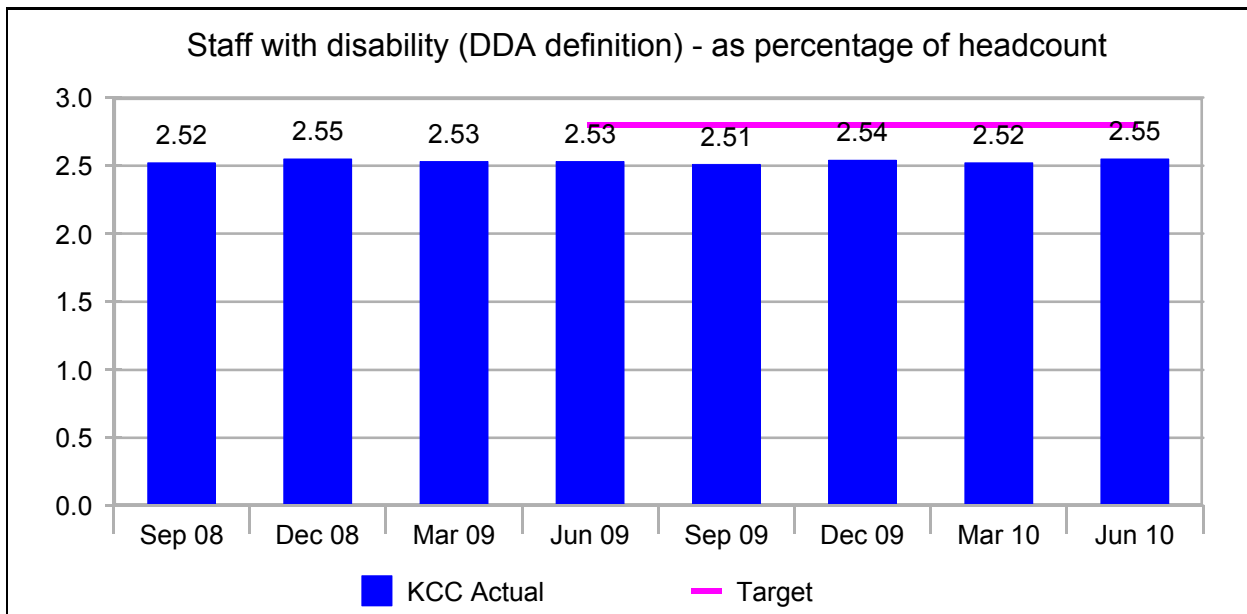
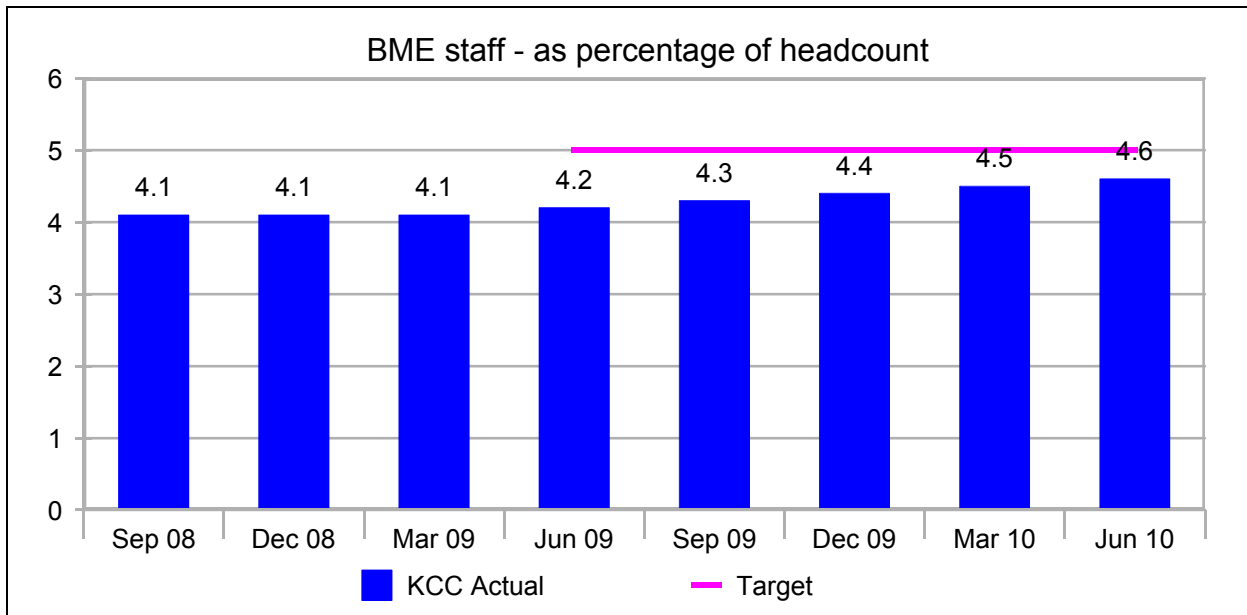


| | Current RAG | Previous RAG | Current DoT | Previous DoT |
|---------------------|-------------|--------------|-------------|--------------|
| Staff aged under 25 | ● | ● | ↓ | ↑ |

Comments :
 Staffing levels have been slowly increasing in the past due to posts being funded by additional external funding, with core staff levels reducing over time.

The most recent quarter shows a drop in staffing levels as funding becomes reduced and the council prepares for further funding reductions in the years to come.

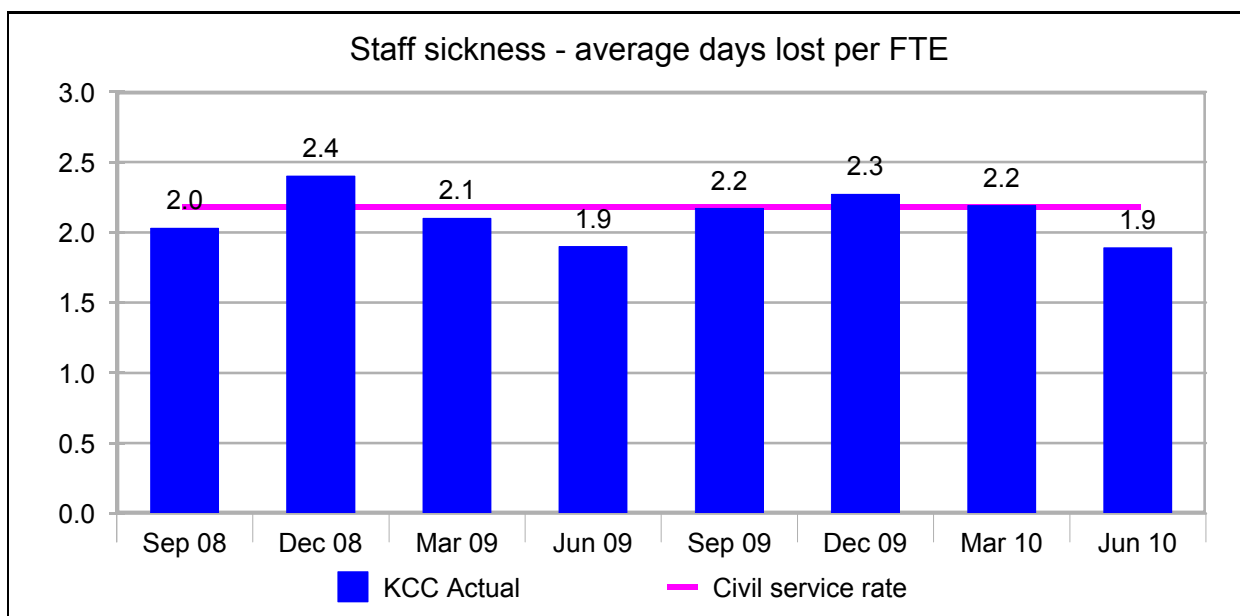
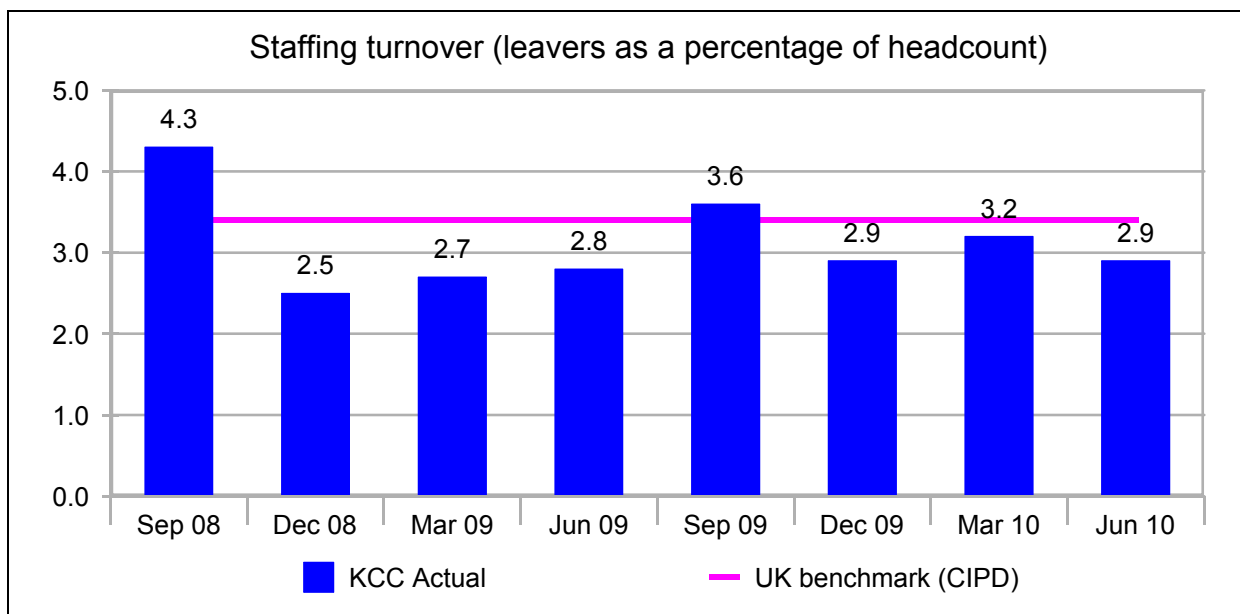
The council has performed well in attracting more younger people into the workforce, including young apprenticeships. Kent now performs close to the local government average of 7% of staff aged under 25 years old, but still has some way to go if we wish to match the rate in the general economy, which is 15%.



| | Current RAG | Previous RAG | Current DoT | Previous DoT |
|-----------------------|-------------|--------------|-------------|--------------|
| Staff from BME groups | ● | ● | ↑ | ↑ |
| Staff with disability | ● | ▲ | ↑ | ↓ |

Comments :
 Good progress is being made on attracting and retaining staff from black and minority ethnic groups with numbers continuing to increase.

 Less progress is being made in relation to staff with disability with numbers not changing significantly in the last two years. Performance has however improved marginally in the last quarter and is within tolerance levels of the challenging target that we have set.

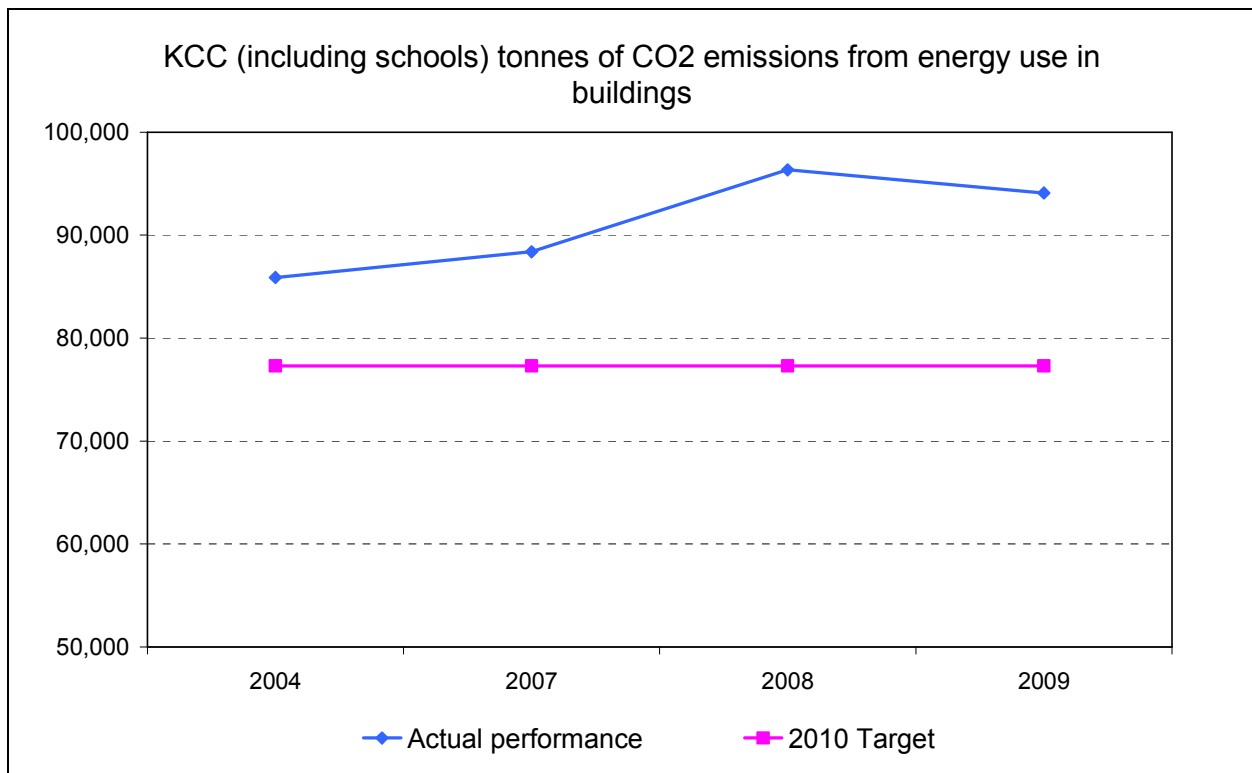


| | Current RAG | Previous RAG | Current DoT | Previous DoT |
|--------------------------|-------------|--------------|-------------|--------------|
| Staff turnover - leavers | ● | ● | ↓ | ↑ |
| Staff sickness | ● | ● | ↑ | ↑ |

Comments :

Staff turnover was 12.4% in financial year 2009/10, down from 12.6% the year before. This compares to a UK rate of 13.5% (Source: Chartered Institute of Personnel and Development). Staff turnover is an indicator where a value neither too high nor too low is preferred. The DoT rating shows whether the rate has increased or decreased and this does not imply these movements are either good or bad.

Sickness days in the last 12 months have averaged 8.6 per full time employee which is slightly up from the position a year ago. This compares to an average of 8.7 for the national civil service.



| | Current RAG | Previous RAG | Current DoT | Previous DoT |
|---------------------------|-------------|--------------|-------------|--------------|
| CO ₂ Emissions | ▲ | ▲ | ↑ | ↓ |

Comments :

KCC has a Towards 2010 target for a 10% reduction in emissions from 2004 levels by 2010. This target has not been met, and in fact a growth in emissions has been seen, primarily due to a 50% increase in electricity use in the schools estate.

The increase in emissions is due to several reasons which include:

- Increase in physical estate (additional school buildings) e.g. Children's Centre Programme
- Significant increase in use of ICT in schools (ongoing)
- Longer 'hours of business' across KCC e.g. Extended Schools Programme
- New schools with higher energy use than those they replace

More than ever, a step change approach is now needed in energy and carbon management if the upward trend in energy demand and carbon emissions is to be reversed or even stabilised. Further options to take renewed action for the future are currently being explored.

This page is intentionally left blank

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

To: Corporate Policy & Overview Scrutiny Committee – 24 September 2010

Subject: KCC Annual Complaints, Comments and Compliments Report 2009/10

Classification: Unrestricted

Summary and Recommendations: This report provides information about complaints against the Council considered by the Local Government Ombudsman; comments on the Council's performance on complaints, comments and compliments under our own performance management (including a detailed report on the Chief Executives Department complaints, comments and compliments); and reports on developments in the Councils complaint handling for 1 April 2009 – 31 March 2010.

STATUS FOR INFORMATION

1. Introduction

1.1 This is the Council's second annual report on complaints, comments and compliments. It sets out:

- The Local Government Ombudsman Letter & Annual Review 2009/10
- Developments in KCC Complaints Management
- A summary of the complaints, comments and compliments received by the Council
- Further improvements for 2010/11
- Chief Executives Department Annual Complaints, Comments and Compliments Report.

1.2 Kent County Council aims to delivery high quality services where the customer is at the heart of everything it does. We welcome all customer feedback and aim to deal with customers' concerns in a fair and consistent way.

1.3 The Council wants to listen to its customers' views and values their contributions. We learn from good practice as well as any mistakes and build upon past experiences to help improve our future service.

1.4 Complaints, comments and compliments tell the Council what services look like from the consumers' points of view and what their preferences are. These forms of representations, together with feedback from surveys, focus groups and engagement

activities, help the Council to assess the quality, effectiveness and relevance of services. The information collected is used to inform and shape future decisions.

2. The Local Government Ombudsman Letter & Annual Review 2009/10

2.1 Each year, the Local Government Ombudsman issues an annual review in which he sets out the number of complaints he has dealt with concerning the county council and summarises the outcome in each case. The purpose of the Letter and Annual Review is to:

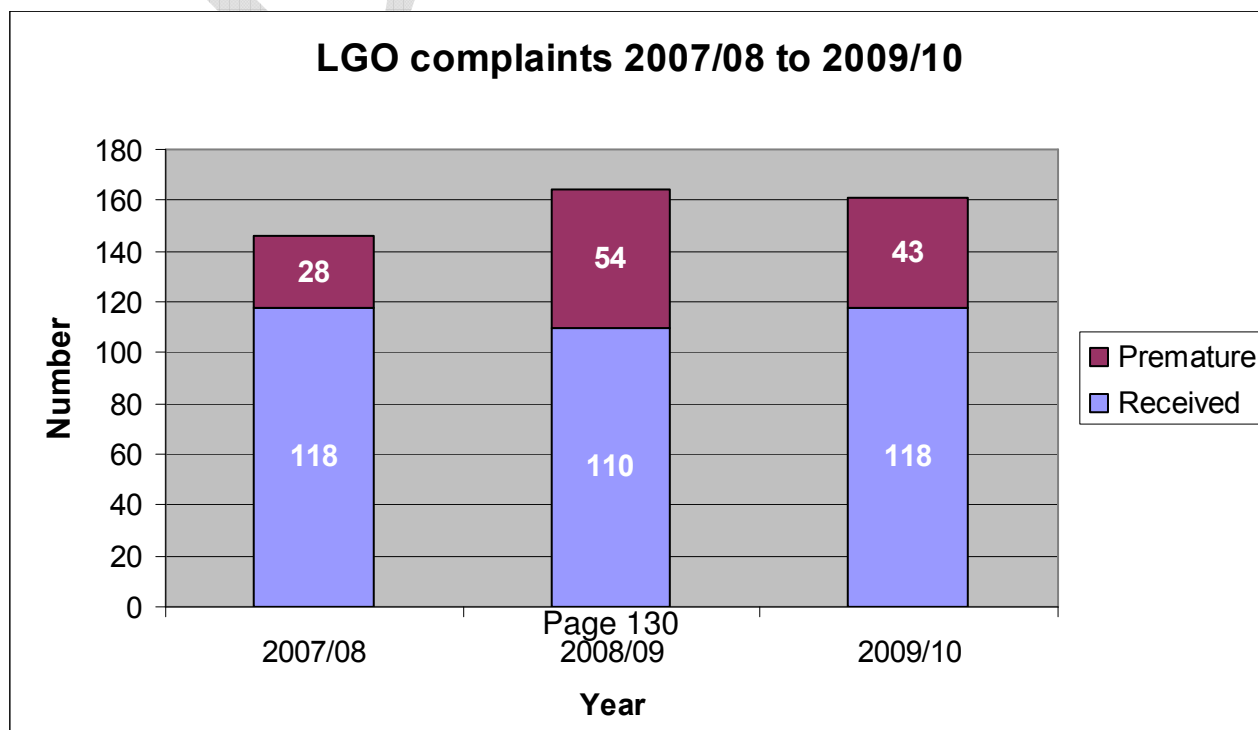
- Help Councils learn from the outcome of complaints to the Ombudsman
- Underpin effective working relationships between Councils and the Ombudsman's office
- Identify opportunities for the Ombudsman and his staff to provide assistance that a Council may wish to seek in bringing about improvements to its internal complaint handling
- Generally provide complaint-based information which the Ombudsman hopes Councils will find useful in assessing and reviewing their performance.

2.2 The Ombudsman's letter to the Group Managing Director plus the Annual Review for 2009/2010 is attached as Appendix A to this report.

3. Ombudsman Complaints Statistics

3.1 For the second year running, the Ombudsman has changed the reporting format of statistics so appendix 2 of his review contains details relating to complaints made to the Ombudsman against KCC for the last financial year only. (In the past, complaints received for the two years prior to the one reported were also shown allowing easier comparison). The Ombudsman also provides KCC's response times to first enquiries over the past three years and compares KCC's performance in this respect with other councils.

3.2 The figures tabled in Appendix A, appendix 2 of the Ombudsman's review shows that the Ombudsman **received 161** complaints about KCC in 2009/10 (including 43 that were deemed premature) compared to **164** complaints (54 premature) in 2008/09 and 146 (28 premature) in 2007/08.



3.3 In April 2009 the KCC complaints procedure was streamlined from 3 internal stages to a 2 internal stage process. Although there has been an increase in the number of complaints recorded by KCC in 2009/10, the removal of the third stage (Chief Executive Review) has not seen an increase in the number of complaints received by the Local Government Ombudsman.

3.4 Of the 118 complaints that the Ombudsman **investigated** in 2009/10, 86 of them (nearly 75%) related to education matters and virtually all of these were about school admission appeals. In 2009/10 the Council received **2,895** admission appeals but actually heard **2,369**. Only 3% complained to the Ombudsman. KCC Officers met with senior investigators from the Local Government Ombudsman Office to discuss the issues related to school admissions. The Council has incorporated the feedback from the meeting into its training of Appeal Panel Members and Clerks.

3.5 The Ombudsman's criticisms of KCC in this year's letter fall into three main issues:

- Not providing the LGO with an initial response to enquiries within the LGO's target time of 28 days

The Ombudsman did observe that the average response time of 31.5 days in 2009/10 was an improvement on the average of 38.1 days for 2008/09. The improvement was due to the recruitment of a new member of staff in April 2009 and we are continuing to work to achieve the required standard

- Not providing full and comprehensive responses necessitating further enquiries by the Ombudsman

Further training is planned for staff to ensure that full and comprehensive responses are sent to the Ombudsman

- Reluctance to settle complaints locally until ordered to do so by the Ombudsman

There were 29 Ombudsman local settlement decisions in 2009/10. These complaints are being reviewed to see how KCC can be more proactive in the future.

3.6 Of the 120 decisions issued, (there was only one report of maladministration, KCC's first in four years. The Ombudsman provides a summary of the case and KCC's action following the complaint in section 1 of his review (page 4 of the Ombudsman report).

3.7 To conclude on a positive note, 90 of the 120 complaints that the Ombudsman issued a decision on, couldn't have been avoided. KCC had done nothing wrong; the complainant was simply unhappy with perhaps a decision or policy that went against them.

4. Developments in the Local Government Ombudsman service

4.1 In April 2010 the LGO launched the first pilot phase of a complaints service extending its jurisdiction to consider parent and pupil complaints about state schools. This power was introduced by the Apprenticeships, Skills, Children and Learning Act

2009. Kent County Council was to be one of the ten local authorities involved in phase 2 of the pilot planned to start on 1 September 2010 but the Government has now decided to look further at the phase 1 pilot before making decisions on further expansion. This means that complaints about schools will continue to be considered by the Secretary of State for the time being.

4.2 The Health Act 2009 extended the Local Government Ombudsman's powers to investigate complaints about privately arranged and funded adult social care, where the provider is registered with the Care Quality Commission. These powers come into effect from 1 October 2010. Provision of care that is arranged by an individual and funded from direct payments also falls within this jurisdiction. Each Ombudsman has set up a team to deal with all adult social care complaints. The Ombudsman is currently developing information sharing agreements with both the Care Quality Commission and local authorities in their roles as adult safeguarding leads and service commissioners.

4.3 Kent Adult Social Services welcomes the LGO's dedicated complaints service that is being introduced in October 2010, which will bridge this gap and will be raising awareness of this new service in the coming months to ensure that people who fund their own support are provided with information to be able to make a complaint to the LGO. Further information is available at <http://www.lgo.org.uk/working-for-us/self-funders/>

5 KCC COMPLAINTS, COMMENTS & COMPLIMENTS MANAGEMENT

5.1 KCC, in general, has a devolved approach to complaints, comments and compliments management. Individual Directorates and business units are responsible for developing, operating and monitoring their own processes, but they must comply with the KCC Complaints, Comments and Compliments Policy and KCC standards.

5.2 This year work has continued to ensure that staff are empowered to act decisively to resolve complaints at source and that we capture complaint information to improve the customer experience. Improved reporting is helping the authority to take action earlier and make the changes that can make a difference. There is a link with good communication and the number of complaints received and it is important in the current climate that we continue to make information available for everyone on why decisions are made and on the services we provide.

5.3 An annual report for each Directorate is a standing item on Policy Overview and Scrutiny Committees and a detailed annual report of the Chief Executives Departments' complaints, comments and compliments is included in Appendix B. A comparison of complaints numbers for 2007/08, 2008/09 and 2009/10 is included in Appendix C Table 1 for information.

6. Developments in KCC complaints, comments and compliments management

6.1 In April 2009, a **revised corporate complaints policy** was implemented across KCC with the aim of providing a fair, consistent and simple complaints procedure that our customers could access easily. The corporate complaints procedure was **streamlined** from 3 internal stages to a 2 internal stage process and we continued to promote and increased the availability of 'how to complain' and 'Have your Say' information for the public.

6.2 During 2009/10, lessons learned from complaints have been published as '**You said, we did**' on the kent.gov website to illustrate the changes that are made as a direct result of complaints. It is anticipated that this will encourage people to make a complaint as it can be seen that one complaint can help us improve services. In addition, complaints information and figures are now produced on a quarterly basis by all Directorates and will be published on www.kent.gov.uk from October 2010. Consultation on the revised complaints booklet and the new '**Have your say**' (including Complaints) leaflet was carried out with previous complainants and changes have been made to reflect their feedback.

6.3 There were changes in the **health and social care statutory procedures** with the introduction, in April 2009, of a single complaints process across health and social care. The key aim of the new arrangements was to create a consistent approach to complaints handling across both health and social care.

6.4 **Cross boundary complaints**, which involve both health and social care organisations, are now dealt with via a single, co-ordinated response. The joint protocol, endorsing and promoting these obligations was developed by the Complaints Managers in Kent and Medway. It is pleasing to report that these protocols are working well.

6.5 In order to understand which groups of people use the complaints process, and which might have difficulty accessing it, we attempt to collect information across the equality strands. As from 1 April 2009, when complaints are acknowledged a Complaints **Equalities Monitoring Form (EMF)** has been included with the acknowledgement letter. This new procedure has significantly improved the number of equality monitoring responses received but there has also been an increase in negative comments about this process. This information is enabling the council to ensure that our complaints procedures are open and accessible to everyone and equalities monitoring information will be used to inform best practice.

7. **Number of complaints, comments and compliments**

7.1 A **complaint** is an expression of dissatisfaction, whether justified or not and however made, about the standard of or the delivery of service, the actions or lack of action by the Council or its staff which affects an individual service user or group of users. This is consistent with the definitions used by other local authorities.

7.2 The emphasis in the complaints procedure is to ensure that staff are equipped and empowered to act decisively to resolve complaints at a local level. The aim is that we work harder to resolve issues at the first point of contact – 'do it once and do it well'! It is important that we record what went wrong so we can ensure that the experiences of others is improved, that we can show that we listen and learn and to help shape and improve our services for the future.

7.3 In 2009/10, **3,901** complaints were recorded compared with **2,226** for 2008/09, an increase of **1,675 (75%)** complaints.

7.4 The trend across all services is for the number of recorded complaints to have increased. Complaints recorded by Kent Highways Service have increased by 1,064 complaints and this represents an overall increase of 546%, Insurance services complaints has also increased by 183 complaints and this represents an increase of 915%. A number of factors have contributed to the increase, some of which were

outside of KCC control (the severe weather conditions in December 2009/January 2010 followed by flooding which had a detrimental effect on the quality of the road surfaces across Kent and led to a significant increase in pothole and flooding related complaints).

7.5 In terms of factors within our control, we have promoted how to make a complaint and have implemented changes to improve our recording of complaints, comments and compliments. This has contributed to an increasing trend in our recorded complaints data and the corresponding increase in comments and compliments.

7.6 It is important to be able to identify where there is an increase in the number of complaints received for a particular service, and investigate trends. This information is taken seriously and service unit managers have reviewed it with their teams, alongside more formal satisfaction survey information. Data is now being monitored at quarterly intervals instead of six monthly and we will be publishing this information on kent.gov.uk from October 2010.

7.7 A **comment** is a general statement about policies, practices or a service as a whole, which have an impact on everyone and not just one individual. A comment can be positive or negative in nature. Comments may question policies and practices, make suggestions for new services or for improving existing services.

7.8 This year we received **2,986** comments compared with **964** last year a 3 fold increase. The council actively encourages our customers to give us opinions about any of our services and we are making it easier to make a comment about a council service. Kent.gov.uk has a number of options for people to have their say on the services we provide. These include email links for council tax, highways, complaints, social care and have your say.

7.9 We are continuing to use comment cards to gain customer feedback. This system works successfully in Libraries and Country Parks and Key Training has successfully introduced comment cards this year.

7.10 A **compliment** is an expression of thanks or congratulations or any other positive remark. (Internal compliments are excluded from this process)

7.11 Compliments across the council increased by 25%. We recorded **3,722** compliments from April 2009 to March 2010 compared to the same time period in the previous year when **2,975** compliments were recorded. It should be noted that the total number of compliments excludes an estimated 5,000 compliments for the "House" project involving the Youth Service and Kent Drug and Alcohol Action Team (KDAAT).

7.12 These compliments have provided a valuable source of learning and can be a good indicator of best practice or areas where we are getting things right across the Council.

8. Reasons for complaints

8.1 The main grounds for complaints during 2009/10 tend to fall under one of the following themes (not in order of prevalence):

- Administrative errors and operational mistakes
- Availability of services (including accessibility and eligibility)
- Disagreement with decisions or policies made

- Dissatisfaction with services or products offered or received
- Impact of services on local residents and businesses
- Physical location, buildings and facilities
- Poor communication or information
- Prices, charges and fees associated with services
- Quality of the experience (directly delivered services)
- Relating to a third party supplier or contracted service provider
- Staff conduct and behaviour with service users
- Timings or delays involved in delivering services or responding

9. SUMMARY OF COMPLAINTS, AND COMPLIMENTS

9.1 Chief Executives Department

9.2 Complaints

In 2009/10, **448** complaints were received; this represents an overall increase of 213 % on the previous year when **143** complaints were recorded

9.3 This increase can be partly accounted for by the delays that occurred in the receipt of information from KHS to enable pot hole claims to be assessed, 203 in 2009/10 compared with 20 in 2008/09, an increase of 915%. We received 1,000 more insurance claims in January/ February/ March 2010 compared to the same period in 2009. Due to the increase in volume, insurance claims had been delayed within Highways. To improve the process insurance claim complaints are now dealt with by the Contact Centre enabling the Insurance and Highway Sections to get on with processing claims.

9.4 Home to School Transport complaints has seen an increase of 52% from 67 to 102. We worked with our transport providers to provide the service during the bad weather and ensure all problems are resolved.

9.5 Work has continued across the department in 2009/10 on improving the recording of complaints, comments and compliments and capturing this information in a more consistent way.

9.6 Compliments

Across the Chief Executives Department, we received **237** compliments from April 2009 to March 2010 compared with **139** in the previous year. This represents a 70% increase in the number of compliments received. The largest number of compliments was received by Law & Governance.

9.7 A full report on the Chief Executives Department Complaints, Compliments and Comments for this Committee is included in Appendix B.

10. Adult Social Services

10.1 The number of people who were referred to Adult Social Services was 33,172 and those in receipt of services 34,796 as at 31 March 2010. This compares with

2008/09 where 31,300 referrals were made and 34,400 people received a service. Analysis of these figures indicates that complaints represent approximately 1% of those people who have contact with our services.

10.2 Complaints

10.3 In 2009/10, **436** complaints were received; this represents an overall 21.5% (**77**) increase from the previous year when **359** complaints were recorded. Of these, 340 were logged as statutory complaints and 96 as non-statutory complaints.

10.4 Analysis of the statutory complaints indicates that 36 complaints were received in respect of finance during 2009/10. This represents an 89% increase on the previous year when 19 complaints were recorded. 11 or 30% were attributable to payments and typically incorrect billing. A further 17 or 47% fell within the financial assessment for either residential or domiciliary care, where people disagree with the assessment that has been carried out. The remaining increases in complaints mainly fall within the older people and physical disability service areas, typically assessment and case management.

10.5 The corresponding analysis of non statutory complaints shows a 60% increase, with 96 complaints record during 2009/10 as opposed to 60 in the previous year. This increase can be accounted for by a rise in complaints for contracting services, county duty service, learning disability day care, older people respite care and older people case management .Customer care will continue to monitor these complaints in the coming year for any continuing patterns.

10.6 Some people complain about more than one issue covering more than one Business Unit. These issues are recorded separately and therefore the total of issues adds up to more than the total number of complaints. (Appendix C, Table 1)

10.7 Compliments

Across Adult Social Services, **502** compliments were recorded compared to **463** compliments for the same time period in the previous year. This represents an 8% increase in the number received.

11. **Children Families and Education**

11.1 Complaints

In 2009/10, **513** complaints were recorded compared with **496** for 2008/09, a slight increase of 3% (**17**) complaints.

11.2 Compliments

In 2009/10 a total of **81** compliments were recorded across the Children's Families & Education Directorate. In 2008/9 **71** compliments were recorded about Children's Social Services.

11.3 Since 1 April 2010 the Directorate's complaints, comments and compliments have been managed by a single team in order to provide a more consistent and co-ordinated service.

12. **Communities**

12.1 Complaints

In 2009/10, **863** complaints were received; this represents an overall increase of 8% (64) compared with the previous year when **799** complaints were recorded.

12.2 The Communities Directorate adopted the revised and unified KCC Complaints Procedure in April 2009, and this is the first full year that all Units have operated their complaints procedures under the same set of standards.

12.3 We are not unduly concerned by the increase in complaints received as the most significant contributing factors to the increase are likely to be the continued improvements to the understanding amongst staff about what constitutes a complaint that should be recorded.

12.4 Compliments

The number of compliments received in 2009/10 was **1,247** compared with **1,361** in 2008/09. Libraries & Archives and the Registration Services, in particular, again all receiving high numbers of positive comments from customers. It should be noted that the total number of compliments excludes an estimated 5,000 compliments for the "House" project involving the Youth Service and Kent Drug and Alcohol Action Team.

13. **Environment, Highways and Waste**

13.1 Complaints

In 2009/10, **1,641** complaints were recorded; this represents an overall 283% (**1,282**) increase from the previous year when **429** complaints were recorded.

13.2 The Contact Centre answered 142,758 Highways calls in 2009/10. From December 2009 to March 2010, 6,118 of the calls received related to winter maintenance, 8,511 related to potholes and 3,273 concerned drainage/flooding issues. Less than 1% was complaint related.

13.3 In 2009/10, Kent Highways Service recorded 1,259 complaints this represents an overall increase of 546% from the previous year when 195 complaints were recorded.

13.4 908 of the complaints (72%) were recorded at the end of Q3 and into Q4 and were as a direct result of the extremely harsh winter which Kent suffered. The extraordinary weather conditions (which lasted from December 2009 to February 2010) caused severe damage to the Kent road network and KHS, like many other local authorities struggled to manage the subsequent increased weather related faults being reported.

13.5 Environment & Waste recorded 380 complaints this represents an overall increase of 65% from the previous year when 231 complaints were recorded.

13.6 Of the 380 complaints recorded the majority came from two main service areas – Country Parks which recorded 109 complaints and the Household Waste Recycling Centres (HWRCs) which recorded 260 complaints.

13.7 There were three key issues highlighted through the HWRC complaints recorded. 152 complaints (40%) related to height barriers, walking waste onto the sites and changes to the twin axle policy.

13.8 Across the Country Parks, the key issues highlighted by customers through complaints related to café queues/prices, car parking charges and litter (including dog fouling).

13.9 Compliments

Across EHW, we recorded **1,655** compliments from April 2009 to March 2010 compared to the same time period in the previous year when we recorded **941** compliments. This represents a 76% increase.

13.10 479 compliments were recorded in KHS with 275 of them (57%) being recorded at the end of Q3 and in Q4. Of the 1,163 compliments recorded in E&W, the majority came from two main service areas; Country Parks which recorded 414 compliments and Countryside Access which recorded 636 compliments.

14. **Compliance with standards**

14.1 New corporate standards for complaints handling were introduced from April 2009 as follows: 3 working days to acknowledge a complaint (reduced from 5 days) and 20 working days to give a formal response (reduced from 25 - 28 days).

14.2 The percentage of complaints meeting KCC response standards is shown in Table 3 of Appendix C. The majority of our Units achieved 100% compliance to these standards for sending out acknowledgements and responses to complainants.

14.3 It is worth noting the improvements in response times made in the Registrations Service which increased from 75% in 2008/09 to 90% in 2009/10.

14.4 Kent Adult Social Services

There is only one statutory timescale within the new complaints process and this is the acknowledgement of the complaint, which must be provided to the complainant within three working days of receipt. The period for responding to the complaint is agreed with the complainant on a case by case basis depending on the nature and complexity of the complaint and the desired outcome. This can be anything from 5 to 65 days. 388 (89%) were acknowledged within the statutory timescale and 392 (90%) were responded to within the timescale agreed with the complainant.

15. **Methods of communication**

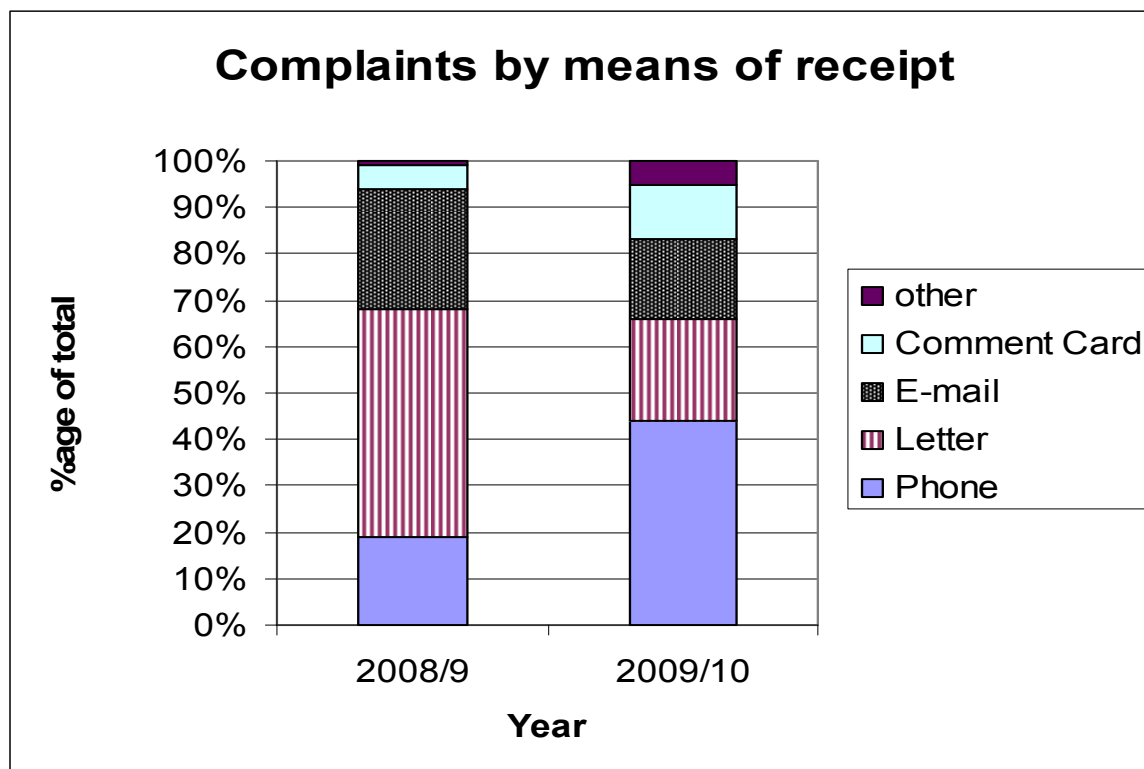
15.1 Information on how to complain is available on our website and various 'Have your Say' and Complaints, Comments and Compliments leaflets.

The public can give feedback in the following ways:

- Talk to the manager where they receive the service
- Complete the 'Have your Say' feedback form on our website, www.kent.gov.uk
This is available in Contact us, Have your say, How to get involved and the Complaints sections
- E-mail: haveyoursay@kent.gov.uk or corporate.complaints@kent.gov.uk
- Telephone: 08458 247247
- Contact their local County Councillor
- Write to us

15.2 It is important to ensure that all channels remain open and effective so customers can choose how they contact us. It should be noted, however, that it can be more difficult for staff to record comments, compliments and complaints given face-to-face but are perhaps more likely to be able to resolve the situation there and then with the complainant.

- The majority, 44% (19%) of complaints in 2009/10 (2008/09) were recorded by phone, followed by 22% (49%) by letter and 17% (26%) by e-mail.



- 74% of highways complaints were recorded by phone compared with 14% of Children Families and Education and 26% of Kent Social Services Complaints.
- The majority of Children Families and Education 64% and 58% of Kent Social Services Complaints were received by letter.
- Just over 1% of complaints recorded are received face to face (0.8%) and using the on-line complaints form (0.3%).

15.3 In 2010/11 we are looking at ways to improve how to complain 'on-line' and how we can capture information from face-to face complaints to make improvements without creating a bureaucratic process.

15.4 Further information on how complaints are received is available in Appendix C, Table 2.

17. Compensation

17.1 During the year a financial remedy was made in respect of three complaints concerning Children's Social Services (these exclude local settlement, Local

Government Ombudsman Complaints). A payment of £3,500 was made to foster carers and the children in their long-term care for delays, lack of communication and other practice issues which caused distress to the family. A payment of £400 was made to the mother of a disabled child for the time and trouble in making her complaint and for a lost opportunity for support. An investigation found that there was a failure to fully explain the eligibility criteria for the Children with Disabilities Services and to signpost the family to services elsewhere that they might be able to access. The third complaint was from a grandmother applying for a Residence Order for her grandchildren. There was a failure to respond to letters from solicitors and it was agreed to pay the legal costs to ensure stability for the children.

18. Learning the lessons and service Improvements

18.1 Complaints provide senior managers with useful information in respect of the way that services are delivered. When complaints are upheld it is necessary for managers to consider whether there is a need for any service improvements to be made with a view to ensuring that similar failings do not recur. The consideration of complaints has resulted in reviews and changes to procedures; guidance and training for staff and improvements being identified and made in relation to service delivery and practice. Detailed below are some specific examples of service improvements which were identified in complaint responses. The examples show how one complaint can make a difference to how we work and how complaints can highlight simple solutions to improve the customer experience.

18.2 Improvements to procedures or business processes

18.3 Following the extremely harsh winter and subsequent damage to the KHS network, a huge volume of complaints was recorded about potholes and how quickly KHS were repairing them. A major programme of work called 'Find & Fix' was introduced which saw KHS using private contractors to repair rural roads with the main term contractor (Ringway) being used to fix problems on major A & B Roads. For potholes, the recent find and fix process has delivered some significant improvements to the network. KHS is reviewing the balance between reactive pothole repair hoping to meet customer demands and the overall improved customer perception of the programmed approach. Over the first six months of the year, Kent Highway Services and the specialist tarmac teams have fixed over 130,000 potholes – double the total number repaired in the first half of last year.

18.4 In the KHS drainage team, recent improvements have included the use of specialist crews to fix drainage problems where the initial gully clean has not fixed the blockage. By linking the cleansing crews with the specialised repair crews, KHS have speeded up the end to end time from customer call to fix. In addition, crews have been targeting whole parish or village areas with known drainage hot spots and meeting up with parish councillors working with them to ensure their local knowledge is used to review and fix the whole drainage system and not just localised drains.

18.5 Household Waste Recycling Centres (HWRC) site opening times were extended during the summer months to allow late night opening every Thursday from April 2010 to help alleviate customer queues at the weekend. The trailer policy was reviewed and subsequently amended in line with customer comments to allow twin axle trailers within sites. An allowance has been made for disabled customers regarding the introduction of a 2m height barrier at sites. If a disabled customer has a vehicle over 2m in height and a Blue Badge, that customer can make contact with Waste Management staff who will

arrange for the customer to deliver waste to a site of their choice where the height barrier will be raised for them to enter.

18.6 The menu in the café at Shorne Wood Country Park has been reviewed to ensure prices remain affordable to customers and in doing so a number of the regular suppliers have been changed. To start to address queue times within the café, some of the items that take longest to prepare have been removed from the menu. The café has very recently been refurbished with a self service counter in order to serve customers quicker during peak times.

18.8 Car parking charges are made to help towards the cost of running the parks and all the money from the parking machines goes straight back into the country parks budget. However a season ticket is now available for regular visitors which is then valid for use at all of the country parks.

18.9 All Trading Standards staff were reminded of the need to ensure every enquiry is recorded. Procedures were changed to ensure officers working flexibly receive messages via their mobile phones. Community Warden's operational procedures and protocols were updated to address communications issues with Parish Councils. Adult Education Service (now Community Learning and Skills) has been refocused on the customer. This includes programme managers now focusing on one district to improve local knowledge, meet needs and improve local communications. The Arts Investment Fund application process is now launched so the decision is finalised before the start of the next financial year.

18.10 A number of complaints were recorded last year about delays in carrying out Occupational Therapy Assessments for Disabled Children. Additional staff were recruited to manage the workload but before additional staff were in post improvements were made to the way the waiting list was managed and communicated to families with the result that complaints about delays reduced significantly

18.11 A number of community members and young people complained when a local school withdrew funding for the Community Youth Tutor, which led to the closure of some services. Following negotiations with the school concerned the Youth tutor position will be re-introduced. KDAAT is working on a new commissioning framework that will clearly set out the processes that will be followed when new or existing services are commissioned. The Framework will set out how service users, carers and other interested groups will be consulted, involved or informed throughout the process.

18.12 Improved communications

Supporting People improved the information it provided about how the programme can assist people by making its leaflets and website content clearer. Several Trading Standards complainants were given an explanation of the Intelligence led approach to enforcement and this has also become a key message as part of the service's communications approach. The Youth Offending Service revised its advice on the Rehabilitation of Offenders Act. KEY Training has also improved its communications materials for learners and employers.

18.13 The Contact Centre has also strengthened relationships with all KHS departments to ensure that the advisors have the latest information available to pass onto the general public.

18.14 Improvements to service experience and quality

Supporting People updated its floating support referral form to make it easier for individuals to complete and to understand the services provided. Libraries Service updated its in-library PCs with the latest web browser (IE8) and included a more convenient link through the kent.gov.uk website for customers to access their PIN to use online services. Also books have been exchanged and changed at libraries throughout the county in response to comments received. Libraries have also agreed a standard greeting with Contact Kent to avoid any confusion as to who the customer has reached when using the library service general contact telephone number. Adult Education website was upgraded to enable online enrolments and improved course information.

18.15 Previous complaints have raised issues where families have stated that they had not been fully informed about the likely charge for care. Since the introduction of the Financial and Benefits Officers the volume of this type of complaint has reduced. However, the Maidstone Hospital Team implemented a system to obtain a signature from the service user/family to agree that the charging booklet had been received and explained to them. This practice has been discussed at the Area Good Practice Group and will be cascaded throughout the Area.

18.16 As a direct result from a complaint made by a relative of a client in a residential home and as a means of promoting good practice, all residential & nursing care homes have been asked via their Trade Associations to consider updating their laundry policies. This is to ensure that there is a reference to only disposing of clients' clothing or other belongings once they have received confirmation from the client themselves (if they have capacity) or their representative (family members, etc.) that this is acceptable.

18.17 Improvements to customer feedback processes

Key Training introduced comment cards for learners to feedback their views more easily, and a process was introduced to capture learners' email to improve communications. Mystery shopping exercises are being carried out to highlight problems with customer care and centre standards. Supporting People now have monthly meetings between staff responsible for logging complaints and the Head of Service. Customers have said that they prefer their complaints to be dealt with locally so Libraries staff are encouraged to do this wherever possible, rather than initiate a formal investigation.

18.18 To help the Contact Centre provide the KHS departments callers with some expectation of when a fault will be actioned, each enquiry is automatically given a 28 day target (for routine repairs or drain cleansing etc) or a programmed target (for more complex work that requires planning such as requests for traffic calming). Where KHS meet the 28 day target but further work is required (for example a gully is cleaned but still does not work due to a broken pipe) then KHS let the customer know the timescales for this programmed work.

19. Levels of complaints to the Standards Committee

Responsibility for dealing with alleged breaches of the Code of Conduct by elected and co-opted Members of the Council passed from Standards for England to the local authority on 8 May 2008.

At its meeting on 22 May 2008, the Standards Committee agreed to set up two Sub Committees; one to make an initial assessment of a complaint that a Member has breached the Code of Conduct and one to review any decision by the Assessment Sub Committee to take no action, if so requested by the complainant

The Assessment and Review Sub Committees are charged with deciding whether, on the basis of the information presented, a Member has breached the Code of Conduct and whether the matter merits investigation. Specifically, either Sub Committee can reach one of the following three decisions:

- (a) Refer the allegation to the Monitoring Officer of the Authority for investigation or some other action such as mediation or training
- (b) In exceptional cases, refer the allegation to the Standards Board for England
- (c) Decide that no action should be taken in respect of the allegation

| Decision | 2008/09 | 2009/10 |
|---|---------|---------|
| No action | 4 | 1 |
| Monitoring Officer for other action | 2 | 1 |
| Monitoring Officer for formal investigation (*) | 0 | 2 |
| Standards for England | 0 | 0 |
| Not Determined | 0 | 0 |

(*) Neither of the two cases referred to the Monitoring Officer for formal investigation have resulted in the subject Member being found to be in breach of the Code of Conduct.

20. Training for Staff

20.1 Several briefing sessions were held early in the year to communicate the revised and unified KCC Complaints Procedure and changes to standards. New tools and templates were created to help units implement the standards locally while giving them enough flexibility to ensure they can introduce the procedures in a way that will be meaningful and useful to them and their service users.

20.2 Adult Social Services Customer Care carried out a range of training on the new single complaints process.

20.3 Children, Families, and Education provided two one-day letter-writing workshops for staff responding to complaints at stage 1, three sessions for newly qualified social workers, four sessions for overseas social workers, two sessions for administrative staff in complaints handling, and three days for support staff in dealing with difficult situations.

20.4 Waste Management staff received bespoke training in March 2010 on customer service clarifying the KCC complaints procedure, timescales for responding to customers and the standards of customer care expected. Waste Management provided bespoke customer service training to HWRC site staff and contractors in November 2009 to ensure customer standards were clarified and enhanced. Follow up customer care training is planned for winter 2010, including a refresher around the latest

complaints received and conflict resolution. Furthermore in all new HWRC contracts, contractors are obliged to provide some training to their site staff.

20.5 Ten sessions on “Effective Complaints Handling” have been delivered by investigators from the Local Government Ombudsman’s office. Staff at Team Leader level and above, were targeted for this training and further sessions have been commissioned for 2010/11

21. Improvements in 2010/11

21.1 Customer satisfaction questionnaires on the complaints process and the customer experience are being carried out and work is being undertaken to find out why less than 1% of complaints are received using on-line forms to inform future improvements.

21.2 There is a financial cost in dealing with complaints and further work is being undertaken to avoid unnecessary resources being devoted to complaints which ought to have been resolved very early on in the process.

22. Conclusion

22.1 The letter and Annual Review reflects the generally good working relationship which exists between the County Council and the Ombudsman’s office. Positive action is being taken to respond to lessons learnt through complaints monitoring – through service development, training and through improvements to the complaints process itself.

22.2 Several customer focused improvements have been implemented across the Council in 2009/10 and these are making a difference to the customer experience.

22.3 We have looked into the growing number of complaints and have taken action to prevent further complaints in these areas.

23. Recommendations

23.1 Members are asked to note the contents of this report.

Janice Hill
Performance & Improvement Manager
Ext 1981

Background Documents

Adult Social Services Annual Complaints Report, KASS Policy Overview Committee, 21 September 2010

EH & W Annual Complaints 2009/10, E H& W Policy Overview Committee, 14 September 2010

Annual Complaints Report 2009/10, Communities Policy Overview Committee, 16 September 2010

Regeneration and Economic Development Financial Outturn and Unit Operating Plan Outturn for 2009/10, Regeneration & Economic Development Policy Overview & Scrutiny Committee 8 July 2010

Other useful information:

It is a statutory requirement under the following items of legislation for local authorities to have in place a complaints and representations procedure:

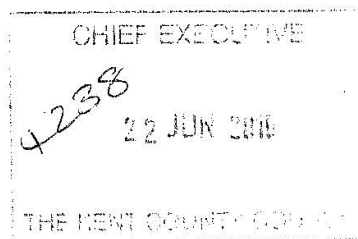
- Children Act 1989 Representations Procedure (England) Regulations 2006
- The Local Authority Social Services and National Health Service Complaints (England) Regulations were published in February 2009 and came into force with effect from 1 April 2009. This procedure introduced a single approach to dealing with complaints for both the National Health Service and Adult Social Care.
- NHS & Community Care Act 1990 (section 50)
- Health & Social Care Act 2000
- Local Authorities Social Services Complaint (England) Regulations 2006 (including associated Guidance; Learning From Complaints – Social Services Complaints Procedure for Adults)
- Local Government Act 2000.

DRAFT

Local Government
OMBUDSMAN

21 June 2010

Ms K Kerswell
 Managing Director
 Kent County Council
 County Hall
 Maidstone ME14 1XQ



If telephoning contact: Mr Redmond's PA on 020 7217 4692
email address: d.gorwala@lgo.org.uk

Dear Ms Kerswell

Annual Review 2009 / 2010

I am writing to give you a summary of the complaints about your authority that my office has dealt with over the past year, set out in the annual review attached. I hope you find the review a useful addition to other information you have on how people experience or perceive your services.

The review is split into two sections. The first concerns complaints about your authority and the second section provides a general update on LGO developments. I would welcome any comments you may have on the form and content of the review.

We will publish all the annual reviews on our website (www.lgo.org.uk). We will wait for three weeks after this letter before doing so, to give you an opportunity to consider the review first. If any material factual inaccuracy is found we will reissue it. We will issue a press release about the publication of the annual reviews on our website. We will also publish on our website a summary of statistics relating to the complaints we have received and dealt with against all authorities.

I would again be happy to consider requests for me or a senior colleague to visit the authority to present and discuss the letter with councillors or staff. We will do our best to meet the requests within the limits of the resources available to us.

I am also arranging for a copy of this letter and the review to be sent to you electronically so that you can distribute it easily internally and put the annual review on your website. You do not need to include this covering letter on your website.

Yours sincerely

Tony Redmond

10th Floor
 Millbank Tower
 Millbank
 London
 SW1P 4QP

T: 020 7217 4620
 F: 020 7217 4621
 DX: DX 149243 Victoria 13
 W: www.lgo.org.uk
 Advice Team: 0300 051 0514

Tony Redmond
 Local Government Ombudsman
 Nigel Ellis
 Deputy Ombudsman

Local Government
OMBUDSMAN

**The Local Government Ombudsman's
Annual Review**

Kent County Council

**for the year ended
31 March 2010**

Local Government Ombudsmen (LGOs) provide a free, independent and impartial service. We consider complaints about the administrative actions of councils and some other authorities. We cannot question what a council has done simply because someone does not agree with it. If we find something has gone wrong, such as poor service, service failure, delay or bad advice, and that a person has suffered as a result, we aim to get it put right by recommending a suitable remedy. We also use the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual reviews.

Contents of Annual Review

| | |
|---|----------|
| Section 1: Complaints about Kent County Council 2009/10 | 3 |
| Introduction | 3 |
| Enquiries and complaints received | 3 |
| Complaint outcomes | 3 |
| Liaison with the Local Government Ombudsman | 4 |
| Training in complaint handling | 4 |
| Conclusions | 5 |
| Section 2: LGO developments..... | 6 |
| Introduction | 6 |
| New schools complaints service launched | 6 |
| Adult social care: new powers from October | 6 |
| Council first | 6 |
| Training in complaint handling | 7 |
| Statements of reasons | 7 |
| Delivering public value | 7 |
| Appendix 1: Notes to assist interpretation of the statistics 2009/10 | 8 |
| Appendix 2: Local authority report 2009/10 | |

Section 1: Complaints about Kent County Council 2009/10

Introduction

This annual review provides a summary of the complaints we have dealt with about Kent County Council. We have included comments on the authority's performance and complaint-handling arrangements, where possible, so they can assist with your service improvement.

I hope that the review will be a useful addition to other information your authority holds on how people experience or perceive your services.

Two appendices form an integral part of this review: statistical data for 2009/10 and a note to help the interpretation of the statistics.

Enquiries and complaints received

Last year our Advice Team handled 161 enquiries and complaints about your Council. Of these 14 related to complaints which we considered were premature, and we referred them to your Council for investigation. We gave advice to 28 other enquirers on a variety of matters, including my jurisdiction. Our Advice team passed 119 complaints to the investigative team. The issue which prompted the largest group of enquiries and the most complaints was education. Of 116 complaints forwarded to the investigative team 86 concerned education.

Complaint outcomes

Last year I made decisions on 120 complaints against your Council. There were 52 complaints in which I found no, or insufficient, evidence of fault by the Council to warrant further investigation. I used my discretion not to pursue investigations into 21 complaints, for example where the injustice to the complainant was not significant enough to warrant a remedy or where the remedy which the Council had provided was adequate. I found that 17 complaints were outside my jurisdiction.

Reports

When we complete an investigation, we generally issue a report. I issued one report. The complaint concerned the Council's actions in respect of the complainant's two children both of whom have learning difficulties. I found that the Council failed in its statutory duty to make direct payments available for overnight respite care. The Council also failed to carry out regular reviews of children in need. There was a delay in assessing the needs of the family which, coupled with the failure to make direct payments available for overnight respite care, meant that one of her children missed one night a week of overnight respite care for eight months, and seven hours of daytime respite care a week for three months. To remedy matters the Council agreed to pay the complainant the value of the direct payments she missed (in the region of £12,000). It apologised and paid a further £500 for the time and trouble she had been put to in pursuing her complaint. The Council has also taken action to ensure that regular reviews are carried out for children in need.

Local settlements

A 'local settlement' is a complaint where, during the course of our investigation, a council takes or agrees to take some action that we consider to be a satisfactory response to the complaint. In 2009/10, [26.9%] of all complaints the Ombudsmen decided and which were within our jurisdiction were local settlements. Of the complaints we decided against your authority which were within my

jurisdiction 29 (28%) were local settlements. These settlements resulted in the Council making payments totalling just under £9,000 (£5,000 of which was in respect of one complaint).

Of the 29 local settlements, 25 were education complaints. The largest group of local settlements, 21, concerned applications and appeals for admission to schools where the Council is the admissions authority. The faults included wrong or insufficient information being presented to appeal panels, inappropriate questioning by panellists and poor record keeping. In 14 cases the Council agreed to settle the complaint by the offer of a fresh appeal hearing. In five cases the Council offered a place at the preferred school. I found fault in four other admission cases but used my discretion not to pursue these as I was not satisfied that any injustice had been caused.

During the year, four of my staff met officers from the Council's corporate complaints section and its education department. They discussed identified problems in the way the Council arranges appeals (both for its own schools and in the appeal service that it provides for voluntary aided and foundation schools). They also discussed some delays in responding to our enquiries and resistance to settling complaints. The meeting was useful. As a result, two of my staff took part in three training sessions the Council organised for panellists, presenting officers and appeal clerks for all types of schools.

I settled four other education complaints. Two concerned a failure by the Council to provide education while a child was out of school. The Council paid a total of £1,450 compensation. The second concerned the Council's failure to state that it would not pay for transport to a school named in a statement of special educational needs. The Council agreed to provide transport following my involvement. The last concerned a number of faults in the way the Council dealt with a child's special educational needs. As a result he lost half a year's education which had an impact on him and his mother, who was unable to work while she cared for him at home. The Council paid £5,000 compensation.

Of the remaining four settlements one concerned errors by the Council in the way it arranged a meeting to discuss care arrangements for the complainant's daughter, for which the Council paid £250 compensation. A second concerned some modest fault in the way the Council considered a consumer affairs complaint, for which it apologised. Two concerned highways matters. In the first of these the Council had not implemented a previous agreement to adopt a highway. The Council clarified the timescale for carrying out this work. In the second the Council failed to give advance notice of a road closure. The Council agreed to pay £1,000 compensation for the impact on the complainant's business.

Liaison with the Local Government Ombudsman

The average time taken by the Council to reply to our written enquiries was 31.5 days. This is an improvement on last year's figure but still outside my target time of 28 days. As in previous years the Council's responses do not always provide full answers. There is sometimes a reluctance to acknowledge fault and to agree to local settlements. These issues were raised at the meeting I have referred to above. I hope that the Council can continue to reduce the time taken to reply and respond positively to my proposed settlements.

Training in complaint handling

I would like to take this opportunity to remind the Council that part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. All courses are presented by experienced investigators. They give participants the opportunity to practise the skills needed to deal with complaints positively and efficiently. We can also provide customised courses to help authorities to deal with particular issues and occasional open courses for individuals from different authorities.

I have enclosed some information on the full range of courses available together with contact details for enquiries and bookings.

During the year I ran seminars for officers dealing with adult social care complaints. I am pleased that two of your staff attended one of these events. I hope they found it useful.

Conclusions

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your authority's services.

**Tony Redmond
Local Government Ombudsman
10th Floor
Millbank Tower
Millbank
London
SW1P 4QP**

June 2010

Section 2: LGO developments

Introduction

This annual review also provides an opportunity to bring councils up to date on developments in the LGO and to seek feedback.

New schools complaints service launched

In April 2010 we launched the first pilot phase of a complaints service extending our jurisdiction to consider parent and pupil complaints about state schools in four local authority areas. This power was introduced by the Apprenticeships, Skills, Children and Learning Act 2009.

The first phase involves schools in **Barking and Dagenham, Cambridgeshire, Medway and Sefton**. The Secretary of State no longer considers complaints about schools in these areas. In September the schools in a further 10 local authority areas are set to join the pilot phase.

We are working closely with colleagues in the pilot areas and their schools, including providing training and information sessions, to shape the design and delivery of the new service. It is intended that by September 2011 our jurisdiction will cover all state schools in England.

A new team in each office now deals with all complaints about children's services and education on behalf of the Ombudsman. Arrangements for cooperation with Ofsted on related work areas have been agreed.

For further information see the new schools pages on our website at www.lgo.org.uk/schools/

Adult social care: new powers from October

The Health Act 2009 extended the Ombudsmen's powers to investigate complaints about privately arranged and funded adult social care. These powers come into effect from 1 October 2010 (or when the Care Quality Commission has re-registered all adult care providers undertaking regulated activity). Provision of care that is arranged by an individual and funded from direct payments comes within this new jurisdiction.

Each Ombudsman has set up a team to deal with all adult social care complaints on their behalf. We expect that many complaints from people who have arranged and funded their care will involve the actions of both the local authority and the care provider. We are developing information-sharing agreements with the Care Quality Commission and with councils in their roles as adult safeguarding leads and service commissioners.

Council first

We introduced our Council first procedure in April last year. With some exceptions, we require complainants to go through all stages of a council's own complaints procedure before we will consider the complaint. It aims to build on the improved handling of complaints by councils.

We are going to research the views of people whose complaints have been referred to councils as premature. We are also still keen to hear from councils about how the procedure is working, particularly on the exception categories. Details of the categories of complaint that are normally treated as exceptions are on our website at www.lgo.org.uk/guide-for-advisers/council-response

Section 2: LGO developments

Introduction

This annual review also provides an opportunity to bring councils up to date on developments in the LGO and to seek feedback.

New schools complaints service launched

In April 2010 we launched the first pilot phase of a complaints service extending our jurisdiction to consider parent and pupil complaints about state schools in four local authority areas. This power was introduced by the Apprenticeships, Skills, Children and Learning Act 2009.

The first phase involves schools in **Barking and Dagenham, Cambridgeshire, Medway and Sefton**. The Secretary of State no longer considers complaints about schools in these areas. In September the schools in a further 10 local authority areas are set to join the pilot phase.

We are working closely with colleagues in the pilot areas and their schools, including providing training and information sessions, to shape the design and delivery of the new service. It is intended that by September 2011 our jurisdiction will cover all state schools in England.

A new team in each office now deals with all complaints about children's services and education on behalf of the Ombudsman. Arrangements for cooperation with Ofsted on related work areas have been agreed.

For further information see the new schools pages on our website at www.lgo.org.uk/schools/

Adult social care: new powers from October

The Health Act 2009 extended the Ombudsmen's powers to investigate complaints about privately arranged and funded adult social care. These powers come into effect from 1 October 2010 (or when the Care Quality Commission has re-registered all adult care providers undertaking regulated activity). Provision of care that is arranged by an individual and funded from direct payments comes within this new jurisdiction.

Each Ombudsman has set up a team to deal with all adult social care complaints on their behalf. We expect that many complaints from people who have arranged and funded their care will involve the actions of both the local authority and the care provider. We are developing information-sharing agreements with the Care Quality Commission and with councils in their roles as adult safeguarding leads and service commissioners.

Council first

We introduced our Council first procedure in April last year. With some exceptions, we require complainants to go through all stages of a council's own complaints procedure before we will consider the complaint. It aims to build on the improved handling of complaints by councils.

We are going to research the views of people whose complaints have been referred to councils as premature. We are also still keen to hear from councils about how the procedure is working, particularly on the exception categories. Details of the categories of complaint that are normally treated as exceptions are on our website at www.lgo.org.uk/guide-for-advisers/council-response

Training in complaint handling

Demand for our training in complaint handling has remained high, with 118 courses delivered over the year to 53 different authorities. Our core Effective Complaint Handling course is still the most popular – we ran some of these as open courses for groups of staff from different authorities. These are designed to assist those authorities that wish to train small numbers of staff and give them an opportunity to share ideas and experience with other authorities.

The new Effective Complaint Handling in Adult Social Care course, driven by the introduction of the new statutory complaints arrangements in health and adult social care in April 2009, was also popular. It accounted for just over a third of bookings.

Over the next year we intend to carry out a thorough review of local authority training needs to ensure that the programme continues to deliver learning outcomes that improve complaint handling by councils.

Statements of reasons

Last year we consulted councils on our broad proposals for introducing statements of reasons on the individual decisions of an Ombudsman following the investigation of a complaint. We received very supportive and constructive feedback on the proposals, which aim to provide greater transparency and increase understanding of our work. Since then we have been carrying out more detailed work, including our new powers. We intend to introduce the new arrangements in the near future.

Delivering public value

We hope this information gives you an insight into the major changes happening within the LGO, many of which will have a direct impact on your authority. We will keep you up to date through LGO Link as each development progresses, but if there is anything you wish to discuss in the meantime please let me know.

Mindful of the current economic climate, financial stringencies and our public accountability, we are determined to continue to increase the efficiency, cost-effectiveness and public value of our work.

Tony Redmond
Local Government Ombudsman
 10th Floor
 Millbank Tower
 Millbank
 London
 SW1P 4QP

June 2010

Appendix 1: Notes to assist interpretation of the statistics 2009/10

Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

Premature complaints: The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will either refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter, or give advice to the enquirer that their complaint is premature.

Advice given: These are enquiries where the LGO Advice Team has given advice on why the LGO would not be able to consider the complaint, other than the complaint is premature. For example, the complaint may clearly be outside the LGO's jurisdiction.

Forwarded to the investigative team (resubmitted premature and new): These are new cases forwarded to the Investigative Team for further consideration and cases where the complainant has resubmitted their complaint to the LGO after it has been put to the council.

Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2009/10 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2009/10 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

MI reps: where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

LS (local settlements): decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the LGO as a satisfactory outcome for the complainant.

M reps: where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

NM reps: where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

No mal: decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

Omb disc: decisions by letter discontinuing an investigation in which we have exercised the LGO's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

Outside jurisdiction: these are cases which were outside the LGO's jurisdiction.

Table 3. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

Table 4. Average local authority response times 2009/10

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

Appendix 2: Local Authority Report - Kent CC

For the period ending - 31/03/2010

LGO Advice Team

| Enquiries and complaints received | Adult care services | Children and family services | Education | Housing | Benefits | Planning and building control | Transport and highways | Other | Total |
|---|---------------------|------------------------------|------------|----------|----------|-------------------------------|------------------------|----------|------------|
| Formal/informal premature complaints | 3 | 7 | 1 | 0 | 1 | 0 | 3 | 0 | 15 |
| Advice given | 3 | 0 | 14 | 1 | 0 | 2 | 2 | 6 | 28 |
| Forwarded to investigative team (resubmitted premature) | 0 | 1 | 0 | 0 | 0 | 0 | 2 | 0 | 3 |
| Forwarded to investigative team (new) | 7 | 12 | 86 | 0 | 0 | 2 | 6 | 2 | 115 |
| Total | 13 | 20 | 101 | 1 | 1 | 4 | 13 | 8 | 161 |

Investigative Team

| Decisions | Investigative Team | | | | | | | Total |
|-------------|--------------------|----|--------|---------|--------|----------|----------------------|-------|
| | MI reps | LS | M reps | NM reps | No mal | Omb disc | Outside jurisdiction | |
| 2009 / 2010 | 1 | 29 | 0 | 0 | 52 | 22 | 16 | 120 |

Appendix 2: Local Authority Report - Kent CC

For the period ending - 31/03/2010

Average local authority resp times 01/04/2009 to 31/03/2010

| Response times | FIRST ENQUIRIES | |
|------------------------|------------------------|----------------------------|
| | No. of First Enquiries | Avg no. of days to respond |
| 1/04/2009 / 31/03/2010 | 76 | 31.5 |
| 2008 / 2009 | 69 | 38.1 |
| 2007 / 2008 | 78 | 29.4 |

| Types of authority | <= 28 days | | 29 - 35 days | | > = 36 days | |
|----------------------------|------------|----|--------------|----|-------------|----|
| | % | % | % | % | % | % |
| District Councils | 61 | 22 | 17 | 6 | 8 | 10 |
| Unitary Authorities | 68 | 22 | 32 | 36 | 20 | 20 |
| Metropolitan Authorities | 70 | 58 | 52 | 60 | | |
| County Councils | 58 | 60 | | | | |
| London Boroughs | 52 | | | | | |
| National Parks Authorities | 60 | | | | | |

CHIEF EXECUTIVES DEPARTMENT ANNUAL COMPLAINTS, COMMENTS AND COMPLIMENTS REPORT

1. The number of complaints, comments and compliments recorded

1.1 The number of complaints, comments and compliments needs to be seen in the context of the number of people accessing services and the number of complaints. What is important is to be able to identify where there is an increase in the number of complaints recorded for a particular service, as this would require further investigation.

1.2 In 2009/10, **448** complaints were recorded compared with **143** for 2008/09. This increase can be partly accounted for by a large increase in complaints regarding the time it takes to deal with insurance claims for potholes. Transport Integration, home to school transport complaints have increased 52% from 67 to 102 with an increase in complaints during the bad weather. Work has continued across the department in 2009/10 on improving the recording of complaints, comments and compliments and capturing this information in a more consistent way.

1.3 We recorded **791** comments and **235** compliments regarding the services we provided. The majority of comments are received by the Communication & Media Centre and the Financial Strategy Group and the largest number of compliments is recorded by Law & Governance.

Further information is provided below and in Tables 1, 2 and 3

2. Complaints, comments and compliments by business unit

2.1 Commercial Services

Commercial Services comprises: Transport Integration, Landscape Services, Staff Care Services and Facilities Management.

144 complaints, 23 comments, 53 compliments

Facilities Management complaints are now recorded within Commercial Services. 20 complaints were received from neighbours regarding KCC staff parking after KCC staff relocated to building with insufficient car parking spaces. We have ensured our neighbours were listened to by briefing our teams to encourage a better relationship with our neighbours and more responsible parking.

Transport Integration, home to school transport complaints have increased 52% from 67 to 102 with an increase in complaints during the bad weather. The majority of complaints are from parents who are not satisfied regarding the mode of transport to school provided for their child and problems with the transport provided. We worked with our transport providers to provide the service during the bad weather and ensure all problems are resolved. Other complaints related to Staff Care Services and Landscape gardening.

Commercial Services Teams recorded 53 compliments for the services they provide.

2.2 Communication & Media Centre

12 complaints, 652 comments, 19 compliments

The 12 complaints related to articles in Around Kent, and links not working on the kent.gov.uk web site.

Complaints and comments about Around Kent have been recorded so that we can take account of public opinion when we produce the next edition and work is ongoing to improve elements of the website.

652 comments were received by email regarding the kent.gov.uk website. These range from broken links, spelling mistakes, questions about our search functions, PDFs not opening, no access to directorate applications, people who could not find documents and requests to publish documents. All of this feedback is used to improve the website.

There were 19 compliments relating to the running of successful events and the Around Kent publication.

2.3 Insurance Section

203 complaints, 0 comments, 30 compliments

Complaints have increased ten fold from 20 in 2008/09 to 203 in 2009/10. We received 1,000 more insurance claims in January/ February/ March 2009/10 compared to the same period in 2008/09. Due to the increase in volume, insurance claims had been delayed within Highways. To improve the process insurance claim complaints are now dealt with by the Contact Centre enabling the Insurance and Highway Sections to get on with processing claims.

There were 30 compliments for the handling of insurance claims.

2.4 Financial Strategy Group

2 complaints, 62 comments, 0 compliments

There was 1 complaint about pensions and 1 regarding Council Tax increases.

KCC actively encourages our customers to give us opinions about any of our services. This year we received 62 comments in our council tax email box regarding services within the Chief Executives Department.

A wide range of financial enquiries are received including issues in the press such as Kent TV, Turner Centre, Icelandic Banks, Chief Executive's level of pay / severance payment, and "gold-plated" staff pensions.

Questions include why council tax is so high / why it continues to increase, why more savings are not made, and about the publication of information on spending.

We also received 107 contacts not included above on issues relevant to other public bodies, often relating to council tax billing / moving, benefits, change in circumstances (District Council functions), or about property tax bands (Valuation Office Agency issue).

2.5 Law & Governance

13 complaints, 54 comments, 97 compliments

There has been an increase in complaints from 8 to 13. There were 6 complaints regarding the administration of the Schools Appeal System. KCC Officers met with senior investigators from the Local Government Ombudsman Office to discuss the issues related to school admissions. The Council has incorporated the feed back from such meetings into its training of Appeal Panel Members and Clerks.

Other complaints related to Freedom of Information delay in response times and legal fees.

54 Comments and 97 compliments were recorded on the Legal Services comment cards and give feedback on the service received. This information is used to improve services.

2.6 Personnel & Development

27 complaints, 0 comments, 2 compliments

A total of 1,738 posts were advertised and over 51,327 (50,346 in 2008/09) application forms from candidates were processed during the year. There was an increase from 10 to 27 in complaints recorded regarding the KCC recruitment process and the Schools Personnel Service. Complaints relate to not being short-listed and Managers not getting back with feedback. No complaints were made regarding the recruitment team itself.

To improve the service the team chase the outcome of vacancies following the short-listing and interview stages of recruitment to ensure that all candidates are contacted with an outcome. The Team has a continuous approach to improving customer service, coaching managers with regard to the process and encouraging the attendance on the Recruitment & Selection course to ensure a consistent message is communicated. Recruiting Managers now need to contact applicants post interview within 2 days or contact the recruitment team who will follow this through with immediate effect.

2.7 Property Group

6 complaints, 0 comments, 4 compliments

The number of complaints for the Estate and Asset Management Group within the Property Group have remained the same. Facilities Management are now managed by Commercial Services and their complaints are recorded within Commercial Services.

Four complaints were recorded regarding services at Oakwood House. All were resolved satisfactorily. Two complaints relate to land for sale and how KCC has dealt with asbestos in Schools.

Compliments were recorded for excellent service involving two serious incidents at two schools which included staff from Maintenance & Minor Works team in Property Group.

2.8 Strategic Development and Public Access

38 complaints, 0 comments, 26 compliments

The number of complaints went up from 5 in 2008/09 to 38 in 2009/10.

KCC Gateways are managed by the Strategic Development and Public Access Department. Complaints about the Gateways service are dealt with by the relevant business service using the Gateway and will not be reported here.

Contact Centre complaints are included in the figure this year and account for the increase in numbers. The contact centre had in the region of 1.26million contacts in 2009/10 and recorded 35 complaints. These complaints related to callers incorrectly transferred, waiting time for call to be answered, attitude/way call handled by advisor.

The following actions have been taken to improve customer service:

- Identified that more Switchboard training required both for new and established Advisors to ensure calls being transferred correctly – a series of training sessions has been planned in the annual training schedule
- Soft skills training – a training programme has just been written for Advisors helping them deal with difficult callers – this was based on Advisor feedback and picked up as a requirement when the calls were being listened to for quality and training purposes
- If individual Advisors are identified with regards to a complaint they will receive 1-2-1 coaching.

As part of the new Customer Relationship Management (CRM) system to be introduced in 2010/11 the Contact Centre will be able to collect more detailed information in the future.

There was 1 complaint about the Gateway Service and 2 complaints about Kent TV.

There were 26 compliments regarding the Contact Centre service. These compliments range from helpful attitude of advisor and the efficiency of dealing with the enquiries.

2.9 Strategy, Economic Development & ICT

2 complaints, 0 comments, 6 compliments

There were 2 complaints regarding the collecting of Equalities and Diversity Information and the non availability of information in paper format.

There were 6 compliments, 2 related to the clarity and readability of the Annual Performance Plan, 2 for the Kent Property Market Report breakfast launch and 2 for information provided by the Research and Intelligence Team.

2.10 Strategic Procurement

1 complaint, 0 comments, 0 compliments

There was 1 complaint regarding the Tendering Procedure and improvements have been made regarding access to the mailbox that suppliers use.

3. Methods of communication

3.1 The majority of complaints within the Chief Executive's Department are received by phone 207 (52%) and letter 97 (24%) with 54 (13%) by email and 9 (2%) complaints received using the on-line complaint system. See Table 4.

3.2 It is important to ensure that all channels remain open and effective so customers can choose how they contact us. It should be noted, however, that it can be more difficult for staff to record comments, compliments and complaints given verbally (over the phone and especially face-to-face) but they are more likely to be able to resolve the situation there and then with the complainant.

4. Compliance with standards

4.1 The corporate standards for complaints handling is as follows: 3 working days to acknowledge a complaint and 20 working days to give a formal response.

4.2 The Group Managing Directors complaints are handled within the Law and Governance Team. Complaints are often already over three working days old before they arrive at the Unit from other Directorates for logging and acknowledging. The Unit also has no control over the timeliness of responses to "Stage 1" complaints which are passed to the responsible operational unit manager to investigate and reply direct to the complainant. All the Unit can do is to remind the team dealing that they are approaching/have exceeded the desired timeframe. All other Business Units acknowledged and responded to complaints within timescales. The percentage of complaints meeting the KCC response standards are detailed in Table 5.

5. Valuing Diversity

5.1 As from 1 April 2009, when complaints are acknowledged a Complaints Equalities Monitoring Form (EMF) has been included with the acknowledgement letter. This new procedure has significantly improved the number of equality monitoring responses received by the Chief Executives Department from 1% to 20%. We are required to carry out this monitoring but we do get complaints questioning the value of the monitoring form.

6. Vexatious and Repetitious Complainants

6.1 There were no complaints recorded as a Vexatious and Repetitious complaint within the Chief Executives Department for the period 1 April 2009 – 31 March 2010.

7. Compensation

7.1 No compensation has been paid to complainants within the Chief Executives Department during 2009/10 under the complaint procedure.

8. Local Government Ombudsman Complaints

8.1 The Ombudsman decided five complaints for the Chief Executives Department in 2009/10:

- Commercial Services received 1 complaint with regard to school transport
- Corporate Access to Information Team received 1 complaint relating to a Subject Access Request and our refusal to share information provided in confidence by a third party
- Legal Services received 2 complaints (from same complainant) relating to their involvement with a s278 agreement under the Highways Act and then the fees KCC's Legal Team charge
- Personnel received 1 complaint but the Ombudsman considered it was outside of their jurisdiction.

None of these complaints were found against KCC.

Table 1 - Number of Complaints

| | 2009/10 | 2008/09 | 2007/08 |
|---|------------|-------------|-----------|
| Business Units | | | |
| Commercial Services | 144 | 67 | 16 |
| Communication and Media Centre | 12 | N/A | N/A |
| Financial Strategy Group | 2 | 8 | 4 |
| Insurance | 203 | 20 | 12 |
| Law & Governance | 13 | 8 | 5 |
| Personnel (Employee services & Schools Personnel Service) | 27 | 10 | 4 |
| Property Group | 6 | 13 | 1 |
| Strategic Development & Public Access | 38 | 17* | 1 |
| Strategy, Economic Development & ICT | 2 | 0 | 1 |
| Strategic Procurement | 1 | N/A | N/A |
| TOTAL | 448 | 143* | 44 |

* includes 12 Kent TV complaints

Table 2 – Number of Comments

| Business Units | Total |
|---|--------------|
| Commercial Services | 23 |
| Communication and Media Centre | 652 |
| Financial Strategy Group | 62 |
| Insurance | 0 |
| Law & Governance | 54 |
| Personnel (Employee Services & Schools Personnel Service) | 0 |
| Property Group | 0 |
| Strategic Development & Public Access | 0 |
| Strategy, Economic Development & ICT | 0 |
| Strategic Procurement | 0 |
| TOTAL | 791 |

Table 3 - Number of Compliments

| Business Units | Total |
|---|--------------|
| Commercial Services | 53 |
| Communication and Media Centre | 19 |
| Financial Strategy Group | 0 |
| Insurance | 30 |
| Law & Governance | 97 |
| Personnel (Employee Services & Schools Personnel Service) | 2 |
| Property Group | 4 |
| Strategic Development & Public Access | 26 |
| Strategy, Economic Development & ICT | 6 |
| Strategic Procurement | 0 |
| TOTAL | 237 |

Table 4 - How complaints were received

| Business Units | How complaint was received | | | | |
|---|-----------------------------------|---------------|--------------|---------------|--------------|
| | Total | e-mail | phone | letter | Other |
| Commercial Services | 144 | 38 | 40 | 40 | 26 |
| Communication and Media Centre | 12 | 4 | 1 | 1 | 6 |
| Financial Strategy Group | 2 | 0 | 0 | 0 | 2 |
| Insurance | 203 | 0 | 152 | 51 | 0 |
| Law & Governance | 13 | 9 | 1 | 3 | 0 |
| Personnel (Employee services & Schools Personnel Service) | 27 | 14 | 2 | 2 | 9 |
| Property Group | 6 | 1 | 0 | 5 | 0 |
| Strategic Development & Public Access | 38 | 4 | 24 | 6 | 4 |
| Strategy, Economic Development & ICT | 2 | 1 | 0 | 0 | 1 |
| Strategic Procurement | 1 | 0 | 0 | 1 | 0 |
| TOTAL | 448 | 71 | 220 | 109 | 48 |

Table 5 – Compliance with Standards

| Complaints acknowledged within 3 working days | 2009/10 | | 2008/09 | |
|--|----------------|----------|----------------|----------|
| | | % | | % |
| Commercial Services | 144 | 100 | 64 | 95 |
| Communication and Media Centre | 12 | 100 | | N/A |
| Financial Strategy Group | 2 | 100 | 8 | 100 |
| Insurance | 203 | 100 | 20 | 100 |
| Law & Governance | 10 | 77 | 8 | 100 |
| Personnel (Employee Services & Schools Personnel) | 18 | 100 | 10 | 100 |
| Property Group | 6 | 100 | 13 | 100 |
| Strategic Development & Public Access | 38 | 100 | 4 | 100 |
| Strategy, Economic Development & ICT | 2 | 100 | | N/A |
| Strategic Procurement | 1 | 100 | N/A | |

| Responses to complaints within 20 working days | 2009/10 | | 2008/09 | |
|---|----------------|----------|----------------|----------|
| | | % | | % |
| Commercial Services | 143 | 99 | 68 | 100 |
| Communication and Media Centre | 12 | 100 | | N/A |
| Financial Strategy Group | 2 | 100 | 8 | 100 |
| Insurance | 203 | 100 | 20 | 100 |
| Law & Governance | 8 | 63 | 8 | 100 |
| Personnel (Employee Services & Schools Personnel) | 18 | 100 | 10 | 100 |
| Property Group | 6 | 100 | 13 | 100 |
| Strategic Development & Public Access | 38 | 100 | 4 | 100 |

| | | | | |
|--------------------------------------|---|-----|-----|-----|
| Strategy, Economic Development & ICT | 2 | 100 | | N/A |
| Strategic Procurement | 1 | 100 | N/A | |

Table 1 - Comparison of complaints numbers for 2007/08, 2008/09 and 2009/10

KENT ADULT SOCIAL SERVICES

| Service | 2007/08 | 2008/09 | 2009/10 |
|-----------------------------|----------------|----------------|----------------|
| Contracting | 33 | 37 | 23 |
| County Benefits | | 1 | |
| County Duty Service | 2 | 2 | 13 |
| Customer Care | | | 7 |
| Direct Payments | | | 8 |
| Finance: | 1 | | |
| CFAO | 1 | | 10 |
| Debt Recovery | | | 6 |
| Fin Assessments - Dom | 10 | 6 | 12 |
| Fin Assessments – Res | 6 | 16 | 12 |
| Payments | | 12 | 18 |
| Gypsy Unit | | 3 | 2 |
| Hospitals | 17 | 20 | 19 |
| Learning Disability: | | | |
| Assessment | | | 2 |
| Care Management | 29 | 63 | 69 |
| Day Care | 5 | 7 | 12 |
| Domiciliary | | 1 | 1 |
| Residential | 9 | 18 | 12 |
| Other | 2 | | 7 |
| Respite | | 2 | 6 |
| Transition Arrangements | 2 | 2 | 1 |
| Learning Disability Policy | | | |
| Management Support | | 1 | 1 |
| Mental Health | 4 | 6 | 4 |
| Older People: | | | |
| Assessment | | | 31 |
| Care Management | 128 | 115 | 173 |
| Day Care | 3 | 13 | 17 |
| Domiciliary | 27 | 24 | 49 |
| Enablement | | | 7 |
| Residential | 27 | 50 | 66 |
| Other | 2 | 1 | 3 |
| Respite | 4 | 4 | 29 |
| OT and Sensory Loss: | | | |
| Deaf Services | 4 | 1 | 1 |
| OT | 29 | 22 | 4 |
| Blue Badges | 6 | 19 | 7 |
| KAB | | | |

| | | | |
|---|------------|------------|------------|
| Other/Unknown | 4 | 4 | 4 |
| Out of Hours | 2 | 2 | 0 |
| Phys Disability: | | | |
| Assessment | | | 8 |
| Care Management | 7 | 15 | 17 |
| Day Care | | 1 | 4 |
| Domiciliary | 2 | 3 | 10 |
| Enablement | | | 6 |
| Residential | 1 | | 2 |
| Other | | | 2 |
| Respite | | | |
| Transition Arrangements | | | |
| Planning | 1 | 3 | 2 |
| Public Private Partnership & Property | | | 3 |
| Specialist Services: | | | |
| Adults | 6 | 27 | 1 |
| Homecare | | 3 | |
| Older People | 26 | 18 | |
| Social Economy/ Kent Supported Employment | | 2 | 1 |
| Telecare | | 1 | 2 |
| Telehealth | | | 1 |
| Training and Development | | | 1 |
| Voluntary Escorts | | 1 | 1 |
| Total | 400 | 526 | 697 |

(Some people complain about more than one issue, therefore the total adds up to more than the total number of complaints)

CHILDREN FAMILIES AND EDUCATION

| Service | 2007/08 | 2008/09 | 2009/10 |
|-----------------------------------|----------------|----------------|----------------|
| Children & Families non-statutory | 89 | 73 | 98 |
| Children & Families statutory | 178 | 193 | 200 |
| Education (01/09/07-31/03) | 218 | 230 | 215 |
| TOTAL | 485 | 496 | 513 |

COMMUNITIES

| Service | 2007/08 | 2008/09 | 2009/10 |
|----------------------------------|----------------|----------------|----------------|
| Arts Development | 0 | 2 | 3 |
| Community Learning and Skills ** | - | - | 118 |
| Community Safety | 20 | 9 | 8 |
| Coroners Service | *** | *** | 1 |
| Emergency Planning | 0 | 0 | 0 |
| Kent Adult Education | 27 | 31 | - |
| KDAAT | 2 | 10 | 11 |
| Kent Volunteers | 0 | 0 | |

Appendix C

| | | | |
|---------------------------|------------|------------|------------|
| Kent Scientific Services | 1 | 28 | 31 |
| Key Training | | 29 | - |
| Libraries | 370 | 600 | 542 |
| Registration (& Coroners) | 10 | 8 | 10 |
| Sport, Leisure & Olympics | 0 | 4 | 0 |
| SIP * | | 6 | 2 |
| Supporting People | | | 19 |
| Trading Standards | 15 | 9 | 22 |
| Turner Contemporary | 5 | 4 | 7 |
| Youth Offending Service | 0 | 3 | 2 |
| Youth Service | 7 | 56 | 87 |
| TOTAL | 457 | 799 | 863 |

* Transferred from Chief Executives Dept 2008/09

** New unit for Kent Adult Education and Key Training

*** was included in the Registration Service's count

ENVIRONMENT, HIGHWAYS AND WASTE

| Service | 2007/08 | 2008/09 | 2009/10 |
|-------------------------|----------------|----------------|----------------|
| Environment & Waste | 426 | 231 | 380 |
| Kent Highway Services | 232 | 195 | 1259 |
| Strategy & Planning | 1 | 3 | 2 |
| Regeneration & Economy* | 1 | - | - |
| TOTAL | 660 | 429 | 1641 |

* Transferred to Chief Executives Dept 2008/09

CHIEF EXECUTIVES

| Service | 2007/08 | 2008/09 | 2009/10 |
|--|----------------|----------------|----------------|
| Business Solutions & Policy | 1 | 0 | 2 |
| Commercial Services | 16 | 67 | 144 |
| Communication and Media Centre | N/A | N/A | 12 |
| Finance | 4 | 8 | 2 |
| Insurance | 12 | 20 | 203 |
| Legal & Democratic Services | 5 | 8 | 13 |
| Personnel (Employee Services & Schools Personnel Services) | 4 | 10 | 27 |
| Property | 1 | 13 | 6 |
| Regeneration & Economy | 0 | | |
| Strategic Development & Public Access | 1 | *17 | 38 |
| Strategic Procurement | N/A | N/A | 1 |
| TOTAL | 44 | 143 | 448 |

*Includes 12 Kent TV complaints

Table 2 Complaints information 1 April 2007 – 31 March 2010

| How complaints were received | | Phone | Letter | E-mail | On-line | KMS | Face-to-face | Comment Card | Fax | Other |
|---|--------------|-------|--------|--------|---------|-----|--------------|--------------|-----|-------|
| COMMUNITIES | | | | | | | | | | |
| 2007/08 | 457 | 21 | 51 | 14 | | | 1 | 370 | | 1 |
| 2008/09 (ex. Libraries) | 184 | 57 | 46 | 71 | | | 9 | | 1 | |
| 2009/10 | 863 | 96 | 82 | 211 | 9 | | 26 | 388 | | 51 |
| ENVIRONMENT AND REGENERATION | | | | | | | | | | |
| 2007/08 | 660 | 119 | 215 | 213 | 6 | 29 | 1 | 75 | 2 | |
| 2008/09 | 429 | 115 | 113 | 129 | | | | 72 | | |
| 2009/10 | 1641 | 1211 | 126 | 239 | | | | 65 | | |
| CHILDREN, FAMILIES AND EDUCATION | | | | | | | | | | |
| 2007/08 | 485 | 52 | 350 | 70 | | | | | | 13 |
| 2008/09 | 496 | 44 | 355 | 92 | | | | | | 5 |
| 2009/10 (data incomplete) | 513 | 65 | 291 | 90 | 1 | | 2 | | 5 | 3 |
| KENT ADULT SOCIAL SERVICES | | | | | | | | | | |
| 2007/08 | 346 | 59 | 247 | 26 | 6 | | 2 | | 1 | 5 |
| 2008/09 | 359 | 69 | 240 | 35 | 6 | | 4 | | 3 | 2 |
| 2009/10 | 436 | 111 | 254 | 55 | 2 | | 4 | | 3 | 7 |
| CHIEF EXECUTIVE'S DEPARTMENT | | | | | | | | | | |
| 2007/08 | 44 | 1 | 38 | 5 | | | | | | |
| 2008/09 | 143 * | 23 | 28 | 88 | | | | | | 4 |
| 2009/10 | 448 | 220 | 109 | 71 | | | | | | 48 |

* includes 12 Kent TV complaints

Table 3 Acknowledgement and Response Times against standards

| | COMPLAINTS | COMPLIMENTS | COMMENTS | % answered within our standards | |
|-------------------------------------|------------|-------------|----------|---------------------------------|----------|
| | | | | ACKNOWLEDGEMENT | RESPONSE |
| COMMUNITIES | | | | | |
| 2007/08 | 457 | - | - | Not available | |
| 2008/09 | 799 | 1,361 | 521 | 96% | 74% * |
| 2009/10 | 863 | 1,247 | 1,693 | 87% | 96% |
| ENVIRONMENT AND REGENERATION | | | | | |
| 2007/08 | 660 | 1,398 | - | 93% | 97% |
| 2008/09 | 429 | 941 | - | 96% | 97% |
| 2009/10 | 1,641 | 1,655 | - | 95% | 98% |
| CFE | | | | | |
| 2007/08 | 483 | 36 | 204 | Not available | |
| 2008/09 | 496 | 71 | 278 | Not available | |
| 2009/10 | 513 | 81 | 290 | Not available | |
| KENT ADULT SOCIAL SERVICES | | | | | |
| 2007/08 | 346 | 455 | 264 | 96% | 92% |
| 2008/09 | 359 | 463 | 198 | 91% | 85% |
| 2009/10 | 436 | 502 | 212 | 89% | 90% |
| CHIEF EXECUTIVES DEPARTMENT | | | | | |
| 2007/08 | 44 | - | 100+ | 95% | 100% |
| 2008/09 | 143 | 139 | 67 | 96% | 100% |
| 2009/10 | 448 | 237 | 791 | 98% | 96% |

* The low compliance level found in Libraries has been investigated by senior managers and was traced to inconsistencies in how the complaints are recorded and reported by some front line members of staff.

This page is intentionally left blank

By: Roger Gough – Cabinet Member for Corporate Support
Services and Performance Management
David Tonks – Head of Audit and Risk

To: Corporate Policy Overview and Scrutiny Committee
– 24 September 2010

Subject: INTERNAL AUDIT PROGRESS REPORT

Classification: Unrestricted

Summary: This report summarises the Internal Audit Programme and how it impacts on CED.

FOR INFORMATION

Introduction

1. This is a new report for the Committee and provides an update on progress against the element of the 2010/11 Internal Audit Programme that impacts on CED. The report includes brief summaries of the work completed up to the end of July 2010.

Internal Audit Programme

6. The overall Internal Audit Programme consists of 71 individual reviews, plus time for Advice and Information and pro-active fraud work. Progress against the overall plan is reported quarterly to the Governance and Audit Committee. Four elements of the programme impact on CED:

- Authority wide– 12 reviews
- Corporate finance – 14 reviews
- CED specific – 11 reviews
- Kent Commercial Services – 4 reviews

The detail of this work, and status up to the end of July 2010, is set out at Annex A. Annex B summarises the work that has been finalised in the period, including two reports relating to the 2009/10 programme, while annex C provides definitions of the assurance opinions given.

Recommendation

7. Members are asked to note progress against the 2010/11 audit programme as it impacts on CED.

David Tonks
Head of Audit & Risk
Ext: 4614
06 September 2010

Authority Wide

| Audit | Scope/Comments | Status as at July 2010 |
|--|---|-----------------------------|
| Vetting and Barring scheme | To provide assurance as to compliance with the Independent Safeguarding Authority's (ISA) requirements in relation to the vetting and barring scheme. | Planned for quarter 3/4 |
| Employment Checks through Kent Top Temps | A review to ensure that appropriate pre-employment checks are carried out on staff recruited via Kent Top Temps. | Audit in progress |
| Corporate Governance | A review of the Council's Corporate Governance Framework supplemented by a detailed assessment of one of the six themes of governance (Members expenses) | Engagement Planning started |
| Risk Management | A review of the Council's risk management arrangements. | Planned for quarter 3 |
| Governance of Partnerships | A review of a sample of partnerships – Communities has requested that their key partnerships are included in the sample. | Engagement Planning started |
| Information sharing | To provide assurance as to the requirements for sharing sensitive and personal data. Also pick up sharing within directorates, with directorates and external bodies. | Planned for quarter 3/4 |
| Hypothecated funding | Review hypothecated funding - financial control & exit strategies. | Planned for quarter 3/4 |
| Performance Management Framework | A review of the Council's performance management arrangements. | Engagement Planning started |
| Capital contract monitoring | A review of monitoring arrangements for a sample of capital programmes to ensure that timely and sufficient information is available on which to base decisions. | Planned for quarter 4 |
| Schemes of delegation and limits on approval | To provide assurance that controls are in place to ensure decisions are made in line with the Councils intended scheme of delegation. | Planned for quarter 3/4 |
| Content Management (Web site (Internet)) | To provide assurance on the adequacy of controls introduced as part of the new implementation to manage the web site and web content. | Audit in progress |
| Data Protection | To provide assurance that Data Protection requirements are being complied with and how this is managed across the council. | Audit in progress |

Corporate Finance

| Audit | Scope/Comments | Status as at July 2010 |
|---|--|--|
| Year End Accounting | To provide assurance that payments and income are accounted for in the correct financial year. | Audit concluded |
| General Ledger | To provide assurance on the adequacy of input controls including feeder system interfaces into the General ledger; and reconciliation of control and suspense accounts. | Planned for quarter 4 |
| Corporate Purchase Cards | A review to provide assurance that purchase cards are used in accordance with corporate guidance, including an assessment as to the appropriateness of the types of expenditure incurred. | Engagement Planning started |
| Accounts Payable | To provide assurance that accurate and timely payments are made to bona fide creditors; for goods and services provided for the benefit of KCC. | Draft Report Issued |
| Accounts Receivable | To provide assurance that all income due is identified, invoiced, collected and recorded accurately and promptly. | Final Report Issued – High Assurance |
| Treasury Management | To provide assurance that all investments are properly authorised and procedures are complied with and new Governance arrangements introduced in 2009 are effective. | Planned for quarter 3 |
| Payroll | To provide assurance that payments are made accurately, to the correct staff and in a timely manner. This will include pension payments. | Planned for quarter 4 |
| Construction Industry Scheme | A review of the arrangements for the correct identification and deduction Income Tax (and NI?) under the Construction Industry Tax Scheme. | Planned for quarter 4 |
| Medium Term Planning | A review of the income and expenditure estimates, and the assumptions upon which they are built included in the current MTP. | Audit in progress |
| Revenue Budget Monitoring | Cyclical directorate revenue budget monitoring audits undertaken annually, to provide assurance that budgets are monitored and controlled. | Audit in progress |
| Procurement (includes directorate work) | To provide assurance that procurement is managed in accordance with KCC's 'Spending the Council's Money'. The sample will include contracts in the CFE directorate as requested by the Managing Director | Planned for quarter 4 |
| Pensions contributions | To provide assurance that contributions for pensions are being correctly deducted and paid over to the Pension Fund. The work will be jointly delivered with Medway UA and Kent districts. | Audit in progress |
| Pensions investment income | To provide assurance that investment income derived from Pension Funds investments is correctly accounted for. | Audit in progress |
| IFRS | To provide assurance on how IFRS requirements are being managed | Planned for quarter 3 |

CED

| Audit | Scope/Comments | Status as at July 2010 |
|--|---|-----------------------------|
| Payroll Services contract with East Kent | A review of the operation of the Payroll Services contract with East Kent, to provide assurance that the service being provided meets the specified standards. | Engagement Planning started |
| Carbon Reduction Commitment Energy Scheme. | To provide assurance as to: (i) the accuracy of the data used for measuring carbon usage and reduction in relation the Carbon Reduction Energy Scheme (ii) the compilation of the document pack to support the Council's assertions in relation to participation in the scheme. | Engagement Planning started |
| Operation of Property Services Consultants Framework | Stage two of the review of the Property Consultants' Framework to provide assurance that individual procurement exercises undertaken are complying with the processes specified in the Framework. | Audit in progress |
| Building Maintenance contract | A review of payments to ensure that all payments made are for services provided, are properly authorised and are at rates agreed in the contract. . | Planned for quarter 4 |
| Schools Personnel Service | A review to provide assurance that the services provided by the Schools' Personnel Service meet the requirements of the Service level Agreement | Planned for quarter 4 |
| Regeneration Fund / Regeneration framework | To review the operation of the framework across KCC and integration with directorates. | Audit in progress |
| Virus Protection / Spyware | A review of controls designed to protect KCC from computer viruses. | Draft Report Issued |
| Telecoms/Voice Over Internet Protocol (VOIP) | To provide assurance over the development of the project and deployment of the chosen solution at key stages in the life cycle of the project. | Planned for quarter 3 |
| PC End User Controls | A review to provide assurance that end users protect data they have access to. | Draft Report Issued |
| Data Backup and Data Centres | To provide assurance over the adequacy of backup arrangements to enable recovery of data and the physical and environmental controls over data processing. | Planned for quarter 4 |
| Oracle Modules (2) or Oracle Database Security audit | To provide ongoing assurance over the application controls and support arrangements. | Planned for quarter 4 |

Commercial Services

| Audit | Scope/Comments | Status as at July 2010 |
|-------------------------|---|------------------------|
| General ledger | An audit to test the adequacy of input controls including feeder system interfaces into the General ledger; and reconciliation of control and suspense accounts. | Planned for quarter 4 |
| Accounts Payable | To provide assurance that accurate and timely payments are made to bona fide creditors; for goods and services provided for the benefit of KCC. | Audit in progress |
| Accounts Receivable | To provide assurance that all income due is identified, invoiced, collected and recorded accurately and promptly. | Planned for quarter 3 |
| Services tender costing | Review of a sample of tender bids submitted by Commercial Services to assess whether the bids have been prepared after taking into account all reasonable costs including KCC overheads. This will include a review of the overall costing process. | Planned for quarter 4 |

Risk Management – Health and Safety

Scope

The scope of the audit was to review the corporate framework of health and safety management in KCC; and communication across the directorates.

Overall Assessment – High

Generally, the audit found that the structure and processes are sound and appropriate for the organisation, although the Health and safety teams vary in size and structure.

There are effective processes in place to ensure that Health and Safety corporate policy, decisions, best practice guidance and legislation is communicated and applied across the directorates. We confirmed that there are monthly directorate meetings with regular monitoring and reporting of incidents and accidents. The Health and Safety Manager completes an annual report to the Corporate Management Team submitted through the Corporate Health and Safety board, followed by six monthly verbal updates.

The corporate and directorate action plans are compiled from various sources to ensure all priority areas in KCC are included. The audit established that the directorates' action plans include certain elements of the corporate plan as well as incorporating priorities pertinent to directorates.

There are regular training activities and continuous professional development for the health and Safety Manager and advisors.

No recommendations were made.

Authority Wide – ISG Management /Strategy Development

Scope

The scope of the audit was to review the ISG Management/Strategy Development to ensure that it meets the need of the council.

Overall assessment – Substantial

The Strategy is directly informed by the objectives of the council and is an integral part of the council's strategy for the delivery of the 'Vision for Kent' and 'Towards 2010'. The core ICT initiatives to this include:

- The Kent Public Sector Network (KPSN),
- The £10.1m Capital Programme for the ICT investment;
- Provision of Broadband as part of the Digital Strategy' and,
- Connection to the government Connect Secure Extranet

The audit found that ISG is able to support the council and directorate requirements. There is a clearly defined organisation structure and documented terms of reference for the Programme Board with oversight for the ICT capital programme. There are also regular reviews of the Strategy. However, there was no regular consolidated reporting of key directorate projects which could have an impact on the achievement of corporate goals. In addition IT standard need to be finalised and formally communicated for adoption to ensure consistency.

Two recommendations have been made to address these issues which have been accepted by management.

Accounts Receivable

Scope

The objective of the audit was to review the processes in place for billing, collection of income, debt recovery and write offs.

Overall Assessment - High

Exchequer Services raise invoices for income in excess of £97m. The audit found that in general Income was invoiced completely, accurately and promptly and that there is robust monitoring of debt to ensure high levels of debt collection. The audit excluded the billing, income collection and debt recovery for Kent Adult Social Services (ie residential and domiciliary care) as this will be subject to a separate audit.

No recommendations were made

Year End Accounts Closedown 2009/10

Scope

To review processes in place to ensure that payments and income are identified and accounted for in the correct financial year.

Overall Assessment – Not Applicable

At the end of each financial year the council's accounts are closed and financial statements are prepared prior to them being audited by the external auditors. Internal Audit carried out a review to ensure that payments and income are correctly accounted for in the correct financial year. Our testing confirmed that, payments above the de-minimus level (£500) were either processed correctly or were rectified during the audit; and all income above the de-minimus level was accounted for in the correct financial year.

The audit found that most of the invoices had been accounted for in the correct financial year. Where they had not been we found that appropriate debtors/creditors had already been set up. We also found that where directorate staff were anticipating missing closedown deadlines that they had set up appropriate debtors/creditors.

No recommendations were made.

Annex C
Internal Audit Assurance Levels

| Assurance Level | Summary description | Detailed definition |
|--------------------|--|---|
| High | Strong controls in place and complied with. | The system/area under review is not exposed to foreseeable risk, as key controls exist and are applied consistently and effectively. |
| Substantial | Controls in place but improvements beneficial. | There is some limited exposure to risk of error, loss, fraud, impropriety or damage to reputation, which can be mitigated by achievable measures. Key or compensating controls exist but there may be some inconsistency in application. |
| Limited | Improvements in controls or the application of controls required. | <p>The area/system is exposed to risks that could lead to failure to achieve the objectives of the area/system under review e.g., error, loss, fraud/impropriety or damage to reputation.</p> <p>This is because, key controls exist but they are not applied, or there is significant evidence that they are not applied consistently and effectively.</p> |
| Minimal | Urgent improvements in controls or the application of controls required. | <p>The authority and/or service is exposed to a significant risk that could lead to failure to achieve key authority/service objectives, major loss/error, fraud/impropriety or damage to reputation.</p> <p>This is because key controls do not exist with the absence of at least one critical control, or there is evidence that there is significant non-compliance with key controls.</p> |

By: Alex King, Deputy Leader
Alan Marsh, Cabinet Member for Public Health and
Innovation, Deputy Cabinet Member for International
David Cockburn, Executive Director, Strategy, Economic
Development & ICT
David Oxlade, Head of Research, Strategy and
International

To: Corporate Policy Overview and Scrutiny Committee -
24 September 2010

Subject: KCC International Activities Annual Report 2009 -10

Classification: Unrestricted

1. Introduction

- 1.1. Kent County Council's International Strategy highlights the importance of Members being fully informed about international work in Kent.
- 1.2. As part of this commitment, the attached fifth International Activities Annual Report highlights examples from the range of international work undertaken across KCC and the county over the past year
- 1.3. This year's Report reflects continuing emphasis and success in achieving a number of high value EU projects in support of KCC Directorate and Kent priorities and in helping Kent SMEs to 'internationalise' their business activities
- 1.4. The Report also provides, for example, an overview of international activities involving young people in the context of developing 'global citizenship' as well as international development work supported by the Commonwealth Local Government Forum (CLGF)

Recommendation

Members are asked to comment on and note the contents of this Report and its Appendix

Lead Officer contact:

Ron Moys
Extension1943
ron.moys@kent.gov.uk

KCC International Activities Annual Report 2009/10

**International Kent
Global-Reach-Local Benefit**



Contents

Foreword

Some highlights in 2009-2010 (1) (2)

Summary of Activities

1. The Global Economy

*Kent International Business Study
Interreg 2-Seas Trade ('2ST') project
Locate in Kent*

2. Developing Global Citizenship

*2010 Eurocamp
The 2012 Olympics and Open Golf 2011
International Development – partnership with Ghana
European Integration Fund*

3. Ensuring World Class Services

*EU-funded programmes and projects
Interreg IVA County and Unitary benchmarking
Future projects
Partnership with Pas de Calais
Update on Cross Border Observatory for Optimising Public Service
Delivery
The Kent in Europe Seminar Programme 2009-10
Kent Peleton
Pascal International Observatory*

4. Conclusion

*EU programmes post-SEEDA
Delivering current programmes
Strengthening the role of local government and local priorities in the
development and management of EU programmes post 2013*

Annex 1 EU Funding Secured in Kent (as at September 2010)

Foreword

This is the fifth International Activities Report covering Kent County Council's International work undertaken in a range of different fields across the Authority in 2009-10. KCC's International work is undertaken within the framework of its International Strategy – 'Kent Global Reach, Local Benefit' as revised on 4 November 2009. This Report is structured according to the three headings of that document: 'The Global Economy'; 'Developing Global Citizenship' and 'Ensuring World Class Services'.

The Report also builds on the International Affairs Update presented to Members on 8 April 2010. This highlighted the ongoing importance of EU-funded projects in supporting Kent's priorities and the development of a county-wide programme of support to help Kent's SMEs to 'internationalise' their business and trade activities. In this regard, the last twelve months have seen further success in securing a number of high value EU projects in support of Kent priorities (a total of over £21 million to date) as well as the launch of new international business initiatives. The Report also, for example provides an overview of international activities involving young people in the context of developing 'global citizenship' as well as international development work supported by the Commonwealth Local Government Forum (CLGF).

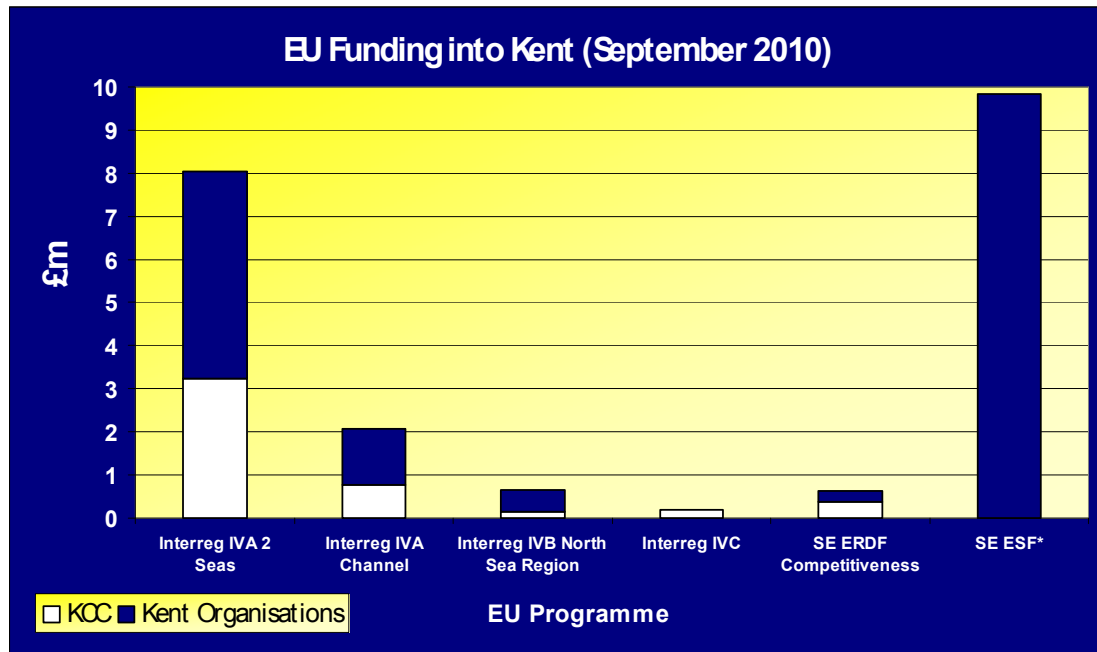
This year's Report coincides with other current developments of particular importance for our international, and especially EU-funded, work in the future. Firstly, initial indications on the future shape of EU cohesion policy and Structural Funds after 2013 are expected in the Autumn 2010 with the publication by the European Commission of its Fifth Cohesion Report. Secondly, the announcement following the general election of the abolition of RDAs, including SEEDA, and in principle also of the Government Offices, will have significant implications for the delivery of some current EU programmes as well as for new arrangements after 2013. KCC's International Affairs Group (IAG) has in particular been working to support the case for continued EU funding in the future as well as working closely with the LGA's International Unit and other players to secure the best outcomes for the county.

Alex King
Deputy Leader

Alan Marsh
Cabinet Member for Public Health,
Deputy Cabinet Member for
International

David Cockburn
Executive Director, Strategy
Economic Development & ICT


Some highlights in 2009-10 (1)



*Estimate for Kent as a whole as ESF data only available at Kent and Medway level

The overall amount of grant funding from 'mainstream' EU funding programmes secured for Kent to date (as at September 2010) amounts to **£21,381,756** of which KCC will receive **£4,720,022**. **Annex 1** to this report provides further details of the projects supported by the above funding programmes.

Some highlights in 2009-10 (2)

| | |
|---|---|
|  | <ul style="list-style-type: none"> • Securing a total of £21.4 million since 2008 in EU funding grants for Kent |
|  | <ul style="list-style-type: none"> • First two Kent project successes under the Interreg IVB North Sea Region Programme |
|  | <ul style="list-style-type: none"> • Implementation of key strategic EU projects including CBOOPSD Interreg project for improving public service delivery |
|  | <ul style="list-style-type: none"> • Successful Annual Meeting at Leeds Castle on 18 May 2010 between the leaders of KCC and the Conseil Général du Pas de Calais |
|  | <ul style="list-style-type: none"> • Development and submission of a joint KCC – Pas de Calais bid to UNESCO for World Heritage Site status for the Dover Strait |
|  | <ul style="list-style-type: none"> • Publication of the Kent International Business Study and development of a related Interreg bid aimed at helping Kent SMEs to 'internationalise' |
|  | <ul style="list-style-type: none"> • Locate in Kent's best year since 1997 for successful investments |
|  | <ul style="list-style-type: none"> • Holding of 2010 Eurocamp event by KCC Youth Service to celebrate the 2012 Olympic and Paralympic Games |
|  | <ul style="list-style-type: none"> • Development of educational partnership with Mfantseman District Assembly, Ghana |
|  | <ul style="list-style-type: none"> • Successful delivery of the 2009-10 Kent in Europe Seminar Programme |
|  | <ul style="list-style-type: none"> • Successful delivery of the PASCAL 'Universities in Regional Engagement' (PURE) study for Kent |

Summary of Activities

1. The Global Economy

'Kent is geographically well-placed to benefit from trade and inward investment .. we must provide the right environment for Kent businesses, especially SMEs, to develop internationally in support of their prosperity and sustainability' - *KCC International Strategy, 4 November 2009*

- 1.1 The regular International and European Update provided to the Corporate Policy Overview and Scrutiny Committee on 8 April 2010 reported on a proposed study to identify gaps in business support to Kent firms and make recommendations for how best to help them 'internationalise' their activities. If Kent companies were able to make the most of business opportunities in overseas markets then this would lead to further economic growth in the county.

Kent International Business Study

- 1.2 The report of the 'Kent International Business Study' commissioned by KCC and delivered by Business Support Kent (BSK) was produced in May 2010. The study was commissioned in response to a perception that, compared to the rest of the South East, the business community in Kent has in general not engaged in international activity (including exporting) despite the County's 'gateway' location.
- 1.3 Key recommendations from the study include a number of possible interventions which aim to close the existing export gap to the regional average within five years. This would require around 1,100 Kent firms to become 'internationalised' (e.g. regularly exporting) and a further 1,000 partially active firms to become fully internationalised.

Interreg '2-Seas' Trade ('2ST') project

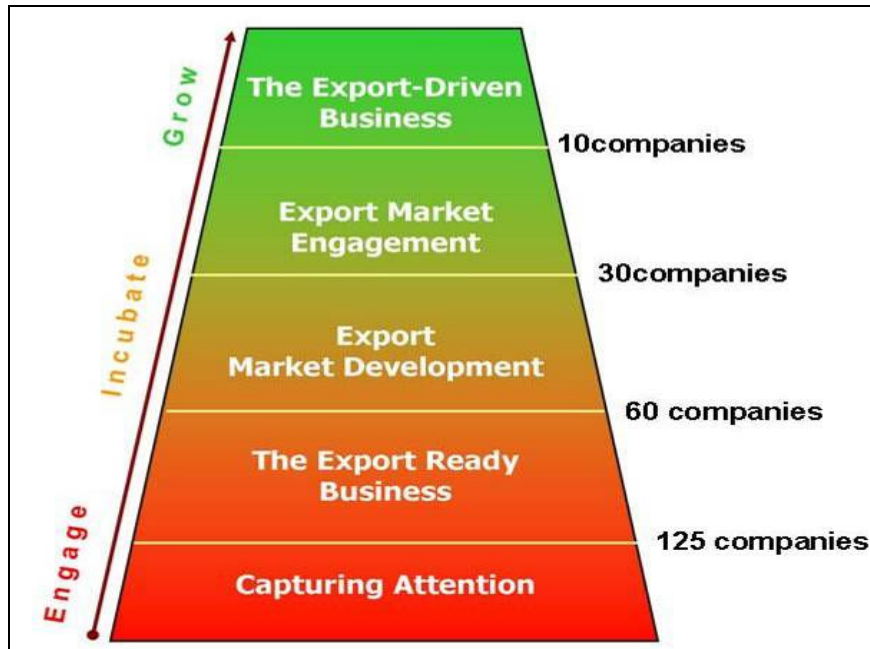
- 1.4 In support of the above recommendations, International Affairs Group (IAG) has also led the development and submission of a bid to the Interreg IVA cross-border co-operation programme (See also para 3.6) aimed at supporting a minimum of 125 Kent companies including through seminars, 1:1 trade audits and mini trade missions. As well as KCC, project partners include Locate in Kent, BSK, Thames Gateway Kent (TGK) and Invicta Chambers of Commerce and partner organisations from East and West Flanders and S.W. Netherlands. If approved, the project would be worth €418K in ERDF grant to Kent as part of a larger €1.5m programme

of business support activity. A three stage approach (see diagram below) will be followed in order to achieve this:

Stage 1: Engage (awareness and aspiration raising)

Stage 2: Incubate (introductions to new European markets)

Stage 3: Grow (active support in regular exporting)



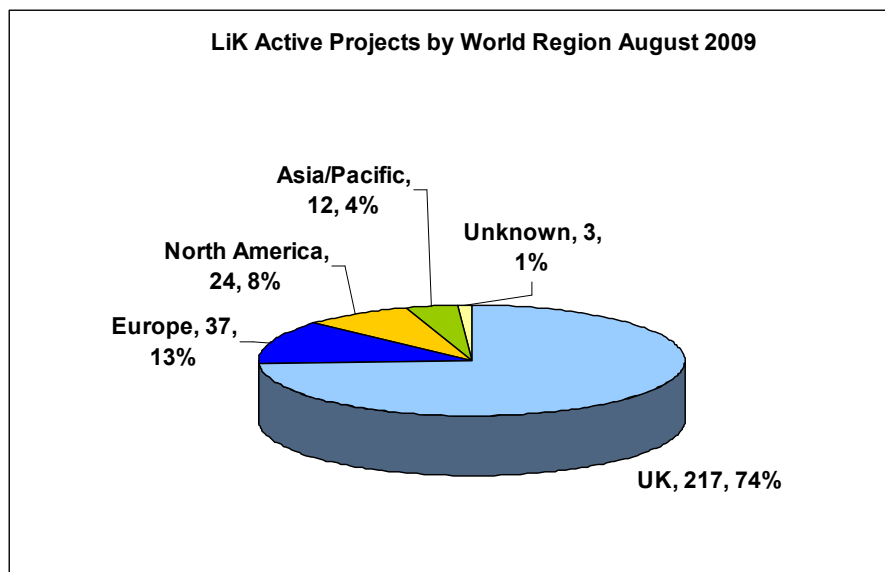
Locate in Kent

- 1.5 Locate in Kent (LiK) is Kent's investment promotion agency and, in a 2009/10 independent benchmarking study of more than 200 investment promotion agencies worldwide, it was assessed as 'World Class'. In 2009 - 10, the company had an excellent year, its best year since 1997 for successful investments, in which there were 82 successes compared with 76 in 2008/09. Although the number of jobs created was affected by the recession, 3,088 direct and indirect jobs were created and retained, bringing the agency very close to its 3 year jobs target, with just under 13,000 jobs. The total value of these investments was £36.5m. Jobs created and retained were of a high quality – 50% were in knowledge based sectors. Between 1997 and March 2010, LiK assisted 636 investments leading to the creation of 25,001 new jobs.
- 1.6 In 2009, Locate in Kent created 'Launchpad UK' a soft landings programme for foreign companies, which was offered as part of the lead generation programme, and was actively promoted by SEEDA funded events in Europe and in the US in 2008/9 and 2009/10. This product offers a range of benefits, including limited free business accommodation (initially at The Nucleus at The Bridge, Dartford) and other assistance from solicitors, accountants, creative

agencies, recruitment agencies etc. The product now also includes reduced price business accommodation at Maidstone Studios (creative industries) and Kent Science Park (science related and other companies).

1.7 So far, in a period of two years, these activities have led to:

- 44 additional active Foreign Direct Investment (FDI) projects, 21 from Launchpad and 23 from overseas lead generation - 7 of the Launchpad projects are from the US, 5 from Europe and 1 from Australia. Six of the lead generation projects are from France, 3 from Belgium and 1 from Finland. In 2010 -11, from March to July, there are 11 more additional projects.
- 37 additional active leads, mainly from Europe but also from North America and Asia Pacific.
- Other activities, (such as the promotion of Launchpad and the Kent proposition to UKTI and SEEDA overseas offices, promotion of the website, and attendance at events overseas, as well as involvement in sectors such as offshore wind and sustainable construction) generated a total of 64 additional new FDI projects during this period, (30 from Europe, 23 from North America, 8 from Asia-Pacific and 3 from the rest of the world).



2. Developing Global Citizenship

'International activity provides opportunities for young people to broaden their horizons and can break down barriers to combat stereotypes, racism and xenophobia... KCC leads and manages the Kent 2012 Olympics and Paralympics Campaign, which is a cross-sectoral partnership seeking to ensure that Kent derives maximum benefit and long-term legacy from the Games' – *KCC International Strategy, 4 November 2009*

2010 Eurocamp

2.1. More than 200 young people from 14 countries across Europe came together in Kent between 24 July and 1 August 2010 for the first of two major summer camps to celebrate the 2012 Olympic and Paralympic Games. It was an opportunity to share



cultures, explore parts of Kent and take part in activities from raft-building to circus skills. The 2010 Eurocamp was a nine-day event for 14-17 year olds hosted by Kent County Council's Youth Service. It was based at the service's outdoor education and residential centre in Swattenden, where young people from Kent welcomed new friends from France, Ireland, Norway, Finland, Austria, Sweden, Italy, Germany, Slovenia, Ukraine, Luxembourg, the Czech Republic and Liechtenstein. The wide range of activities included confidence-building rope courses, raft-building, archery, canoeing and rock climbing. There were also workshops in art, drama, music and circus skills. Cultural trips included visits to Dover Castle, Canterbury and London with a trip to the Olympic Park.

The 2012 Olympics and Open Golf 2011

2.2. Indeed, with London hosting the Olympics in less than two years' time, the Games have provided an opportunity for Kent to stage Pre-Games Training Camps These have the scope to generate long term relationships with other nations to achieve sporting, education, cultural and tourism opportunities. Following KCC's signing in 2009 of Kent's first two Pre-Games Training Camps (the judo squads of Ukraine and Belarus who will train at Tonbridge School and Tonbridge Judo Club) a further agreement has been reached with the Slovenia Gymnastics squad, who will train in Maidstone in 2011, 2012 and beyond.

2.3. In December 2009, Kent accommodated a Judo Training Camp which included 250 athletes from Japan, Sweden, Netherlands, Azerbaijan, Kazakhstan, Belarus and Ukraine. A further camp is being planned for Tonbridge for December 2010 and negotiations are underway regarding a number of other nations who would train at other venues, and these will be confirmed and announced in due course. KCC is also working with partners including universities and key sports clubs so that when they go abroad for training or for competitive opportunities they act as ambassadors for Kent's Pre-Games Training Camp ambitions.

- 2.4. Within the Interreg IVA 2 Seas Programme, and as part of the partnership with Pas de Calais referenced later in the report, Kent's Sport, Leisure & Olympics Service in consultation with CFE colleagues is taking forward a schools' driven community focussed cross-Channel Beacon Torch programme.
- 2.5. On the back of London winning the bid to stage the Olympics in 2012, KCC and Dover DC attracted the Open Golf Championship to Sandwich, Kent for 2011. It will attract a global TV audience and between 600 and 900 media personnel from throughout the world. A significant number of the 200,000 visitors are expected to come from Northern Europe and the USA. It is anticipated that the economic benefit for Kent from hosting the Open Golf could be some £70 million.

International Development – partnership with Ghana

- 2.6. In August 2009, KCC's International Development Unit was approached by the Commonwealth Local Government Forum (CLGF) with a view to developing a funded project (a total of £40,000 has been allocated to KCC by the Department for International Development (DfID) with one of the six countries currently supported through its Good Practice Scheme. Ghana was identified as a potential partner for Kent, due to many Kent schools' prior involvement with the country through existing international links, projects and activities. Themes such as Fairtrade, Globalisation and Economic Development are increasingly being explored in schools through such links, in particular those with Ghana. The partnership between Kent and the Mfantseman District Assembly in the Central Region of Ghana aims to address the priorities of both its education authorities in achieving tangible outcomes for young people living in both the UK and Ghana. It also aims to allow for the sharing and exchange of best practice between teaching staff and education officers within the authorities in Kent and Ghana to improve their service delivery. The strategic link with Ghana also provides us with an opportunity to generate income and help developing countries to build capacity as well as support the community cohesion agenda here in Kent.



- 2.7. Following Kent County Council's introduction to the Mfantseman District Assembly, it has also been agreed that a Teachers' International Professional Development (ITPD) visit to Ghana will take place in February 2011. The programme, fully-funded by the Department for Education, is designed to allow Primary and Secondary teachers to learn about the local education system in-country and also to visit a number of schools to experience this

system first-hand. Following participation in the programme, many schools in Kent develop their own individual school partnerships and links with those schools visited when overseas. Delegates will be hosted by the Mfantseman District Assembly to further strengthen the strategic nature of the partnership with Kent.

European Integration Fund

2.7 KCC has made a successful bid to the European Integration Fund (EIF) to provide funding for a project to help the integration of newly arrived Nepalese migrants. The project will provide information days for newly arrived Ex-Gurkhas and their families, train volunteer community champions, employ a Home Safety Advocate to work with the Fire and Rescue Service. The project will also help finance English lessons. The EIF funds 50% of the project for 17 months at a cost of £75,000.

Kent Adult Social Services (KASS)

2.8 During 2010, KASS welcomed visiting delegations from China and Albania who were interested in our integrated health and social care service delivery for older people, people with disabilities and those with long-term conditions.

2.9 KASS staff also continued to work in close partnership with colleagues from the Conseil Général du Pas de Calais. In February 2010, the Director of Services for Older People, Disability and Health from the Conseil Général du Pas de Calais met with KASS staff to discuss future exchanges of best practice in the field of social care and assistive technology. There were a number of other cross-border initiatives which looked at green sector employment for people with disabilities, the environmental design of care establishments for people with dementia, and a experience-based learning approach to promoting dignity in care.

2.10 KASS was invited to showcase telehealth and give a presentation on assistive technology at the Ambient Assisted Living European Co-operation Programme workshop held in Brussels in September 2010 organised by the e-health network of the Assembly of European Regions (AER).

3. Ensuring World Class Services

‘International partnerships offer the opportunity to benchmark our services against the best in the world, share information and expertise and learn how to improve our core business. A proportion of Kent’s initiatives may attract funding support from the EU and other sources—and our positive, broad international profile enhances our ability to shape the future of European policies and programmes.’ – *KCC International Strategy, 4 November 2009*

EU funded programmes and projects

3.1 As can be seen from the table below, it is estimated that over €500 million currently remains to be allocated from the various 'mainstream' EU funding programmes 2007-13, such as Interreg.

EU Funding remaining

| Programme | Total Value | Total Funding secured for Kent : July 2010 | Funding remaining July 2010 ¹ | % remains | Next call for projects |
|--------------------------------------|----------------------------|--|--|-----------|-------------------------------|
| Interreg IVA '2 Seas' | €169m | €9.4 m | €86.8m | 51 | 19 Nov to 21 Jan 2011 |
| Interreg IVA 'Channel' | €173m | €2.4m | €99m | 57 | 13 Sept. to 11 October 2010 |
| Interreg IVB North West Europe (NWE) | €334m | - | €195m | 58 | 3 – 24 September 2010 |
| Interreg IVB North Sea Region (NSR) | €150m | €755K | €40m | 27 | Jan-March 2011 (Call 6) t.b.c |
| Interreg IVC | €302m | €228K | €106m | 35 | Early 2011 |
| South East ERDF Competitiveness | €27m | €732K | €18m | 66 | Jan-March 2011 (Call 4) t.b.c |
| Totals | €1,151m² | €13.5m | €544.8m | | |

3.2 Following the latest meetings of the Project Selection Committees under various EU Structural Funds programmes, another four significant projects worth an additional **€1 million** (£870k) in ERDF grant for Kent have recently been secured. The latest regularly updated 'scoreboard' of EU funding into Kent (and KCC) is attached at **Annex 1** to this report. As can be seen, the overall total now amounts to more than **£21 million** to date, including over £10 million secured by Kent-based organisations from the Interreg IVA cross-border co-operation programmes

Interreg IVA County and Unitary benchmarking

¹ Excludes projects already submitted and under appraisal

² Excludes European Social Fund (ESF) and 'pan-European' programmes such as the Research Framework Programme (FP7)

3.3 The table below compares current levels of ERDF Interreg funding secured by UK organisations to date based in the eligible county/unitary areas.

3.4 With support from International Affairs Group (IAG), and using established cross-border partnerships (four of the top five areas were part of the Franco-British Interreg IIIA programme) as a platform to develop new projects, Kent organisations have secured the greatest amount of funding to date.

| FUNDING SECURED PER COUNTY/UNITARY UNDER INTERREG IVA | |
|--|----------------|
| Area | Total € |
| Kent | €12,594,984 |
| Brighton & Hove | €8,238,081 |
| East Sussex | €4,602,699 |
| Norfolk | €4,536,011 |
| Medway | €4,386,134 |
| Plymouth | €3,697,394 |
| Southampton | €3,427,315 |
| Essex | €2,346,284 |
| Portsmouth | €1,903,994 |
| Devon | €1,795,267 |
| Dorset | €1,446,937 |
| Suffolk | €1,317,044 |
| Hampshire | €1,109,949 |
| Cornwall | €886,255 |
| Cambridgeshire | €843,677 |
| West Sussex | €528,079 |
| Bournemouth | €440,545 |
| Surrey | €437,462 |

N.B. The final Kent figure is different from that included in the “EU Funding into Kent” document at Annex 1 because the table above includes all expenditure in Kent, including that secured by non-Kent based organisations such as SEEDA.

3.5 Kent has now also secured its first two project successes under the Interreg IVB North Sea Region (NSR) programme. This is especially welcome as KCC’s International Affairs Group (IAG) had lobbied hard for the county to be added to the NSR programme for the current 2007-13 programming period. IAG provided KCC’s input to the ‘SAS’ (Sustainable Airport Solutions) project whereby Kent will receive €170K in ERDF grant including to fund studies into

improved surface access to Manston International Airport. Under the same programme, Kent (KCC, Gravesham and SEEDA) will receive EU Grant of €585.5K for the 'iTransfer project' aimed at improving water-based transport, including a Gravesend-Tilbury ferry service. The University of Kent will receive grant of €207K for 'DocExplore 2' (an IT-based system for analysing historical documents) under the Interreg IVA 'Channel' programme and KCC will receive grant of €60K as a partner in an Interreg IVC project piloting a series of Low Carbon Community Initiatives.

Future projects

- 3.6 A number of additional projects involving KCC/Kent seeking a total of some **€2.5 million** in EU ERDF grant have also been submitted recently to the Interreg IVA Programmes and the South East ERDF Competitiveness Programme. These include in particular. the IAG-led Interreg IVA '2-Seas Trade' project supporting trade development between Kent SMEs and partner regions in Flanders and the Netherlands. If approved, the project will be worth €418K in ERDF grant to Kent. Under the Interreg IVA 'Channel' Programme, Business Support Kent is seeking ERDF grant of €350K for the 'Netforce 2' project to promote entrepreneurship among young people. KCC is also a partner (€392K ERDF) in an Environment Agency-led Interreg 2 Seas project 'CC2150' which aims to examine the impact of climate change in coastal communities. Other recently submitted projects include those relating to low carbon supply chains, marine industry clusters (for which Thanet is seeking EU grant of €600K for the 'Yacht Valley' project) and an arts and culture project. The outcome of these bids will be announced between September and November 2010.

Partnership with Pas de Calais



- 3.7 Leeds Castle in Kent was the venue on 18 May 2010 for the annual meeting between Paul Carter, Leader of Kent County Council and

Dominique Dupilet, Président du Conseil Général du Pas de Calais. The two leaders came together to take stock of progress on a range of joint projects over the past year and to agree on priorities for future cooperation.

- 3.8 Ongoing activities will include the implementation of the EU-funded tourism projects ‘Greet the World’ and ‘CAST’ as well as the joint approach to public service delivery focused on users’ needs under the Cross-Border Observatory (CBOOPSD) project (**see box below**). It was also agreed to develop additional cooperation in the field of social care, exchanges of best-practice and the use of technology to prepare both regions for the long-term challenges posed by the needs of an ageing population; taking forward a bid to UNESCO for World Heritage Site status for the Dover Strait and development of a Network of European Straits; cross-border exchanges on adoption; developing a strong business case and gaining support for a Rail Shuttle Service between Ashford, Calais and Lille; further cooperation in Education to prioritise school-leavers and vocational skills development and a joint approach to tackling migration issues, especially unaccompanied minors. Since the meeting, further topics for cooperation between Kent Fire & Rescue Service and Pas de Calais have also been identified, including in the field of Community Safety.

Update on Cross Border Observatory for Optimising Public Service Delivery

Project objectives

The public sector is increasing coming under pressure to improve the efficiency and quality of service delivery and just as importantly, ensure that no customers are excluded from easily accessible services. This Interreg project with Pas de Calais was highlighted in last year’s Annual Report and its implementation is now well underway. It is aimed at gaining a more detailed understanding of customer needs in Kent and Pas de Calais and so that public services can be tailored to meet the needs and expectations of different customer groups. By involving customers in the way public services are developed and delivered, it is planned to improve the quality of services and their delivery, thus leading to increased take-up. Customer profiling techniques are an important step in achieving this.

Progress to date

Outputs: Development of customer profiling tools

- Implementation strategy as a result of experiences of pilots
- Service Delivery Framework strategy
- Cross border promotional strategy in place to raise awareness among partners and gain further take-up
- Cross border bilingual web site to promote project and provide resource centre for project partners in place.

All outputs have now been completed for Kent pilot partners as well as the cross border outputs. For Kent customer insight tools in place and have been used to test against key service areas and provide valuable information to support the work of existing Gateways and the roll out of new Gateways.

Outputs : Implementation of model for other project partners

- Cross border model developed for customer profiling
- Joint promotional resources in place - brochures and promotional documents to raise awareness among service providers to gain further take-up of model
- Common business plan model to evaluate optimum locations for access points in place
- Customers changing preferred means of accessing public services
- Efficiency gains generated as part of optimising public service delivery.

The last phase of Kent partners have now received the customer insight tools and begun using them.

The Kent in Europe Seminar Programme 2009-10

3.9 First launched in 2008, the Kent in Europe Programme comprises a series of seminars and round tables, including the use of facilities at International House in Brussels, that aim at fresh thinking on key issues and service delivery challenges with an International or European perspective.

3.10 For example, building on the work of the European Network of High Speed regions, reported to this Committee in the previous Annual Report, an event held on 5 July 2010 considered barriers to new cross-border high-speed rail services. With energy efficiency for building a key issue on the EU's agenda, a workshop in Brussels on 30 November 2009 'Making Housing Fit for the 21st Century' explored potential ways to fund and deliver energy efficiency retrofitting of private housing in Kent.

Kent Peloton

3.11 Two hundred miles and two days after setting off from County Hall in Maidstone, fourteen cyclists were welcomed in Brussels on 10 June by the British Ambassador to Belgium Jonathan Brenton. The group had taken on the epic ride to raise money for the Kent Foundation charity, which helps young people get started in business. Their achievement was celebrated at a networking reception at International House in Brussels where they had the chance to promote the Foundation's work and make



valuable links for young business at a European level. The Foundation, celebrating its 25th anniversary, hopes to raise £5,000 from sponsorship to support its work helping young adults.

Pascal International Observatory

3.12 KCC has been a central member of the Pascal International Observatory since its inception in 2003. Pascal provides KCC with a uniquely high-profile international presence and privileged access to the most up to date knowledge and best practice in regional policy in relation to the economy, governance, learning and regional exchange.

3.13 Some highlights for the period include:

- two successful conferences in Canada and Sweden examining the impact of Universities on their region and the role of culture and heritage in regional development respectively.
- The Pascal 'Universities in Regional Engagement Study' (PURE) with international researchers working across Kent's parent organisations and Universities with round table meeting in April 2009 and May 2010. The full report and recommendations are now available.
- A PURE workshop of 17 regions and Pascal board meeting with the Committee of the Regions at the Kent Brussels office in Feb 2010.
- The launch of the new PASCAL website with leadership from KCC <http://www.pascalobservatory.org>.
- A successful visit to Kent from Jamtland County Council in Sweden, a Pascal Partner region, which included the Leader Chief Executives and 10 other senior delegates. This led to tangible work taking place with Kent's Community Safety, Schools and other services.

4. Conclusion

EU programmes post-SEEDA

4.1 In the conclusion to the previous Annual Report to this Committee on 13 November 2009, concerns were raised about the management and delivery of EU Structural Fund programme by central government, regional government offices and development agencies. This had made it difficult for local authorities to exercise their legitimate role as full partners in the process and which, in our view, had been to the overall detriment of current programmes. Since then, following the general election, the abolition of RDAs including SEEDA and in principle also of the Government Offices. The demise of SEEDA will impact on a number of current European

funding streams. For the 2007 – 13 period SEEDA was due to directly manage almost £100 million of European programme funding, and a further £50 million for EU-funded projects that they had secured on a competitive basis.

- 4.2 These developments are taking place just before the European Commission is expected to set out its initial views on how cohesion policy and the Structural Funds should be organised after the end of the current programming period 2007-13. International Affairs Group is therefore working closely with the LGA in support of the case for continued EU funding after 2013, and has opened an officer dialogue with SEEDA, to establish how current and future programmes and projects might be managed following SEEDA's withdrawal, including in the context of the government potentially seeking to manage all European work centrally. However, resolving these issues is likely to be related to how future Local Enterprise Partnerships (LEPs) are rolled out in the South East and in particular what form and function they might take in Kent. Certain principles should, however, already be supported for current and future programme delivery.

Delivering current programmes

- 4.3 The South East ERDF Competitiveness programme is due to end in 2013. Until then, It will be important to keep funds flowing into areas, including Kent, and to maintain stability. Ideally, the secretariat team, which currently sits within the RDA, should therefore remain at the operational programme level in order to deliver the remainder of the programme as effectively as possible.

Strengthening the role of local government and local priorities in the development and management of EU programmes post 2013

- 4.4 Whilst it is currently unclear what form LEPs will take, local authorities such as Kent have worked with EU programmes for many years and future models should build on this experience to enable the county to benefit fully under new funding opportunities. All future programmes post-2013 should therefore be driven by local priorities from the outset and local government, through LEPs, could strategically lead future EU programmes and/or manage local packages of EU funding.

Recommendation

Members are asked to note the contents of this Report and its Appendix

Lead Officer contact:

Ron Moys Extension 1943 ron.moys@kent.gov.uk

EU FUNDING SECURED IN KENT 2007-2013 (at September 2010)



Introduction:


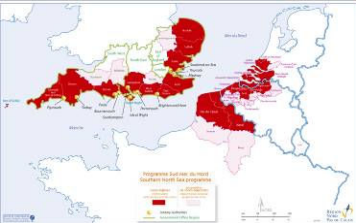
Organisations in Kent including KCC secured some £100 million in EU funding from “mainstream” Structural Funds programmes in the last EU programming period 2000-06. Successful projects were approved under various programmes including Interreg 3A, Objective 2, Urban Thames Gateway; Leader+, European Social Fund (ESF) and EQUAL.

EU funding is continuing to be sought and secured in Kent under the current EU funding programmes in support of KCC and Kent priorities, including those within ‘Towards 2010’ and KCC’s Framework for Regeneration 2009-2020. This paper provides details of successful EU projects approved in Kent under the various 2007-13 programmes and includes a ‘running total’ of EU funding secured.

EU FUNDING INTO KENT 2007-13

| Name of Funding Programme | No. of Projects Approved involving Kent partners | Total Value of Projects (EU + match funding) (0.85 exchange rate) | Total Value of EU Funding Secured for Kent (0.85 exchange rate) | Total Value of EU Funding Secured for KCC (0.85 exchange rate) |
|---|--|---|---|---|
| Interreg IVA 2 Seas Programme (Annex 1) | 18 | £47,133,366 | £8,029,428 | £3,237,574 |
| Interreg IVA Channel Programme (Annex 2) | 12 | £8,665,280 | £2,065,941 | £778,848 |
| Interreg IVB North Sea Region Programme (Annex 3) | 2 | £7,192,101 | £641,340 | £136,015 |
| Interreg IVB North West Europe Programme (Annex 4) | | | | |
| Interreg IVC Programme (Annex 5) | 2 | £2,077,7510 | £194,184 | £194,184 |
| South East ERDF Competitiveness Programme (Annex 6) | 2 | £1,244,976 | £622,488 | £373,401 |
| European Social Fund (Annex 7) | (Data not readily available from Co-financing Organisations) | £9,828,375 (Estimate for Kent as Data only available at <u>Kent & Medway Level</u>) | £9,828,375 (Estimate for Kent as data only available at <u>Kent & Medway Level</u>) | |
| TOTAL | 35 | | £21,381,756 | £4,720,022 |

Annex 1: Interreg IVA '2 Seas' Programme (England-France-Flanders-Netherlands)

| EU Funding Programme | Project Information | Value of EU Grant | Related 2010 Target(s) |
|--|---|---|---|
| <p>Interreg IVA is an EU funding programme which aims to promote joint working and cross-border co-operation between partner organisations on either side of a European land or maritime border during the period 2007-13. Interreg is part of the European Regional Development Fund. The 2 Seas programme can part-finance projects under three main priorities: supporting an economically competitive, attractive & accessible area, promoting and enhancing a safe & healthy environment and improving quality of life. The programme was launched in 2008 and a number of projects involving Kent partners have already been approved.</p> | | | |
| <div style="text-align: center;">  <p>Interreg IVA '2 Seas' Programme (England-France-Flanders-Netherlands)</p> <p>£120m 2007-13</p>  </div> | <p>Cross-Border Observatory to Optimise Public Service Delivery: (KCC, Conseil Général du Pas de Calais, all Kent districts, Medway Council)</p> <p>The project aimed to improving the delivery of public services and will involve the Gateways on the Kent side. Customer profiling techniques will be developed, targeted at the less well off and those living in rural areas. It will include the development of a customer service delivery framework which will show how services can be tailored to fit the needs of different groups. The results of the project will also help to inform decisions about the location of Gateway services to ensure good links between the needs of the population and the Gateways.</p> | <p>Total (Fr-UK) €2,239,934 of which Kent partners will receive €1,516,734</p> | <p>24 Find new and innovative ways of communicating with the public</p> |
| | <p>Developing Best Practice in Promoting Enterprise: (Business Support Kent with the Chamber of Commerce in East Flanders)</p> <p>The main aim of the project is to develop an enterprise culture and promote entrepreneurship in disadvantaged areas so that individuals gain self-respect and a work ethic. Activities will include fostering an enterprise culture in schools and other training establishments, disadvantaged communities, rural areas and coastal towns.</p> <p>Key outcomes will include increasing the availability and quality of entrepreneurship education and training and bringing together the key players in this field.</p> | <p>Total (Be-UK) €565,646 of which BSK will receive €408,384</p> | <p>1 Increase the number of new jobs by increasing the number of companies investing in Kent & the no. of businesses expanding</p> |
| | <p>Eco-Mind (Business Support Kent, CD2E, Chamber of Commerce Lille, Delft University of Technology, UCA Surrey, and other partners)</p> <p>The purpose of the project is to gain a better understanding and meet the specific needs of small and medium-sized businesses seeking to develop innovative products and services for the environment and to assist them in using, to their advantage, the growing market for environmental products.</p> | <p>Total (Fr-Be-UK) €3,659,678 of which BSK will receive €898,790</p> | <p>1 Increase the number of new jobs by increasing the number of companies investing in Kent & the no. of businesses expanding</p> |



| | | | |
|--|---|---|---|
| | <p>TIME – (Technology Enterprise Kent, Aditek Pas de Calais, Innotek - Flanders)</p> <p>The project aims to promote economic and technological cross-border cooperation in maritime activities in Pas de Calais, Kent and the region of Antwerp. Links will be established among three Business and Innovation centres to work on innovation management techniques, to identify needs and opportunities, to assist client organisations to reach agreements and successfully implement innovative projects.</p> | <p>Total (Fr-UK-Be) €853,843 of which TEK will receive €250,431</p> | <p>1 Increase the number of new jobs by increasing the number of companies investing in Kent & the no. of businesses expanding</p> |
| | <p>TEN – Transmanche Enterprise Network: (Canterbury City Council, Medway Council, Province West Flanders, Boulogne Development, Boulogne Chamber of Commerce)</p> <p>The project aims to assist small businesses develop in Medway, Canterbury, Nord Pas de Calais and West Flanders through supporting and encouraging entrepreneurship, the development of micro businesses and encouraging cross border trading.</p> | <p>Total (Fr-UK-Be) €728,278 of which CCC will receive €204,486</p> | <p>1 Increase the number of new jobs by increasing the number of companies investing in Kent & the no. of businesses expanding</p> |
| | <p>Connect to Compete: (Dover Harbour Board, SEEDA, Chamber of Calais and partners in Ostende and Portsmouth)</p> <p>This project aims at improving the connectivity of cross-border ports and assisting in the development of intermodal freight transport in order to make it more efficient and “sustainable”. The project also seeks to strengthen regional competitiveness in terms of intra-European and international trade and transport chains.</p> | <p>Total (Fr-UK) €4,806,077 of which DHB will receive €656,550</p> | |
| | <p>Face2Face (Espace Croisé Turner Contemporary, Commissions East, Saison Vidéo, Artconnexion)</p> <p>The project is a programme of contemporary art tours that encourages tourists and local people to access high quality cultural activity via environmentally sustainable bike, boat, train, bus and walking routes. The aim is to encourage a wide variety of audiences, as well as artists and art professionals, to explore either side of the Channel. Key Outputs for Kent will include the creation of a number of cultural tours and Joint marketing and educational activities for the partner arts organisations.</p> | <p>Total (Fr-UK) €1,202,657 of which Turner will receive €50,295</p> | <p>25 Promote Kent as a centre for the Arts</p> |
| | <p>Assessing Changes to Regional Habitats (ARCH) (KCC, Conseil Régional Nord-Pas de Calais):</p> <p>A project to map and analyse the current condition of landscapes and wildlife in Kent and Nord-Pas de Calais. The partners will identify where these are under threat in order to develop new ways of protecting and conserving important sites and species.</p> | <p>Total (Fr-UK) €1,229,605 of which Kent will receive €659,061</p> | |

| | | | |
|--|---|--|--|
| | <p>SusTrip (Sustainable Tourism Research & Intelligence Partnership) (KCC, CRT Nord-Pas de Calais, Westtoer, Hogeschool Zeeland, NHTV Breda):</p> <p>The project will enable key tourism agencies to learn more about visitors to Kent, Nord-Pas de Calais, West Flanders and the Netherlands including what they want and how they affect local areas. This will help to improve the quality of services for residents and visitors in the future and boost the tourism industry as a whole.</p> | <p>Total (Fr-UK-Be-Ne) €1,629,522 of which Kent will receive €396,904</p> | |
| | <p>Management of Multifunctional Forests (Multifor) (KCC, CRPF Nord-Pas de Calais and several other partners)</p> <p>The project will focus on protecting and managing forests and woodlands on both sides of the Channel. It will enable the partners to promote local woodlands for educational and leisure use, develop the potential for commercial activities (woodfuel, timber production etc) and ensure that wildlife is protected.</p> | <p>Total (Fr-UK) €1,249,675 of which Kent will receive €148,026</p> | |
| | <p>Heritage and Maritime Memories (30 partners from England, France, Belgium & the Netherlands including Medway Council, Thanet DC, Gravesham BC, Canterbury CC)</p> <p>The project will focus on maritime heritage sites and attractions in the partner areas. The activities will include the conservation of certain maritime buildings, lighthouses and museum objects, the development of new information about the sites for visitors and the development of educational activities. In Kent the project will deliver improvements to Tudor House in Thanet and provide cycling and walking routes and educational activities at Reculver Country Park.</p> | <p>Total (Fr-UK-Be-Ne) €4,851,373 of which Kent will receive €249,091</p> | |
| | <p>CleanTech (University of Kent, 2 French and 1 Dutch Higher Education Institutes)</p> <p>A research project which will investigate ways to reduce pollutants in industrial processes to help reduce air pollution levels on both sides of the Channel.</p> | <p>Total (Fr-UK-Ne) €894,403 of which Kent will receive €109,810</p> | |
| | <p>Coastal Actions on Sustainable Tourism (CAST) (Kent County Council, <u>Visit Kent</u>, Comité Départemental de Tourisme du Pas de Calais, Westtoer)</p> <p>The CAST project aims to strengthen coastal tourism by identifying new opportunities to attract and retain visitors and improve products and services in Kent, Pas de Calais and West Flanders. Project activities will include an analysis of coastal tourism facilities, development of a coastal tourism management strategy, production of coastal maps, a targeted marketing campaign including the use of new technologies, developing networks of volunteers and the organisation of 'active coast' weekends.</p> | <p>Total (Fr-UK-Be) €1,404,804 of which Kent will receive €734,290</p> | |
| | <p>Greet the World (Kent County Council, <u>Visit Kent</u>, Comité Départemental de Tourisme du Pas de Calais, Comité Départemental de Tourisme du Nord, Comité Régional de Tourisme NPDC)</p> | <p>Total (Fr-UK) €2,228,401 of which Kent will receive</p> | |

| | | | |
|--|---|--|--|
| | <p>The project will harness the significant opportunities presented by a range of cultural and sporting developments in the Cross-Channel region taking place over the coming 3 years e.g. the Olympic Games in 2012, new contemporary art galleries at Lens and Margate and other international sporting and cultural events. These will act as a catalyst to bring more visitors to the region and have the potential to boost tourism. The project aims to better communicate with visitors (both international and domestic) making full use of the latest technology and new routes to market. The project will also focus on residents and businesses as ambassadors for their regions which is critical in ensuring a warm welcome for visitors. Project activities will include the development of a cross-Channel access website with information about travel and accommodation on both sides of the Channel, a significant media-relations campaign to promote the Cross-Channel Region, joint attendance at tourism exhibitions, a cross-border tourism guide for businesses and the organisation of a cross-Channel "Big Day Out" for local residents.</p> | <p>€1,021,955</p> | |
| | <p>Ports Adapting to Change (PATCH): (Dutch, Belgian & French partners with SEEDA, <u>Port of Ramsgate</u> and other UK partners)</p> <p>This project aims to help ports adapt to economic changes by focusing on innovation, developing new services and enabling diversification of operations/landside facilities. The project will pilot a number of small investment activities related to the traffic / handling-flows in the connecting-ports at the other side of Sea and the routing of commodities between markets. The partners will work together to improve the following aspects of ports:</p> <ul style="list-style-type: none"> - Their management and entrepreneurial skills - Their economic and diversification potential - Their logistic and functional capacities. <p>The project will include the installation of a pontoon mooring system that can be used by vessels engaged in the provision and construction of offshore wind-farms in Kent.</p> | <p>Total (Fr-UK-Ne-Be) €4,493,600 of which Kent will receive €737,800</p> | |
| | <p>Transmanche Green Networks (TGN) (<u>Shepway DC, Canterbury CC, Discover Folkestone, Kent Wildlife Trust, CAB Boulogne, BOSCO Association</u>)</p> <p>The project aims to jointly develop and promote the Reculver, ARENA and Romney Marsh green tourism centres, which have excellent potential to become high profile visitor attractions and contribute to the development of green tourism. Project activities will include staff exchange, joint promotion and development of the sites, development of educational resources, exhibitions and events in the three areas.</p> | <p>Total (Fr-UK) €386,431 of which Kent will receive €192,938</p> | |
| | <p>International Composer Pyramid (ICP) (<u>Sounds New (Canterbury), Coups de Vents (France)</u>)</p> | <p>Total (Fr-UK) €316,981 of which Kent will</p> | |

| | | | |
|--|---|---|--|
| | This project aims to develop a programme of exchanges, competitions and courses to enable sustainable development in the composition of new music on a cross-Channel basis. The project will offer expert teaching to young composers on both sides of the channel and organise competitions and joint cultural (music) events. | receive €325,257 | |
| | Treasures Revealed (Shepway District Council, Canterbury City Council, Kent County Council, Ville de Boulogne) The project will allow Shepway District Council, Canterbury City Council and Kent County Council to work with the Ville de Boulogne in Pas-de Calais, France on the “Treasures Revealed” project. The project aims to develop the cultural potential of three venues; Boulogne’s crypt, Canterbury’s Art Museum & Library and the Folkestone History Centre and help boost tourism in the three towns. Activities will include archaeological restoration works, museum improvements and educational programmes. | Total (Fr-UK) €2,925,366 of which Kent will receive €885,585 | |
| www.interreg4a-2mers.eu | | | |


Annex 2: Interreg IVA Channel Programme (France-England)

| EU Funding Programme | Project Information | Value of EU Grant | Related 2010 Target(s) |
|---|--|--|--|
| <p>Interreg IVA is an EU funding programme which aims to promote joint working and cross-border co-operation between partner organisations on either side of a European land or maritime border during the period 2007-13. Interreg is part of the European Regional Development Fund. The Channel programme can part-finance projects under four main priorities: Reinforce the sense of belonging to a common space of citizenship & raise awareness of common interests, building partnerships for cross-border economic development & centres of excellence, building an attractive region to live in & visit and ensuring a sustainable environmental development of the common space. The programme was launched in 2008 and a number of projects involving Kent partners have already been approved.</p> | | | |
| <div style="text-align: center;">  <p>Interreg IVA Channel Programme (France-England)</p> <p>£124m 2007-13</p>  </div> | <p>Landscapes & Nature for All: (KCC - Kent Downs AONB, Parc Naturel Régional NPDC and local partners on both sides of the Channel)</p> <p>The project will deliver the following in the Kent Downs and Parc Naturel Régional areas: natural heritage enhancements, communication, education and awareness raising activities, strategic research and monitoring of protected landscapes and cross border co-operation and exchanges on the main areas of activity.</p> | <p>Total (Fr-UK) €2,369,673 of which Kent organisations will receive €1,290,222</p> | <p>45 Protect & enhance Kent's ancient woodlands and improve access to the countryside</p> |
| | <p>NETFORCE: (Business Support Kent, Partners in Haute Normandie)</p> <p>This is a pilot project which aims to review the way that entrepreneurship is supported from a cross-border perspective and promoting entrepreneurship in Kent & Normandy. Activities will include a promotional campaign, research work, network development and the development of a wider project to implement the findings.</p> | <p>Total (Fr-UK) €42,198 of which BSK will receive €30,762</p> | <p>1 Increase the number of new jobs by increasing the no. of companies investing in Kent & the no. of businesses expanding</p> |
| | <p>Self-Efficacy: (Health & Europe Centre, Kent PCTs, Partners in Somme)</p> <p>This project builds on a previous Interreg 3A project which investigated the causes of teenage pregnancy and worked with young people on preventative measures. This new project will carry out an international literature review into how poor self image among young people can contribute to social exclusion and health problems. The findings of the project will lead to a larger project being developed.</p> | <p>Total (Fr-UK) €42,857 of which Kent partners will receive €27,607</p> | <p>50 Introduce a hard hitting public health campaign targeted at young people</p> |
| | <p>Cross-Border Association of Public Health (Health & Europe Centre, Conseil Général de la Somme and other Kent and Somme Partners)</p> <p>The project will creation a Cross Border Association of Public Health & Social Medicine between partners in Kent and the Somme. Health professionals and organisations will come together to share and compare ways of addressing health threats/challenges, perceptions, community practices and responses to specific health issues in children and adults.</p> | <p>Total (Fr-UK) €34,352 of which Kent partners will receive €25,000</p> | |


| | | | |
|--|--|---|--|
| | <p>DocExplore (University of Kent, University of Rouen) The project aims to encourage citizens on both sides of the Channel to engage with, explore and study their (shared) cultural heritage as embodied in historical written and printed documents, in meaningful, informative, accessible and entertaining ways, through the provision of transparent computer-based interactive tools. "DocExplore" is a scoping project which should lead to the development of a wider project involving Archives and Museums as formal project partners.</p> | <p>Total (Fr-UK) €125,147 of which UoK will receive €77,747</p> | |
| | <p>Charm 3 (University of Kent and many other Fr-UK partners) CHARM is a research project which aims to develop an integrated approach to the management of marine resources (living, mineral, human) in the Channel and south of the North Sea. The project covers marine sciences, economy, legislation, statistics, planning and ICT.</p> | <p>Total (Fr-UK) €5,825,462 of which UoK will receive €208,035</p> | |
| | <p>CAMIS - Channel Arc Manche Integrated Strategy (EMDI+) (Region Haute Normandie and 19 partners including KCC) A project which builds on the first EMDI project. <u>KCC</u> is a partner along with various UK and French partners from Cornwall to Kent and Nord-Pas de Calais to Brittany. The project aims to develop and implement an integrated maritime policy in the Channel area and encourage concrete co-operation between strategic partners on both sides of the Channel under themes including transport, maritime governance, economic clustering and education & training (workforce development). KCC will participate in the majority of the strands (through workshops, seminars and the development of reports and strategies).</p> | <p>Total (Fr-UK) €1,652,255 of which KCC will receive €56,338</p> | |
| | <p>NOmad Biometric Authentication (NOBA) (University of Kent, IRSEEM) A research project looking at further developing biometric security systems: Information systems security currently employs a number of distinct authentication mechanisms. In practice, solutions based on password capture alone do not meet the security level required to ensure sensitive computer goods are protected. The objective is to develop a practical method of strong authentication from parameters based on the recognition of biometric characteristics (fingerprint, voice, iris...).</p> | <p>Total (Fr-UK) €574,067 of which UoK will receive €244,074</p> | |
| | <p>RESIDE (Dover Arts Development, Espace 36) A small artistic research project which questions not only contemporary artistic practice in the cross-border space but also the relation of the local residents to their area. The project will involve the exchange of artists between Dover and St Omer and create joint exhibitions between the two areas.</p> | <p>Total (Fr-UK) €45,000 of which DAD will receive €20,085</p> | |
| | <p>VEGE'DURABLE (East Malling Research): A project looking at improving (sustainable) pest and disease management in leeks and baby salads which doesn't rely on the scheduled application of pesticides, which</p> | <p>Total (Fr-UK) €299,835 of</p> | |

| | | | |
|---|--|--|--|
| | <p>may lead to excessive use of pesticides. The project will look at predicting pest outbreaks to better target control measures (e.g. planting systems, biocontrol agents, pesticides) at the right time against the correct causal species. This approach to pest</p> <p>Within this project, the main objective is to reduce the fungicide input by up to 50%.</p> | <p>which EMR will receive €107,979</p> | |
| | <p>Time Domain Electromagnetic Characterisation and Simulation for EMCTECS (University of Kent, IRSEEM (France))</p> <p>This is a joint research project which aims to extend near-field techniques to time domain measurements and to develop algorithms and software tools for modelling of electromagnetic interference.</p> | <p>Total (Fr-UK) €404,527 of which UoK will receive €135,214</p> | |
| | <p>DocExplore 2 (University of Kent, University of Rouen) The DocExplore 2 project aims to investigate and implement an IT-based system for the exploration of historical documents, providing effective solutions which enhance the interaction with and understanding of documents and associated data to exhibit our common cultural heritage. This second phase project consists of research, development and implementation.</p> | <p>Total (Fr-UK) €472,865 of which UoK will receive €207,457</p> | |
| <p>www.interreg3.com/EN/homepage.asp</p> | | | |

Annex 3: Interreg IVB North Sea Region Programme (Sweden, Denmark, Belgium, Netherlands, Germany, UK and Norway)

| EU Funding Programme | Project Information | Value of Project | Related 2010 Target(s) |
|--|--|--|------------------------|
| <p>The overall aim of the Programme is to make the North Sea Region a better place to live, work and invest in. The programme encourages cooperation between regions covering parts of Sweden, Denmark, Belgium, Netherlands, Germany, UK and Norway (see map below for the eligible area). Kent is eligible for the first time for this programme under the 2007-13 programming period. The programme aims to stimulate transnational cooperation in ways that will provide tangible benefits to the areas concerned and the Region as a whole.</p> | | | |
| <div style="text-align: center;">  <p>The Interreg IVB North Sea Region Programme</p> </div> <div style="text-align: center; margin-top: 20px;"> <p>Interreg IVB North Sea Region</p> <p>€148m 2007-13</p> </div> | <p>SAS – Sustainable Airport Solutions (KCC, SEEDA (Kent focus), Dutch, Belgian, Danish, Norwegian and German partners) A project looking at exploring and implementing a series of measures and activities to increase the sustainability of regional airports. Kent's involvement includes studies on improved 'surface access' to Manston airport.</p> | <p>€1,942,823 of which Kent will receive €170,018</p> | |
| | <p>iTransfer (SEEDA, Gravesham BC, KCC, Thames Gateway Institute for Sustainability, Dutch, German, Belgian and Danish partners) Improving water-based public transport is a key issue in the NSR to safeguard sustainable accessibility of regions which would otherwise be inaccessible or suffering from their remote location. The iTransfer partners pursue an implementation-oriented "TOP" approach to improve water-based accessibility by fostering development of Technology (ferries & landings), Operation (integration with public transport & set-up of ferry connections) and addressing Policy issues (tendering of ferry services & barrier-free access for disabled people) on the national and EU level. Activities in Kent include a contribution to a ferry service linking Gravesend and Tilbury.</p> | <p>€2,287,825 of which Kent will receive €584,500</p> | |
| | | | |
| | | | |

Annex 5: Interreg IVC Programme (EU 27)

| EU Funding Programme | Project Information | Value of Project | Related 2010 Target(s) |
|--|--|---|------------------------|
| <p>The European Social Fund (ESF) is funding from the European Union designed to improve the skills of the workforce and help people who are having difficulty finding work. This money is distributed by the Government Office for the South East (GOSE) to the co-financing organisations in the region: The Learning and Skills Council, Job Centre Plus and the South East England Development Agency (SEEDA)</p> <p>These organisations set out their respective priorities and invite providers to bid for project funding to deliver activities that will help them to achieve their priorities. ESF funding is awarded for time-limited projects through an open and competitive tendering (OCT) process. Once contracts have been awarded the co-financing organisation (CFO) works with the providers concerned to ensure they are delivering to agreed targets.</p> | | | |
|  Interreg IVC | <p>CLIMACT (Regions for Climate Protection: toward Governance, from Knowledge to Action): Region Rhone-Alpes (Lead partner) and 10 others from across Europe including KCC</p> <p>The project will focus on regions and their capacity to build greenhouse gas reduction policies based around three main strands: monitoring and observing greenhouse gases, developing regional strategies and action plans for greenhouse gas mitigation and regional governance of climate change: from knowledge to action.</p> <p>The sub-objectives of the project are:</p> <ul style="list-style-type: none"> - enabling regions to efficiently monitor and observe greenhouse gases - to develop regional policies for greenhouse gas mitigation using good governance processes - strengthening dialogue between Regions and the EU on climate change policies and their implementation on the ground. | <p>€2,133,000 of which KCC will receive €165,956</p> | |
| | <p>A POWER (project administered by SEEDA) Sub Project called “Strategies for Innovative Low Carbon Settlements (KCC, Noord-Brabant, Andalucia, University of Portsmouth)</p> <p>A project which will enable the partners to pilot a series of low carbon community initiatives and share experience on facilitating community participation, financing, organisation and low carbon technologies.</p> | <p>€233,559 of which KCC will receive €60,497</p> | |
| | | | |
| | | | |
| | | | |
| | | | |

Annex 6: South East ERDF Competitiveness Programme

| EU Funding Programme | Project Information | Value of EU Grant | Related 2010 Target(s) |
|--|--|-------------------|------------------------|
| <p>The programme aims to promote competitiveness in South East England whilst contributing to reducing the region's ecological footprint. In order to achieve this aim, the programme has three objectives:</p> <ul style="list-style-type: none"> - To raise levels of knowledge and innovation across all business sectors in order to support more resource efficient business practices, boosting profitability and long term competitiveness - To stimulate innovation and job creation in new and emerging ecologically-driven market sectors - To reduce the rate of growth of the region's ecological footprint whilst stimulating economic growth <p>The programme is worth £21m ERDF and, from the second call for proposals, can fund projects at a rate of 50%.</p> | | | |
| South East ERDF Competitiveness Programme 2007-13 | Demonstrating Sustainable Materials & Technologies to the Construction Sector (SMART) - (Business Support Kent) The will address barriers of a lack of awareness by construction SMEs concerning which materials and technologies are most suitable for their own businesses and the absence of a single place to obtain practical information about sustainable construction products. The project aims to increase the uptake of SC products by construction SMEs across the SEEDA region through delivering a package of SC briefing modules and workshops, a region wide promotional campaign and demonstration centres. | £249,087 | |
| | Low Carbon Futures (KCC, BSK, EISE, EA, Kent Police, Kent Fire & Rescue, The Carbon Hub) A project to raise the capacity of local authorities to deliver carbon reductions through their supply chains, with a particular focus on the creation of innovative learning networks, sustainable mobility strategies and smarter working. | £373,401 | |
| | | | |
| | | | |
| http://www.seeda.co.uk/European%5FInitiatives/European%5FRegional%5FDevelopment%5FFund/South East ERDF Competitiveness Programme/index.asp | | | |

This page is intentionally left blank

By: Alan Marsh – Cabinet Member for Public Health and Involvement

To: Corporate POSC

Date of Meeting: 24th September 2010

Subject: Bold Steps for Kent – Update

EQUITY AND EXCELLENCE – Liberating the NHS

On 12th July, Andrew Lansley, Secretary of State for Health published the white paper “Equity and Excellence: Liberating the NHS” which sets out their vision for the future of the NHS.

The headline news is:

1. The abolition of Primary Care Trusts and the Strategic Health Authorities
2. GPs to have the power and responsibility for commissioning most healthcare
3. A new national NHS Commissioning Board to commission family health services (GPs, pharmacy, ophthalmology etc), specialist services and maternity
4. A new National Public Health Service, separate from the NHS will be created – a Public Health paper is due to be published in the autumn
5. Locally, the Public Health functions currently in the PCTs will move to Local Authorities
6. All NHS Trusts to become Foundation Trusts
7. Greater freedom from regulation for healthcare providers
8. A strengthening of democratic legitimacy through an enhanced role for Local Authorities in influencing the commissioning of health care

WHAT DOES IT MEAN FOR KCC?

This is transformation not reorganisation - although presented as a reorganisation of the NHS, because of the size and significance of the health service the implications of the White Paper will affect the relationships of all public sector organisations, especially those involving local authorities of all types.

Local Health and Wellbeing boards – these will bring together local elected representatives, social care, NHS commissioners, local government and patient champions around one table. The Health and Wellbeing Boards will give Local Authorities “influence” over NHS Commissioning and “corresponding influence” for NHS Commissioners in relation to public health and social care. GP Consortia will become the lead health commissioners with a new National NHS Commissioning Board that will oversee the GP Consortia and directly commission some services.

Local Authorities new functions will be:

1. to assess the needs of the local population and lead the statutory joint strategic needs assessment
2. to promote integration and partnership across areas, including through promoting joined up commissioning plans across the NHS, social care and public health;
3. to support joint commissioning and pooled budget arrangements, where all parties agree this makes sense
4. to undertake a scrutiny role in relation to major service redesign. This would replace the current statutory functions of the health overview and scrutiny committee. It is likely to be up to individual authorities to determine how and where the residual functions of scrutiny will be managed

HealthWatch to go National! It is proposed that each local authority will commission and set up their own Local HealthWatch that will incorporate

1. the functions currently carried out by LINKs around patient and public involvement and the right to visit provider services
2. a citizens advice bureau for health and social care providing a signposting function to health and social care organisations
3. a complaints advocacy service

4. a role in scrutiny

RISKS/UNCERTAINTIES

- NHS business continuity as PCTs are phased out
- future funding allocation methodologies
- loss of goodwill of those who currently participate in public engagement activities (“abolished again!”)
- future scrutiny arrangements and role of local Members

OPPORTUNITIES

- fresh approach on governance and service integration
- alignment of GP consortia and local commissioning
- integrating the new Public Health Service with other local authority functions
- more effective public engagement

Four more “daughter” consultation papers have since been published: Local Democratic legitimacy in health; Commissioning for patients, Regulating healthcare providers and Transparency in outcomes. These papers give more detail of the proposed changes and invite the comments of all stakeholders. Consultation responses are due back to the Department of Health by 11th October.

A cross-directorate group of policy staff are drafting the KCC response; this is then expected to go to CMT, Cabinet and County Council for sign off.

RECOMMENDED that the report be noted.

Contact Officer :-

Tish Gailey
Public Health Policy Manager
01622 696802
tish.gailey@kent.gov.uk

Background:- None

This page is intentionally left blank

By: Overview, Scrutiny and Localism Manager

To: Corporate Policy Overview and Scrutiny Committee
24 September 2010

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: To update the Committee on the current topic review programme and to invite suggestions for future Select Committee topic reviews.

Select Committee Topic Review Work Programme

1. (1) There are currently no Select Committee topic reviews in the work programme which fall under the remit of this Policy Overview and Scrutiny Committee.

(2) The work programme consists of the following:-

- Renewable Energy – which has started its work and is due to submit its final report to the Cabinet in November 2010 and County Council in December 2010
- Extended Services (previously called Extended Schools) – which has started its work and is due to submit its final report to the Cabinet in November 2010 and County Council in December 2010
- Educational Attainment of Pupils and Schools in Areas of High Deprivation – which is due to start its work in the autumn of 2010
- Dementia which is due to start work in the autumn of 2010 and report to County Council in April 2011.

Suggestions for Select Committee topic reviews

2. At the Scrutiny Board 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.

3. **Recommendations** Members are asked to note the current Select Committee topic review programme 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
Tel No: 01622 694269
e-mail: denise.fitch@kent.gov.uk

Background Information: *Nil*

This page is intentionally left blank