



AGENDA

CABINET

Monday, 11th October, 2010, at 10.00 am Ask for: **Karen Mannering /
Geoff Mills**

Darent Room, Sessions House, County Telephone: **(01622) 694367/
Hall, Maidstone** **694289**

Tea/Coffee will be available 15 minutes before the meeting.

Webcasting Notice

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UNRESTRICTED ITEMS

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

1. Introduction/Webcasting
2. Declaration of Interests by Members in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 13 September 2010 (Pages 1 - 8)
4. Revenue & Capital Budget Monitoring Exception Report (Pages 9 - 20)
5. Treasury Management (Pages 21 - 24)
6. The Protocol for Emergency Accommodation between Kent Local Housing Authorities and other referring agencies (Pages 25 - 32)
7. Change to Keep Succeeding (Pages 33 - 40)
8. Towards 2010 Closedown Report (Pages 41 - 280)
9. KCC Annual Performance Report 2009/10 (Pages 281 - 320)
10. KCC Equality Strategy 2010-2013 (Pages 321 - 380)
11. Unlocking Kent's Cultural Potential: A Cultural Strategy for Kent (Pages 381 - 418)
12. "Equity and Excellence: Liberating the NHS" (Pages 419 - 468)

13. Follow up items and decisions from Cabinet Scrutiny Committee - 15 September 2010 and recommendations from the Policy Overview and Scrutiny Committees - September cycle of meetings (Pages 469 - 476)
14. Other items which the Chairman decides are relevant or urgent

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)

15. East Kent Joint Waste Project - Contract Award and Associated Partner Authority Arrangements (Pages 477 - 496)

Katherine Kerswell
Group Managing Director
Friday, 1 October 2010

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

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 13 September 2010.

PRESENT: Mr A J King, MBE (In the Chair), Mr N J D Chard, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mrs S V Hohler, Mr K G Lynes, Mr R A Marsh and Mr J D Simmonds

IN ATTENDANCE: Ms K Kerswell (Group Managing Director), Mr M Austerberry (Executive Director, Environment, Highways and Waste), Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Ms A Honey (Managing Director Communities), Ms L McMullan (Director of Finance), Mr O Mills (Managing Director - Adult Social Services), Ms R Turner (Managing Director Children, Families and Education) and Mr M Lemon on behalf of Ms M Peachey (Director of Public Health), (Head of Policy)

UNRESTRICTED ITEMS**1. Minutes of the Meeting held on 12 July 2010**

(Item 3)

The Minutes of the meeting held on 12 July 2010 were agreed and signed by the Chairman as a true record.

2. Transparency Programme: How We Are Spending Your Money

(Item 4 – Report by Mr Paul Carter, Leader of the Council; Mr Roger Gough, Cabinet Member for Corporate Support Services & Performance Management; Mr John Simmonds, Cabinet Member for Finance; and Ms Katherine Kerswell, Group Managing Director) (Debra Exall, Head of Strategic Policy and Chris Luke, Interim Director of Strategic Procurement were present for this item)

(1) Transparency is a major theme running through the Government agenda and this presented a major opportunity for KCC to both further improve its relationship with Kent residents through a more informed conversation, but also in regards as to how it would conduct its business in the future.

(2) During the course of discussion Katherine Kerswell said that this agenda was a growing and evolving process and that it would be important to build peoples confidence both in terms of the Council's intent to be more transparent and in the information to be published. The programme detailed in the Cabinet report therefore represented a significant cultural change and would be based on the principle of assuming everything the Council did should be publicly available unless explicitly prohibited.

(3) Resolved that the overarching project brief and general approach be noted and agreement be given to the publication of expenditure over £500 as set out in

paragraph 4 of the Cabinet report and to the approach on contracts as set out in paragraph 5.

3. Revenue & Capital Budgets, Key Activity and Risk Monitoring

(Item 5 – Report by Mr John Simmonds, Cabinet Member for Finance; and Lynda McMullan, Director of Finance)

(1) Mr Simmonds said the budgets set out in this report had been adjusted to reflect the government grant reductions reported to Cabinet at its meeting in July. Mr Simmonds highlighted pressures within the fostering budgets, the asylum service and in relation to inflationary pressures on waste contracts. Mr Chard said management action was in hand to reduce this pressure and also said the Council's stock of road salt had been fully replenished.

(2) Resolved:

(a) that the latest monitoring position on both the revenue and capital budgets be noted

(b) that agreement be given to the realignment of revenue budgets within the KASS portfolio as detailed in paragraphs 1:1:1 and 1:1:2: of annexe 2 of the report

(c) it be noted that management action would be required within the CFE & KASS portfolios in order to deliver a balanced outturn position

(d) the changes to the capital programme, as detailed in paragraph 4:1, be noted and agreed

(e) that £2.969m of re-phasing on the capital programme should be moved from 2010-11 capital cash limits to future years

(f) the recent government funding announcements reflected in the report and detailed in appendix 1 be noted,

(g) the latest financial health indicators and prudential indicators, as reported in appendix 4 and appendix 5 respectively be noted; and,

(h) the directorate staffing levels as at the end of June, compared to the end of March, as detailed in paragraph 8 of the report be noted.

4. Core Monitoring Report

(Item 6 – Report by Roger Gough, Cabinet Member for Corporate Support Services and Performance Management; and Group Managing Director)

(Mrs Sue Garton, County Performance and Evaluation Manager and Mr Richard Fitzgerald, Performance Manager were present for this item)

(1) Mr Gough said this report provided a useful snapshot of achievements and those areas where the Council would be looking to improve. Katherine Kerswell spoke about this work in the context of the Council's Transparency programme and

the way that increasing numbers of people were accessing services and information through the Gateways.

(2) Mrs Hohler presented a statement to Cabinet in relation to a recent unannounced inspection by Ofsted of the Council's Duty and Assessment Service for children and families social care. The statement, a copy of which was circulated at the meeting, provided information on the circumstances of the inspection and outlined the robust action taken in order to ensure the highlighted cases were responded to swiftly, and that appropriate action had been taken. Mrs Hohler said the pressure on children's social services was a national issue and a review was under way commissioned by the government, to which KCC was actively contributing. Further details of the Ofsted feedback together with the KCC response would be provided in a report on Safeguarding which was to be submitted to the County Council at its meeting in October. A report would also be submitted to the next meeting of the Vulnerable Children's POSC. Mrs Hohler concluded by placing on record her thanks and that of the Cabinet to those social workers who on the Council's behalf did so much to keep children safe.

(3) Resolved that the Core Monitoring report together with the statement made by Mrs Hohler be noted.

5. Review of SEN Units - Outcome of the Evaluation of the Lead School Pilot

(Item 7 – Report by Mrs Sarah Hohler, Cabinet Member for Children, Families and Education; and Ms Rosalind Turner, Managing Director for Children, Families and Education) (Mr Colin Feltham, Head of SEN and Resources, CFE was present for this item)

(1) This report set out the context for the SEN Unit Review, presented the findings of the Lead School Pilot evaluation and made recommendations and proposals for the development of a new SEN Strategy to meet the special educational needs of Kent children and young people. Mrs Hohler said that this was an important area of work and the pilot had helped to further develop good practice and this would be taken forward as part of the new SEN strategy.

(2) Resolved:

- a) that the findings of the Lead School Evaluation be noted
- b) that Phase 2 of the Lead School Programme should not proceed in September 2010/3
- c) It be noted the Phase 1 Pilot would cease on 31 March 2011
- d) agreement be given to the SEN Strategy proposals, including the development of new funding arrangements and a Communication Strategy for working with parents and carers, children and young people, and,
- e) agreement be given to the timetable for taking the SEN Strategy forward as detailed in paragraph 4 of the Cabinet report.

6. Proposed Response to the Department of Health Consultation on Changes to the Allocation Formulae for the Learning Disability Commissioning Transfer Grant, the Preserved Rights Grant and the Aids Support Grant

(Item 8 – Report by Mr Graham Gibbens, Cabinet Member for Adult Social Services; and Oliver Mills, Managing Director, Kent Adult Social Services)

(1) This report provided a broad outline of the grants included in the consultation and explained the allocation formulae that it was proposed to support, the rationale for selecting those options and associated issues. The consultation was issued on 27 July 2010 and the report sought Cabinet agreement to the proposed response which had to be with the Department of Health by 6 October 2010.

(2) Resolved:

(a) that agreement be given to the response detailed in the Cabinet report to the Department of Health consultation on Changes to the Allocation Formula for the Learning Disability Commissioning Transfer Grant, the Preserved Rights Grant and the AIDS Support Grant. and

(b) that the final response be signed by the Cabinet Member for Adult Social Services in consultation with the Managing Director for Kent Adult Social Services.

7. Kent Healthy Weight Strategy

(Item 9 – Report Mr Alan Marsh, Cabinet Member for Public Health)

(1) In introducing this report Mr Marsh emphasised the importance of the issues which it covered and the strategies that it suggested in order to address these. Mr Lemon spoke about the importance of a healthy lifestyle and the work KCC was undertaking to bring to people's attention the range of health issues that can be associated with obesity

(2) During the course of discussion Mrs Hohler spoke about the need for people to take responsibility for their diet and lifestyle which in turn would have benefits for them as individuals as well as for the health economy.

(3) Resolved that the Healthy Weight Strategy for Kent be endorsed.

8. KCC Health Inequalities Strategy

(Item 10 - Report by Mr Alan Marsh, Cabinet Member for Public Health) (Deborah Smith Policy Manager, Kent Public Health Department was present for this item).

(1) This report advised members on proposed key action points in response to the Marmot report, -Fair Society, Healthy Lives commissioned by the government to provide a strategic review of health inequalities in England. The report had been anticipated by KCC and Deborah Smith briefed members on how the County Council's own strategy had been developed on the basis of its outcomes.

(2) During the course of discussion Mr Gibbens said he welcomed this report and the development of the Council's strategy and he looked forward to seeing updates on its development at future meetings.

(3) Resolved:

(a) to agree in principle to the recommendations in the Marmot report which would be prioritised and delivered through the KCC Health Inequalities Action Plan that would support the delivery of the Health Inequalities Strategy for Kent.

(b) to approve the Kent County Council Health Inequalities Strategy (as appended to the Cabinet report).

(c) that a briefing session for Cabinet members with the Local Government Improvement and Development Agency be arranged on the emerging health and life inequalities agenda and the potential challenges for Kent.

9. Supporting Vulnerable Learners into Apprenticeships

(Item 11 – Report by Mr Mike Hill, Cabinet Member for Communities; and Ms Amanda Honey, Managing Director Communities) Mr L Christie attended for this item. Mr D Crilley, Director Community Cultural Services was also present.

(1) In February of this year the County Council made a commitment to the development of a scheme to support marginalised young people accessing Apprenticeships. This report outlined the target groups, outcomes and the proposed model for the delivery of that scheme and asked for confirmation of funding.

(2) Mr Christie said he supported this work and thanked the Administration for its courage and foresight in bringing this programme forward. Mr Christie said if special action was not taken then the groups referred to in the report would be allowed to linger and therefore he emphasised the schemes importance in helping these young people into meaningful employment. He said he hoped there would be member involvement in the monitoring of the scheme and that he would be happy to be part of that.

(3) During the course of discussion Mr King said this was a positive scheme and he wished it every success. Mr Marsh spoke about the ways in which the scheme would benefit these young people and Amanda Honey said this work would be part of the Council's core business in supporting apprenticeship provision.

(4) Resolved that the model for supporting vulnerable young people into employment be approved as detailed in the Cabinet report together with the funding proposals.

10. Follow up items and Decisions from Cabinet Scrutiny Committee - 21 July 2010

(Item 12 – Report by Mr Peter Sass, Head of Democratic Services and Local Leadership)

- (1) The report set out the decisions from the Cabinet Scrutiny Committee meeting held on 21 July and items which the Committee had raised previously for follow up.
- (2) With respect to the comments arising from the discussion on Integrated Transport Schemes, Mr Chard said steps would be taken to see if it would be possible to time table meetings of Joint Transportation Boards closer together. Mr Chard also said that the second rail summit was being held on 28 October 2010 and encouraged interested parties to contact him for further details.
- (3) Resolved that the comments and actions detailed in the report be noted.

EXEMPT ITEMS

The following is an unrestricted minute of a matter which was declared exempt pursuant to the provisions of Section 100A of the Local Government Act 1972 (as amended)

11. Kent Academies Batch 2 Procurement

(Item 14 –Report by Mrs Sarah Hohler, Cabinet Member for Children, Families and Education; and Ms Rosalind, Turner, Managing Director for Children, Families and Education) (Rebecca Spore, Head of BSF, PFI and Academies Team was present for this item) (Mr N J Chard made declaration of personal interest as a Governor of the Knole Academy)

(1) This report sought approval to appoint a selected bidder to deliver the Kent Skinners Academy the lead scheme and the remaining academies which form the Kent Batch 2 Academies Programme. And following that appointment to obtain detailed Planning Permission and to then develop and negotiate detailed proposals in preparation to submit the Final Business Case and Award the Contract for the Kent Skinners Academy

(2) Resolved:

(a) that delegated authority be granted to the Director of Capital Programme and Infrastructure, Children, Families and Education (CFE) and the Head of the BSF team, CFE in consultation with the Cabinet Member for CFE, the Managing Director for CFE and the Leader of the Council to appoint a selected bidder following recommendations from the Evaluation panel in accordance with the evaluation methodology provided submissions were within the affordability parameters

(b) that following the announcement of the selected bidder that the BSF, PFI and Academies Team should proceed to obtain planning permission and negotiate and agree within the affordability parameters, the detailed designs and contracts in respect of the Skinners Academy

and the delivery of the remaining Batch 2 Academies should capital funding become available, and .

(c) it be noted that a recommendation will be made to Cabinet as to the submission of the Final Business Case, the affordability position and to proceed to contract award in respect of the Skinners Academy and the Future Schools Agreement in respect of the remaining Batch 2 Academies.

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To: CABINET – 11 October 2010

By: John Simmonds, Cabinet Member – Finance
Lynda McMullan, Director of Finance

REVENUE & CAPITAL BUDGET MONITORING EXCEPTION REPORT

1. Introduction

1.1 The first full monitoring report for 2010-11 was presented to Cabinet in September. This exception report, based on the monitoring returns for August, highlights the main movements since that report.

2. REVENUE

2.1 There are a number of significant pressures that will need to be managed during the year if we are to have a balanced revenue position by year end. The current underlying net revenue position by portfolio, before and after the implementation of assumed management action, compared with the net position reported last month, is shown in **table 1** below.

Table 1: Net Revenue Position before and after Proposed Management Action

Portfolio	Gross Position £m	Proposed Management Action £m	Net Position after mgmt action £m		Movement £m
			This month	Last month	
Children, Families & Education	+0.059	-0.059	-	-	-
Kent Adult Social Services	+2.661	-2.661	-	-	-
Environment, Highways & Waste	-0.213	-	-0.213	-0.213	-
Communities	-0.076	-	-0.076	-0.055	-0.021
Localism & Partnerships	-	-	-	-	-
Corporate Support & Performance Mgmt	-0.213	-	-0.213	-0.213	-
Finance	-0.152	-	-0.152	-	-0.152
Public Health & Innovation	-	-	-	-	-
Regeneration & Economic Development	-0.065	-	-0.065	-	-0.065
Total (excl Schools)	+2.001	-2.720	-0.719	-0.481	-0.238
Schools	+3.401	-	+3.401	+3.401	-
TOTAL	+5.402	-2.720	+2.682	+2.920	-0.238

2.2 **Table 2** shows the forecast underlying gross position **before** the implementation of proposed management action, compared with the gross position reported last month.

Table 2: Gross Revenue Position before Management Action

Portfolio	Variance		Movement £m
	This Month £m	Last Month £m	
Children, Families & Education	+0.059	+0.259	-0.200
Kent Adult Social Services	+2.661	+2.838	-0.177
Environment, Highways & Waste	-0.213	-0.213	-
Communities	-0.076	-0.055	-0.021
Localism & Partnerships	-	-	-
Corporate Support & Performance Management	-0.213	-0.213	-
Finance	-0.152	-	-0.152
Public Health & Innovation	-	-	-
Regeneration & Economic Development	-0.065	-	-0.065
Total (excl Schools)	+2.001	+2.616	-0.615
Schools	+3.401	+3.401	-
TOTAL	+5.402	+6.017	-0.615

2.3 The gross underlying revenue pressure (excluding schools) is currently £2.001m as shown in table 2 above, but this is expected to reduce to an underspend of £0.719m by year end, after assuming the implementation of management action, as shown in table 1.

2.4 Table 2 shows that there has been a reduction of £0.615m in the overall gross pressure before management action this month. The main movements, by portfolio, are detailed below:

2.5 Children, Families & Education portfolio:

2.5.1 The pressure on this portfolio (excluding schools) has reduced by £0.200m this month to £0.059m. A review of all high cost placements within the 16+ service is currently underway following the significant pressure on this budget reported last month. Where appropriate, and in harmony with the wishes of the individual child, the team are looking to transfer children to lower cost supported lodgings. Early indications suggest that a reduction of £0.2m from the previous forecast may be achievable, reducing the pressure on this service to £1.503m. The review is ongoing and the provider Catch 22 is working hard to bring costs down. Any further progress in containing this pressure will be reported in future monitoring reports.

2.5.2 Delegated Schools Budgets

Following the Secretary of State's announcement that outstanding schools could convert to academy status and the passing of the Academies Act 2010, the latest position is as follows: 18 schools (including four primary schools, two of which are in federation with secondary schools) have been agreed and Academy Orders have been issued. Two schools (operating as a Federation) transferred on 1st September and it is expected that another three schools will convert at the beginning of October. Five schools are due to convert on or before 1st November and the remainder on 1st January 2011.

The forecast drawdown of schools reserves, currently estimated at £3.401m (as reported last month), will be revised in the next full monitoring report to Cabinet in November, to reflect the latest position on schools converting to academy status and also to reflect the forecast drawdown of school reserves from schools' half yearly monitoring returns.

2.6 Kent Adult Social Services portfolio:

The latest forecast indicates a pressure of £2.661m, which is a reduction of £0.177m since last month. Guidelines for Good financial Practice are in place to reduce the pressure in order to achieve a balanced budget position by the end of the financial year, which KASS is still hopeful of achieving. The forecast assumes that all savings identified in the MTP will be achieved. Work is on-going with the Areas to identify methods of accurately tracking progress against each saving on a monthly basis.

The movements over £0.1m this month are:

2.6.1 +£0.189m Older People Direct Payments – an increase from an underspend of -£0.131m to a pressure of +£0.058m this month, reflecting a net increase of 23 clients together with increases in one-off payments.

2.6.2 -£0.345m Learning Disability Residential – a reduction in the pressure from +£3.671m to +£3.326m this month, which assumes the transfer of a number of clients back into more community based settings with either a direct payment or supported living type arrangement. The reduction also results in part from an increase in the income forecast based on the latest trends of charges made.

2.6.3 -£0.243m Learning Disability Other Services – an increase in the underspend from -£1.069m to -£1.312m this month as a result of small changes to a number of services within this line including day-care, payments to voluntary organisations, Learning Disability Development Framework and Supported Employment.

2.6.4 +£0.155m Physical Disability Direct Payments – an increase in the pressure from +£0.080m to +£0.235m this month following an increase of 18 clients who are in receipt of a direct payment.

2.6.5 -£0.246m Strategic Business Support – an increase in the underspend from -£0.814m to -£1.060m which is spread across a number of teams both at Headquarters and in the two Areas. The reduction in spend reflects vacancy management and further savings against non-pay costs.

2.6.6 In addition to these variances, there are a number of other smaller variances, each below £0.1m, across all other services which make up a further £0.313m pressure mainly within older persons nursing and domiciliary care and learning disability direct payments and supported accommodation.

2.7 Communities portfolio:

The gross underspend on this portfolio has increased by £0.021m this month from £0.055m to £0.076m. This is made up of a number of small compensatory movements, all below £0.1m, across many units, which include a further increase in Coroners costs and additional legal fees, which are more than offset by further vacancy savings, an anticipated saving on the out of hours service within the Youth Offending Service (YOS) and increased income within YOS and Registration.

2.8 Finance portfolio:

A £152k underspend is forecast this month on leasing costs. However, we have received an application from Contemporary Coast, the working title for the Creative Foundation and Turner Contemporary partnership, for funding to develop their joint marketing plan to position East Kent as an exciting destination and maximise opportunities to attract new contemporary art audiences to Margate and Folkestone. It is therefore recommended that £75k of the underspend within the Finance portfolio is vired to the Arts Unit within the Communities portfolio to contribute towards the Contemporary Coast marketing campaign.

2.9 Regeneration and Economic Development portfolio:

An underspend of £0.065m is now forecast for this portfolio. Following the Chancellor's emergency budget statement on 22nd June in which he outlined his plans to address the national budget deficit and taking into account the savings identified in the 2010-13 MTP, staff vacancies (2 FTE) within the Regeneration and Economic Development division have been frozen to enable the division to align its future priorities and meet the challenges of the emerging economic and financial landscape.

2.10 Appendix 1 details the Government funding announcements affecting KCC in 2010-11 and provides details of their impact upon the position reflected in this report. There are no changes from the situation reported last month.

3. CAPITAL

3.1 There have been a number of cash limit adjustments this month as detailed in **table 3** below:

Table 3: Capital Cash Limit Adjustments

	£000s 2010-11	£000s 2011-12
1 Cash Limits as reported to Cabinet on 13th September	499,527	424,115
2 Roll forwards agreed at Cabinet on 13th September		
Children, Families & Education	3,260	-1,465
Kent Adult Social Services	-4,741	2,832
Environment, Highways & Waste	-1,251	-27,572
Communities	-237	237
3 SSR - The Orchard - aligned cash limit reported - CFE portfolio	-237	237
4 SSR - The Wyvern (Buxford) - aligned cash limit and transfer from plan - CFE portfolio	1,000	2,000
5 SSR - approval to plan - aligned cash limit and transfer to spend - CFE portfolio		-2,917
6 Datford Campus - additional developer contributions - CFE portfolio	84	
7 Devolved Capital PRUs - additional banked grant - CFE portfolio	346	
8 Gateway Multi-Channel Service - reduction in other external funding - CSS&PM portfolio	-75	
	497,676	397,467
9 PFI	45,101	88,000
	542,777	485,467

3.2 The current forecast capital position by portfolio, compared with the position reported last month is shown in **table 4** below.

Table 4: Capital Position

	Real and Re-phasing Variance This month	Real Variance Last month	Movement This month
Portfolio			
£m			
Children, Families & Education (CFE)	0.298	0.780	-0.482
Kent Adult Social Services	-0.277	-0.367	0.090
Environment, Highways & Waste	-1.313	-0.364	-0.949
Communities	-0.292	0.215	-0.507
Regeneration & Economic Development	0.000	0.000	0.000
Corporate Support Services & PM	0.300	1.758	-1.458
Localism & Partnerships	0.000	0.000	0.000
Total (excl Schools)	-1.284	2.022	-3.306
Schools	0	0	0
Total	-1.284	2.022	-3.306

This month there is re-phasing of -£3.9m and a real variance of +£2.6m. -£0.4m of the re-phasing and +£2.4m of the real variance was reported in the previous month. The main movements this month are detailed below:

3.3 Children, Families & Education portfolio:

The forecast for the portfolio has moved by -£0.482m since the last month. Projects subject to re-phasing and overall variances affecting 2010-11 are:

- Primary Improvement Programme (-£0.759m, rephasing -0.761m): the major changes on this programme relate to projects at St Matthews PS (-£0.565m) and Beaver Green Community PS (-£0.120m).
St Matthews – the planned start date for this project was late July. Temporary accommodation is required to accommodate the vacated classrooms which are to be demolished. The decision was made to delay the project by six weeks rather than hiring temporary accommodation over the summer vacation period.
Beaver Green - the discovery of asbestos on site has caused delays to the project resulting in the need for rephasing.
Overall there is a residual variance of -£0.074 which results from several minor movements.
- Dartford Campus (+£0.309m, real variance): this relates to additional works required associated due to the relocating of Adult Services from the old Yeomans Building on the Dartford Campus site to accommodation within North West Kent College.
- The Bridge (-£0.237m, real variance): the settlement of contractor claims on this project have now been agreed and are significantly better than previously expected resulting in a net project saving. The saving of prudential borrowing on this project has been used to fund most of the additional costs on Dartford Campus.
- Modernisation Programme 2008-11 (+£0.207m, real variance): the additional costs, funded by developer contributions, relate to early costs for the proposed scheme at Maidstone Grammar School for Girls.

Overall there is no residual balance.

3.4 Kent Adult Social Services portfolio:

Excluding PFI, the forecast for the portfolio has moved by +£0.090m since the last month, there have been no major variances.

3.5 Environment, Highways & Waste portfolio:

The forecast for the portfolio has moved by -£0.949m since the last month. Projects subject to re-phasing and overall variances affecting 2010-11 are:

- Highway Major Maintenance (+£0.224m, real variance): £0.1m has been made available from the Member Highway Fund. Revenue contributions will be made from the fund to cover these costs. Essential capital maintenance works (£0.124m) have been planned on the A259 using DFTs de-trunking fund.
- Integrated Transport (+0.150m, real variance): £0.15m has been made available from the Member Highway Fund. Revenue contributions will be mad from the fund to cover the cost of the works.
- Energy usage reduction programme (-£0.155m, rephasing): due to the uncertainty of the occupancy of the existing KCC buildings there has been a lack of interest in the energy usage reduction programme. There have also been problems finding projects falling within the agreed payback time.
- Wetland Creation (-£0.478m real variance in 2011-12): KCC were targeted to develop a nationally significant Wetland. Initially this was to be achieved in partnership with the RSPB, but it will now be developed without KCC investment.
- Household Waste Recycling Centres – (-£1.16m, rephasing): The optimum revenue saving from the East Kent joint waste arrangements project requires £0.855m of additional capital spend over and above that already included in the capital budget for new containers. This overspend will be covered from redirecting funding from the remaining waste capital improvement programme. There is a forecast underspend on the Lydd/New Romney site of £0.36m to report this month this will help fund the shortfall in the East Kent project, leaving a further £0.525m to find. The balance will be found from a review of the waste capital improvements as part of the MTP. Cabinet are asked for approval to increase the containerisation budget for the East Kent joint arrangement project accordingly (the funding for which will be found from the existing programme)

Overall there is no residual balance.

3.6 Communities portfolio:

The forecast for the portfolio has moved by -£0.507m since last month. The project subject to re-phasing affecting 2010-11 is:

- Tunbridge Wells Library (-£0.332m rephasing): the construction of a lift will be considered alongside progress on the Tunbridge Wells master planning process and any possible decision to redevelop the broader Town Hall site that may arise from this. We are therefore re-phasing accordingly.
- Grove Green Library (-£0.175m, real variance): the scheme to provide a library on the Grove Green site is not considered feasible in the current economic climate, nor is it in line with the current library strategy. This project has recommended for removal from the capital programme.

Overall there is no residual balance.

3.7 Corporate Support & Performance Management portfolio:

The forecast for the portfolio has moved by -£1.458m since last month. The main variances are detailed below:

- Sustaining Kent – maintaining the infrastructure (-£1.076m rephasing): Unified Communications contract will be let this year, the capital expenditure will not be made until 2011-12 due to lead times on delivery of solution.
- Oracle Self Service (-£0.125m rephasing): the delivery timescales for continued development of manager self service and additional employee self service functions has been re-profiled as a result of the development and moratorium in the run-up to Oracle Release 12 implementation.
- Oracle Release 12 (-£0.300m rephasing): the 'go live' date for the upgrade of Oracle (Financials/HR/Payroll) to Version 12 is still scheduled for the end of October/beginning of November 2010 but because of issues with the delivered software upgrade provided by Oracle it has been necessary to reschedule some of the associated work. This work is to ensure that KCC derives the full benefit of the improved functionality of the upgraded system and reduce maintenance costs associated with current bespokeing of some of the modules.
- Workplace Transformation (formerly Better Workplaces) (+£0.106m rephasing): At this stage, it appears that additional capital spend will be needed in 2010-11 in order to relocate displaced staff from 17 Kings Hill Avenue.

Overall this leaves a residual balance of -£0.063m.

3.8 Capital Project Re-phasing

It is proposed that a cash limit change be recommended for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m will be reported and the full extent of the re-phasing will be shown. Following last month's Cabinet meeting there were changes made of £2.969m for re-phasing and the table below summarises the proposed re-phasing this month of £3.367m.

Table 5 – re-phasing of projects >£0.100m

Portfolio	2010-11	2011-12	2012-13	Future Years	Total
	£k	£k	£k	£k	£k
CFE					
Amended total cash limits	224,256	234,604	246,005	154,816	859,681
Re-phasing	-685	694	-9	0	0
Revised cash limits	223,571	235,298	245,996	154,816	859,681
KASS					
Amended total cash limits	9,714	10,117	4,170	1,541	25,542
Re-phasing	0	0	0	0	0
Revised cash limits	9,714	10,117	4,170	1,541	25,542
E,H&W					
Amended total cash limits	161,106	92,010	89,904	247,185	590,205
Re-phasing	-955	955	-500	500	0
Revised cash limits	160,151	92,965	89,404	247,685	590,205
Communities					
Amended total cash limits	26,808	12,398	3,060	350	42,616
Re-phasing	-332	0	332	0	0
Revised cash limits	26,476	12,398	3,392	350	42,616
Regen & ED					
Amended total cash limits	11,996	4,230	3,242	2,980	22,448
Re-phasing	0	0	0	0	0
Revised cash limits	11,996	4,230	3,242	2,980	22,448
Corporate Support & PM					
Amended total cash limits	16,003	9,317	9,549	2,663	37,532
Re-phasing	-1,395	1,645	-250	0	0
Revised cash limits	14,608	10,962	9,299	2,663	37,532
Localism & Partnerships					
Amended total cash limits	503	500	500	0	1,503
Re-phasing	0	0	0	0	0
Revised cash limits	503	500	500	0	1,503
TOTAL RE-PHASING >£100k	-3,367	3,294	-427	500	0
Other re-phased Projects below £100k	-503	+448	-26	+81	0
TOTAL RE-PHASING	-3,870	+3,742	-453	+581	0

Table 6 details individual projects which have further re-phased since being reported to Cabinet on 13 September.

	2010-11	2011-12	2012-13	Future Years	Total
	£k	£k	£k	£k	
CFE					
Primary Improvement Programme - St Matthews High Brooms					
Original budget	+837	+17	+1		+855
Amended cash limits	-101	+100	+1		0
additional re-phasing	-565	+566	-1		0
Revised project phasing	+171	+683	+1	0	+855

4. RECOMMENDATIONS

Cabinet is asked to:

- 4.1 **Note** the latest forecast revenue and capital budget monitoring position for 2010-11.
- 4.2 **Agree** a virement of £75k from the underspending within the Finance portfolio to the Arts Unit within the Communities portfolio, to contribute towards the Contemporary Coast marketing campaign.
- 4.3 **Note** the changes to the capital programme.
- 4.4 **Agree** that £3.367m of re-phasing on the capital programme is moved from 2010-11 capital cash limits to future years.
- 4.5 **Agree** the removal of Grove Green Library from the capital programme.
- 4.6 **Agree** the increase of £0.855m to the containerisation budget for the East Kent joint arrangement which is to be found from within the existing capital programme.

IMPACT OF RECENT GOVERNMENT FUNDING ANNOUNCEMENTS ON KCC

	ANNOUNCEMENT	REDUCTION £000s	DETAILS OF HOW REFLECTED IN REPORT
1.	10 JUNE LOCAL GOVERNMENT SAVINGS ANNOUNCEMENT The following KCC grants were reduced:		
	REVENUE BASE:		
	• Area Based Grant for CFE	6,873	The £1,326k PRG was not assumed in the 2010-11 budget, therefore the reduction had no impact on the cash limit. £750k LABGI and £441k Kickstart were specific grants therefore the reductions had a net nil impact on the cash limit. Overall therefore, cash limits have been reduced by £8,349k
	• Area Based Grant for Supporting People	736	
	• Area Based Grant for Road Safety	608	
	• DoT Kickstart 2009 Specific Grant	441	
	• Area Based Grant for Stronger Safer Communities	132	
		8,790	
	REVENUE ONE-OFFS:		
	• Performance Reward Grant (PRG)	1,326	
	• LABGI	750	
		2,076	
	TOTAL 2010-11 REVENUE GRANT REDUCTIONS	10,866	
	CAPITAL GRANT REDUCTIONS:		
	• Integrated Transport Block	4,105	Capital cash limits have been reduced accordingly
	• Road Safety capital grant	508	
	• PRN Network funding	40	
	TOTAL 2010-11 CAPITAL GRANT REDUCTIONS	4,653	
	TOTAL GRANT REDUCTION (REV & CAP)	15,519	
2.	16 JUNE/14 JULY DFE ANNOUNCEMENT The following KCC grants were reduced:		As these are specific grants, gross & income budgets have been reduced within CFE with a net nil impact, with the exception of the Local Delivery Support Grant as the estimate included in the original 2010-11 budget was less than the reduced amount that we are still going to receive. There is expected to be a zero financial impact from the withdrawal of this funding following the review of existing commitments and/or diverting funding from other sources. These grants, except the local delivery support grant, were expected to end by March 2011 and recent announcements have resulted in the cessation of some services earlier than expected.
	REVENUE:		
	• Play Pathfinder grant	18	
	• Buddying grant	462	
	• Local Delivery Support Grant for 14 – 19 year olds	238	
	• Training and Development Agency for Schools (TDA) – school workforce development and higher level teaching assistants	579	
		1,297	

	ANNOUNCEMENT	REDUCTION £000s	DETAILS OF HOW REFLECTED IN REPORT
	CAPITAL:		
	<ul style="list-style-type: none"> Extended Schools grant 	653	Capital cash limit reduced
	TOTAL GRANT REDUCTION (REV & CAP)	1,950	
3.	16 JUNE/22 JULY DFE ANNOUNCEMENT The following service was stopped:		
	<ul style="list-style-type: none"> Contactpoint 	151	As this is a specific grant, gross & income budgets have been reduced within CFE with a net nil impact. The service will be wound down in accordance with the decision from the coalition Government to stop Contactpoint nationally.
4.	5 JULY BUILDING SCHOOLS FOR THE FUTURE ANNOUNCEMENT		
	CAPITAL:		
	<ul style="list-style-type: none"> 40 school building projects have been stopped in Kent 		This has not yet been reflected in the report as it has yet to be quantified, as there will be some abortive costs of these schemes which will require funding.
5.	8 JULY DCMS ANNOUNCEMENT The following DCMS grant reduction has been passed on to us via CABE (Commission for Architecture and the Built Environment)		
	<ul style="list-style-type: none"> Sea Change programme grant reduction 	12	We are still working to establish whether any of this will be passed on to our partners, therefore this reduction is not yet reflected in the report.

	ANNOUNCEMENT	REDUCTION £000s	DETAILS OF HOW REFLECTED IN REPORT
6.	14 JULY DFE ANNOUNCEMENT The following KCC grants were reduced:		
	CAPITAL:		
	<ul style="list-style-type: none"> Harnessing Technology grant 	2,758	<p>Neither of these two grants (Harnessing Technology or Youth Capital Fund) were included in the capital programme.</p> <p>The Harnessing Technology grant is used to fund the KPSN revenue project. The original plan showed that this project would have sufficient funds until the middle/end of 2011-12 and at that point schools would be asked to pay. Following this grant reduction, the date from which schools will be asked to pay has been brought forward to the start of 2011-12. As this grant was not included in the original budget, gross and income cash limits have been adjusted to include Harnessing Technology grant at the newly reduced level.</p>
	<ul style="list-style-type: none"> Youth Capital fund 	318	The Youth Capital fund was included in the youth revenue budget as both income and spend (to reflect the handing out of capital grants), therefore the gross and income cash limits have been reduced accordingly.
		3,076	
	<p>In addition there were several other national savings announced but we have yet to establish the impact to KCC. These include:</p> <ul style="list-style-type: none"> Co-location projects School Swimming Support to 77 LEAs not in early BSF Waves Social Work IT Support 		Not yet reflected in the report.

	ANNOUNCEMENT	REDUCTION £000s	DETAILS OF HOW REFLECTED IN REPORT
7.	20 JULY DFE ANNOUNCEMENT To simplify 16-19 education funding		
	This reverses the key changes introduced by the last government so that the Young People's Learning Agency (YPLA), not local authorities will now be charged with paying for student places at further education colleges, sixth form colleges and other training providers from August. School sixth forms will continue to be funded by local authorities.		The gross and income budgets for the original transfer of responsibility to the local authority was not included in the original budget, therefore gross and income cash limits have now been amended to reflect the transfer for the period April to July only.

By: Cabinet Member for Finance
Director of Finance

To: Cabinet – 11 October 2010

Subject: **TREASURY MANAGEMENT**

Classification: Unrestricted

Summary: To update on Treasury Management.

FOR DECISION

INTRODUCTION

1. Treasury Management is reported on a quarterly basis to the Governance and Audit Committee. In addition, regular reports are now being made to Cabinet to help increase the level of communication on these issues.
2. This process is supported by the Treasury Advisory Group (TAG), an all party sub-group of Cabinet, which is responsible for advising the Cabinet and Director of Finance on treasury management.
3. This report updates Members on issues since the 14 June report.

BORROWING

4. £40m of short term borrowing matured in August. After discussion with our treasury advisers we decided in the short term not to re-finance immediately as rates were not attractive and we had sufficient cashflow to enable us to monitor the situation.
5. By the end of August borrowing rates had once again dropped as concern over a double dip recession came to the fore. Public Works Loan Board (PWLB) rates fell and on 1 September with the agreement of the Director of Finance and Cabinet Member for Finance we borrowed £20m at 3.95% for 49/50 years and £20m at 1.94% for 10 years.

BANKING TENDER

5. After an EU compliant tender process National Westminster Bank have been reappointed as KCC's banker under the Director of Finance's delegated powers and after consultation on the decision with TAG.

COUNTERPARTIES

6. The counterparties currently approved by Cabinet are:
 - Barclays
 - HSBC
 - Lloyds Banking Group
 - Royal Bank of Scotland
 - Nationwide

7. Santander UK was suspended on 30 April 2010 as a result of concerns about the creditworthiness of the Banco Santander group following the downgrading of Spain's long-term sovereign credit rating. Since then, while Spain's long-term sovereign credit rating remains below our criteria, the credit worthiness of the group has improved and on 24 August Arlingclose recommended that the maturity limit for deposits with Santander UK be increased from 1 month to 6 months. We remain concerned about Santander and propose that we keep the position under review with cabinet delegating a decision to reinstate Santander UK to the Cabinet Member for Finance and the Director of Finance in consultation with TAG and with Cabinet members informed.

8. In July officers were able to negotiate a deal with HSBC to start taking short term deposits. This will reduce deposits with the Debt Management Office.

9. In September we placed £20m in longer term deposits with Nationwide.

10. We are investigating the new CCLA Deposit Fund set up for local authorities with the support of the Local Government Association, and the addition of a small number of Money Market Funds to the list of counterparties. This will be reported back to TAG initially and then to Cabinet as part of the annual update of the Treasury Strategy.

ICELAND UPDATE

11. In July a further quarterly dividend was received from Heritable of 6p in the £ or £1.15m. Total recoveries from the £18m deposited are now £7.5m. The Head of Financial Services continues to be actively involved as a member of the Creditors Committee in key decisions over the future administration of the bank.

12. As reported at the June meeting KCC is a test case in Iceland on both Landsbanki and Glitnir. The test cases will be submitted to the District Court in Reykjavik in September and court hearings will take place in early 2011.

RECOMMENDATION

13. Members are asked to:

(1) Note this report.

(2) Agree the proposed decision making process for reinstating the use of Santander UK plc for deposits should this be deemed appropriate in the future

Nick Vickers
Head of Financial Services
Ext 4603

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To: Cabinet – 11 October 2010

By: Mike Hill, Cabinet Member

Subject: The protocol for emergency accommodation between Kent local housing authorities and other referring agencies.

Classification: Unrestricted

Summary:

The report presents the protocol for emergency accommodation between Kent local housing authorities and other referring agencies. The Joint Policy and Planning Board (Housing) has asked Cabinet to approve the protocol. The Joint policy and Planning Board (housing) is a body that represents health, housing, social care, Supporting People, Probation, and the prisons within Kent. The Joint policy and Planning Board (Housing) has existed within Kent since the early 1990s to try and work in partnership to address issues that are held in common in relation to housing vulnerable people within Kent.

FOR DECISION

1. INTRODUCTION

1.1 The protocol aims to address the need to place vulnerable households in bed and breakfast or other emergency accommodation due to the lack of temporary accommodation. The protocol also seeks to address the need to try and divert vulnerable households away from the Thanet District Council area. There have also been well expressed concerns about the lack of control and inadequate coordination of placements and the risks that this might expose vulnerable people to including children.

1.2 The Supporting People Programme within Kent plays a key role in diverting vulnerable people into supported housing (1,180 units of short term supported and 887 units of long term supported) or alternatively by funding floating support to 5,343 vulnerable people in social, private rented, or owner occupied accommodation. Floating support can also be provided to vulnerable people in bed and breakfast who may be waiting for supported housing or for social or private rented housing. It can also be provided to people sleeping rough on the streets of Kent.

2. Responsibilities of Local Housing Authorities and Referring Agencies

2.1 The expectation is that local authorities will endeavour to find accommodation for service users within their own area. If they cannot achieve this consensus across the Housing Authorities is that referrals to the Thanet area should be zero. The Protocol places an assumption on local authorities that if they have to find accommodation outside of their own area they will ensure that they keep in touch with the individual/families that they have placed. The objective is to avoid the usage

of bed and breakfast, and both to ensure that it is used for the shortest possible amount of time and those individuals/families are reconnected back to their area of origin as quickly as possible. There is a prerogative to ensure that the accommodation meets health and safety standards and where appropriate is licensed. Should the authority discover that it does not have a duty to house the individual/family they will assist them in finding private rented sector accommodation in their area of origin. Receiving authorities can expect to be notified of any placements that are being made in their area, and when that placement is terminated. This will be reinforced by quarterly information being received in relation to placements. Placing authorities will also share relevant information with the receiving authority. The intention is not to place an individual/family in another area and then require the receiving authority to pick the individual/family up where there has been an incident of domestic violence or harassment leading to homelessness.

2.2 There is an expectation that other protocols relating to other client groups will be adhered to, and that 16 and 17 year olds will not be placed in bed and breakfast accommodation at all.

2.3 There is an expectation that Floating Support funded by the Kent Supporting People programme will be utilised to appropriately support vulnerable individual/families. There is also an expectation that liaison with third parties such as social services are maintained and facilitated by careful placement of vulnerable individuals/families.

3. CONCLUSION

3.1 The protocol for emergency accommodation placements between Kent local housing authorities and other referring agencies is a genuine attempt to try and ensure that vulnerable individuals/families are placed appropriately, and that wherever possible the usage of accommodation outside of a district or borough is not utilised unless absolutely necessary. It also obviates placements being made in Thanet. The protocol has been developed by the Districts and Boroughs in consultation with their partners on the Joint Policy and Planning Board (Housing) represents a sensible, rational approach to dealing with one of the most unfortunate situations any individual or family can find themselves in; being homeless. The Supporting People Programme is attempting to alleviate the problem by supporting and housing some of the most vulnerable individuals and families within Kent.

5. RECOMMENDATION

5.1 Cabinet is asked to:

- (i) Agree the contents of the report.

Contact officer:-

*Claire Martin
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Background Information:

None.

Appendix 1: The definition of Housing Related Support

Appendix 2: Protocol for emergency accommodation placements between Kent local housing authorities – and other referring agencies

Appendix 1

- **Understanding tenancy or occupancy or agreement**
- **Managing debt, budgeting and applying for benefits**
- **Getting on with neighbours**
- **Life and social skills**
- **Setting up home and resettlement**
- **Staying safe at home**
- **Dealing with other agencies**
- **Taking up daytime activities; training, education, employment**

Appendix 2.



Protocol for emergency accommodation placements between Kent local housing authorities – and other referring agencies

Background

Due to the lack of temporary accommodation in all areas in Kent, in times of emergency, placements of vulnerable households are made at Bed and Breakfast (B&B) or other emergency accommodation (EA) establishments in Kent. Many of these placements have, in the recent past, been made in Thanet, in particular in Cliftonville, which is one of the two most deprived wards in the county. Poor quality and readily accessible housing attracts a range of vulnerable people from across the region to move to the area. There are widespread concerns about the role of public bodies and voluntary agencies in adding to deprivation problems through the placement of vulnerable households in the area.

It is recognised that there needs to be a collective responsibility to ensure that more vulnerable people do not end up in Thanet than in the rest of Kent and that provision needs to be made for this.

There are also concerns over the lack of control and inadequate coordination of placements and the risks that this might expose vulnerable people including children.

The following list comprises the extent of concerns raised by these placements:

- That B&Bs are an inappropriate place to house vulnerable people.
- That the full extent and nature of referrals is unknown.
- People are housed away from their support networks.
- That there are particular concerns with regard to children who are at greater risk than others.
- No agreed protocol with regard to notifications that children are being housed at B&Bs.

- That there is a danger of people being housed in B&Bs who would present a high risk to other residents.
- That there are no defined and agreed management and support arrangements for B&Bs and residents.
- The placement of vulnerable people into the most deprived community in the south east put additional pressures on support services that are already over stretched
- That other affordable temporary housing options are not readily available.
- That there is a particular concern at the concentration of mental health problems and lack of suitable emergency accommodation with adequate and specialist support arrangements.

In order to address these concerns, a sub group of the Kent Joint Policy and Planning Board for Housing, with representation from Kent Local Housing Authorities (LHAs), Supporting People (SP), Probation, East Kent PCT, Thanet Community Safety and Children's Social Services (CSS), has drawn up the following protocol to address the problem of those households, particularly when placed out of area.

Responsibilities of Local Housing Authorities (LHAs) and Referring Agencies

1. LHAs will adhere to this protocol when making emergency placements.
2. Each Local Authority will use its best endeavours to ensure that it has access to emergency accommodation within its own area. If emergency accommodation out of an authority's own area is essential, this should not be in the Thanet district; i.e. only Thanet based clients should be offered emergency accommodation in Thanet.
3. Households, which can be a single person or a family placed in B&Bs/EA remain the responsibility of the placing authority until re-housed.
4. Placing agencies to do everything in their power not to use B&Bs except in an emergency, and even then for the shortest possible period and then to ensure that those households are reconnected with their originating area and are given provision to return.
5. Placing agencies will ensure that the emergency accommodation has been inspected by the local authority to ensure that the legal standards for healthy housing and related environmental conditions are met, and that where applicable, the emergency accommodation is appropriately licensed.
6. If a Local Authority decides after placing a household in temporary accommodation outside their area, that they do not have a housing obligation to that household, it will use its best endeavours to ensure that the household is helped to find alternative (private sector) accommodation in their area of origin

7. Households will not be placed in B&B/EA in another local authority area and then referred to that receiving authority to make an application for homelessness when fleeing DV/harassment without referral to that receiving authority.
8. Receiving authorities must be notified of all cases placed in B&B/EA both at start of placement (including placements made out of hours) and at point of move-on. This notification must be made as soon as the placement is made and the next working day if placements are made out of hours (Housing Act 1996, Part VII 2-4 'all authorities should notify the relevant authority if they place an applicant out of their borough')
9. There must be disclosure of full information that is available at time of referral to both the receiving authority, and of any changes/further information as and when available. There is an expectation that all relevant authorities will share relevant confidential information as appropriate and that the applicant's confidentiality is not breached.
10. Each local housing authority will e-mail all other placing agencies/authorities on a quarterly basis for returns (including nil returns) on households placed within their areas from other areas, and will also ask what the outcomes are for those households. A template will be placed on the JPPB website for downloading.
11. The referring agencies should also adhere to the following Kent Protocols:
 - Intentionally Homeless Protocol for Families with Children
 - Young Persons' Homelessness Protocol
 - Multi-Agency Protocol for Resettlement and Housing of Offenders
 - Mental Health Protocols
12. LHAs must, by statute, abide by the six week rule regarding placements in bed and breakfast accommodation and as part of this protocol, other placing agencies should, wherever possible, adhere to this principle. If unable to do this, the B&B/EA should be notified. It should be noted that by 2010, 16 and 17 year olds should not be placed in B&B accommodation.
13. Housing Options teams in Kent are working to Government guidance about minimising the use of bed and breakfast accommodation for households with children. Where they need to use B&B, they will move households on as quickly as possible.

Support and Links between Agencies

1. Many households placed in B&Bs/EA are vulnerable and therefore external agencies, such as floating support, should be utilised when placing a vulnerable household in emergency accommodation to provide additional support and expertise to people in crisis.
2. It is acknowledged that a move is likely to cause disruption to the household's access to appropriate services; therefore the referrer should try to ensure that

those households maintain links with those services wherever possible. Any referrals must be done with the full agreement of the client, unless there is a child protection issue in which case a referral must be made to Children's Social Services.

3. Where appropriate, Statutory Agencies should be informed when a household leaves emergency accommodation.

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

To: Cabinet

Date: 11 October 2010

Subject: “Change to keep succeeding”
The transformation of the Council’s operating framework

Classification: **Unrestricted**

SUMMARY: This report outlines the work to date on a programme to ensure that the Council continues to deliver successfully in the face of the most significant changes facing local government in the external financial and policy context. It needs to be read in conjunction with the draft medium term plan which is being launched for consultation - “Bold Steps for Kent” as this is proposing the draft new strategic vision for the Council which the organisational framework of the Council needs to be able to support and deliver upon. A supplementary and more detailed report will be circulated prior to the meeting on 11th October due to the closing date of the consultation period upon which that part of this report needs to rely. As this further report will include details of the proposed new structure and information about members of staff, its status may be “exempt”.

1. Introduction

(i) To reduce the scale of the £156bn public deficit, to repair the nation’s public finances and to restore confidence in the national economy, the Government has embarked on a radical plan to reduce public spending. The Comprehensive Spending Review will settle the landscape for public service funding in late October. And the following month the Council will receive a clearer view of the provisional settlement in its external revenue funding. This will present elected Members and officers of the Council with our biggest challenge for a generation. Over the next four years it is likely that some £340m needs to be reduced from the Council’s net revenue budget in order to reduce spending and absorb the pressures we face. But the Council does not face this challenge alone – aside from the health service (which has to contain its intrinsic growth pressures rather than substantially reduce its base budgets) most public agencies in Kent and beyond face similar challenges. However, unlike most other public agencies, Kent County Council has the capabilities to meet these challenges head on. For when faced with challenges of this scale the Council needs to draw on its strengths of excellence and innovation.

(ii) Success is a springboard for future success. But simply repeating the success of the past will not be enough to meet the challenges of the future.

Instead the Council needs to make sure that its organisation and services are sufficiently agile to lower their costs to meet the coalition government's challenge on public sector costs and the Authority will need to evolve against the background of significant changes in other sectors including Health, Education, while sustaining and improving service outcomes. Individual services need to continue to strive to be ever more cost-effective but the overall organisation needs also to embrace an ethic of collective cost-effectiveness. This will require a more linked and connected organisation that is able to reap the benefits of scale, lower the cost of organisational infrastructure, and foster higher levels of overall productivity.

(iii) The Council needs to grasp the opportunities of the Government's decentralisation and localist agenda to revive enterprise and employment across Kent. It needs to help shape the future of education and healthcare across Kent to assure ever better life-chances for Kent's people. And it needs to make sure that its own organisation is sufficiently agile so as to continue to lower costs, raise productivity and secure ever better standards of customer service.

(iv) The proposed changes to the senior management arrangements to be outlined in the following appendix to this report (once consultation has closed) will seek to achieve the above and also to make the overall organisation leaner and fitter for future purposes. Without doubt, Kent benefits from the considerable talents and energies of the Council's most senior managers. But these benefits are not without significant cost to the taxpayer. In lowering costs and raising productivity, all layers of management need to be examined to assure cost-effectiveness and fitness for purpose. And it is crucial that the Council's senior management arrangements are reviewed to assure Members that value for money is secured and that these managers can together drive through the essential changes that are required across the County.

(v) In usual times, top-level organisational changes can help drive change throughout organisations. In times of tightening fiscal constraint they are essential to drive even deeper change throughout services and organisations. These top-level changes need to be approached in a disciplined and corporate manner. This is why I am proposing a coherent approach that secures Council-wide improvements in managerial culture, direction, and co-ordination. In particular I am mindful that during a period of major spending reductions, the conventional risks to service delivery pale against the potential risks of failure when services are being delivered on (an average of) three-quarters of their current budget. Controls based on single service or professional domains need to be strengthened by newly fashioned corporate controls to enable Members to better govern the risks to be faced over the next four years.

(vi) In order to deliver sustainable levels of budget savings over the coming four years we will require organisational courage and resilience from Members and officers alike. But these virtues are not of themselves sufficient. The Council needs to ensure that its senior managers are able to execute the changes that are required over the coming period. These senior managers need to possess the competencies and capabilities to take the

whole organisation forward and they need to possess the collective confidence to take the next bold steps.

2. OUTCOME OF THE INFORMAL CONSULTATION PROCESS

(i) The response to the initial informal consultation has been positive with nearly 200 members of staff already offering comment on the design principles. The comments are predominately positive in nature to the proposals contained within the draft design principles. Eight meetings were also held with managers about these design principles and feedback from those meetings is also being incorporated into the final draft recommendations for Cabinet.

(ii) All the feedback received will be collated and reported to Cabinet to inform their decisions and thinking about the way forward. They will also be used to assess the value of the draft design principles that have been circulated and the design of the Council's operating framework that will then flow from these.

3. PROJECT PLAN

Detail of the sequence and timing of the implementation steps will be provided in the following report. The detail of this will need to be based around the final recommendations of any proposed changes to the operational framework to be made to Cabinet.

4. PROPOSED NEW ORGANISATIONAL STRUCTURE.

The supplementary report to follow will cover:

- Details of the proposed directorates' structure,
- The proposed senior posts in each directorate and the business activity reporting into these roles.
- Outline job descriptions for each of the proposed senior roles
- A list of the current posts that it is proposed are deleted and a list of the new posts that it is proposed to create.
- Details of proposals to create a number of new companies to deliver Council services. The detail of these new company models will need to also be developed during the consultation period.

5. REVIEW OF REWARD POLICY FOR SENIOR POSTS

(i) Cabinet is asked to agree to a review, by the HayGroup, of the appropriate salary levels for the proposed senior posts. The review will take account of the level of responsibility and accountability of each proposed role and recommend an appropriate level of salary taking account of internal relativities and market rate. The review will be completed between the 18th October and 5th November.

(ii) The current salaries for senior posts are "spot" salaries, i.e. there is a rate for the job and no salary scale. Some senior posts have a contractual entitlement to a performance payment which applies a percentage lump sum

bonus according to the level of performance. However, these payments were frozen last financial year and will not be paid for this current financial year. It is proposed that senior managers are consulted during the formal consultation period on bringing senior performance pay in line with the Total Contribution Pay scheme in place for all other Kent County Council staff on the Kent Scheme of terms and conditions of employment. This proposal includes removing the current contractual bonuses for senior staff.

(iii) At the end of the formal period of consultation, all proposals for any changes to the terms and conditions for these proposed senior posts will be put to Personnel Committee for consideration before being reported to Cabinet on 16th December.

6. PROCESS FOR APPOINTING TO SENIOR POSTS

(i) Details of the process and timeline for populating the proposed senior level posts will be included in the supplementary report. This could include Member panel interviews preceded by assessment centres. Before any such arrangements like this can be agreed to, it will be necessary to follow the Council's process outlined in the Council's Blue Book of terms and conditions of employment.

(ii) This will of course be followed in deciding whether individual senior managers are "slotted" (i.e. automatically placed) to the proposed posts in the structure. This means that an individual may be slotted if all the following criteria are met:

- the job must be the same grade as before the re-organisation,
- there must be the same number of jobs (or more) as job holders
- the job is deemed 75% the same type of work in term of job accountabilities, activities and broad objectives

(iii) Then there is no recruitment process either internal or external and the employee whose job has been altered by this process is slotted in to the new job. This can only be assessed at the end of the consultation process and following the full Council's final decision on the proposals.

4. CORE VALUES AND BEHAVIOURS

(i) This change programme is aimed at enabling Kent County Council to alter the way it operates so that it can meet the new challenges it is facing. It cannot therefore be solely about the organisation structure, but must also lead to a new organisational culture.

(ii) It is therefore proposed that an external provider is procured to engage with staff across the Authority and with Members and senior managers to design a set of draft values and behaviours. This process when shared with staff has been warmly welcomed as a means of being involved in shaping the Council and ensuring we can deliver as well in the future as we have in the past.

(iii) These values and behaviours will be put forward for discussion and agreement at the County Council meeting on 16th December. Once agreed these values and behaviours will drive all aspects of the Authority's HR strategy.

5. EXIT MANAGEMENT PROCESS FOR SENIOR POSTS

It is suggested that a voluntary redundancy process is introduced, to be offered to any of the senior managers affected by the restructure proposals at the start of the process. Details of the process for this together with proposals around notice periods, appeals against decisions made and alternative job search support will follow in the supplementary report.

6. RECRUITMENT TO ANY POSSIBLE VACANT SENIOR POSTS

It is critical to the stability of the organisation, the continuation of excellent service delivery and the success of the many significant change programmes being undertaken that any senior posts left vacant are filled as soon as possible. The standard Kent County Council personnel process will be applied to any post that is not filled by a priority candidate, and the post will be advertised to internal staff with external candidates being sought contemporaneously if required. This has worked very successfully in the past and it is hoped that if such a circumstance arises of a vacant post needing to be filled, internal staff are able to come forward and be assessed for the vacancy.

7. FINANCIAL IMPLICATIONS

(i) The Council is facing significant financial challenge more so than at any time in its past by virtue of the economic conditions of the country and the forthcoming comprehensive spending review that is proposing to reduce Council budgets between 25% to 40%. Officers have been working on a series of options to increase the efficient working of the Council and to review ways in which services can be delivered to reduce costs whilst maintaining quality to meet this level of reduction.

(ii) The management costs and organisational structure costs of the authority must be examined along with all other costs within the Council. This process will naturally contribute to the savings required. Details of the proposed savings will be available once consultation has closed and a final draft proposal for Cabinet can be created. Other savings proposals that will affect staffing arrangements in the Council will undoubtedly follow in the budget proposals that will be presented to Members later this Autumn / Winter. Effective corporate programme management will ensure alignment and enable any possible double counting to be dealt with.

8. RISKS

(i) It is important early on in this work to highlight a number of possible risks facing the Council from these proposals. A fuller risk register will be supplied

following the closure of consultation and the draft proposals being able to be concluded.

(ii) This proposed change process is happening at a very congested time for this Council. The Council along with all others in the public sector is facing unprecedented external policy and financial changes. Local people's expectations from services and what they are willing to pay for them is also changing fundamentally. We are in the process of discussing with Members and the Scrutiny committees the Council's new medium term plan "Bold Steps for Kent" which is considering a brand new focus and way of working for the next four years. The draft medium term plan is also on this Cabinet's agenda for approval for consultation.

(iii) It is imperative that the process of transforming our operational framework, preparation of the Council's medium term financial plan and the development of the medium term plan dovetail and absolutely align. They are all intricately related and the individual success of each of them relies upon the success of all.

(iv) The Group Managing Director's role is to ensure the co-ordination of such major developments and also to plan and manage the risk of non-alignment by working very closely with key officers in the Council. Therefore these programmes will be programme managed through the Group Managing Director's office and the Corporate Management Team will be the programme board for these activities. The programme office resource is in place to support this.

(v) It is important to be clear about the need to ensure accurate financial control is maintained throughout this change. This risk will be strongly mitigated by the programme management approach, the corporate management team's role as the programme board and very strong input from the financial services division into the programme team that is already in place.

(vi) In addition to the risk being mitigated by the effective programme management resource, another possible mitigation of this risk could be to delay one or several of these programmes that are occurring at the same time.

(vii) "Bold Steps for Kent" the new medium term plan, has to take place in this timeframe. Our current medium term plan "Towards 2010" has concluded and this Council needs to be clearly focused on dealing with the new policy challenges facing us and being able to plan for and deliver Members' ambitions for the next four years.

(viii) The transformation of the Council's operating framework is intrinsically linked to making certain that the Council can deliver "Bold Steps for Kent" the new medium term plan, which requires of us a new integrated delivery model and new ways of working.

(ix) The new medium term plan “Bold Steps for Kent” also supports and enables many of the proposals currently being developed to deliver the new medium term financial plan and the estimated £340m of reductions that the Council may have to find over the next four years.

(x) The medium term financial plan clearly has to take place at this time to deliver the Council’s budget and respond to the outcome of the comprehensive spending review on the 20th October. The changes proposed by this report will enable many of the financial reductions that will be necessary to be made.

(xi) If we are to avoid a period of managed decline we need to deliver our services at lower cost and in different ways. If we halt the organisational change that this report contemplates we face a different risk of “salami slicing” of services and being unable to deliver the quality of service that Kent is renowned for. It is important that the costs of how this organisation delivers its services are considered and challenged as much as the costs of what we deliver in actual services.

(xii) Kent has a national reputation for being able to seize opportunities at the right moment. If we fail to align these three programmes effectively and not maximise the support they give to each other and manage the pace of each through a co-ordinated and resourced programme office we run the different risk of losing the benefits of these processes and prolonging the period of turbulence for this organisation.

(xiii) Another two risks of all these programmes and in particular the subject of this report are the risks to morale and leadership capacity. Members will be able to see from the responses from staff to this informal consultation (those received to date) that they talk about the uncertainty that they all feel. There are also comments welcoming the fact they we are facing up to this and want to involve staff in how we deal with the situation. There has also been very positive support expressed in the managers meetings about taking up this difficult situation with their teams to help manage the transition and deal with the uncertainty that the external policy changes and financial environment are driving.

(xiv) As our services have to be reduced and the policy challenges we are facing and also wish to create ourselves are changing, we need to examine the most senior posts that we have in this organisation. We must ensure that they along with all the other roles and services are fit for purpose and that the overhead costs that they represent are appropriate. The period between our current operational framework to any different framework that Members agree will need to be very carefully managed through a transition programme to ensure effective capacity is available to keep the programmes of the Council going.

(xv) All areas of this Council are being reviewed and challenged as part of the process to find the £340m reductions needed over the next four years. There is the risk that if we fail to examine the costs of our most senior management structures and whether they are designed in the most effective way for our

future, we will give a contradictory message to the rest of our staff about the different values placed upon roles at different levels in the Council. That is clearly not part of the values of this authority and it is important that we must be seen to be demonstrating explicitly the equity and fairness of the approach that we take to examining all costs at all levels and in all services.

(xvi) This Council can be proud of the fact that we have a strong pool of resilient and steadfast managers who have met such challenges as this in the past and have managed the transition and uncertainty that is necessary in such a turbulent period.

(xvii) Cabinet must also consider in assessing the options that this report will place before them a slightly different type of risk. The risks above can be described as a type 1 risk. The risk of something going wrong that can then either be mitigated or put right.

(xviii) here is also the type 2 risk that needs to be considered. This is the risk of not doing something, that if you had done it – it would have delivered the future you are seeking to achieve.

(xix) The consequence of a type 2 risk in relation to this report and the proposals that are to follow; is that changing the organisation at a later date when the opportunities we are seeking to take advantage of have moved on could be much more costly and damaging for us. The external demands of the policy changes from the new government and the financial reductions we will have to find show no sign of slowing down or reducing, indeed they seem to be accelerating. Cabinet will need to consider the cost of change now in all its dimensions or a possible much increased cost at a later date.

9.RECOMMENDATION

Cabinet is asked to note and agree as appropriate the proposals put forward in this report and to note that further recommendations will follow in the supplementary report.

Note: *This report will also be discussed at a meeting of the Scrutiny Board which is taking place on 11 October on the rising of the Cabinet meeting and a meeting of the Cabinet Scrutiny Committee taking place on Friday 15 October 2010*

Background documents: The First Bold step Informal consultation document

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Change to keep succeeding Appendix 1

The challenges facing us

1. As described in the Cabinet report already circulated, KCC is facing; along with all other local authorities and public service agencies, an unprecedented level of and pace of change. The challenges facing the Council arise from three main sources.
 - From the changing patterns of needs and demands from service users and local residents.
 - From the financial reductions that are being applied to public spending generally.
 - From the fundamental changes planned by the Government to public sector policy and our own new policy ambitions in the draft medium term plan “Bold Steps for Kent”.
2. The needs and demands of our public do change and are changing rapidly and if we are not equally nimble in responding to them we can appear rigid or fixed in terms of the style of our service delivery and our ability to change our cost base. The demographic changes we are facing in Kent are significant enough on their own but they accompany further social and economic change as well as the fast paced changes in local peoples’ use of media technologies such as Face Book campaigns, electronic petitions and the widespread use of direct contact email. KCC has embraced the transparency agenda and this will yield further avenues for media technologies to engage with the delivery of our services and our functioning as a Council.

The demographic challenge

3. Over the next eighteen years the total population in Kent is predicted to increase by 18%, which is higher than the growth predicted for the whole of England and the South East. The particular population growth trend that we need to be mindful of in thinking and planning for our future is the growth of the over 85 population. At one level this should be absolutely celebrated as many more people are living past this age than ever before.
4. Over the next eighteen years the percentage of over 85’s in our total Kent population will increase by 99% from a population of 38,700 to 77,400. (ONS – 2008 –based sub national population projections) In contrast our younger population group of 4-10 year olds only increases by 12% between 2009 and 2019 and then remains constant after that.
5. This clearly has major issues for a wide range of services we provide and certainly is not restricted in its impact to adult social care services. The principle that its not just adding years to life but life to those years means each of our services must think very hard how we address this significant increase in our over 85 population.

The service delivery challenge

6. Essentially, future needs and demands for public services will differ in character from those of today – they will not simply differ in the level or amount we deliver. People want more appropriate, more flexible, more personally tailored and responsive services. They want more self-organised services and they expect, wherever practicable, for services to be made available online. How people privately consume goods and services will continue to influence their expectations of our services.
7. In order for us to be able to meet our future challenges, KCC, local government, indeed all public institutions and agencies will need to be more agile in how they organise themselves. The stress will rightly be on redesigning services, on reshaping the systems of service delivery, and on revising “service user pathways” such as in care for elderly people with specific conditions, and really maximising the use of the latent potential of our Gateways. But to do so will require us to be much more flexible in how we finance our services and how we shape our functions and activities. We must also be very clear this does not simply apply to how we work on our own, but increasingly we will be working with our partners and we will need to be flexible and agile in those many differing types of relationships that will emerge.
8. Eight briefing sessions with 219 of the Council’s managers have taken place over the informal consultation period. We have discussed the changes that the Council will have to face over the next period. We have also discussed between us the new policies that the Coalition Government is introducing. Members will see from Appendix 2, a summary of the responses from those sessions. One of the very consistent themes raised in those discussions was the impact from the level of financial reductions that we have to plan for and contemplate ahead of the 20th October CSR announcement and also the effects that this could have on local jobs and services in our county.

The financial challenge

9. The Government have adopted a broad plan for public sector reductions. The current plan is for 85 per cent of the planned reductions to come from public spending cuts. The period of private sector recession of 2008-9 is being followed by period of public sector retrenchment from 2010-14.
10. At the very broadest level this presents a background of considerable uncertainty for KCC and its public sector partners in the county, all of whom face the challenge of planning for this future. Nationally local government has had to deliver efficiencies of around 3% a year. As an excellent authority KCC has delivered above that level at around 4% a year. This has required significant focus and activity by the organisation and Members. The level of reductions we are expecting from the CSR announcement translates roughly into reducing our spending by up to eight per cent each year for the coming three years.
11. Efficiencies of three or four per cent can be planned for by way of productivity improvements and the like. Ongoing cumulative reductions of eight per cent are significantly much more demanding – to determine, and then to implement.

12. They require some bold steps to be taken.

The policy challenge

13. The Coalition Government has published an ambitious agenda for fundamentally altering the nature of public service in this country. It has resonated very closely with the future vision for public services that the County Council set out in the Leader's paper "Bold Steps for Radical Reform" in January 2010.
14. Kent's history of innovation, delivery of quality services and strong relationships with Whitehall places us in an enviable position to develop many of these new ideas and bring additional advantages for example through investment in new service models, by a government willing to see its ideas being tested and trialled. All throughout the meetings with managers their willingness to try new ideas and pride in the history of innovation and entrepreneurialism of their Council was very evident and staff are getting ready to step up to these new challenges.
15. The fact that we have two externally driven major changes of a policy framework and a financial framework is significant. We must avoid the pressure of such a reduction in our funding to feel that the future has to be one of managed decline and a timid future then emerging.
16. This point was raised in the consultation process and many staff opted for creating a new future and not just face an endless "salami slicing" of Council services. Their responses are very true to a core aspect of KCC – that of facing up to our future and changing it for the better. That characteristic will be essential for us going forward and managing these challenges. We need to be able to take advantage of the new ideas that are emerging about public services and really offer a different future for public services in Kent. These draft structure proposals aim to enable that capacity to be in place as soon as possible and to aid the financial reductions we must face.
17. The structure charts that are included with this report for Cabinet to approve as a consultation draft for the organisation and our partners, attempt to capture the challenges we face and to enable the County Council to fully respond to the new opportunities in the changing financial and policy environment both from our own draft medium term plan "Bold Steps for Kent" and the Government's radical agenda.
18. A series of design principles were developed and circulated in a leaflet "The first bold step" to all staff to create a debate about what was facing us as a Council and whether we are currently organised and operating in a way that enables us to deal with that future in the most effective manner. The summary of the comments received back from staff is attached at Appendix 2. There are a wide range of comments, both critical and supportive and I have responded to each, full copies of which are available in the Member's Information Point as well as to each Member of Cabinet and the Scrutiny Boards overseeing this report. Overall there is a positive sense of energy and desire to change some of the ways that we operate as an organisation, most

notably on how we connect internally and operate as one organisation. Many of the design principles were supported and they have shaped the draft structure proposals placed before Members today.

19. The changing nature of the delivery of public services will require KCC to think very carefully about the current way it is organised. As recently as Sunday 3rd October the Secretary of State for Communities and Local Government – Eric Pickles MP made a statement of how local government must end duplication and increase its productivity, He urged us all to share more services between Councils and between other public agencies. The proposals in this restructure rise to the challenge that the Secretary of State has thrown out to all local government in ensuring we are joining ourselves up as an organisation and making the use of our internal systems much more productive. This will enable an easier connection to be made as one Council with partners when needing to join up services together.
20. It will also enable us to create new forms of service delivery vehicles with our key partners in Schools and with GP's. It will also help us to deliver more effectively in localities, joining decision making with our other partners in District Councils, the Police and Health and other local organisations to really tailor our services to the particular needs of that locality. The intention is that this locality approach does not stop at the district level but can explore closer delivery with our parish and town Councils and in local neighbourhoods.
21. All of this is exactly in line with the Secretary of State's determined vision for the future of local government delivery. On coming into office the Secretary of State declared his priorities to be;

"localism, localism and localism – but not necessarily in that order".
22. In the face of that drive to join up and also increase our productivity; how we internally organise our business support resources also needs to alter so that we are connected and integrated as one organisation. We can then become much more efficient and productive in how we use those systems and processes – a "one pass" approach and (leading to much more effective and coherent) can then effectively integrate with others.

Explanation of the structure in general and process for staff impacted

23. In addition to the text below which describes the main themes that the proposed structure is attempting to deliver, it may be helpful for Members to look at the structure diagrams. These are portrayed in two ways, a traditional organogram of posts and reporting lines showing the whole Council and a more detailed picture outlining the top two tiers of management posts in each proposed Directorate that are directly impacted by this proposed restructure consultation. The array of functions that are shown (in the grid boxes) for that Directorate then would lie within their areas of responsibility if those senior posts at first and second tier were approved. Please note these are not all current service teams but also denote capacity and functions that will need to be created.
24. Please also note that the areas described as functions and any staff or managers within those are **not** affected at this stage by any of these restructure proposals. If at a later stage further re-organisation is required then that will be dealt with, within the terms and conditions of the KCC's

employment policies. Appendix 5 of this report lists the current senior management posts that are directly impacted by these draft structure proposals. It needs to be explicitly understood that these are the **only** posts which are affected by this process.

25. Those post holders are **not** placed formally at risk by this consultation process. That can only happen if and when Members take their final decision on the proposals at the Full Council meeting on the 16th December. It will only be at that stage that it will be possible to determine whether any of the current posts have altered significantly and therefore whether any of the post holders are then formally at risk. The Director of Personnel and Development and the Group Managing Director will be writing formally to all senior officers directly impacted by this process on Friday 15th October following the outcome of Cabinet Scrutiny Board. Formal consultation can only begin following the outcome of that meeting. However all senior staff are being briefed on the morning of the 11th October so that they are fully aware of the draft structure proposals and can ask any additional information about the process that they require. The Corporate Management Team have also all been informed of these proposals on Friday 8th October, either in a meeting or by receiving copies of the proposals due to other meetings preventing them attending.
26. It is very important to be aware that the posts at the second tier level do **not** all carry the same level of seniority, size of job or price tag for that job. The inclusion of director level posts in this way represents the first visible sign of implementing the design principle of a flatter structure leading to fewer management tiers between the top of the organisation and the front line.
27. There are a number of posts that have been designated “director” that have a very singular focus such as waste and procurement. These have been included in the most senior tiers of management as they are such significant areas for the Council and to give them a very clear focus and priority.
28. By virtue of the design principle that was endorsed by staff, this structure is aiming to connect all business support services together in one Directorate serving the whole of the Council. There are two posts in that Directorate however that are also members of the Corporate Management Team with the same first tier status as the Corporate Directors leading Directorates. These two posts are Corporate Director Finance and Corporate Director Human Resources. The reporting lines and day to day operational activity of these two divisions need to be part of the Business Strategy and Support Directorate but they play such a significant role in the life of this authority that they will be formally members of the Corporate Management team and enable to enact their strategic role in full. It is also critical for the statutory role of the Chief Finance Officer post that it is a member of the Corporate Management Team in order to be able to fulfil its duty.
29. The Corporate Director Business Strategy and Support has also been designated as Deputy Managing Director. This will ensure continuity of organisational leadership in the absence of the Managing Director. The current job title of the post of Group Managing Director is proposed to be altered through this process to Managing Director. This is now possible due to the other Directorates being re-titled away from being Managing Directors in their own right and also denoting the one Council – one organisation design principle.

Detail regarding the role of the Corporate Director

30. The post of Corporate Director denotes the most senior tier – first tier of management in the authority and membership of the Corporate Management Team. The Corporate Director along with all other first and second tier posts will share identical responsibilities in their job descriptions in regard to overarching responsibilities for being focused on; our customers, working with partners, leading services, leading people, performance, finance and risk. In addition they will also have the specialist responsibilities in line with their Directorate's functions.
31. The Corporate Director is the overall managerial head of the Directorate and as such has a key responsibility for ensuring its smooth running. The post has to have a strong relationship with the business partners who will support the operation of that Directorate. The Corporate Director is also a strategic policy client initiating the development of major policy via the Director of Business Strategy and the resources in that division and in close liaison with their Cabinet portfolio holder. The design of the business strategy division is to ensure a holistic approach can be taken to policy and strategy development in the Council and that the staff working there are able to cross fertilise ideas and develop their thinking in the broadest context of the direction of the Council as a whole.
32. Corporate Directors will still as happens currently take the lead on a number of cross cutting issues and themes that are critical for the smooth running of the organisation. Health and Safety and Equalities are two very obvious areas of work that both require the most senior posts in the authority to champion.
33. Those Directors and Corporate Directors who have responsibility for the business partner relationships for their particular functions with other Directorates are also designated "Heads of Profession". This covers finance, human resources, property, IT, communications, consultation and engagement. The Director of Governance and Assurance is also the Head of Profession for legal services.
34. The Chief Officer Group has been redesigned over these last three months into a Corporate Management team (CMT) and its new way of working is in line with the design principles. It will be a key element in ensuring effective corporate working and that new silos don't replace the old.
35. CMT's role is primarily in two areas. One is giving advice to Members. In large-scale multi-functional local government there are, inevitably, competing claims for resources, assets, facilities, services and political attention. In this context one key feature of corporate management is the requirement to advise Members on how best to balance differing interests and how best to weigh competing claims. Members may require a plurality of views but these must first be considered through a corporate lens – policy, service and managerial issues need to be considered in the round and not simply through the prism of one singular service domain. This if not counteracted can be a major driver of silo behaviour.
36. The other is managerial leadership. The Council's services, functions and activities are all directed to improve outcomes for the people of Kent. The Council's top team are collectively responsible for the coherence of management direction and controls – operationally, strategically and

corporately. The team is responsible for overall results, the stewardship of resources, the Council's corporate reputation and its effective risk management (results, resources, reputation and risks).

37. The Chief Officer Group whilst it has clearly undertaken a number of the above roles in the past has not operated as explicitly as the new terms of reference of the Corporate Management Team describe. This new Corporate Management Team role is critical for the smooth operation of the new operating framework of the authority.
38. In the face of all our challenges the Corporate Management Team must absolutely share one responsibility that of explicitly challenging all our areas of service and practice to ensure we are truly delivering the best we can. This is not just a question of ensuring that the things we are doing are being done in the right way. But also in the light of the significant financial, and policy changes both nationally and of our own volition that we are now doing the right things.

Delivering the new vision of the authority – delivering the design principles

39. It may seem odd in a report to Members that is primarily about draft structure proposals to say that the future operating framework cannot just be about a structure. Throughout the consultation and in the manager's meetings, we have discussed a way of looking at the organisation through a number of areas, one of which is the structure. We have also discussed the style of the Council – how it works, the systems we use, our shared values, the skills, our staff need, etc. Staff strongly responded to this and have endorsed that we need to develop other aspects of the way we work and organise ourselves and not solely focus on the structural arrangements of services and reporting lines as important as they are.
40. The earlier report that was circulated to Cabinet refers to the development of a new set of shared values and workplace behaviours that will be designed by staff for staff. This too has been welcomed in the feedback as a means of engaging the Council and making the design principles really come to life in our day to day interactions.
41. The Council will shortly be consulting on its draft medium term plan "Bold Steps for Kent". The outline of this was captured in the first design principle which shared with staff the three proposed ambitions for Kent; to grow the economy, tackle disadvantage and put citizens in control. The way we will work to deliver that, will be through operating as one Council and very much focused on the localities of Kent with our partners. The role of KCC in speaking out for the whole of Kent and its needs is also captured in this principle and the need for us to stand up for our county and ensure our needs and demands are clearly understood.
42. The structure proposals have been developed in line with the thinking in "Bold Steps for Kent" and will strongly support the new ambitions and provide capacity to implement the direction of travel for public services in KCC and the whole of Kent that is outlined in there.
43. **Draft proposals for consultation on the future structure of Kent County Council**

44. It is proposed to create five Directorates – Business Strategy and Support, Customer and Communities, Enterprise, Families, Health and Social Care and Education, Learning and Skills. These Directorates aim to deliver the design principles that have been consulted upon with staff. (see Appendix 2)
45. They are also intended to reflect the three draft Council and county wide ambitions contained within the draft medium term plan “Bold Steps for Kent”. These are 1. Growing the Economy – Enterprise Directorate, 2. Tackling Disadvantage – Education, Learning and Skills Directorate and Families, Health and Social Care Directorate and 3. Putting the Citizen in Control – Customer and Communities Directorate. The Business Strategy and Support Directorate contains the policy development and intelligence function for the whole Council and contributes overall to the whole plan. These descriptions are not intended to suggest that the other Directorates would not contribute to any of the other ambitions but to show a correlation between their focus and the Council’s ambitions for the future.
46. One of the design principles was to enable the Council to work as a more integrated organisation rather than as a series of federated services. This is an essential shift if we are going to be able to focus completely on the delivery of “Bold Steps for Kent” and those three overarching ambitions. It is also an essential shift if we are to be able to channel our delivery into a series of locality delivery boards and the integrated frontline of the authority to meet the pattern of service delivery that local people require at the price we can afford.

Education, Learning and Skills Directorate

47. Overall the Directorate will focus upon ensuring strategic leadership and the County Council’s championship of high quality learning opportunities from early years through to 19+. It will make sure that there is genuine choice and diversity in provision to meet the needs and aspirations of all children, young people, and parents, with information advice and guidance so they can make the appropriate choices. It will coordinate and facilitate collaborative working amongst schools, keeping Kent at the leading edge of educational practice. It will also ensure the coordination of admissions, home to school transport, special needs education and link closely with the children's services team to ensure every child is attending and flourishing in school. Finally it will be keeping a very close eye on standards and achievement, making sure support and intervention is there when required.
48. Capacity has been created within the proposed Directorate to develop with our community of Schools, Head teachers and Governors, a number of new vehicles to provide them with continuing professional development, school improvement, curriculum development and a really strong range of school support services which many of them access currently. It is envisaged that this type of new vehicle will enable us to support both the thinking of the new Department of Education in the greater independence they wish to see schools having and also to continue to support the large number of Kent schools who currently value a very close working relationship with us. This model as a “best of both worlds” approach has been broadly welcomed in recent meetings with head teachers.
49. The proposed Directorate also signals a move to recognise the new policy thinking within the Department of Education on the “every child matters”

policy framework of integrated children's services. There have been significant advantages gained from this policy framework. There have however been some losses mostly in the relationship with adult social services in terms of being able to conduct a real integrated assessment and develop properly integrated continuous care pathways for clients. The proposed structure tries to rebalance our service delivery models so that we are able to regain these elements and also retain the excellent work that has been done to date in this county on the integration of children's services.

50. The current Children, Families and Education Directorate has re-organised itself to ensure in the twelve district areas of our county, there are integrated children's services for school support, children's social care services and preventative services such as children's centres. These operate with a series of twelve locality boards and an over arching Kent Children's Trust Board. This is a valuable forerunner of the thinking that is being proposed within the draft medium term plan "Bold Steps for Kent" and the 12 locality district boards and it will be essential to learn from its experiences in the development of the model being proposed for the whole Council.
51. The proposal in this draft structure is to support and maintain those links in the localities of integrated children's services but to designate the line management "home" of targeted Children's services as the proposed Families, Health and Social Care Directorate. Throughout the proposed consultation period there will be a number of bills and white papers published by the Government. Amongst them is expected to be an Education White Paper. This will give us further guidance on what the residual statutory duties of the local authority are likely to be in regard to education and may also discuss what the future statutory role of the Director of Children's Services could be. The consultation period should allow enough time to take into account any proposed changes and give us the flexibility to respond.
52. Bearing in mind the current statutory requirements, it is proposed that a protocol be produced to ensure that the accountability of the Director of Children's Services is properly maintained and not fettered by a different reporting line arrangement. The reporting links to the statutory role of the Lead Member must also be maintained pending any national review. The current statutory guidance on the role of the DCS does not insist that there has to be a direct reporting relationship of these posts.

Families, Health and Social Care Directorate

53. This Directorate will focus on the continued delivery of high quality adult social care services; develop a new model of integrated delivery of social care with our health partners and others, develop the new role of Public Health and work to ensure the Council is able to support the GP practices in the county facing their new agenda as commissioners. The Directorate will maintain the high standards of care practice for children and continue to champion safeguarding for adults and children throughout all the Council's services. It will also seek to deliver new models of more integrated assessment and care pathways with the addition of the children's services division and commissioning, assurance and delivery of services for other vulnerable groups.
54. The draft structure proposals for this Directorate show this as the new home of the Director of Children's Services and the line management arrangements

and the locality connections to integrated children's services as described above. It must be emphasised that the dotted line is to represent a real living relationship of the services across these two Directorates.

55. This Directorate is also home to the significant range of adult social care services that are provided by the Council, both their commissioning and provision. The future of direct delivery and possible integration with health services or with other models of delivery are very current. The role of Transition Director in this Directorate is to enable the future model of service delivery to be developed for Members and also to ensure the new relationship with the GP's and their responsibilities under the Health White Paper can be properly developed.
56. Safeguarding is a critical issue for all services in the Council but most notably for adult and children's social care services. Whilst the personal responsibility and activities within the different social care teams – adults and children's, will continue unaffected, there is potential to draw together the support services to the safeguarding boards, training and promotion and the commissioning of and oversight of any investigative work that may need to happen. Whilst adults and children's safeguarding practice have a different legal basis, there are many similarities within the culture, approach and core workload of these different teams to promote and ensure safeguarding is a live issue for all our staff. The function would also be expected to look across the Council and raise the profile of safeguarding for everyone.
57. In this Directorate there is also the role of the joint post of the Director of Public Health. The post holder at present is shared between the two primary care trusts in Kent – Eastern and Coastal Kent and West Kent and ourselves. We share a third of the costs of the post each. The national changes proposed by the Department of Health are as wide ranging as the national policy changes to education. It is certainly one of the most significant policy proposals of this Government. Health is being redesigned to move the majority of commissioning decisions into GP practices, new roles for local authorities are being developed and new roles at a national commissioning body level are also being developed.
58. Kent County Council has a proud history of involvement with health and pioneered the development of Health Watch which has been mirrored by the Government in their new policy framework. We will need to see the Public Health White Paper when it is published and the further detail that will emerge from the Department of Health over the next few months as to how this role will develop. There are very likely to be many changes in this area that we will need to discuss with Members as and when the picture becomes clear.
59. Within this Directorate there is also a new division headed by a Director of Supporting People. This division is intended to house significant commissioning activity to vulnerable groups, via the supporting people commissioning body we have, for children's health and for children's social care. There is also the critical role closely related to commissioning as a function, that of quality assuring the delivery of social care. The safeguarding new function has been referred to above and will be placed here. Youth Offending and KDAAT whilst needing to retain their existing links to the community safety function will focus on delivering particular support to the vulnerable people in need of those particular services.

Enterprise Directorate

60. Overall this Directorate focuses upon three key areas, the delivery of the regeneration of our county, the planning and environment issues that are associated with that and the delivery of major contracts that affect every single resident in Kent.
61. Growing the Economy is one of the three proposed Council and county wide ambitions in the new draft medium term plan “Bold Steps for Kent”. The County Council has made a bid with Essex to create a Local Enterprise Partnership to really drive the growth of the two very significant economies in the south east. The Government has announced the £1bn Growth Fund that we will seek to access for significant work in the LEP. We will continue to invest monies ourselves as a Council in growth activity. We have also made a very strong bid to HM Treasury as part of a place based budgeting bid for the nationally controlled funding stream that is spent within our county.
62. This bid if successful will enable us to decide how that money is most effectively spent. The delivery of this integrated funding stream will be from this Directorate. The regeneration policy development will be led from the Business Strategy and Support Directorate as part of the overall integrated policy unit and will commission this work in the Enterprise Directorate in consultation with the Cabinet Member and Corporate Director for Enterprise. This integrated approach to policy development supports the concept of the “one Council” that ensures that any major initiative is thought through in the context of the whole Council and not just a part.
63. Our highways and waste disposal services are essential in maintaining the quality of life in our county and the smooth passage of all our residents in their daily lives. These are mostly “invisible” services in that their actual provision by the County Council is often invisible to the residents that use them day to day but they are critical and fundamental services to all of us. They become instantly visible and a very high priority if things are not working smoothly. The focus of these two divisions – Highways and Waste will be to ensure just that and that we take forward the very exciting waste agenda that we have embarked upon with our District and Borough colleagues.
64. The Directorate also houses the development control and environment activity of the Council, our keen focus on the rural parts of our county and of course our coastline. The quality of the environment of Kent is very precious to this Council and the very many people visiting and living in the county and this will be a key role for this Directorate to be able to continue to develop partnerships and invest in these services at a time of real financial pressure for the authority.
65. The Directorate will also newly house the re-purposed commercial services operation we have but it will be housed with other services where we believe there could be a significant advantage if those services could be developed in a different way.
66. This should not be presumed to be on the same business model as our current very successful commercial services division that has operated to date. The Coalition Government is encouraging the public sector to develop a wide range of new and alternative vehicles for public service delivery – social enterprises, employee buy outs, mutuals, joint ventures etc, which will all

contribute strongly to local economic growth and enterprise. This division will help the Council to explore these models. As the Prime Minister said on 6th October

“The countries that succeed will be those that find new ways of doing things, new ways of harnessing the common good, better alternatives to the old-fashioned state. I am saying to the people who work in our public services - set up as a co-operative, be your own boss, do things your way. I am saying to business, faith groups, charities, social enterprises – come in and provide a great service.”

67. This division will also house the project resources for the major regeneration activity that may continue to be invested in by us and our partners. As explained above it will also provide the engine room for any implementation of combined expenditure if we are successful in our Place Based Budgeting proposal on regeneration monies spent in Kent. We will learn more about that after the 20th October and the spending review announcement.

Customer and Communities Directorate

68. The purpose of this Directorate can be summed up very simply as owning the “front line” for the whole Council. It could be thought of as a “Directorate of the front line” – and by that we mean both the physical buildings, the call centre and web access. The Council has made a significant investment over recent years in the Gateways – jointly run with our partners. This has been nationally recognised as excellent practice. This Directorate will have a clear focus on developing the Gateway model across all our public access buildings and re-engineering services to take full advantage of delivering an integrated front line to the public and delivering savings from that.
69. The Directorate will also be home to a range of services that share a similar characteristic in that the public choose to use them – i.e. “they come to us”. In addition to the Gateways, there are the registrar service, libraries and our parks. It will also house key strategic services for the Council from community safety and public protection to adult learning, skills and youth services. These services have a particular significance in relation to the Kent economy.
70. This will require a significant change programme to re-engineer services so that the reality of the frontline service can really fulfil the vision of the Gateway model. There are also a number of new approaches to service delivery that will need development. The draft medium term plan “Bold Steps for Kent” contains a proposal to create locality delivery boards. The intention is to pilot a number of these next April. A resource will need to be created to develop these pilots. We have also made two further place based budgeting bids one building on the leading edge work on the Margate Task Force and another building on earlier work around offender management that paved the way for many of the Total Place pilots that then took place nationally. If these bids are successful then the activity will be driven from here. This division is also home to KCC’s commitment to create the Big Society. “Bold Steps for Kent” raises a number of ideas such as a Big Society Bank, working more closely with volunteers etc, and all this work will be developed from here.
71. The Directorate will also be home to the new integrated division of Communications, Consultation and Community Engagement. This is a key design principle that has been warmly welcomed. Concerns have been raised

about needing to ensure flexibility in communicating to different groups and this is acknowledged in the design principle itself. This division will also co-ordinate all external consultation activity and will also connect the engagement activity that takes place with all areas of Kent but at present is not internally as connected as it could be. We are losing the opportunity to add a whole Council value to this engagement. Further work will be needed to establish what connections with the teams currently involved in community engagement should look like and how embedded in Directorates or drawn together in this division the service should be.

Business Strategy & Support Directorate

72. The provision of a sound, efficient corporate support and strategy function is an essential component in enabling the effective operation of KCC as a public service provider delivering a range of services to the community. Therefore whilst the role of this area of business is self-evident – *how* it is set up and the business model it follows invariably depends on the wider political, financial and policy pressures the organisation must respond to.

73. In responding to the increasingly clear direction set by the Coalition Government for the future of public services it is clear that a number of key principles are critical success factors

- Efficiency
- Effectiveness
- Customer Experience
- Intelligent commissioning
- Engagement

74. Priorities will now have to be set across and between different services – rather than simply within them - in order to deliver the size of the financial savings required by the Treasury. The challenge will not be to become more efficient at doing what is currently being done, but to focus resources on doing the right things. This will require the political and managerial leadership of the authority to continually evaluate what services to provide, how they should be delivered,

75. The role of BSS therefore must be to structure itself and its business model around meeting the changed needs of the organisation – it must therefore:

- Continue to provide transactional support services, but seek to provide these at ever-lower cost to the organisation.
- Support the political and managerial leadership in its strategic decision making role in regard to the prioritisation and value of services.

76. These core activities are the driving force behind structural changes that provide support for:

- A clear separation of the activities that are about ‘deciding’ what should be provided from those responsible for providing services
- An overall reduction in layers of management
- Professional and technical support services and resources to be delivered from a single point and not replicated in individual services
- Priorities to be set in relation to the identified needs based on independent, sound, accurate, reliable data.

77. Therefore central to ensuring KCC is fit for the future is the need for a strong corporate function to offer clear intelligence and effective controls for the organisation in support of its strategic decision-making role, whilst professional, technical and other support services are grouped together to provide consistency, economies of scale and remove unnecessary duplication.
78. Within this Directorate is a new business strategy division. The division would undertake high-quality policy analysis, to provide in-depth professional advice in support of Cabinet and CMT in their strategic decision-making role. The division would act as an integral driving force behind the decisions of Cabinet/CMT, with the functions to ensure they have the capacity to provide the full range of analysis and advice required.
79. This will be a mix of generalist and service specialists networked into the service delivery, partnerships and national and local government policy framework that are able to provide sound evidence based advice and judgement on service policy questions and opportunities in support of Cabinet and CMT. This policy function handles both strategic and specialist policy activities to support the business of the Council, including strategic and spatial planning, regeneration, social and education policy. In addition this function would allow Directorates to access high quality, professional policy advice and support, from specialists with service specific-knowledge. It would also provide the capacity for specific one-off pieces of work on behalf of Cabinet/CMT, as and when the need arises.
80. Partnerships work would be directed by, and inform, organisational strategy in a way that is targeted towards specific objectives. Delivering through and with partners will be a core requirement over the medium to long term and the management and support of partnership arrangements to drive this agenda forward needs to be mainstreamed into the strategic decision making process of the authority.
81. The Business Intelligence Unit would focus on providing the information and research capability that drives meaningful and effective prioritisation and decision making. The logic behind this is both the fundamental role they play in effective, evidence-based strategy & prioritisation, and the critical mass of core skills sets required for these functions.
- Horizon scanning
 - Knowledge management
 - Needs/ demands analysis function
82. Monitoring and management of KCC's progress against strategic objectives as set by Cabinet/CMT. Working closely with the business review and audit functions, Performance Management will provide the strategic decision-makers of the organisation and external regulators with robust, timely information about how well services are performing, identified reasons for performance variance and options and solutions open to resolve against poor performance. The information gathered by the function will also feed into the analysis and prioritise phases of strategic decision-making, by allowing Cabinet/CMT to gain a holistic understanding of what is working well and what isn't.
83. The corporate and business support to all the Directorates of the authority will be conducted through this Directorate. This includes the key support functions

that underpin the business of the whole authority (Finance, Information Technology, Law, HR and Property) as well as governance and democratic support. The overriding objective should be for all our support functions to be provided at the lowest possible cost whilst meeting appropriate business need. Economies of scale require and a 'one Council' approach necessitates the continued provision of support services in Directorates no longer can be afforded. Effective market understanding and sound commissioning / procurement skills should ensure an ability of corporate support services to cater for even the most service specific of Directorate requirements.

84. In order to make the model work all corporate support functions should be grouped together. However, a strategic interface does not necessarily mean that support functions would be delivered to a one-size-fits-all business model. Different support services to different services must recognise their different market conditions and complexities which mean there may be different business solutions as to the most cost effective way to provide these services to the organisation. For any support service there are a number of business models that will be explored by service managers to ensure provision in the most effective way. These will be explored throughout this consultation period.
85. As mentioned earlier in the report there are two Corporate Directors also housed within this Directorate. They are first tier officers who are Members of the Corporate Management Team providing strategic advice and guidance to the operation of the whole authority. They also deliver significant operational activity that supports the smooth running of the whole Council. Therefore on the basis of the design principle they need to be based here. The two statutory posts that reside in this Directorate (Monitoring Officer and Chief Financial Officer) have at all times a clear and direct relationship with the Managing Director even though there is no direct reporting relationship.
86. The post of Director of Governance and Assurance has been created so to reflect the increased need of the authority to build upon its current governance environment and to ensure in the light of the very significant changes both policy wise and financially that we are facing, the Council is spending its money wisely and taking its decision well. It is also intended over time to explore how we could develop our currently very successful legal services into a company
87. Property continues as a division in this structure but will change to become the corporate landlord and home of all the Council's capital development activity.
88. The HR Division will also draw together all the learning and development activity currently undertaken within Directorates to achieve greater economies of scale and coherence within the development programmes of the Council's staff. Some of this training is also directed at the Council's partners and wider related workforces. This will of course be maintained through this new function.

Conclusion

89. Cabinet have before them a draft proposed structure for consultation and new ways of working within the Council. There are also actions contained within

the previous report that will enable us to ensure that we can shape the whole of the Council's operating environment and not just the "reporting lines".

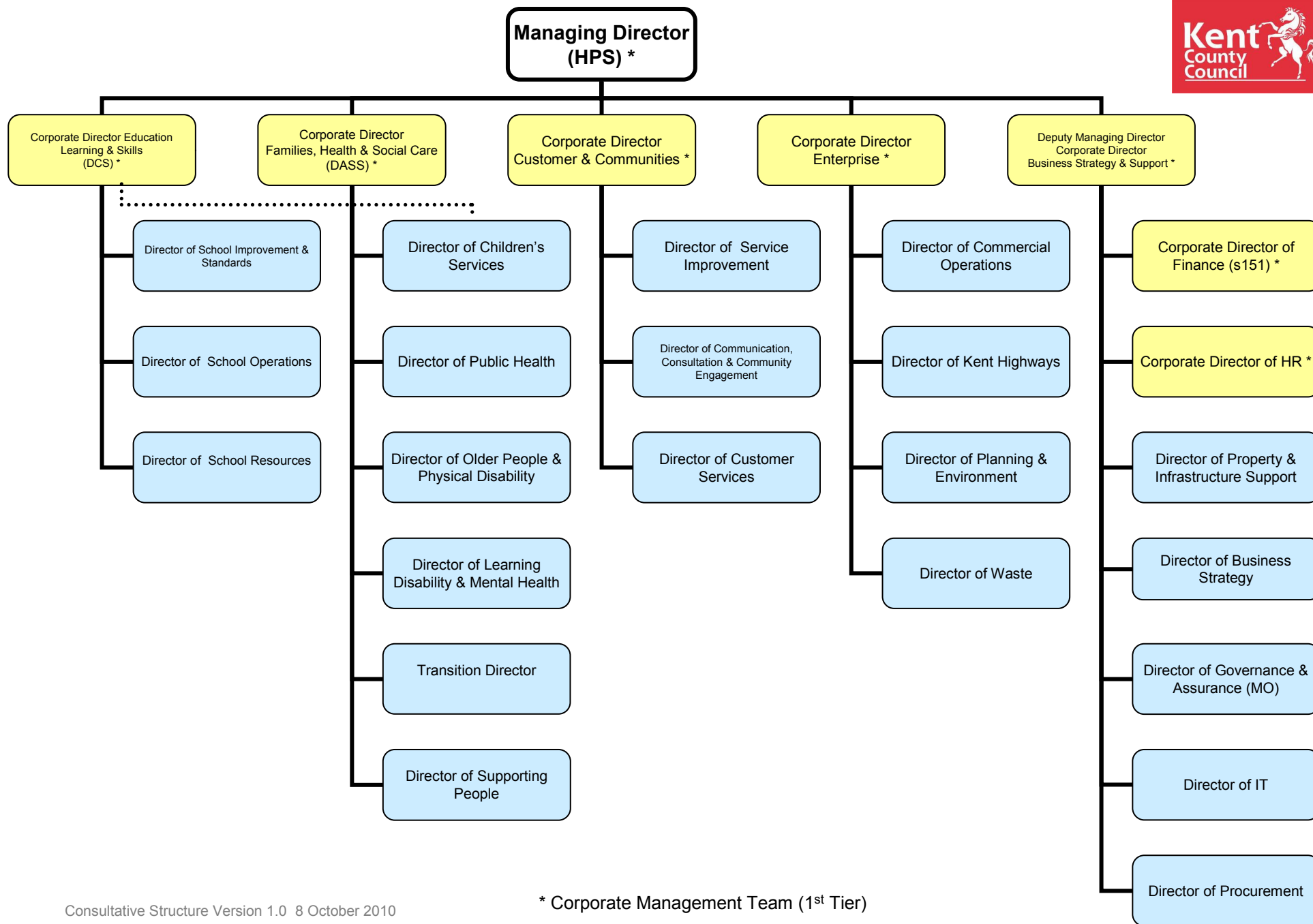
90. There have been three weeks of consultation with staff and eight meetings with 219 managers to assess whether in the face of all that we see in the future – policy changes both here and nationally and financial changes to name a few – we are still fit for purpose in our current arrangements.
91. The Managing Directors and Executive Directors and Director of Finance and HR have had a number of 1:1 meetings with the Group Managing Director about these ideas and have had two meetings as sub groups of CMT (due to annual leave) on 1st September and the 8th September and one CMT discussion on the final draft this week – 5th October. It is a very difficult balancing act being both consultee and affected by a developing process and being able to fully discuss matters in a personally disinterested way. I do acknowledge that some members of CMT would have liked more involvement. However I believe the way it has been structured has enabled them to properly influence my advice to Cabinet.
92. A wide range of views have been received, and overall although Members can clearly judge for themselves from the feedback that they have it is my view there is a broad level of support for change and a recognition that we cannot stay the same.
93. Many of them say – "let's see what we could change into" and these draft structure proposals offer that alternative view. This is a genuine consultation and many of the early ideas on what the structure could look like have been altered by the feedback received so far.
94. A risk register is attached as Appendix 3 for Cabinet's assessment in their consideration of their decision to proceed with this consultation. It is important that this is fully considered in the decision process.
95. There are two particular types of risk that Cabinet must consider. There are the type 1 risks that are very clearly laid out in the register and the mitigating actions that are in place or are proposed. There are also the type two risks that if we do not take this decision now – what are the consequences of not acting in the light of all the challenges we face. If this is as successful as it is believed and will position the Council to be able to deal with its challenges in a stronger and more effective way than if we stay as we are – what additional benefits and opportunities do we risk for the people of Kent and our staff.
96. A community impact assessment is also contained as Appendix 4 assessing the implications and impact of this decision to formally consult on a new structure.
97. In the previous report to Cabinet already circulated paragraph 7. ii) indicates that this restructure must of course contribute to the savings that the council needs to make in response to the CSR shortly to be announced. It is also recognised good practice for any organisation to be constantly assessing whether its managerial overheads are at the right price and are organised in the most cost effective way for the current and developing circumstances for that organisation. At this stage it is not possible to accurately quantify a amount- although human resources estimate a potential saving of at least £500,000 from these proposals.

98. Whilst that is undeniably useful, what is much more important is whether or not the council's structure and its managerial resources are organised in the best way possible to deliver the quantum of savings that we know we must.

The real value in this redesign is that it provides the platform as we work through the changes for major savings to be delivered.

99. I commend these draft structure proposals to Cabinet to endorse for formal consultation until the 3rd December 2010. The outcome of that consultation process will then be brought before Full Council for its decision on the 16th December 2010.

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**CORPORATE DIRECTOR
Education, Learning & Skills
(DCS)**

Director of School Improvement & Standards	Director of School Operations	Director of School Resources	Dotted line relationship to Director of Children's Services
Early years and Childcare Standards and School Improvement * Primary School Improvement * Secondary school improvement * Special school improvement Standards and School Improvement 14-19 Entitlement Careers guidance Connexions	Association of Schools Governor Services Information and support for parents Financial Awards Admissions & Transport commissioning Attendance and Behaviour Assessment of Learners with Additional Needs Planning & Provision Children and YP disability (including SEN, health assessment and transition planning) Educational Psychology Specialist services	Education finance, Schools personnel service Development of a schools company/vehicle to include: Property Personnel Traded services Continuous professional development School improvement service	This means that connections are maintained to the team around the child and the team around the school Links with the 12 district teams, locality boards and the Children's Trust

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

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**CORPORATE DIRECTOR
Families, Health & Social Care
(DASS)**

Director of Supporting People	Director of Children's Services (dotted line to DCS)	Director of Older People & Physical Disability	Director of Learning Disability & Mental Health	Transition Director	Director of Public Health
Youth Offending service (dotted line to youth service & link to attendance & behaviour service) Child Health Commissioning Commissioning of specialist care Quality assurance of health and social care Safeguarding Adults and Children Supporting People KDAAT	Children's Services West Kent (Initial duty and assessment, child protection and long term care, prevention including children's centres) Children's Services East Kent (ditto) Children's Services Mid Kent (ditto) Corporate Parenting (includes, including adoption and fostering, Unaccompanied Asylum Seeking Children and care leavers) Links with the 12 district teams, locality boards and the Children's Trust (joint commissioning with partners to support vulnerable young people)	HoS Ashford /Shepway HoS Dover /Thanet HoS Canterbury /Swale HoS Maidstone / Malling HoS South West Kent HoS Dartford, Gravesham & Swanley Head of Strategic Commissioning OP / PD Contracts & Procurement Planning & Market Shaping	HoS LD – WK HoS LD – EK Head of Strategic Commissioning LD&MH Contracts & Procurement Planning & Market Shaping MH Partnership arrangement with KPMT VPN Manager	Community Health Trust development team (commissioning & back office) Development team to create social enterprises Relationship to Director of Service Improvement	Public Health Intelligence Commissioning of provision Health promotion Case management of Healthwatch

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

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CORPORATE DIRECTOR
Customer and Communities

Director of Service Improvement Need close links to Director of Business support	Director of Customer Services	Director of Communication, Consultation and Community Engagement
Re-engineering resource Change resource Developing Models for externalising service delivery, e.g outsourcing/mutuals/social enterprises Locality Delivery Team Place based budgeting delivery of offender management proposals Margate Task force Place based budgeting delivery of Margate task force proposals Supporting independence Welfare reform Kent supported employment Building social capital (SILK) Big Society Volunteering	Gateway Delivery Contact Centre Business web development Health watch Libraries & Archives Registrars Arts & Kent Film Office Sport, Leisure & Olympics Extended Schools Youth Service Community learning & Skills Adult Learning Adult Apprenticeships Countryside Access - PROW Country Parks & Kent Downs AONB Emergency Planning Community Safety Trading Standards	Engagement / public involvement Community Liaison Business partners- Directorate communications Internal Communication Employee Engagement Media and Operations Events Digital & Moving Images

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

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**CORPORATE DIRECTOR
Enterprise**

Director of Waste Management	Director of Kent Highways	Director of Commercial Operations	Director of Planning & Environment
Waste Management	Community Operations Network Management Transport & Development Technical Services Countrywide Improvements	Kent Scientific Services Visit Kent Locate in Kent Produced in Kent Tourism Project management capacity Commercial Services Delivery of regeneration projects and any place based budgeting proposals on regeneration	Development Planning (MWF & LDF's) Planning Applications Environmental Programmes & Partnerships (rural agenda & climate change) Natural Environment & Coast Gypsy & Traveller Unit Heritage Conservation

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

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**CORPORATE DIRECTOR
Business Strategy & Support
And Deputy Managing Director**

Corporate Director of Finance (Chief Financial Officer - S151)	Director of Business Strategy	Director of Governance and Assurance (Monitoring Officer)	Director of Property and Infrastructure Support	Corporate Director of HR	Director of IT	Director of Procurement
<p>Audit & Risk N.B. direct access to Mo & Hops whenever required.</p> <p>Financial Services Business partners - Directorate Finance Financial Management Strategic Finance</p>	<p>Corporate policy Europe / International Public affairs Public health Economic development Regeneration strategy Strategic planning – spatial & transport. Strategic assets Social policy Education strategy Customer strategy Engagement strategy Performance Management & Monitoring Business Intelligence & service review Partnership support External Funding Cabinet Office</p>	<p>Information resilience and transparency Corporate data protection Democratic Services Legal Services (transition to external arms length trading organisation) Elections Coroners</p>	<p>Capital & infrastructure support Strategic Asset & Enterprise Fund Delivery of Total Place activity BSF, PFI & Academies Directorate PFI & development (KASS) Business partners Directorate – Property Office Transformation Estates management & property operations</p>	<p>HR Business operations (includes graduate scheme) HR Employment Strategy Organisation development (including embedded – learning and workforce development) Business partners Directorate – HR Business support – case work Directorate HR Health and Safety</p>	<p>ICT commissioning ICT operations Kent Connects Business partners - Directorate IT</p>	<p>Procurement team</p>

Please note: The headings listed below the 1st and 2nd tier Director posts are intended to be indicative of the functions contained within that division and directorate.

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Appendix 2

The First Bold Step

Report on the informal consultation process

Informal Consultation process

1. The leaflet 'The first bold step – proposals for consultation with staff on a new KCC' was published on KNet on Wednesday 9 September following agreement by private cabinet and the Conservative Group to this. Hard copies were sent to home addresses for all staff without access to KNet.
2. This was an informal consultation, not done to meet an obligation under employment law, and with no mandated timescale. Three weeks were allowed to the submission of responses from staff.
3. All staff were invited to respond with their views. Responses could be made electronically or in hard copy. Consultation closed on Friday 1 October at which point:
 - 4,000 copies had been distributed
 - 7878 copies were accessed or downloaded from KNet
 - 319 responses had been received: 41 in hard copy and 278 online
 - 170 staff members have requested to be involved in further activity to transform KCC.
4. Responses could be made anonymously and with the implication that staff could speak openly, freely and without recrimination. All responses have been read by Katherine Kerswell who has responded personally to every respondent who opted to include their e-mail address.
5. Comments were predominantly positive and supportive, though some questioned the value of consultation. Most welcomed the proposals for change and overwhelmingly recognised the need for change now. Many advocated a reduction in the cost and number of senior managers, or were fearful that the cost savings would fall disproportionately on front-line staff and service delivery. A large number of comments were specific to their service and directorate, often focussing on improvements to process and cost savings.
6. Comments were wide ranging. A summary of the responses is provided below from paragraph 10 onwards.

7. In addition to seeking responses by email and hard copy, feedback was sought from senior staff through meetings with Katherine Kerswell. In all, 242 senior staff were invited to, and 219 attended, 1 of 8 meetings between 9 September and 30 September at which Katherine presented and sought feedback on whether we should change the organisational framework in order to be able to respond to the very different policy and financial context facing us and our own plans under Bold Steps for Kent. Meetings were all held at Sessions House and each meeting included a question and answer session. There was a balanced mixture of all directorates at every meeting.
8. As part of each 90 minute meeting, feedback was sought from staff on:
 - 8.1. likes and dislikes – “how I feel about KCC”.
 - 8.2. their view of current KCC values in practice
 - 8.3. ‘horizon scanning’ - what risks did they see that would need to be recognised and managed as we transform the organisation.
9. Feedback was by individual rather than by groups, unprompted in that individuals could comment on any aspect of KCC, not prioritised or ranked or given a position in a range, and not moderated or challenged. The feedback provides a simple unedited snapshot of managers’ opinions of KCC and by implication of themselves. A summary of the feedback is below. It was very evident after the first two meetings that feedback from managers in each meeting was broadly the same in what it praised KCC for and what it criticised KCC for.

Summary of the responses from the Informal Consultation

10. The responses received to “The First Bold Step”, whether at meetings with managers or as written responses, are summarised below. Appropriate direct quotes are included in italics.
11. The following general themes were evident:
 - 11.1. There is appetite for change: we are realistic about the financial situation, and we accept the need to change and do it now. No one denied the financial situation or proposed delaying change.
 - 11.2. The engagement of staff in the process of change is seen as wholly positive and we want more not less communication. A very few individuals thought information was being withheld and that there were *fake consultations when decisions are pre-made*.
 - 11.3. KCC is seen as a good employer. There were a small number of negative comments, but the majority view was that we: *value staff, value staff contribution; train staff, are a fair employer, a good employer, and have good pay and pensions, we are inclusive*.

11.4. We like our colleagues. We are *fair, kind, polite, fun, have respect for each other* and are *caring*. We are *principled, honest, show courage, are dedicated, committed* and *hard-working* and we are a *loyal workforce*.

11.5. We are critical of our management style.

12. **Our strategy** was accepted. Staff showed their approval of the strategy through their endorsement of *support for vulnerable people, support for the local economy* and a *desire, if not always followed through, to put the customer first*. There were the following challenges to the strategy:

- in addition to tackling disadvantage we should continue to provide high quality services for the rest of the population
- we should not lose sight of children and young people's services as a priority
- our commitment to grow the economy should not be at the expense of the environment.

13. **Our structure** was accepted.

13.1. No one disagreed with a flat structure and no alternative types of structure were proposed. There were only three comments on structure and they proposed:

- three directorates: one for each of the three ambitions of our strategy
- KASS and Children's Services to combine
- the federated system be retained.

13.2. There was a very strong dislike of silos. Among managers 15.2% (i.e. 33) explicitly cited silos as something they disliked about the way KCC worked: *it is sometime easier to work with partners than with other parts of KCC, silo mentality between directorates, silos within directorates; deliberately duplicate to self-protect, protect budgets rather than deal with problems*. There were 2 comments that thought we worked well across directorates. In comparison there were over 50 comments to the contrary on silos, duplication and failure to share information

14. **Our systems**

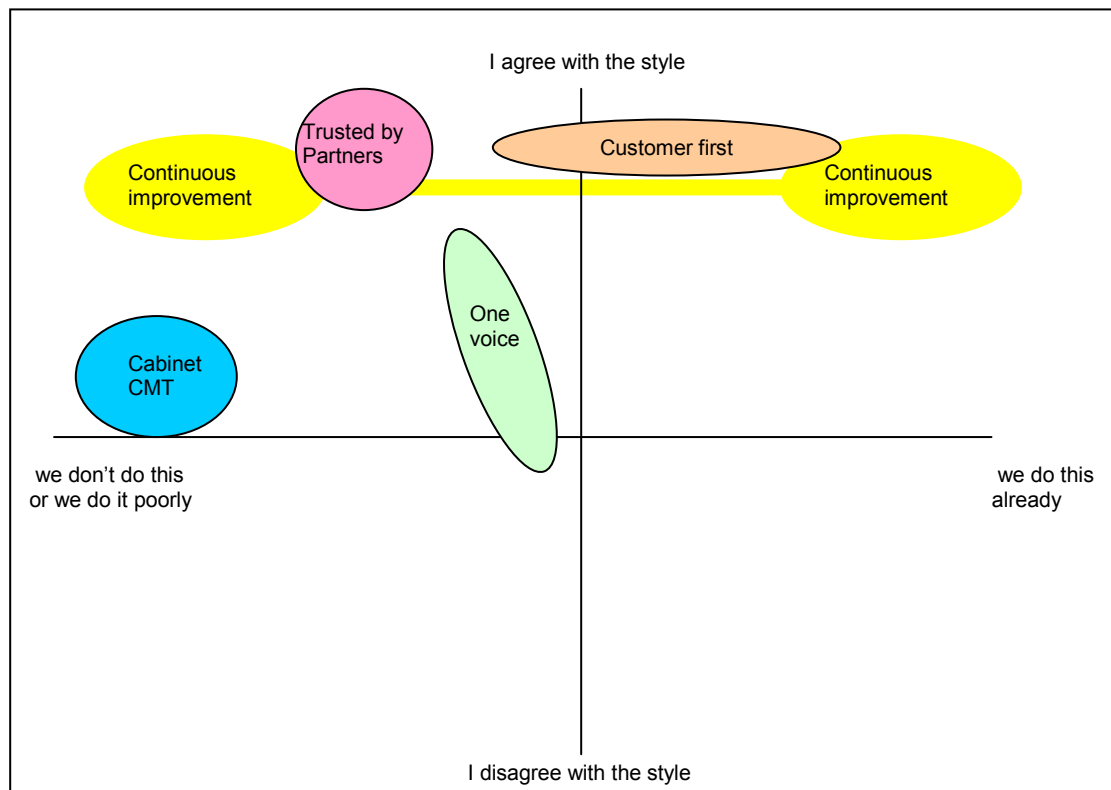
14.1. While some thought we manage well, others were critical of the way we manage and are managed – and that criticism came from managers. We *micromanage, we overmanage; we have top heavy oppressive management; we are obsessed with protocols and process and tick boxes. We talk big about empowering*

managers but it does not happen; we have a treacle layer which can be insular and resistant. There is favouritism, ego and he/she who shouts loudest gets heard. We are not decisive.

14.2. Gateways were welcomed. There were reservations about their implementation and whether staff will be adequately trained to deal with service issues.

15. **Our shared values.** No one thought we had a set of shared values, although some were confident they had a set of shared values within their directorate. No proposals were made for shared values.

16. **Our style** drew the largest response. There was broad agreement with the styles, but considerable disagreement over the extent to which we currently exhibit those styles. Below is a diagrammatic representation of where the responses fell:



16.1. We put the customer first

- Staff accepted this without exception as a style we should have for external customers, and showed a massive commitment to public service. But staff were largely silent on how we should treat internal customers.
- Many thought that we already put the customer first, but a substantial number thought we *spoke of putting the customer first but in practice did otherwise*. Specific comments were:

we are controlling; we pretend to consult; we don't really want to know what the public thinks.

16.2. We communicate as one voice as one unified organisation

- Staff largely accepted this as a goal. They want us to speak out for Kent as a whole and communicate clearly and more often. Some comments show discomfort over 'one voice' as it *stifles debate* and is *Orwellian*. *One respondent thought we should retain separate cultures and styles.*
- We are not a unified organisation as evidenced by the comments objecting to silos and duplication throughout the organisation. Autonomy and the flexibility to make local decisions found favour with a few respondents.

16.3. Cabinet and CMT work as a joint team with clear roles

- A small number thought the *administration is clear about what it wants and liked the experienced leadership at MD level.*
- But the substantial majority of comments were negative. *No joint working with the senior leadership team; CMT in-fighting and 'them and us' between the centre and the directorates; too many plans and directives with mixed messages; business planning is meaningless and non-responsive; and we challenge Government on regulation but we still over-regulate and monitor internally.* It must be noted that all of these quotes came from managers.

16.4. Everyone is hungry for continuous improvement

- Staff accepted this style without exception, but have polarised views on our current performance
- Many staff said we already practiced this style: *we are innovative, creative, willing to change, forward thinking and willing to take risks and try new things.*
- A greater number disagreed. Many thought we failed to innovate, others said we are *big on rhetoric of creative and challenging thinking but the reality is we are risk averse; we are resistant to change; it has to be like that because that's how we have done is for years; governance restricts innovation; we don't deliver but strategise well; we fail to act on what we hear, we know best and fail to learn from the past; and we are sometimes dazzled by our own brilliance.*

16.5. Our relationship with partners should be based on trust

- Staff accepted this style without exception, but we do not practice it. A few thought *we work well with partners* but most spoke of a poor relationship: *we preach at prospective partners; we are autocratic with partners, we are dismissive of partners and districts, we think we know best and we are arrogant.*

17. **Our skills.** The general view was that we value staff training and staff appreciate that, but otherwise this style generated little comment.

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Managing Business Risks - Risk Assessment

(template source: Risk and Audit)

Change To Keep Succeeding

Objective: to deliver a new organisational framework

completed by: Jeff Hawkins, Transformation Programme Manager

completed 7 October 2010

Risk No	Challenges	Assessment of Inherent Risk (with no controls in place)			Risk Control Measure	Assessment of Mitigated Risk (with controls in place)		
		Impact	Likelihood	Risk Rating		Impact	Likelihood	Risk Rating
RA 1	the change to the framework is happening at the same time as other demands on KCC: external policy changes and financial changes; planning and delivering the new medium term plan. That places great demands on KCC management resources.	5	4	20	<p>This change in framework is being led by the Group Managing Director and supported by a programme manager reporting directly to her. CMT is the Programme Board, and the programme has weekly visibility at CMT. (It is the role of GMD and CMT to lead the organisation through major change and manage the inherent risks, and it essential that CMT and their direct reports are committed to the change).</p> <p>A project plan and timeline are in place, a project team established, risks are identified and mitigation steps already taken.</p> <p>Transition planning is taking place and a detailed transition plan is being developed.</p> <p>CMT will discuss and examine the different proposals and create models for new ways of working.</p> <p>Type 2: the consequence of NOT implementing the new framework at this time:</p> <ol style="list-style-type: none"> 1. It is imperative that the process of delivering a new operational framework dovetails and aligns absolutely with the preparation of the Council's medium term plan and delivery to that plan over the next four year. 2. The success of each of these relies upon the success of the others. 3. If we do not make these savings we may have to resort to managed-decline and be unable to deliver the quality of services that Kent is renowned for. 	3	3	9

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		Impact	Likelihood	Risk Rating		Impact	Likelihood	Risk Rating
RA 2	Cabinet or Council delay a decision on the new operational framework proposal, or reject the proposal outright.	5	4	20	<p>Cabinet and Members, including opposition Members are being briefed and kept abreast of development and progress. Scrutiny will also play a role in assessing the draft proposals at the outset and then during the process to ensure the proposals made are relevant and appropriate to our future success</p> <p>Informal consultation with managers and staff on the need for change has already taken place to gauge their views.</p> <p>However if a decision is delayed there is no control measure or contingency plan that would allow the new operational framework in place by 1 April 2011.</p> <p>Type 2: the consequence of deferring a decision or rejecting the proposal:</p> <ol style="list-style-type: none"> 1. We would proceed with the savings as currently envisaged yet with uncertainty over management framework in the medium term. 2. We would also not build in at the earliest opportunity capacity to deliver the new policy framework of our new medium term plan or new national policy developments. 3. Making the savings within our current organisational framework would mean we lose the opportunity to make savings from "how" we work and more savings will need to be made from the front line - the "what" we do. 4. We would also lose the new organisational framework's role as the platform from which to deliver the £340 m savings that are required. 	5	2	10

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RA 3	Senior managers do not support the new framework and actively resist the changes. Partners and key stakeholders - headteachers, governors etc - do not support the changes.	3	3	9	Full consultation is taking place in order to engage staff in the process of change and allow them to influence the outcome. Elements of the new operational framework will be designed with staff and managers to create relevant new solutions and buy-in. Early contact, regular communication and other meetings with partners and stakeholders to explain our ideas. Proposals have been made for voluntary redundancy and for filling vacant posts according to standard protocols (i.e. the Council's 'slotting in', priority candidate, and redeployment processes)	2	2	4
RA 4	staff morale falls and impacts on service delivery	3	4	12	Full consultation and engagement has taken place and staff have welcomed the fact that we are actively pursuing change. The risk to morale is limited to senior staff who are impacted by these proposals. Uncertainty damages morale; moving quickly and decisively will reduce this risk. Communication plans are in place and for most staff and most services any proposed changes to, and consultation with, the senior management will not impact their day-to-day delivery of service. It is the role of senior managers to show leadership during change. Type 2: the consequence of not changing the framework 1. Failure to tackle silo-working may actually have a worse effect on morale. Staff expect change and are ready for it. 2. Maintaining the current culture may worsen staff morale as the informal dialogue so far has indicated a positive desire among staff for change	3	2	6
RA 5	Staff who are not successful in being 'slotted in' or redeployed to a new post as a priority candidate may leave.	3	3	9	HR is ready to appoint replacements following the standard processes of looking first for internal candidates to 'act up' as interims.	2	3	6

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		Impact	Likelihood	Risk Rating		Impact	Likelihood	Risk Rating
RA 6	consultation is legally challenged causing delay	5	2	10	Mitigation has already taken place: - we are allowing longer than statutorily necessary - we are communicating widely and frequently - we have a robust process that is legally defensible - meetings have been held, and will continue to take place, with the Trades Unions	4	1	4
RA 7	HR division does not have the resources to manage the HR elements of the project or produce the new HR structure in time for 1 April 2011	3	3	9	HR have scoped the requirement and dedicated staff to this project	3	2	6
RA 8	Finance division does not have the resources to recast the 2011/2 budgets to align with the new structure, or create the new accounting structure and controls, possibly due to being occupied by other major projects (Oracle release 12 in Nov 2010 and IFRS)	5	4	20	Finance are currently scoping the work. Extra resources will be provided if necessary. The workload will be eased by: - restructuring at directorate level: individual outward-facing services will not be restructured but will either not move or move in their entirety to a new directorate structure - all moves will take place at the end of the FY - so no need for mid-FY adjustments - finance can reassess their current workload priorities in the light of Member decisions today as this proposed new structure was outside their knowledge when the business plan for the division was set in April 2010. Type 2: the consequence of NOT implementing the new framework on 1 April 2011 The work will become more complex, and maintaining proper financial controls made more difficult if the change does not align with the year end.	4	3	12

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RA 9	The change in framework weakens financial controls	5	3	15	Finance are engaged on scoping the changes necessary. The work to ensure robust financial controls in the new organisational framework will be itemised in the transition plan. The change at a single date (1 April) means we avoid the intermediate states (and their associated risk of confusion over accountability) which are inevitable if the changes are done as a sequence over time. Type 2: taken at face value this risk could be used to advocate not changing the framework at any date	3	3	9
RA10	The change to a new framework causes confusion over accountabilities and responsibilities (not just financial matters, but accountabilities and responsibilities for services in general)	4	4	16	The changeover applies only to Tier 1 and tier 2 managers. Responsibility for services and finance will need to be clarified through the transition plan and the 'D Day' handover plan A single changeover date for all affected will be planned for to reduce the opportunity for confusion among staff in general.	2	2	4
RA 11	Actions 'in flight' and responsibilities are dropped or lost during the change to a new framework (not just financial matters, but accountabilities and responsibilities for services in general)	3	3	9	We will have a scrupulous transfer of all activities including (a) a default destination for activities in each existing directorate - anything that is not itemised goes to the default destination and (b) a small close down team to make sure there are no trailing edges in any directorate that closes.	3	1	3
RA 12	Changes to IT may not be made in time	5	3	15	IT are already working with HR and finance to identify changes to systems, and examining changes to IT support systems. The next stage is to identify whether, as a result of the new structure, staff need access to additional applications (a service moving to a new directorate may need access to some of that directorate's internal systems)	3	3	9

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RA 13	Service delivery suffers as a result of changes to top-level structures, and performance drops	3	4	12	Individual services are not being restructured, but continue unchanged except that the reporting line to a director may change on 1 April This 'no change' message for services will be repeatedly communicated. Detailed planning will take place for every directorate to identify every exception to the 'no change' rule. The new directorates will be expected to nominate a transition manager to ensure that all the necessary steps are taken in advance to ensure smooth operation from 1 April. We aim to fill tier 1 posts in January 2011. Tier 1 appointees will be 'designate' until 1 April 2011 giving them time to prepare for a new role.	3	2	6
RA 14	Adverse media coverage. Staff's openness about the areas for improvement could be portrayed by the media in a manner that is damaging to KCC's reputation	4	3	12	By starting the savings on efficiency at the top tiers of management, the changes should be seen in a positive light. The positive support of staff for the changes is a factor that supports us - we need to maintain that support through engagement of staff. It is the sign of an excellent organisation that it is willing to examine how it currently operates and be frank and open about itself and look for ways to improve.	4	2	8

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RA15	<p>Not able to plan for the 2011/12 budget. Within the planning for the four-year MTFP - as well as ensuring we are able to achieve overall balance and implementation of any proposals - it is clearly essential that we have proposals costed and ready to balance the 2011-12 budget. This could be disrupted by the change programme.</p> <p>Impact of these proposed changes to senior management and disturbance to existing management teams may undermine the ability of senior officers to support KCC in implementing the significant actions that are likely to be required for the MTFP and the reductions we may face of between 25% - 40% in funding</p>	5	4	20	<p>These changes to management arrangements are being widely consulted upon, have been preceded by a widely-held informal consultation, and officers are well aware that change is underway. The responses have shown a broad recognition of the need for change and awareness of the difficulties we have from our current style of working.</p> <p>The timing of this process is well ahead of the actions necessary for any implementation of the MTFP, and any changes to senior management arrangements should be in place by the end of January 2011. Any vacancies that may arise from this process will, in the first case, be filled by internal acting-up interims to ensure continuity.</p> <p>CMT as the programme board for the change programme and for the MTFP should ensure that work is not carried out in two separate but parallel workstreams but is co-ordinated.</p> <p>A separate workstream with the programme board will oversee the detailed activity necessary to compile the budget proposals for 2011-12 and ensure actions are prepared/pursued appropriately. This will be reported separately to CMT.</p>	5	2	10
RA16	<p>There is currently a safeguarding inspection into Children's social care. It is important that the inspectors do not make any invalid assumptions about the impact upon the service of the consultation or the proposed change to</p>	5	3	15	<p>KK and RT will speak directly with inspectors to explain and allay any concerns</p>	5	1	5

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RA17	Risk of opposition to the business support directorate model	4	3	12	Detailed transition planning provides the opportunity to address concerns and, within the remit of a business support directorate, to adjust the delivery of service. Workshops will be held with staff and managers to design new processes for business support. Type 2. Failure to implement the business support directorate Retention of the current federated model of business support within directorates perpetuates the duplication of effort and silo-working and their associated cost - something which staff have identified as a feature of KCC that needs to change.	2	3	6
RA18	Risk of opposition to the new Education and Families model from headteachers and partners	4	3	12	Consultation and explanation of the model. Reassurance around Children's Trusts and Locality Boards. Await guidance from Government on new role	2	2	4

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EQUALITY IMPACT ASSESSMENT SCREENING GRID

“Change to keep succeeding”. The transformation of the Council’s operating framework.

Minority strand	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Reason for assessment
			Positive	Negative	
Age	Yes	Yes		Medium	<p>Younger employees may be more likely to have shorter service than others and be less experienced. Younger workers may be impacted in terms of redundancy payments, or in terms of pay progression given the proposal involves staff potentially affected will receive pay based on performance based on the Total Contribution Pay Scheme (TCP).</p> <p>Older staff should also not be treated less favourably over younger staff on the grounds of age.</p> <p>The proposed evaluation of roles by</p>

					Hay Group will ensure equal opportunities and alignment of pay / roles.
Disability	Yes	Yes		Medium	<p>The recruitment process may require reasonable adjustments to be made for staff with disabilities covered by the Equality Act 2010.</p> <p>The new posts may require reasonable adjustments to be made for staff with disabilities covered by the Equality Act 2010.</p> <p>Managers will need to be aware of disabilities in the above and ensure staff are not treated less favourably as a result.</p>
Sex (Gender)	Yes	Yes		Low	<p>Female senior officers are under-represented compared to the KCC workforce (65% v 84%).</p> <p>Female staff may also have shorter service due to caring responsibilities.</p> <p>Female staff are also more likely to have primary caring responsibilities or be part time.</p>

					Most post-holders are however full-time.
Gender Reassignment	No	No	None	None	Gender reassignment should not be a factor in this project, either in recruitment or in performing the roles.
Race	No	No	None	None	As above
Religion or belief	No	No	None	None	As above
Sexual orientation	No	No	None	None	As above
Marriage & Civil Partnership	No	No	None	None	As above
Pregnancy & Maternity	No	No	None	None	As above

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Current Posts Impacted

Chief Executive's Department

Executive Director of Strategy and Business Support
 Director of Finance (s.151)
 Director of Law & Governance (MO)
 Director of Personnel & Development
 Director of Property
 Director of Commercial Services
 Director of Strategic Development Unit & Public Access
 Director of Public Health

Children, Families and Education

Managing Director Children, Families & Education
 Director of Commissioning and Partnerships
 Director of Capital Programmes and Infrastructure
 Service Director - Learning
 Director of Resources and Planning
 Service Director - Specialist Children's Services

Communities

Managing Director – Communities
 Director of Cultural Services
 Director of Community Safety & Regulatory Services
 Director of Youth Services & Kent Drugs Alcohol Action Team
 Director of Policy & Resources

Environment, Highways & Waste

Executive Director, Environment, Highways & Waste Directorate
 Director of Environment & Waste
 Director of Integrated Strategy & Planning
 Director of Kent Highway Services

Kent Adult Social Services

Managing Director, Kent Adult Social Services
 Transforming Social Care - Lead Officer
 Director of Strategic Business Support
 Director of Operations
 Director of Commissioning & Provision x 2

NB: These are the only posts directly impacted by this process.

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

To: Cabinet – 11 October 2010

Subject: *Towards 2010* Closedown Report

Classification: Unrestricted

Summary:

In September 2006, KCC set itself 63 challenging and ambitious targets in the *Towards 2010* plans for Kent. The four year term has now ended and this report attaches the draft of the *Towards 2010* Closedown Report for comment and consideration by Cabinet prior to its submission to County Council for approval on 14 October.

A summary showing the final statuses of each target is shown in Appendix 1 for ease of reference.

FOR INFORMATION AND DECISION

1. Introduction

In September 2006 we launched *Towards 2010* which set out our priorities for the next four years (2006 to 2010). Delivery of many of the 63 *Towards 2010* targets required partnership as well as cross-directorate working. We have now reached the end of the four year term of *Towards 2010*.

During the term, each of the *Towards 2010* targets was accompanied by an action plan on KCC's website that set out how it would be met and which was updated annually.

Annual reports on progress are discussed and approved by County Council each autumn. The *Towards 2010* Closedown Report is attached for Cabinet to consider prior to its presentation to County Council for approval on 14 October 2010.

Incredible progress has been made and much has been achieved, and the final status of the 63 targets is as follows:

- 'Completed' – 49 targets (78%)
- 'Good progress' – 13 targets (20%)
- 'Not achieved' – 1 target (2%)*

* In April 2009 it was agreed by the Leader that progress against Target 44 (Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products) would no longer be separately reported as the world has changed since the original *Towards 2010* concept for a Global Centre for non-food crops was first proposed.

A summary showing the final statuses of each target is shown in Appendix 1 for ease of reference.

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

2. Format of the report

In order to help focus on the difference that *Towards 2010* has made to the people of Kent the separate reports for each target set out the main areas of activity and outcomes achieved since 2006.

Each report also sets out what more we intend to deliver as the work still continues even though the *Towards 2010* term is over.

3. Approval process

Lead officers completed their draft reports in July for discussion and agreement with their managing directors and Cabinet members. The reports have been quality checked by Performance Management Group, Chief Executives Dept, and discussed and agreed with the Leader.

The Closedown Report will be sent to County Council for approval at the meeting on 14 October. Once approved, it will be published on KCC's website.

As in previous years, the draft report was discussed at each of the Policy Overview and Scrutiny Committee (POSC) meetings during September to allow Members to have a chance to comment and ask questions prior to County Council.

4. Recommendations

Cabinet is asked:

To NOTE the excellent progress made against the 63 *Towards 2010* targets since September 2006 and the arrangements for publishing the Closedown Report.

To RECOMMEND the final draft of the first *Towards 2010* Closedown Report to County Council for approval on 14 October 2010.

Contact officer:-

Sue Garton, County Performance and Evaluation Manager, Chief Executives Dept
Tel 01622 22(1980)/ Email sue.garton@kent.gov.uk

TOWARDS 2010: OUTTURN POSITION

The overall statuses for *Towards 2010* is as follows:

Status	Number of targets	Percentage of targets
Completed	49	78%
Good progress	13	20%
Not achieved	1	2%

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

The status for each target is set out below:

Target/Accountable Directorate	Status
Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding <i>Regeneration & Economy</i>	Good progress
Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services <i>Regeneration & Economy</i>	Completed
Target 3: Support a programme of town centre regeneration <i>Regeneration & Economy</i>	Completed
Target 4: Support rural businesses and communities to build a strong entrepreneurial culture <i>Regeneration & Economy</i>	Completed
Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition <i>CED</i>	Completed
Target 6: Increase opportunities for graduates to work and live in Kent <i>CFE/Regeneration & Economy</i>	Completed

<p>Target 7: Fulfil Kent's potential as a premier tourist destination</p> <p><i>Regeneration & Economy</i></p>	Good progress
<p>Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy</p> <p><i>CED</i></p>	Completed
<p>Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits</p> <p><i>Communities</i></p>	Good progress
<p>Target 10: Improve the quality of early years education by strengthening the links between pre-schools/nurseries and primary schools, thereby improving children's ability to learn when they enter primary school</p> <p><i>CFE</i></p>	Completed
<p>Target 11: Help and inspire all our children to do well, with a particular focus on ensuring that the results our seven and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate</p> <p><i>CFE</i></p>	Good progress
<p>Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools</p> <p><i>CFE</i></p>	Good progress
<p>Target 13: Continue to offer and develop further multi-agency support to parents by helping them with the problems they and their children face in everyday life</p> <p><i>CFE</i></p>	Completed
<p>Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent</p> <p><i>CFE</i></p>	Completed
<p>Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by businessmen, entrepreneurs and professionals</p> <p><i>CFE</i></p>	Completed

<p>Target 16: Expand our pioneering vocational 14–16 programme to more than 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world</p> <p><i>CFE</i></p>	Completed
<p>Target 17: Double the number of participants on Skills Force - type programmes</p> <p><i>CFE</i></p>	Completed
<p>Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors</p> <p><i>Communities</i></p>	Completed
<p>Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects</p> <p><i>Communities</i></p>	Completed
<p>Target 20: Build strong business-education partnerships that benefit both employers and schools</p> <p><i>Communities</i></p>	Completed
<p>Target 21: Launch and market a new website, “<i>What’s on in Kent?</i>”, that will list sports and leisure activities and local organisations for all age ranges in the county</p> <p><i>CED</i></p>	Completed
<p>Target 22: Establish a biennial Kent Youth Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics</p> <p><i>Communities/CFE</i></p>	Completed
<p>Target 23: Facilitate and enhance the development of Kent Youth Theatre activities</p> <p><i>Communities</i></p>	Completed
<p>Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV</p> <p><i>CED</i></p>	Completed
<p>Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county</p>	Completed

<i>Communities</i>	
Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture <i>Communities</i>	Completed
Target 27: Open the Turner Contemporary gallery, Margate, in 2010 <i>Communities</i>	Completed
Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent <i>Communities</i>	Completed
Target 29: Continue to develop 'gateway' one stop shops that give easy access to services provided by county and district councils and other public service bodies <i>CED</i>	Completed
Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots <i>EHW/CFE</i>	Completed
Target 31: Pilot staggered school hours to relieve rush-hour congestion <i>EHW/CFE</i>	Completed
Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes <i>EHW</i>	Completed
Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption <i>EHW</i>	Completed
Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams <i>EHW</i>	Completed
Target 35: Work with bus and train providers and lobby	Good progress

government to improve public transport services in Kent <i>EHW</i>	
Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing <i>EHW</i>	Completed
Target 37: Improve the way we repair roads and pavements <i>EHW</i>	Completed
Target 38: Maximise the use of previously developed land <i>EHW</i>	Good progress
Target 39: Bring back into use the large number of empty homes in Kent <i>Regeneration & Economy</i>	Completed
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes <i>EHW/Regeneration & Economy</i>	Good progress
Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials <i>EHW</i>	Completed
Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies <i>EHW</i>	Good progress
Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders <i>EHW</i>	Completed

<p>Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products</p> <p><i>Regeneration & Economy</i></p>	Not achieved
<p>Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage</p> <p><i>EHW</i></p>	Completed
<p>Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies</p> <p><i>Regeneration & Economy</i></p>	Good progress
<p>Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes</p> <p><i>CFE/Communities</i></p>	Completed
<p>Target 48: Increase opportunities for everyone to take regular physical exercise</p> <p><i>CED - Public Health</i></p>	Completed
<p>Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing</p> <p><i>CED - Public Health</i></p>	Completed
<p>Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex</p> <p><i>CED - Public Health</i></p>	Completed
<p>Target 51: Encourage healthy eating by providing nutritious lunches through the "Healthy Schools" programme and launch a range of community-based healthy eating pilots</p> <p><i>CFE</i></p>	Completed
<p>Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include:</p> <ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support 	Completed

<p>through Direct payments</p> <ul style="list-style-type: none"> taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes <p><i>KASS</i></p>	
<p>Target 53: Strengthen the support provided to people caring for relatives and friends</p> <p><i>KASS</i></p>	Good progress
<p>Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent</p> <p><i>KASS</i></p>	Good progress
<p>Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence</p> <p><i>KASS/CFE</i></p>	Good progress
<p>Target 56: Improve older people's economic well-being by encouraging the take-up of benefits</p> <p><i>KASS</i></p>	Completed
<p>Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas</p> <p><i>Communities</i></p>	Completed
<p>Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse</p> <p><i>Communities</i></p>	Completed
<p>Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents</p> <p><i>EHW</i></p>	Completed
<p>Target 60: Support young people to reduce the risk of them offending</p> <p><i>Communities</i></p>	Completed
<p>Target 61: Extend our public awareness campaign to alert people</p>	Completed

<p>to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted</p> <p><i>Communities</i></p>	
<p>Target 62: Expand the Kent Handyvan scheme, making the homes of older and vulnerable people more secure</p> <p><i>Communities</i></p>	Completed
<p>Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers</p> <p><i>Communities</i></p> <p><i>Communities</i></p>	Completed

Towards 2010:
Closedown Report

September 2010

TOWARDS 2010: CLOSDOWN REPORT

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

Target 1 Status: Good progress

Target 2 Status: Complete

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

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

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

Outcomes delivered:

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

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

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

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

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

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

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

As at March 2010:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Oversee development in the following areas/projects:

Kent Thameside:

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

Sittingbourne:

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

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

Isle of Sheppey including Queenborough and Rushenden:

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

Thanet:

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

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

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

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

Off-shore wind farms:

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

Ashford:

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

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

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

What more are we going to do?

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

Across the county:

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

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

Kent Thameside:

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

Swale:

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

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East Kent and Thanet:

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

Ashford:

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

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

* Excludes Medway

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

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

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

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed

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

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

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

Folkestone: Shepway DC, SEEDA, the Creative Foundation.

Outcomes delivered:

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

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

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

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

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

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

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

Elsewhere in the town:

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

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

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

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

Swale: This includes the following:

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

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

What more are we going to do?

Dover:

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

Margate:

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

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

Folkestone:

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

Ashford:

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

Measurable indicators:

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

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: July 2010

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

Status: Completed

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

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

Outcomes delivered:

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

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

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

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

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

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

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

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

Support Kent's Rural Post Offices:

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

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

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

Support 'Produced in Kent':

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

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

Commission innovative research to support the rural economy:

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

What more are we going to do?

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

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

Measurable indicators:

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

Monitoring completed by: Elizabeth Harrison

Date: July 2010

TOWARDS 2010: CLOSDOWN REPORT

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

Status: Completed

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

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

Outcomes delivered so far:

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

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

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

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

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

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

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

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

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

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

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

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

What more are we going to do?

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

Measurable indicators:

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

Monitoring completed by: John Tunnicliff

Date: July 2010

TOWARDS 2010: CLOSDOWN REPORT

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

Status: Completed

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

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

Outcomes delivered:

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

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

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

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

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

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

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

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

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

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

Create dynamic environments for graduates:

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

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

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

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

In addition to these four specific areas:

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

What more are we going to do?

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

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

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

Monitoring completed by: Sue Dunn/Jim McKenzie

Date: August 2010

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

Status: Good progress

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

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

Outcomes delivered:

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

Specific developments against this target are as follows:

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

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

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

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

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

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

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

Deliver specific campaigns: - This included the following:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

What more are we going to do?

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

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

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

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

** Based on 2003 data

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

Monitoring completed by: Frances Warrington

Date: July 2010

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

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

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

Outcomes delivered:

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

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

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

What more are we going to do?

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

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

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

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

Monitoring completed by: Tanya Oliver

Date: 27 July 2010

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

Status: Good Progress

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

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

Outcomes delivered:

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

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

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

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

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

Influence policy and strategy at national and local levels:

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

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

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

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

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

Share best practice:

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

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

What more are we going to do?

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

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

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

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

Monitoring completed by: Pauline Smith

Date: 14 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Lead Cabinet Member:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officer:
Jennie Landsberg

Status: Completed

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

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

Outcomes delivered:

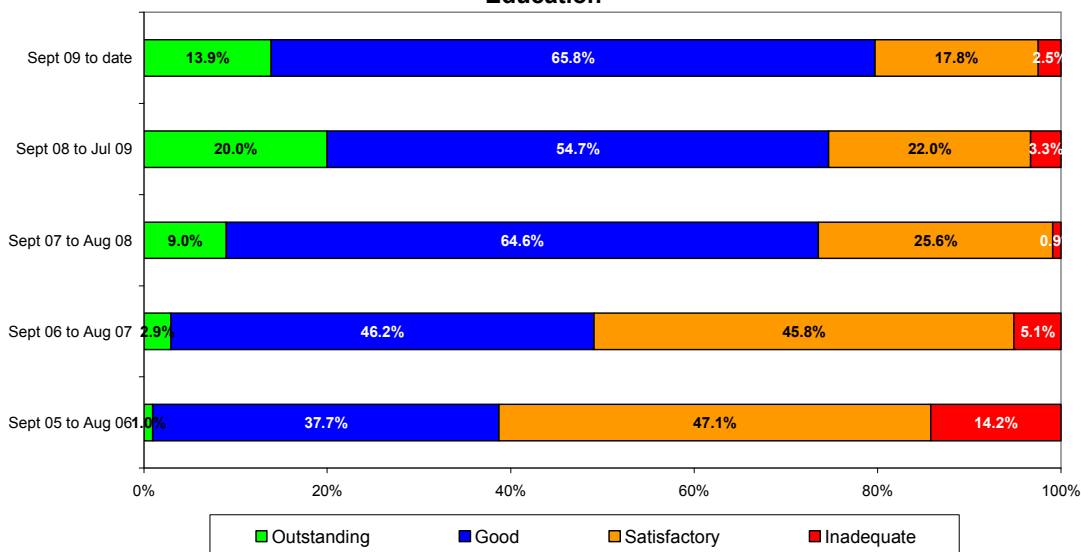
We recognise that good quality early years education is a critical factor in developing a child's receptiveness to learn, building social skills and encouraging good behaviour, all of which are essential elements to improving a child's ability to learn when they enter primary school. To support children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

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

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Correct for all
inspection reports
published 29/06/10

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



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

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

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What more are we going to do?

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

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

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

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

* Target revised upwards from 30%

Monitoring completed by: Jennie Landsberg

Date: 28 June 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Lead Cabinet Member:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officer:
Keith Ransom

Status: Good Progress

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

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

Outcomes delivered:

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

Key Stage 1

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

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

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

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

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

Both programmes are likely to end in August 2011.

Key Stage 2

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

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

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

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

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

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

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

What more are we going to do?

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

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

* Provisional figure

Monitoring completed by: Keith Ransom

Date: 6 September 2010

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

Status: Good progress

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

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

Outcomes delivered:

Bullying

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

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

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

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

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

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

Disruptive behaviour and vandalism

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

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

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

Other initiatives promoted through the Advisory Service Kent include:

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

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

	2008	2009
Primary	104	50
Secondary	58	27

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

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What more are we going to do?

Dependant on funding beyond the Towards 2010 term we will:

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

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

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

Monitoring completed by: Peter Heckel

Date: July 2010

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

Lead Cabinet Member:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officers:
Marisa White/Des Crilley

Status: Completed

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

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

Outcomes delivered:

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

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

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

What more are we going to do?

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

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

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

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

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

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

Monitoring completed by: Jo Hook

Date: 3 July 2010

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

Status: Completed

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

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

Outcomes delivered:

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

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

Developments include the following:

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

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

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

What more are we going to do?

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

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

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

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

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

Monitoring completed by: Anthony Mort

Date: 2 July 2010

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

Lead Cabinet Member
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officers:
Sue Dunn/Pauline Smith

Status: Completed

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

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

Outcomes delivered:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The 'Brand You Experience' is a five-day 'out of school' programme designed to raise aspirations, provide direction, raise confidence, increase motivation, and introduce the skills of success. Hosted at an 'inspirational' venue, the programme is delivered through a series of tried and tested interactive learning experiences. It's interactive because it is through 'doing' that people learn best. It was hosted in Dover in June 2008 and Maidstone in February 2009.

What more are we going to do?

Research continues to identify the most effective ICT guidance tools which would link to a web-based system. The Welsh system 'Careers Wales' is a universal careers service and a model that could be adopted in Kent. An IAG/Careers Guidance focus group continues to research best practice and look at ICT platforms from other UK authorities as well as Canada and Australia. A quality award for Careers Education and Guidance is being rolled out alongside a quality standard for careers libraries in schools.

The main challenge is to ensure that IAG is genuinely impartial, meets all young people's needs and is supported by a comprehensive and effective careers education programme beginning in Year 7 in all schools. The Area Prospectus will be a key driver in further developments.

The Area Prospectus and Common Application Process can be found at www.kentchoices4u.com. The vision is that we should brand Careers Education, Information, Advice and Guidance (CEIAG) under the banner "kentchoices4u". To this end we are developing an IAG portal to sit in front of the Area Prospectus. This will provide learners, parents, carers and professionals with the resources to support on line guidance for IAG.

As well as the IAG portal, we are piloting a range of services that will support learners. These services include on line Individual Learning Plans (ILPs) which support students to focus on their personal development, career exploration and then career management. These plans can start in Year 7 and can be developed with a young person through to Year 13. The key for these ILPs is that they are used at key points of transition and built into the processes of the school.

There are also pilots being developed for interactive employer engagement. The unit is investigating opportunities to host multi-media material which exhibits the wide diversity of career opportunities available, as a means of raising student aspirations.

All of these processes will be underpinned by the CEIAG Curriculum Framework which was launched in June 2009. The Unit is now working through local CEIAG networks to embed this framework in Schools and Colleges. This is a long term project as we move towards Raising the Participation Age in 2013.

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In 2009/10, 10 vocational specialist master classes for over 800 Key Stage 4 learners were arranged by the 14 to 24 Innovation Unit. Alongside these subject master classes, taster sessions for Year 9 learners to support learner choice of curriculum offer at 14 will be run. Reaching 550 students before the end of the academic year the employability conferences and the 'Brand You' experience will focus on four different areas of the county. These masterclasses need to continue to support learner choices and need to be linked to the development of the Area Prospectus and Careers, Education and Guidance. The masterclasses and taster days need to be extended to all 14+ learners.

Plans for the academic year 2010/11 include a masterclass event linked to the Olympic theme and a continued programme of masterclasses, taster days and employability conferences. Also to be delivered is the development of an interactive web-based resource called the 'IAG/WRL Learner journey map'. This is a tool for curriculum planners to help them link IAG and Work Related Learning (WRL), and sets out an entitlement for students.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual
Percentage of secondary school pupils (aged 11 to 16) who think that their school gives them very good careers advice (NFER Survey)	43%	43%	50%	48%

Monitoring completed by: Sue Dunn

Date: 13 July 2010

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

Status: Completed

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

Learning & Skills Council (LSC), Connexions Kent and Medway, six Further Education (FE) Colleges, University of Kent and Canterbury Christ Church University, work-based learning providers, 80 Kent schools, and a number of major Kent employers.

Outcomes delivered:

We have expanded our vocational programme to 8,300 students, well exceeding this Towards 2010 target of 4,000 students. Over the past four years the 14 to 24 Innovation Unit has funded and established over 25 vocational skills centres across Kent. These centres provide high quality vocational/applied learning programmes and support the implementation of the diplomas and young apprenticeship placements by providing industry standard training facilities and equipment. To date this has enabled over 8,500 14 to 16 year olds to undertake a vocational course a day per week over two years leading to a wide range of vocational qualifications.

The development of the vocational programme has supported collaboration between schools and colleges and has significantly reduced the number of NEETs (those not in education, employment or training). This innovative approach to curriculum delivery has put KCC at the forefront of 14 to 19 developments nationally, and help to achieve a green flag status in the Audit Commission's CAA report in 2009. Sustaining the quality of the provision in terms of curriculum development is a priority for the unit. This has been achieved by the continuing development of 10 specialist subject networks which link employers and training providers to curriculum design.

Over the past four years three different delivery models for the vocational skills centres have emerged:

- A centre on a school premises which is a 'self contained' unit managed entirely by the school but with monitoring and advisory support from the 14 to 24 Innovation Unit. In some cases these units are within the school building and in others they are a separate new building within the school campus. The staff are usually employed by the school or in some cases seconded from a partner FE College, for example Thamesview Vocational Centre
- A centre which is on an FE College campus which is entirely managed within the college portfolio, for example North Farm Construction, an engineering centre at West Kent College and catering at Thanet College
- Off-site provision which is usually a converted industrial unit or warehouse on a trading estate, which is owned by KCC, for example Thanet Skills Studio, Swale Skills Centre and Maidstone Skills Centre, but run entirely in partnership with local schools and college, adult education and other partners.

The tables overleaf give a detailed break down of the current and proposed Vocational Skills Centres across the county. The majority of these are already used to capacity.

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The benefit of the skills centres has been widely evidenced through an external evaluation undertaken by Glasgow University and an annual Learner Voice Survey which is a triangulated survey involving learners, staff and parents. This research and survey shows the very positive impact on learners who have engaged in the vocational programme. The final report is now available and fully endorses the value of the vocational programme within this Towards 2010 target.

A detailed analysis of the attainment achieved and destination routes for all 16+ learners leaving the vocational programme has taken place which shows the significant positive impact the programme has on learners. Most of the young people who have taken a vocational qualification have progressed into employer or higher levels of learning.

What more are we going to do?

The 14 to 24 Innovation Unit is continuing to expand these vocational facilities to complete the programme across the county to ensure equality of access for all learners. Skills centres completed or under construction are Maidstone Skills Centre, Dover Construction Skills Centre, Dover Maritime Centre and a retail outlet and training facility at Swan Valley School which is sponsored by Giant Bicycles, and a vocational centre embedded within Oakwood House.

The longer term development of the larger vocational skills centres for example, Thanet, Sittingbourne, Marsh Academy and Dover now needs to be considered. In particular, how these centres contribute to the key priorities of the Employment and Skills Board and economic development across the county. These centres are highly effective, and have the capacity to continue to develop innovative approaches to vocational and applied learning opportunities at all levels and establish effective employer and skills sector council links. These centres have started to develop programmes for 14 to 24 year olds and will be a major focus over the next two years.

The 14 to 24 Innovation Unit has researched into the most effective operational structure for these centres. There seems to be a consensus that these centres should be grouped together to form a network of high quality providers across the county and therefore all the centres will be run either by a school or college directly and these centres will form part of a county network.

The intention is to expand and open new programmes in Dover, Swale and Folkestone, subject to capital funding being available. A major piece of work will be to develop apprenticeship programmes and training for employers which can be delivered through the county network of vocational centres.

Maintaining the quality of vocational provision is a significant ongoing activity for the 14 to 24 Innovation Unit. A structured training programme, which involves employers in the programme, is delivered through subject specialist networks to ensure the curriculum is relevant to meet industry needs. The unit has developed protocols including collaborative working to ensure all learners maximise their potential whilst on the vocational programme.

It is important that the vocational skills centres across Kent continue to provide innovative approaches to the delivery of vocational and applied learning programmes including level 3 and apprenticeship courses for all learners which foster collaboration between schools and colleges. These new programmes will be critical to ensuring all learners stay in learning till the age of 18.

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We have established a 'Vocational curriculum brains trust' which comprises of our top performing vocational managers to continue developing innovative training courses in Kent. The focus of this group will increasingly be to develop new and exciting post 16 vocational courses particularly short courses and part-time opportunities to support the raising of the participation age. The group will also focus on progression routes and foundation learning, which are the key priority development areas for the vocational curriculum.

Subject to the future of the BSF programme, proposals have been developed which embrace and enhance the vocational provision and high quality vocational workshops.

The unit is now identifying new methods of delivering vocational programmes in the workplace through new private and public sector partnerships, including establishing social enterprise companies. The first of these social enterprise skills companies is currently under development.

Kent Schools Vocational Skills Centres

Phase 1

Locality	Curriculum offer
Thamesview	Health and Social Care, Construction, Engineering, Motor Vehicle
Herne Bay High	Health and Social Care, Media Studies
Abbey *	Hospitality and Catering, and Land Based
Whitstable	Construction, Hair and Beauty, Motor Vehicle
Swanley	Construction, Hair and Beauty, Motor Vehicle, Engineering
Towers *	Hospitality and Catering, Construction, Hair and Beauty
Maidstone New Line Learning	Construction, Hair and Beauty
Northfleet Boys	Engineering
Swan Valley	Catering
Thanet College	Catering
North School	Construction
West Kent College	Engineering
Westlands	Construction

Phase 2

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

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Phase 3 - Complete or under construction

Swan Valley *	Retail, Giant Bikes
Maidstone Skills Studio	Engineering, Construction, Early Years, Land-Based, Catering
Dover	Construction, Sustainable construction
Canterbury High School *	Construction
Oakley Special School	Land-Based
Pent Valley *	Hair and Beauty, Motor Vehicle

Phase 4 – Subject to BSF funding

Dover Maritime	Hospitality and Catering, Engineering, Retail, Cadet programme, Apprenticeship centre
Green Skills	Alternative energy, wind, nuclear
Oakwood House *	Hotel Management, Event Management
Meopham	Hair and Beauty, Land-Based, (BSF)
Northfleet Girls	Retail, (BSF), Science
Gravesend Centre	Motor Bikes, Engineering to be confirmed (BSF)
Hartsdown	Manufacturing
Walmer	Science, Manufacturing, Health and Sport

* These centres are run as commercial businesses

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of children on vocational 14 to 16 programmes	2,200	4,600	5,500	6,000	8,300
Percentage of young people participating in vocational programmes who agreed this was having a positive impact on their lives	90%	90%	98%	95%	95%

Monitoring completed by: Sue Dunn

Date: August 2010

TOWARDS 2010: CLOSEDOWN REPORT

Target 17: Double the number of participants on the Skill Force programme		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Sue Dunn

Status: Completed

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

Hartsdown Technology College, Whitstable Community College, Isle of Sheppey Academy, Chaucer Technology School, Archers Court School, Sittingbourne Community College, Walmer School, New Line Learning, Senacre and Aylesford School Sports College.

Outcomes delivered:

We have more than doubled the number of participants on the Skill Force programme, exceeding this Towards 2010 target.

Some young people feel disengaged and uninspired by the traditional school curriculum and need motivation to stretch themselves academically or vocationally. Kent is providing curriculum choices and different pathways through its 14 to 24 Innovation Unit and the supporting Towards 2010 targets. Innovative courses, such as those offered by Skill Force, enable young people to develop team building, problem solving, communication skills, discipline, motivation and respect to enable them to move into employment or further training opportunities.

An evaluation of the pilot phase was conducted by the Institute of Education at the University of London and concluded that Skill Force “Provides a unique service to schools and is successful in meeting the needs of many disaffected students, improving their motivation and social skills. It has reduced exclusions, improved behaviour and attendance, and provided students with a range of vocational qualifications”.

The agreement with Skill Force to deliver this programme was signed in May 2007 and the contract commenced in September 2007 for three years. Following discussions with schools and Skill Force it was agreed to phase the increase in places with an additional 100 participants starting the two year programme in September 2007 and another 100 in September 2008. 400 places were secured with the Skill Force programme from September 2008 reaching this towards 2010 target two years early, with provision extended to a total of 450 places for 14-16 year olds.

Additionally, pilot courses for post-16 students started in September 2008. The Skill Force Leadership Award is designed to engage students who, traditionally, have been in danger of becoming NEET (those not in employment, education or training) during their Year 12 education. The course includes developing and accrediting Wider Key Skills as well as working towards the Duke of Edinburgh Awards. We see this as an interesting curriculum offer which can increase post-16 participation in schools. This has been a highly successful programme and is now in its second year.

What more are we going to do?

We have agreed with Skill Force plans to increase the delivery of Skill Force provision over the next 4 years. By 2014 we aim to have 1,350 student places for 14-16 year olds and 200 student places for Year 12 students. This will represent a total of 1,150 additional places compared with our initial 2010 target of 400 places.

TOWARDS 2010: CLOSEDOWN REPORT

We will increase the number of schools involved in the programme to ensure that the Skill Force programmes are more widely available across the county and have different modes of delivery including a provision offered from our vocational skills centres (see Towards 2010 target 16).

The Skill Force offer at Key Stage 4 forms part of our plan to work towards Foundation Learning entitlement in 2013 and therefore students on Skill Force programmes who are working at level 1 will also take their Functional Skills as part of a coherent programme of study.

The expansion of the post 16 Skill Force programme forms part of our strategy towards the raising of the participation age and planning of post 16 provision. As such, the Skill Force KS5 programme will be designed as part of a wider curriculum offer available for Year 12 students and form part of a bridging programme in which students might take on level 3 qualifications in Year 13.

We will review the destination routes of young people 'graduating' from the Skill Force programme and evaluate the impact the programmes have on the attainment gap of vulnerable learners.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of participants enrolled on a Skill Force programme from September each year	200	300	400	500*	500**

* Increase from original target of 400

** 450 KS4 plus 50 KS5 students

Monitoring completed by: Sue Dunn

Date: 13 July 2010

TOWARDS 2010: CLOSDOWN REPORT

Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officer:
Wayne Gough

Status: Completed

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

National Apprenticeship Service (NAS), Connexions, KATO (Kent Association of Training Organisations), Kent district and borough councils, Kent Police, Chamber of Commerce, Train to Gain, Business Link, public and private sector employers.

Outcomes delivered:

Well over 1,400 apprentices have been taken on since the start of the Towards 2010 term in autumn 2006. Specific developments are as follows:

Develop a popular high quality Apprenticeship scheme within KCC:

- Kent Success, KCC's innovative Apprenticeship Programme, is now a fully established and formalised employment route of entry into KCC. Apprenticeship placements are being offered across all directorates and departments and young people are undertaking Apprenticeships in a variety of different vocational areas. Kent Success provides much more than just an Apprenticeship qualification. The apprentices are provided with structured training in confidence building, assertiveness, CV writing, writing KCC application forms and interview techniques. They are brought together for quarterly peer group meetings offering personal development opportunities and a chance for them to support each other and share their experiences.
- Young people are initially employed on a KCC Apprenticeship contract and are paid £105 per week (increased from £80 in January 2009). Young people are supported and encouraged to secure full-time permanent contracts of employment at all stages of their training in addition to the successful completion of the Apprenticeship qualification
- Placement managers play a vital role in the development of the apprentices and the successful integration of the programme. A manager's guidance booklet and other supporting documentation were produced to support and outline their roles and responsibilities within the programme
- To date, 344 young people have started a Kent Success Apprenticeship. Kent Success has an overall completion rate of 75% which is above the national average for Apprenticeships which is 70%. Of the 187 young people who have completed their Apprenticeship within Kent County Council, 73% have gone on to gain full time, permanent employment within KCC or the wider public sector. A further 25% of those who have completed their Apprenticeship have moved into employment within the private sector. 61 young people have not achieved their full Apprenticeship qualification. They have left for a variety of reasons including continuing with further study or moving into permanent employment elsewhere. Only 6 young people have been dismissed as not suitable to work within KCC.
- The impact and positive difference made to all apprentices, and the staff and businesses involved in the Apprenticeship programme, is clearly demonstrated by the feedback, evaluation and personal statements and case studies. Indicative of our

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success is the measurement of the ongoing interest and increasing participation and engagement of young people and employers.

Develop the Kent Apprenticeships Brand:

- In addition to providing opportunities within the Authority itself, KCC also works with the rest of the public and private sector to encourage employers to take on Apprentices. Working in partnership with the National Apprenticeship Service, the Kent Association of Training Organisations (KATO), KCC has established Kent Apprenticeships.
- The Kent Apprenticeships partnership acts as an information, advice and guidance service, providing excellent information to young people, and their parents/carers and employers in Kent. Kent Apprenticeships is working across the county to create a stimulating learning journey for young people in Kent, developing the necessary employability skills fit for the 21st century by giving them real choice and diversity of provision appropriate to meet their ambitions, aspirations and ability
- Apprenticeships are promoted through the Kent Apprenticeships website that provides information, advice and guidance for young people and employers who are interested in finding out more about how to access them. Please see www.kentapprenticeships.com for further information
- The Kent Apprenticeships bus has been commissioned by SIP and is being sent out in Kent to tell employers and young people how Apprenticeships can develop talent, be a real benefit to businesses and open up a route to success. The bus will be primarily used to promote Apprenticeships to employers and will be taken to business events, large industrial estates and retail parks. It will also be positioned in town centres to attract employers, young people and their parents to provide the most up to date information about Apprenticeships in Kent.

Establish a strong partnership, focused on shared goals:

- KCC is one of the only local authorities in the country to have already established a high level strategic partnership with the agencies responsible for all aspects of the Apprenticeship programme
- The Kent Public Service Board has championed the commitment to Apprenticeships and work is well underway to develop Apprenticeship schemes amongst public sector organisations in Kent
- The Kent Apprenticeship partnership is an exciting development enabling Kent to strategically lead the way in building Apprenticeships and changing the landscape of opportunity for young people, adults and employers countywide
- In addition to the highest quality roll-out of provision, the partnership will be the strategic platform in which Kent can continue to influence, inform and challenge national strategy and policies
- In June 2008, KCC established an innovative strategic partnership with the two fundamental players in the delivery of Apprenticeships in Kent, namely LSC Kent and Medway (National Apprenticeship Service (NAS) from April 2009) and KATO. The main priorities for the partnership are to:
 - Apply leverage to the new NAS, LSC and other key agencies to secure funding and operational flexibilities and a strong strategic influence to work with central government

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- Address the real and perceived barriers to growth by developing and promoting an easily understandable approach
- Support employers and employees in the current economic climate and train managers of the future ensuring employers remain productive and competitive
- Ensure that Apprenticeship opportunities are reflective of the local economy and the skills gap where one exists
- Define roles and responsibilities of all partners to maximise funding, eradicate duplication and bureaucracy and develop a first class Apprenticeship service.

Embed the Apprenticeships programme in KCC's workforce development strategy:

- The Kent Success Apprenticeship programme is now an integral element of KCC's wider workforce development strategy and the Supporting Independence Programme (SIP) has been working closely with KCC Personnel and Development to ensure that the Apprenticeship scheme embraces and influences other strategic priorities and targets. A wide range of procedures/processes have been reviewed, developed and changed to enhance the effectiveness and positive targeted outcomes of recruitment and selection and wider workforce development initiatives. One example is the recent work on the age profile of the workforce and the implications for succession planning
- From September 2010, KCC is extending the Kent Success Apprenticeship Programme. Due to the changes to recruitment procedures agreed by CMT in August, managers will be required to appoint Apprentices to any KR2 - KR4 roles, which have been agreed as suitable and if there are no redeployees
- Apprentices will continue to be placed around the organisation in supernumerary positions but as and when vacancies arise they will be put forward for interview and will be appointed where appropriate. This could happen at any point during their Apprenticeship placement. When the Apprentice is appointed against a vacancy, they will continue to be paid an Apprenticeship salary until they complete their qualification and are deemed to be able to carry out the full duties of the role. Managers and Apprentices will receive ongoing support from the Kent Success Support Officers and also from the KEY Training tutors
- The enhanced Kent Success programme will give young people undertaking an Apprenticeship within KCC a greater opportunity to gain permanent employment with the organisation and therefore enhance the age profile and inject new ideas and enthusiasm into KCC.

Enhance the reputation of Kent – the KCC Kent Success model has success rates that are amongst the highest in the country:

- KCC were awarded a green flag in the 2009 Audit Commission CAA report in recognition of its ground breaking work developing, promoting and establishing Apprenticeships across Kent
- All Kent and Medway training providers are above the national benchmark for quality of Apprenticeship provision and performance and the success rates are above the national average and highest in the south east region
- Following a comprehensive tendering process, a marketing and PR contract was awarded in November 2008 (ZERO51) and a marketing and PR strategy and campaign has been developed in partnership with KATO and LSC (NAS) ensuring a consistent Kent approach to our shared vision and delivery of the Kent Apprenticeship Programme. A series of events to promote and highlight Kent's strategy, vision,

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developments and progress ran alongside the national campaign (headed by Sir Alan Sugar) throughout February and March 2009

- KCC Leader, Paul Carter met with Simon Waugh, Chief Executive of NAS to confirm the strong relationships between the two partners. Simon Waugh commented that the work being done in Kent was exemplary.

Implement the South East Apprenticeship Company launched in April 2010:

- SEAC is an innovative one-stop shop for apprentices and employers and is one of ten Apprenticeship Training Agencies (ATAs) to be set up throughout England
- A bid was won by KATO/KEITs and supported by KCC in October 2009
- SEAC will support Apprentices by assessing existing skills and offering careers guidance, preparing them for interviews, offering a variety of work experiences and providing a safety net if things don't work out with one business in which case they will find an alternative placement. The support offered to employers is from initial advice to placements. They will help employers screen and interview candidates, remove bureaucracy by employing the apprentice on their behalf and act as a link between employers, apprentices and training providers.
- KCC will be working with SEAC on a number of initiatives and have a seat on the SEAC Board to ensure that there are linkages between the two organisations.

Offer support in developing Public Sector Apprenticeships:

- The Kent public sector accounts for 20% of all employment but provides fewer than 10% of all Apprenticeship places. In July 2009 SIP worked with Personnel and Development and ran a Public Service Apprenticeship workshop. Representation from all public service organisations in Kent attended this meeting where best practice was shared and next steps agreed.
- The SIP team met each of these organisations on a one to one basis from July to September 2009. Although numbers need to be increased to meet our challenging targets, all are committing to developing apprentice schemes and embedding them into workforce strategy. SIP remains in contact with these organisations making regular contact and requesting updates
- The picture across public sector employers in Kent is patchy. Some public sector organisations do not appear as keen as KCC to implement specific Apprenticeship targets, strategies and policies. However there are some notable exceptions where significant numbers of apprentices have been appointed and are still planned
- In general the numbers being taken on are relatively small. Discussion with the individual organisations suggests that this is due to the economic climate, recruitment freezes, redundancies and budget reductions impacting plans. Although organisations are saying they are committed to the programme they are not in a position to provide firm targets, most saying that apprentices will be taken on as and when vacancies arise that are suitable or apprentices or when managers request supernumerary support.

Ensure that all young people in Kent have access to high quality, impartial information advice and guidance and that pathways to Apprenticeships are made simple and clear:

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

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- Partnerships have been established with 'Kent Choices for You' and 'Your Choice in Medway'.
- KCC has led the implementation of Kent Apprenticeships "button" on 'Kent Choices for You' and 'Your Choice in Medway' allowing young people to access generic information on Apprenticeships and register their interest online for the first time. This website targets 16 to 19 year olds who are in full-time education or are NEET.
- A specific Kent Apprenticeship information page and registration form has been developed for online prospectus students
- To date over 900 young people have registered interest in undertaking an Apprenticeship when they leave school Summer 2010.

Actively promote Apprenticeships to encourage schools to employ Apprenticeships as part of their workforce development:

- In November 2009 the Kent Apprenticeship team presented at the head teachers conference. Since then have had a good response and interest from schools with a number looking to appoint apprentices for both the forthcoming spring and autumn terms. A target of 90 Secondary schools and 150 Primary schools offering Apprenticeships has been set for 2010/11
- A cluster web bulletin went out in May 2010 to all headteachers but very few schools are engaging with Apprenticeships, saying that current budgets mean they can not afford the wages. Schools are now being provided with up to date Apprenticeship marketing materials and inviting KATO/KCC into the schools to present Apprenticeships to year 11, 12 and 13 students.

Work in partnership with Thanet Works to develop a subsidiary and brokerage scheme for SMEs in Thanet:

- As part of Kent Apprenticeships, KCC have partnered with Beyond Excellence and Thanet Works to support young people and SMEs in Thanet to better engage with Apprenticeships. A scheme has been piloted where employers receive a subsidy from KCC to pay just over half of the Apprentice salary whilst they cover the remaining £50
- Employers have also been supported in the recruitment of Apprentices, by the SIP team supplying CVs and arranging interviews. To further support the employer Kent Apprenticeships write and administer the apprentice's contract and pay the apprentice through Kent Top Temps payroll and invoice on a monthly basis. Feedback from employers has shown that they find the process of recruiting and employing an apprentice very simple
- The pilot supported the young people to find Apprenticeship placements and to become 'work ready' before they begin the interview process. Beyond Excellence ran a three day 'Brand You Start' programme for the young people at the Marlowe Innovation Centre in Thanet. This program addressed the young people's aspirations and goals as well as giving help and support in writing a CV, preparing them for interview and the work place. Beyond Excellence then acted as a support for the young people during their Apprenticeship, holding quarterly master classes to further build their employability skills. To date 35 apprentices have been employed on the

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scheme, 25 are currently still in training. Of those that have left, one was employed permanently with his employer and another gained permanent employment as a site supervisor. Evaluation of the project has found that the majority of the employers feel that the financial subsidy was an essential part of why they took part in the scheme, particularly in the current economic climate. The subsidy enabled them to make recruitment savings while increasing their business' competitiveness and productivity. Only a small number of employers stated that they would have taken on an apprentice if the subsidiary was not in place.

Develop a Procurement Strategy to increase the number of Apprenticeships in Kent:

- Within the KCC Apprenticeship strategy, it was identified that public sector procurement is an area that could be developed to increase the number of Apprenticeships in Kent. Discussions have taken place with procurement managers across all KCC Directorates and it is clear that there is a genuine will to develop young people, and to achieve this through our procurement
- Detailed guidance for procurement managers is being developed to ensure that Apprenticeships are considered at every stage of procurement, and we will be developing ways to assist suppliers to meet their obligations under these clauses, including the development of the South East Apprenticeship Company (SEAC) as a way to ensure even short term (less than 6 months) contracts can produce apprenticeships
- In KCC, procurement is as varied as the services covered, therefore it will not be possible to develop a one size fits all approach to delivering apprenticeships through procurement. The approach will be split into two - clauses will be included in large scale contracts to require apprenticeships to be delivered by the supplier or framework contracts where it will be necessary to use influence rather than clauses
- KCC, through the Public Service Board is also encouraging the rest of the public sector in Kent to develop Apprenticeships through their procurement activities.

Support KASS in developing an Adult Services Kent Apprenticeship Scheme:

- SIP have worked in partnership with the adult services personnel team and health and social care service providers to develop a bespoke Health and Social Care Apprenticeship scheme in Kent. This scheme will act as a pilot, allowing apprentices to work with a number of different organisations during their apprenticeship. This is intended to help develop experience of some of the different types of work that is available in the social care sector so that people completing the scheme will be able to choose where in the sector they would like to work. In order to attract more employers to this offer KASS have secured funding to pay half of the apprentices' salary
- There are currently around 100 job offers from a range of employers. The scheme will be based in a geographical patch which will be agreed once the application process has closed and we can see where the greatest demand from young people has been. All interested employers who are not selected for the pilot will be passed onto the Kent Apprenticeships team to follow up. The pilot will begin in September/October 2010. KASS is currently advertising for young people to apply. The apprenticeship will be completed over a short nine month period. To achieve this tight timescale we need to recruit the most enthusiastic and passionate young people

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that are committed to following their career in social care. The apprentices will be paid and employed with SEAC.

What more are we going to do?

From September 2010, subject to Cabinet Approval, we will implement a pilot scheme that will increase the employment potential of vulnerable young people by supporting them into Apprenticeships. Four groups (teenage parents, young offenders, care leavers and young people with learning, physical or mental disabilities) have been chosen for this scheme due to the high possibility that they will become, or already are, NEET (not in education, employment or training). They are potentially disengaged from learning and skills and are currently finding it difficult to access Apprenticeship opportunities. We will be working with 20 young people from each target group. Those taking part in the scheme will have a range of needs. The development of this Apprenticeship Scheme will link to KCC's Employment Strategy for Socially Excluded Adults. Twenty of the vulnerable young people will be employed by KCC as part of the Kent Success Programme. The remaining sixty young people will be employed by SEAC and placed with employers across the county. The scheme will be closely evaluated from the start to ensure that we are able to evidence the value of employing these young people into Apprenticeships and to identify the barriers for them in participating in this type of training. Young people will be placed with employers who have real jobs to offer these young people to ensure that each is given the best opportunity stay in permanent employment.

In addition we will:

- Co-ordinate and facilitate activities to radically deliver on a step change in numbers of learners and employers engaging in Apprenticeships
- Continue to focus, review and undertake detailed monitoring on the impact nationally and locally on the take up of Apprenticeships within the current economic climate
- Work with the key strategic partners to establish a pre-Apprenticeship programme for more vulnerable groups of young people, such as those leaving care and young offenders, to ensure that they are able to fully access and explore opportunities open to them
- Promote Apprenticeships with schools, parents and young people in a campaign managed by the Kent Apprenticeship Partnership
- Continue the review and development of the possibilities to develop new protocols and targets in the wide landscape of public sector procurement
- Review and explore awaited government decisions relating to employer incentive payments and identify the impact and processes required for Kent employers.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	Aug 2010 Actual
Number of Kent Apprenticeships taken on by KCC (since October 2006)	60	128	228	250	344
Number of Kent Apprenticeships taken on by other public and private organisations (since September 2006)	0	0	438	750	1,108*

* Includes confirmed starts for September 2010

Monitoring completed by: Wayne Gough

Date: August 2010

TOWARDS 2010: CLOSDOWN REPORT

Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Pauline Smith

Status: Completed

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

Kent Safe Schools, Pipeline, CADET, Connexions, Youth Offending Service, KCA, Health, Learning and Skills Council (LSC), Catch22 (Looked after Children), the public and private business sectors.

Outcomes delivered:

Introduce the Kent Community Programme (KCP) specifically designed and established for young people aged 16-19 who are NEET (those not in education, employment or training):

- We provided practical support, guidance and positive engagement to 258 young people not in education, employment or training (NEET) in a wide range of community focused activities and programmes. The young people accessing the programme displayed varying levels of vulnerability and/or wide range of personal barriers that were preventing them from accessing mainstream education and employment pathways. The programme successfully supported 65% into further education, employment, apprenticeships and extended work placements:
 - The Kent Community Programme, co-ordinated by SIP, is delivered by Kent Safe Schools and equips young people with the practical skills that they need to continue along a positive path of engagement whilst also addressing their individual needs and providing support to enable them to make the next step in their lives whether that be employment, further education or an apprenticeship. The significant focus on the importance of understanding and embracing the very personal and differing needs of each young person ensured that we fully maximised the impact, effectiveness and positive outcomes for each individual on the programme. This individualised approach helps to support young people in raising their confidence and empowers them to re-engage, re-motivate themselves and helps develop the skills and tools they need to succeed further
 - Groups of 8 to 10 young people are enrolled on the programme for a three month period for three days a week working on community-focused projects learning a wide range of practical, hands on skills whilst simultaneously gaining industry recognised qualifications. The overall average attendance of the young people is 80%, with a number of the young people averaging over 90%. This emphasises the positive impact of the programme as historically the client group is one of the hardest to reach and work with successfully. These figures show a positive trend where the young people who are becoming involved and inducted onto KCP are becoming successfully motivated and fully engaged to complete the course and then moving into positive routes of progression at the end of the programme
 - The positive routes of progression for the young people are a priority for the KCP project teams. So far, 65% of the young people involved have been guided and supported into further education, employment or an apprenticeship. The breakdown of where they moved onto are as follows:
 - College – 40%
 - Employment – 46%

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Apprenticeship – 14%.

- The main routes of referral have come through extensive partnership working to ensure we are reaching the targets and making a significant impact to the NEET and Towards 2010 agendas where possible. 76% of referrals have come from Connexions, 13% from the Youth offending Service and the remainder from other partners such as Social Services and the NHS
- Following a comprehensive feasibility study into the setting up of a social enterprise an exciting new collaboration with Catch 22 was established in early 2009. The ongoing development and establishment of the exciting Social Enterprise model in motor car servicing and repair in Gravesend is now well underway
- A KCP webpage has been added to the KCC website and new marketing materials are in the process of being printed to ensure increased awareness of the project amongst professionals and young people.

Develop a more positive profile for young people in their local communities:

- KCP helps raise the positive profile of the young people in their local communities ensuring that a strong community presence during the projects and maximising the opportunities for positive progression routes for the young people are key priorities within the programme
- All the community projects are developed and designed closely with residents, partners and local stakeholders and KCP participants are engaged in all aspects of the project design, planned outcomes and the evaluation and assessment of its positive impact and benefit to the community.

Complete a range of valued community projects across the county:

- The success and very positive outcomes of KCP have proved significant for both the young people participating on the programme and the local projects and communities that continue to benefit enormously from the completed projects delivered by the young people. The specific community projects completed to date have been funded by KCC and include the following since 2007:

2007/08 projects:

- Maidstone (Boughton Mount Horticultural Project)
- Thanet (Community Bus - mechanics and community involvement)
- Dover (repair, maintenance and water safety)
- Sittingbourne (design and build of a community centre garden)
- Ashford (construction based project where young people learn practical construction skills and then put them into practice in a community project in their local community).

2008/09 projects:

- Murston (renovation of garden and communal areas in the Community Centre)
- Whitfield, Dover (barn project assisting the builder in constructing the stables/barn)
- Dover (improve the look and usability of the garden at Ashen Tree House, a community mental health support centre)
- Ashford (improve the look and usability of the garden for the clients and staff at Southfields, a community respite and residential centre for adults with severe learning and/or physical disabilities)

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- Ashford (improve the look and usability of the garden for the service users and staff at Braethorpe community mental health support centre)
- Dover (Porchlight Allotment Project)
- Dover (Nu-Steps centre - improve the appearance of local public areas and basic training and qualification in construction and tool use).

2009/10 projects:

- Allotment Project, Dover
- Chilham Sports Centre (renovating an area of the local sports centre)
- Ashleigh Gardens Care Centre (building a pergola in the garden of the centre)
- Braethorpe centre (repairing paths and walls and laying of new pathways)
- Folkestone Sports Project (planning sports event)
- Oakwood House (maintenance around the grounds)
- Several short courses (three days that include one day community work and two days training/qualification).

What more are we going to do?

- KCP is now an established programme of positive engagement and is embedded within the 14 -24 Innovation Unit. Further links will be made in 2010 to establish KCP within Kent's NEET strategy and address its sustainability and potential to develop into 16 plus mainstream provision
- KCP will look to further develop the current projects at Oakwood House in order to maximise the profile of the project and to offer genuine cost savings for KCC. At present KCP are laying a pathway in the grounds at Oakwood that would otherwise have to be done by contractors
- Access and participation in KCP is of particular benefit and interest to vulnerable young people and work is underway to increase participation and engagement of young people with additional barriers and challenges. Links are well established with the Youth Offending Service, 16 plus teams, the Teenage Pregnancy Partnership and the Kent Apprenticeship Programme and these will be developed further to ensure that a higher number of young people can access and engage on to KCP and move positively into more sustainable and long-term opportunities and outcomes
- The exciting opportunities which can be achieved by the roll-out and mainstreaming of KCP will support, address and embrace a wide range of targets and indicators reflected in a number of local and national strategies and policies
- Work will continue with the LSC and other relevant stakeholders to identify freedoms and flexibilities that are required to improve support and provision for this very targeted and vulnerable group of young people
- Further development and support of the Catch 22 Social Enterprise in Gravesend will continue with KCC support to promote the project countywide
- Targeted approaches will be enhanced and promoted across the Community Programme and Social Enterprise to embrace a greater take up and engagement of Apprenticeships by the cohort of young people who are ex offenders or care leavers (both client groups who statistically find it more difficult to access, participate and achieve apprenticeship qualifications).

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of young people completing the Kent Community Programme	0	45	116	250	258

The target for March 2011 is 320

Monitoring completed by: Pauline Smith

Date: 14 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed

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

80 secondary schools in Kent including the Alternative Curriculum Programme and Special Educational Needs, employers in Kent engaged to deliver work experience and work-related learning activity, Local Strategic Planning Forums across Kent, Connexions, Kent Association of Training Organisations (KATO), Further Education (FE) sector, Learning and Skills Council (LSC), Enterprise Kent, Canterbury Christchurch University, University of Kent, University of Greenwich, Kent district and borough councils, Medway Education Business Partnership, Creative Foundation, Canterbury4Business, Gateway Knowledge Alliance, Employ Kent Thameside, University of Creative Arts, Aim Higher, Kent NHS Trust Kent Vocational Training Programme (KVTP), Industrial Trust.

Outcomes delivered:

Establish a strong partnership between educational organisations and the business sector:

- Kent Works, established by KCC, was awarded the Learning and Skills Council (LSC) contract to deliver quality Education Business Links (EBL) across Kent. The contract has proved positive in laying the foundations and framework for the ongoing development of business-education links within the county and year-on-year Kent Works staff have exceeded the profiled contract targets set by the LSC
- Excellent progress was made to develop, nurture and sustain the relationships and partnerships between education establishments and the business sector which has provided a wide range of high quality work-related learning and work experience opportunities across the county.

Facilitate thousands of work-related learning and work experience placements:

- During the course of the 2007/08 academic year, Kent Works facilitated work-related learning activity for over 7,000 young people across the county. This type of activity included interview days, career awareness activity and preparation for work experience and enterprise. Work experience targets for 2008/09 were similar to 2007/08, at 8,000, but work-related learning targets have since increased significantly to 11,000
- Employers and schools were supported in the development of a wide range of activities which include offering work experience placements, giving talks to schools, hosting school visits, assisting with school-based projects and working with education to develop the curriculum to match and reflect the skills required in the marketplace. Focused activities have provided exciting and motivational opportunities for students to develop their understanding of the world of work.

Introduce other new programmes to help young people get into work, including innovative programmes based away from school sites:

- Specific focus in 2008/09 was dedicated to developing new and innovative work-related learning activity in line with the requirements of the updated government framework and the Kent Work-Related Learning Strategy. New enterprise, employability and risk activities have been developed to assist schools in meeting the student entitlement.

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Demand from schools for support with work-related learning activities has increased year-on-year and it is likely that the target will be exceeded

- In addition to work-related learning events/activities held in schools, an increasing number of innovative programmes that involve students working away from school sites and in the realm of the employer are now commonplace. Construction site visits and visits to other employer premises, walk-about with local authority environmental teams, work shadowing and hospital visits are just some of the outcomes of strong business-education partnerships facilitated by Kent Works
- The EBL contract for 2009/10 built on the excellent standards already established progressing and supporting schools in delivering a re-energised and re-focused relationship with the business sector. Another significant aspect of work included the delivery of sector-related events, developed in partnership with 14 to 19 planning forums linked to the regeneration and skills needs of each area
- Kent Works was actively involved with each of the county's 14 to 19 strategic planning forums and made contributions to the Diploma Gateway bids submitted by each of them. It worked with schools involved with Diploma delivery on work experience placements, extended projects, professional development and other employer engagement activities
- Partnerships were established with sectors embraced within the roll-out of diplomas. In particular, the Industry Champions programme which raised the profile of EBL activity and highlighted the changing needs of schools and students through the 14 to 19 education reform.

Influence strategy and policy:

- A comprehensive Kent Work-Related Learning Strategy along with a plethora of guidance and good practice tools were designed and distributed to ensure that national indicators and guidelines are understood by schools and other stakeholders and that all strategic indicators, guidelines and outcomes are embraced consistently countywide
- Kent Works worked closely with the established infrastructure of local partnerships (14 to 19 Strategic Partnership, 14 to 19 Planning Forums, Local Children's Services Partnerships, Local Strategic Partnerships, Business Link etc) to define areas of responsibilities, accountabilities, and explore strengths, identify challenges, reduce bureaucracy, improve efficiency and maximise opportunities
- The EBL contract held by KCC was integrated into the commissioned Connexions Service and all aspects of the transfer of Kent Works personnel from KCC to the Connexions Service including all transitional arrangements was successfully achieved in April 2010.

What more are we going to do?

- The direction of our plans in Kent will continue to be influenced by changes arising from an ongoing national review of work-related learning and EBL
- The majority of the financial resource identified to deliver and promote EBL and work related-learning activities is already delegated to schools. An exercise to review the funding streams and potentially 'marshal the funding' will be an important role for KCC in the future to support the EBL vision and delivery commissioned within the Connexions contract
- We will further explore and enhance the workforce development initiatives and relevant EBL links with the public and private sector employers

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- There will be greater synergy between work experience and progression onto apprenticeship pathways post-16.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage satisfaction rate of pupils	75%	80%	87%	90%*	90%
Percentage satisfaction rates of businesses	56%	68%	70%	75%	77%

* Target increased from original 85%

Monitoring completed by: Pauline Smith

Date: 14 July 2010

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

Status: Completed

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

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

Outcomes delivered:

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

What more are we going to do?

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

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

* Not applicable - launched in November 2008

Monitoring completed by: Tanya Oliver

Date: 19 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

Target 22: Establish a biennial Kent School Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics		
Lead Cabinet Members: Mike Hill/Sarah Hohler	Lead Managing Directors: Amanda Honey/Rosalind Turner	Lead Officers: Chris Hesse/Danny O'Donovan

Status: Completed

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

Kent School Games: 15 x School Sport Partnerships, 15 x Specialist Sports Colleges, Governing Bodies of Sport, Competition Managers, Facilities (including Julie Rose Stadium, University of Kent, Kingsmead Sports Centre, Canterbury High School, Polo Farm Sports Club, Aylesford Rugby Club, Sevenoaks School), Canterbury City Council, KCC Procurement Services (Management Contractor), individual schools, professional performance specialists, Performing Arts College network and others.

Supporting Talented Performers: Over 50 sports facilities across Kent, all local authorities, the three Kent-based Universities, Clubs, Governing Bodies of Sport, Kent County Supplies (and Maudesport), Kent Reliance Building Society, P&O Ferries, the Denne Group.

Outcomes delivered:

We established and staged the Kent School Games in 2008 and held it again in 2010, acting as a catalyst for additional competitive sport in the county:

- The inaugural Kent School Games, with sponsorship from P&O Ferries, was run from autumn 2007 with finals events in June 2008. 529 schools were involved in these first Games with 30,000 young people participating. The finals involved 23 different sports, over 50 events, seven venues and were organised across several days. These culminated in approximately 1,200 medallists
- From the launch event through to the Kent School Games Celebration event, Olympic and Paralympic performers, including Dame Kelly Holmes, Dame Tanni Grey-Thompson, Danny Crates and Ian Wynne were involved and supported the Games
- Locally, several School Sport Partnerships organised competitive activity in summer 2009, a non-Kent School Games Finals year, in order to build on the momentum from the first year
- The 2010 Kent School Games was launched in schools at the end of September 2009 through a pack of posters and DVD for every school to use in assemblies and at other relevant events in the schools. A high profile launch event was also organised on 1 October 2009 with Dame Kelly Holmes. The launch was designed to encourage even more of Kent's schools to become involved and to generate maximum media interest. There were over 550 schools competing in this year's Games, more than in 2008, with more than 30,000 young people participating. Area competitions and trials were organised by the 13 School Sport Partnerships, governing bodies of sport and their clubs, 15 Sports Colleges and seven competition managers, throughout the Autumn 2009 and Spring 2010 terms, which lead to schools and teams qualifying for the finals in June/July 2010
- The organisers of the Kent Tag Rugby festivals (which are 'badged' events within the Kent School Games) have reported that the Games have added significant value to their event, in terms of the welfare structures and plans implemented in 2008

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- The Disability Archery Event benefited from the School Games and is now organised on an area 'hub' basis prior to the finals events, providing an improved structure for the event. Due to the success and growth of the Disability School Games the archery and football events for 2010 were integrated into a day of other Finals events alongside non-disabled participants
- The Opening Ceremony for the 2010 Finals was held at Maidstone Leisure Centre on 23 June 2010. The evening was a highly successful and memorable artistic and cultural event, involving hundreds of young people providing dance, music and singing performances to an audience of over 500 people
- The 2010 Finals events were bigger than in 2008 and involved 38 sports and activities with approximately 6,400 young people competing for 1,500 medals. The Finals events ran over 11 separate days and made use of 13 separate venues. They were enhanced with an increased cultural input, using a steel band, music and cheerleading demonstrations to create a vibrant atmosphere
- Importantly, the initial national interest in the Kent School Games model has developed further with the new coalition government announcing in July that there would be increased competitive school sport and a schools 'Olympics' based on the Kent model as part of its sports policy.

We have supported over 900 talented sports performers through dedicated programmes, funding and other initiatives:

- District councils have continued to work with KCC in supporting talented performers through the Kent FANS (Free Access to National-level Sportspeople) scheme. This provides over 50 facilities in the county for training, preparation and rehabilitation purposes. Over the last four years this scheme has supported over 900 national level sportspeople to access free facilities and these people can obtain discounts on equipment, clothing and physiotherapy services (as at June 2010)
- Good links have been established with the three Kent-based universities, which have supported sports science workshops for over 140 coaches, performers and parents
- Funding for talented performers (including disabled performers) has been secured through a variety of sources, including SportsAid, P&O Ferries, the Denne Group, the Kent Reliance Building Society and Pfizer
- We have also developed an enhanced tier of support for 24 talented performers, nominated through their Governing Bodies of Sport, including direct funding, dedicated sports science provision and branded clothing. In addition, a 'Rising Stars' webpage has been developed to raise their profile and links have been established with the Dame Kelly Holmes Legacy Trust to provide a "Backing Talent in Kent" programme of support for these performers during 2010
- Top performers receiving funding via KCC, P&O Ferries and SportsAid have been 'mapped' in order to identify the spread of performers across Kent. These initial maps can be added to with other top performers receiving scholarships at the three Kent-based universities
- A Coaches and Officials Scholarship scheme has also provided funding for 20 coaches who either already coach at a high level or are recognised through their Governing Bodies of Sport as having the potential to coach high levels thereby enhancing the number of top performers in the county
- Several major events, which can inspire future Olympians and Paralympians, have been supported or will be coming to Kent. These include the Tour de France, the UK and World Handcycling events in 2007 and 2010 respectively, the World Cup Archery event

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in 2007, the Margate Masters Beach Volleyball event in 2009 and 2010, International Sitting Volleyball in 2009 and 2010 and the Open Golf Championships in 2011.

- The following achievements have been made by a number of the talented performers referred to above:

Kezia Gore: (Gymnastics - Rhythmic) - Represented GB at the Youth Olympic Festival in Australia in January 2009 winning team bronze and individual silver medal. Selected to represent England at the World Schools Championships in Qatar in December 2009. Achieved four golds in the national individual apparatus competition 2009. Achieved silver medal overall in her age group, and in the individuals achieved gold in ball and clubs, silver in rope and bronze in hoop at the 2009 British Championships.

Nicholas Boylan: (Swimming) - Selected to represent GB at the 2009 INAS Global Games, Czech Republic and IPC Europeans, Iceland. Achieved silver medal in the 100m breaststroke at DSE national short course swimming championships. INAS-FID World Record Holders, Global Games Champions and World Champions in the 4 x 100m Medley Relay. Also achieved Bronze in the 4 x 50m Medley Relay. 2009 IPC Europeans, Iceland achieved silver medal in 100m breaststroke. South East Regional Championships: Five gold medals and one silver. Kent County Championships: Won gold in five events.

Alexandra Adams: (Swimming) - Won six gold medals in DSE Junior Nationals 2009. Achieved three gold medals and one silver medal at DSE national short course swimming championships 2009.

Will Bayley: (Table Tennis) - Participated in Beijing Paralympic Games 2008. Progressed World Ranking from 10th to 3rd in 2009.

Liam Baldwin: (Athletics - Race walking) - Achieved third place at the UK Europeans which were also GB trials for the European Cup.

Candy Hawkins: (Athletics) - Achieved qualifying time for Deaflympics 5000m in Taipei in September 2009 and came 4th in 5000m with new Personal Best time.

Kirsty Wilson (Table Tennis) - Won bronze medal at the UK School Games 2009.

Dwyte Smith (Athletics) - England Athletics under 20 indoor long jump champion. Achieved 3rd place in Jumps International GB v Netherlands.

Nathan Milgate: (Shooting) - Achieved gold in the R1 10m air rifle standing SH1 in Poland. Achieved gold at the Canadian Airgun Grand Prix. Achieved team gold medal and individual bronze medal at the IPC Shooting Open Championships Jikji Cup in Korea. Achieved gold in the Falling Target Rifle SH1 mixed competition and silver in the R1 10m air rifle standing SH1 in the Turkish Cup. Achieved gold in the Wheelpower National Shooting Championships at Stoke Mandeville. Achieved bronze in the R6 50m Small-bore Rifle 60 shot prone SH1 at the International Hessain Trophy in Germany. Achieved a team gold medal and three individual bronze medals in the Alicante Cup.

Vicky Silk: (Athletics) - Selected by UKA to compete in Switzerland in the IWAS Junior World Games in July 2009 and achieved Gold in the Discus and Shot Putt. Selected by UKA to join the Development Squad of the World Class Performance Programme. World Dwarf Champs, Belfast achieved two gold medals (discus and javelin) and a silver medal (shot).

Lewis Gray: (Table Tennis) - Won the 2009 English National Cadet (Under 15) Masters competition. Selected to represent England at the European Youth Championships in Prague, July 2009. Ranked England number 1, National Cadet Boys and 4th in England Juniors (under 18s).

Kent's reputation has been enhanced, especially in connection with the London 2012 Games – KCC was one of only five local authorities to achieve Beacon status in this area:

- The Kent School Games formed an integral part of Kent's successful Beacon application for Olympic and Paralympic Legacy (designated as "Outstanding")

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- Several other counties have expressed an interest in finding out about the Kent School Games and it has been promoted at national events such as the LGA conference, as well as a feature on the Games being written for a national leisure industry magazine
- The Kent School Games was part of a presentation to a Sports Caucus made up of MPs and Non-Departmental Public Bodies and there has been national political interest in seeing similar County School Games across the country including reference to the Kent School Games by Dame Kelly Holmes at the Conservative Party Conference in autumn 2009, and the subsequent recent announcement of sports policy by the new coalition government (see above)
- 38 of the county's facilities feature as potential Pre-Games Training Camps in the official London 2012 brochure produced for Olympic and Paralympic Associations, including seven specifically designated as Paralympic pre-Games Training Camps, more than any county in England. The Dartford Judo Centre has already attracted teams from Canada, USA, Iceland, New Zealand and France to use its facilities for training. Pegasus Gymnastics Club hosted the Slovenian national Gymnastics team, culminating in agreement for the Slovenians to train at the club in the run-up to 2012 and Meapa Gymnastics club in Gravesend hosted the Ukrainians. These teams trained alongside and inspired young Kent gymnasts. Saudi Arabian and Latvian Sitting Volleyball teams also trained in Kent in 2008 and the Chinese, Hungarian and Dutch Sitting Volleyball teams were involved in an event in the county in 2009, with the Chinese returning in 2010. Ukraine and Belarus Judo Federations have been signed-up to run Pre Games Training Camps in Kent leading up to 2012 and negotiations are underway with other nations, facilitated by the development and distribution of sport-specific Pre-Games Training Camp DVDs.

What more are we going to do?

- Hold a Celebration of School Sport event, incorporating the Kent School Games 2010, in October 2010
- Plan for future Kent School Games whilst seeking to influence and taking into account any future government announcement regarding the implementation of its own plans across the country
- Continue to support existing and newly identified talented performers with enhanced funding and services in the lead up to 2012
- Hold a 'Backing Talent' event with the Dame Kelly Holmes Legacy Trust to provide mentoring and specialist information for the county's best athletes, their parents and coaches
- Track those performers provided with enhanced support to ascertain their levels of improvement, hopefully leading into world class programmes and squads as well as success at major national and international events.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of schools participating in the Kent Schools Games (Academic year)	New indicator	529	No Games	550	552 *
Number of athletes supported to compete at a national level in the run-up to 2012 Olympics and Paralympics (cumulative since 2006/07)	360	526	732	740	907**

* Provisional

** As at June 2010 – figure to March 2010 cannot be disaggregated

TOWARDS 2010: CLOSEDOWN REPORT

Monitoring completed by: Chris Hesse / Danny O'Donovan

Date: 9 July 2010

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

Status: Completed

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

Academies and Specialist Arts Colleges (Performing Arts), Advisory Service Kent (ASK), Applause Rural Touring, Arts Council England, South East (ACE), Kent borough and district Councils, DaDa-South, ENYAN, Extended schools, Future Creative/Find Your Talent, Kent TV, Kent Youth County Council, Kent Youth Service, Libraries, Media organisations, National Association of Youth Theatres (NAYT), National Student Drama Festival, National Youth Theatre, Kent schools, KCC Sports Leisure and Olympics Unit, Surrey Arts, theatre leaders/practitioners/freelancers, various venues and theatres, youth theatre organisations, Valley Park Community School, Theatre Royal Margate Youth Theatre, Inspiration Inclusive Youth Theatre, Dover Youth Theatre, Hazlitt Youth Theatre, Square Pegs Drama Club, Trinity Youth Theatre, River Drama, Walk Tall Youth Theatre, Wildwings Sevenoaks Youth Theatre, Wildwings Edenbridge Youth Theatre, Orchard Youth Theatre, Chilham Youth Theatre, Marlowe Youth Theatre, Hillview Youth Theatre, Astor Youth Theatre. Companies and artists involved in the 2010 Festival: Chichester Festival Theatre, StopGAP (Integrated Dance Company), Propeller (Physical Theatre Company), Strangeface Mask Theatre Company, Paul Edwards (National Youth Theatre), Jo Dyer, Animate Arts, Bigfoot Arts Education, George Styles and Anthony Drew, Nicole Mollett - Cultural Baton, Sef Townsend (Storyteller), and Amani Naphtali (Artistic Director).

Outcomes delivered:

We have worked to deliver this target in two ways:

- Encourage the growth and development of youth theatre activity that is sustainable, accessible and which supports professional development
- Continue the development of a county Youth Theatre Festival that celebrates youth theatre in Kent and leads to the county having an improved reputation in this field.

The differences we've made by focusing on this target are as follows:

Help create more opportunities for Kent's young people to get involved in youth theatre with over 7,200 young people reported to have attended youth theatre activity:

- We delivered the second countywide youth theatre festival in July 2010, which engaged 250 young people as participants, performers, visual artists, musicians, technicians and hosts. An artistic director was commissioned, to raise standards of practice for youth theatre leaders and young people, and to introduce a culturally diverse dimension into the festival and future work. The young people played an active role in his selection
- The new inclusive Youth Theatre organisation, started by Theatre Royal Margate as part of the new development, is working with KCC towards a national model of excellence
- Square Pegs, an inclusive youth theatre group, has been supported in establishing an additional group, offering 12 more young people with disabilities the opportunity to engage in youth theatre
- Four additional new or reformed youth theatre groups have emerged and are developing with KADU support – The Stag Youth Theatre, The Orchard Youth Theatre, The Marlowe Youth Theatre and the Astor Youth theatre

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- Strangeface Mask Company have been supported in the development of their work and in engaging more young people in youth theatre activities
- A youth arts contribution was made to the Kent School Games (see Towards 2010 target 22)
- We worked with Trinity Theatre to create satellite youth theatre with one at Hillview Girls School and we worked with the new theatre in Folkestone to develop youth theatre participation and practice
- We contributed to the youth theatre concept for the New Marlowe with Canterbury City Council
- We worked in partnership with Applause Rural Touring to support the development and delivery of a Young Producers Programme.

Build on the momentum of Kent Youth Theatre:

- Kent County Youth Theatre Festival: This was successfully staged for the first time in spring 2009, based on extensive prior consultation of organisations in Kent and wider research. It drew 150 participants who enjoyed workshops on stage make-up, TV production, stage choreography, movement and new writing. The resulting energy and consensus has enabled the start-up of new initiatives to drive forward youth theatre development
Comments from the Kent Youth Theatre Festival 2010 included... "It was amazing and you created something that will live long in the memory!" - Youth Theatre Leader
"Our group had a really special time: it was truly wonderful for me to see the school transformed for the weekend, both in character and atmosphere" - Host Venue Staff Member
"The kids were great, really committed and gave us a fantastic reception in the evening after and during the show" - Propeller Theatre Company Cast Member.
- Capacity building: The need for better leadership for youth arts and youth theatre was recognised specifically as part of the re-purposing of the Arts Development Unit, with the creation of a post specifically to engage with the creative needs of young people. The reach and networks created by this post, working with KCC Youth Service, mean strong contribution to National Indicators 11 (Percentage of population who say they have used/engaged in the arts in the last 12 months) and 110 (Young people's participation in positive activities)
- Advocacy and strategic leadership: Youth arts development and the needs of young people now enjoy much-improved profile in policy making and service planning. The Youth Arts Officer post is a major commitment to engagement with youth art in the long-term. It has created the long-awaited capacity to build relationships with youth theatre organisations and key development bodies based on common goals. These are valuable partnerships that will support and enable our work and future funding leverage
- Improved Youth Theatre delivery infrastructure: New initiatives such as the Youth Theatre Hub and Youth Theatre Development Network have brought a structure and strategic thinking to the work of developing youth theatre. These initiatives directly pick up and capitalise on the momentum of the Festival as fed back by a Youth Theatre leader, *"Thanks again, this was such a wonderful opportunity for similar minded people to get together and share our visions. The young people behaved impeccably and had such a good time, encouraging and congratulating each other without any competitiveness. Just shows the power of the arts on young people"*
- We also established a Kent-wide Youth Theatre Network (professional development forum), Youth Theatre Hub (creative forum) and developed a Young Arts Ambassadors Forum.

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Encourage development of high quality provision for young people in Kent, via organisations such as the National Association of Youth Theatre (NAYT):

- We have encouraged youth theatre organisations to align themselves with NAYT, which promotes quality of provision with an emphasis on access for all. The Kent Youth Theatre Festival (KYTF) was key to securing support for development initiatives, in order to build on this first event by developing the capacity and capability of the Kent organisations to raise and realise ambition, and increase profile and opportunity. A new Excellence and Inclusion scheme was launched by NAYT in February 2010 which Kent Arts Development Unit (KADU) is using to offer additional practical support and raise standards of practice of youth theatres in Kent.

The view of Kent from NAYT was as follows... 'On behalf on NAYT many thanks for inviting us to the KYTF2010 yesterday. I thoroughly enjoyed myself and thought that the performances by so many different groups were amazing. From the moment I arrived I was welcomed by young people who were excellent ambassadors for the event and for youth theatre and youth arts in general. I was very impressed to see such large numbers of young people participating, about 250 I was told, and impressed too at the diverse nature of participating groups. I also thought the programme of workshops and professional performances seemed very inspiring.

All of the young people I spoke to told me that they had had a fantastic time both at the event and in the lead up to it and I think that having an artistic director who oversaw the project and visited all the groups in the months prior to the Festival obviously paid off in terms of unifying such a vast diversity of groups and giving them a shared experience which they so obviously enjoyed.

It was clear that a lot of hard work, energy and enthusiasm had gone into this event by all concerned so please pass on my congratulations to the team and of course congratulations to you too for co-ordinating and overseeing such a fantastic project. I came away feeling very inspired and was reminded just why I feel so passionate about Youth Theatre."

Establish and share a deeper understanding of issues and needs of young people and youth theatre organisations by way of research activity and consultation:

- Understanding needs: Consultation of youth theatre organisations about their aspirations, challenges and expectations fed into the design and delivery of the first-ever Kent County Youth Theatre Festival – a customer insight approach that we will continue
- Research: A mapping exercise of youth theatre activity in Kent in 2006/07 gave information on existing activity and how best to meet demand and create new and exciting opportunity. It revealed that while rural areas were well supported there was a lack of investment and diversity in events, poor accessibility to minority and excluded groups, high provision in the north of the county, coastal towns and in Canterbury, though overall the nature of activity offered limited challenge
- Young people shaping services: 'Theatre in the Square', a sounding board event for young people on the development of the Kent County Youth Theatre Festival was held.

Use arts to help communicate and engage with young people on issues that matter to them, such as bullying, smoking and drug misuse:

- Theatre roadshows were delivered by the Arts Development Unit and other arts organisations (such as Hextable Dance) on tackling issues such as bullying, smoking and drug misuse.

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Share good practice and enhance Kent's reputation by contributing to regional and national events, and creating interest in the Youth Theatre Festival model:

- New capacity with in-depth understanding of the field has enabled advocacy and networking at all levels of the potential benefits from greater youth engagement in creative activity. Kent has contributed to regional and national conferences on youth arts and youth theatre, presented overseas to international hosts (Finland) which has opened up international links for Kent youth theatre. Our excellent festival model is now being cited by Surrey as a model of good practice, with potential for roll-out in their area.

In addition we have:

- Developed international links with youth theatre groups, including an exchange project between young people from Singapore and young people from Valley Park Community School in Maidstone, facilitated by Bigfoot Theatre Arts and supported by KADU
- Staged regular youth theatre network events to broaden their reach, extend people's practice, offer Continuing Professional Development, and opportunities for collaboration
- Worked alongside youth theatre groups, practitioners, theatre companies, youth workers to extend their practice and engage more young people, particularly those who are harder to reach
- Developed our partnership with the National Youth Theatre and support their doing more community youth theatre projects in Kent, thus offering further opportunities for 'hard to reach' young people and raising Kent's profile on the national youth theatre stage
- Set up a new forum for Young Arts Ambassadors to support and develop emerging talent. This group were involved in the planning and delivery of the Youth Theatre Festival 2010 and consequently newly engaged with youth theatre. We are working with Applause Rural Touring to link this initiative with the young promoters programme
- Worked in partnership with Kent Youth Service to offer professional development opportunities for youth workers to enable them to engage more young people in youth theatre, using the Arts Award as a tool and working with Future Creative to deliver training.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of young people reported as attending youth theatre activity*	New Indicator	1,504	5,321**	6,500	7,281
Number of youth theatres who are members of the National Association of Youth Theatres (NAYT)	New Indicator	17	19	20***	20****

* Rolling, cumulative total, as reported by directly funded organisations, youth theatre groups and targeted schools

** Sharp increase in 2008/09 figure due partly to improved data collection systems. This information resulted from the July data collection round, after our 2009/10 operating plan targets had been set

*** This target was increased by the Arts Development service from the original target of 18

**** This has reached near-maximum figures, and in the harsh financial climate our future focus will be to encourage and support youth theatre organisations in order to maintain 2009/10 activity and membership levels

Monitoring completed by: Sally Staples

Date: 14 July 2010

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

Status: Completed

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

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

Outcomes delivered:

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

Digital Kent

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

Some of the specific achievements are as follows:

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

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

- Kent TV was shortlisted for an eGovernment award for eGovernment empowering citizens. It was one of 52 finalists short listed from across Europe and as such were invited to exhibit at the conference held in Malmo, Sweden
- Since the decision was taken to not continue with Kent TV, the council has created a digital platform on the KCC website which enables the content created during the pilot to be accessed by viewer. A small team has been appointed to create new video content and maintain the Digital Kent offering and 'What's On' website. Relevant content has been embedded on both KCC's website and on other relevant sites to ensure that the information is still reaching the widest possible audience. Currently there are over 5,500 followers of Digital Kent on Twitter which is more than any other Kent based Twitter feed. Digital Kent has been out filming key initiatives such as the Cultural Baton, the Kent School Games and the Kent Excellence in Business Awards
- Digital Kent is also working on a number of new projects including:
 - MusicClash - An online 'battle of the bands' for 11-19 year olds similar to but wider than SoundClash, taking in classical, folk and jazz as well as rock. The team are working with Kent Music School, Christ Church University, Rhythmix and Pie Factory
 - Kent 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

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

The Kent and Medway Citizens' Panel

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

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

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

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

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

Web jam

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

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

Localism

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

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

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

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

What more are we going to do?

Digital Kent

We will:

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

Open Kent

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

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

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The Kent and Medway Citizen's Panel

We will:

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

Localism

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

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

* Kent TV started on 20 Sept 2007

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

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

Date: 19 July 2010

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Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Sally Staples

Status: Completed

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

Arts Council England, South East (ACE, SE), Kent-based arts organisations, creative businesses, Creative Margate, DaDa-South (regional disability arts organisation), Digital Kent, East Kent Festivals Cluster, English Heritage, Further and Higher Education Institutions, Greening The Gateway Kent and Medway, KCC Economy and Regeneration, Kent 2012 Arts Sectoral Task Group, Kent Film Office, Kent Music, Kent Tourism Alliance, Kent and Medway local authorities, Liberty Property Trust UK, Locate in Kent, Maidstone Studios, National Trust, Performing Arts Network Kent (PANeK), professional and voluntary cultural organisations, South East England Development Agency (SEEDA), Screen South, town and local area partnerships, Turner Contemporary, Visit Kent.

Outcomes delivered:

Providing access to greater activity for residents and encouraging visitors to Kent are focal points of this target, in addition to ensuring Kent is seen by creative industries as 'open for business' and a good place to be located.

A Kent Cultural Strategy has been developed, which will support KCC's Regeneration Framework for Kent. See also Towards 2010 targets 1 and 2. We have further helped reposition and realise Kent's potential as a centre for the arts by:

Developing venues and cultural events across the county:

We are been working to deliver this outcome with organisations such as Turner Contemporary, Quarterhouse in Folkestone (see also Towards 2010 targets 1, 2, 3 and 6) and the Theatre Royal Margate. This includes the following actions:

- Redevelopment and future operating options are being explored for the Winter Gardens in Margate, which celebrates its centenary in 2011, ensuring that the project supports wider cultural regeneration plans for Margate
- We offer advice and work in partnership to broker and help lever in support and funding to realise opportunity for growth and improvement of public facilities and services. In 2009/10 this work resulted in £6.7m inward investment into the arts in Kent, five times KCC's initial investment in Kent's Arts Development Unit (KADU), including leveraging in a £3.1m Sea Change grant for the Dreamland project in Margate. See also Towards 2010 target 3.
- We lead for KCC on managing the relationship and monitoring the funding agreement with the independent Turner Contemporary Trust. Turner (see Towards 2010 target 27) continues to build momentum and focus for visual arts in Kent and we work with them on targeted projects, e.g. teenagers project, visitor economy
- KCC is a key partner to the Creation Centre project in Chatham that will give Kent capability to develop and stage large-scale outdoor events (e.g. Cultural Olympiad in Kent)

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- We monitor the building programme for the New Marlowe Theatre, in which KCC is a major capital investor, and are part of a dialogue with partners on the future programme and business plan
- We accompanied a £100,000 KCC investment into the new St Gregory's music facilities as part of Canterbury Christchurch University, with advice and a case for artistic support
- We are advising Canterbury High School, which recently improved its facilities with European funding, on future arts use programme options
- We have successfully negotiated a joint future between Hextable Dance Trust and South East Dance, resulting in an ACE,SE award of £50k and an increased programme to match the successful theatre provision KADU has delivered in the last two years. Hextable will be a Centre of Excellence for Dance, with attendant benefits for local residents and dance professionals.
- We continue to advise the working group on future community uses for Gravesham Old Town Hall, and are inputting advice on sustainable arts and culture programmes and uses
- Other venue-based organisations with which we work include independent Beeping Bush film and the Media Centre in Margate
- KADU is promoting art and creativity as part of Kent's public spaces, including levering in £20k of external funding into Artlands North Kent (part of Parklands, Greening the Gateway Kent and Medway) to create a programme that will embed culture into quality public green spaces across north Kent
- We also support public realm projects across Kent, including esplanade work in Dover linked to Dover's cultural strategy development and Margate seafront development and Fourth Plinth. We are working with project consultants in Leysdown to identify next stage projects to implement the vision for the area and we invested in Swale based Art @ The Centre, which includes a public realm strand within a range of projects for delivery by 2011.

Supporting arts organisations in Kent as sustainable businesses providing a mix of grant support, assistance to attract funding and helping arts organisations to help themselves:

- We run the Kent Arts Investment Fund, an annual open project fund that responds to projects that increase the arts offer (activity, performances, new audiences and visitors), allocating a lead officer to each funded project to ensure we maximise the impact of KCC monies
- Careful investment of our funds enables us to strengthen arts networks and venues in Kent by working with arts organisations on their programmes, improving their business planning, marketing and audience development, which is particularly important in a very difficult financial climate. We fund Performing Arts Network Kent (PANeK) to increase the amount of theatre and other live performances available, offering professional development, masterclasses, mentoring and business advice to ensure that companies are able to survive and thrive
- The service has worked with numerous organisations to support festivals (e.g. Canterbury Festival, Deal Festival of Music and Arts, Whitstable Biennale), performance, touring and production companies (e.g. Applause Rural Touring, Strangeface Mask Theatre Company, Theatre Royal Margate), specialist development companies (e.g. Creative Foundation, Hextable Dance, Performing Arts Network for Kent), and those involved in commissioning, development and support (e.g. Accidental Collective, Kent Music, Stour Valley Arts)

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- We have supported many more organisations than those listed above through advice and information. In 2009/10 our support and financial investment resulted in 2,175 performances, screenings and exhibition days, involving 1,598 professional creative workers, and 1,027 educational events and workshops. Overall 144,976 people in Kent benefited from this activity
- Information and resources are important and our web presence is improving all the time and carries material to support sector development. Details are at www.kent.gov.uk/arts
- We provide a mix of grant support, development advice, assistance with attracting funding, and sign-posting/putting in place tools and material to enable the arts sector to develop itself e.g. the Celebratory Outdoor Performance Online Resource (COPOR) developed with the University of Kent
- We are working with partners to gauge demand and opportunity for workspace and production facilities to support artists and other creative businesses, recognising their importance as contributors to local communities and as incentives for graduate retention and inward relocation. A Kent-wide event with national body National Federation of Artists' Studio Providers (NFASP) is being planned for later in 2010.

Profiling major events and projects, as well as provide proactive support for the Kent 2012 campaign and the Folkestone Triennial:

- The 5th Whitstable Biennale is a key area of focus for the Kent visitor economy and this year sees an enhanced programme, which has secured national attention and press coverage. The last Biennale estimated an economic impact of £750k
- Strange Cargo's 'Other People's Photographs' project achieved national and international recognition and a National Town Planning Award. With advice and support from KADU, the organisation is now developing its future plans and has secured a major sum of project support from ACE this year
- East Kent Festivals Cluster project (Broadstairs Folk Week, Canterbury Festival, Sounds New Festival, Strange Cargo, Whitstable Biennale) levered £75,000 from ACE, SE and SEEDA to support festival development working with an international artist Mikhail Karakis, who presented work in progress at Tate Britain at http://www.mikhailmusic.com/pages_music/music_news.html
- We are supporting the organisational development of Strange Face Mask Theatre Company and SeeThrewMusic, both emerging talents in rural touring. Rural touring network Applause is recognised nationally for its astute programming, and is now exploring a future merger with PANeK
- We are developing Artists Suppers to develop skills, collaboration, networking, building new audiences, and engaging new spaces for events and performance
- We are directly supporting London 2012 and the Cultural Olympiad in Kent. We chair the Arts Sectoral Task Group of the Kent 2012 campaign and co-ordinate the UK Cultural Festival Kent action plan that celebrates the Olympic and Paralympic Games
- We commissioned the 'Kent Cultural Baton' with support from ACE, as a key Cultural Olympiad project, which is a portable art commission to tour Kent until London 2012 which local groups and communities can host. A growing number of organisations want to host it, including Eurotunnel. It was launched at the Whitstable Biennale - image at http://gallery.me.com/katherinemay#100030/KentCulturalBaton_med_0263&bgcolor=black
- LOCOG (London Organising Committee for the Olympic Games) awards Inspire Marks and so far KADU has secured four Inspire marks for Kent - two for the Cultural Baton, one for the All Dancing Dover project, and one for Youth Theatre work

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- We work with the arts and cultural sector to ensure Kent secures a good share of national Cultural Olympiad opportunities and good take-up by arts and cultural sector organisations, e.g. Artists Taking the Lead (Creation Centre), Bandstand Marathon. Our input levered £40k into Kent to realise the highly successful 2008 'Light Up, Open Up' event in Dover, for the launch weekend of the Cultural Olympiad in the South East, cited as a good model by the SE Creative Programmer
- The Creation Centre facility, in which KCC, Medway and ACE are key investors, has strong potential to contribute to London 2012
- Community Celebrations – Legacy Trust is offering £500k to each English region toward an imaginative large-scale commission. We have collaborated with the University of Kent on a proposal to commission and stage a large-scale interactive event. At the point of reporting, this had reached a shortlist of four for this region from which one project will be chosen.

Developing strategic partnerships to increase access to the arts in Kent:

- Our work on the Kent Cultural Strategy Summit secured engagement of 80 key influencers and decision makers across Kent and the south east, and tested three broad strategy intentions - to grow the creative industry sector, to protect Kent's existing strengths, and to increase Kent's potential. The Kent Cultural Strategy will be launched later this year
- An excellent example of strategy delivery in practice is Creative Margate, a partnership of key cultural agencies focused on the culture-led regeneration of Margate. Building on ACE SE recognition of east Kent as a 'Priority Place', it levered in £500k from English Heritage to help realise Margate's potential through MACH, a project with a workspace and artists' live-work focus. Work is in train to deliver 'Countdown to 2011' a plan that identifies needs and opportunities in the run-up to the Turner Contemporary launch
- We work extensively with partners to advise and assist with the development of strategies, policy frameworks, project proposals and briefs/plans, to further and realise Kent's ambition as a centre of excellence for the Arts
- Arts and Health: We chair SEPACT (the South East Physical Activity Co-ordinating Team), a key regional forum and network to delivering the Government's vision for a healthy Britain, *Chances for Change*, with good links and opportunities for dance
- Kent is one of just 24 local authorities in England that has adopted National Indicator 11 (Percentage of population who say they used/engaged in the arts in the last 12 months) in its Local Area Agreement, which greatly assisted the Kent Cultural Strategy Summit development work and also attracted £110k inward investment
- We staged two networking events and seminars on audience development (NI11), attended by 160 arts and cultural organisations in total. This was in addition to our work with local authority partners on themed networking and professional development events. Our NI11 event model was showcased at a national seminar on NI11 as an example of good practice. It has stimulated marketing and audience engagement project bids that are now being delivered, and which build a firm foundation for audience development work in future.

Incorporating the arts into Kent's tourism and visitor economy:

- Examples include Creative Margate (Public Realm, Fourth Plinth), Greening the Gateway Kent and Medway (Artlands), Ashford Strategic Park (Culture and Outdoor events), and Dover Seachange work (Seafront development and public engagement via the Cultural Audit on which we advised) and refresh of the Rouse Kent Public Art

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Awards. This work also includes our festivals focus, which based on a business cluster model secured £75k from SEEDA and ACE toward a pilot East Kent Festivals Cluster project to develop quality new artwork, festival marketing and branding. Visit Kent is a stakeholder. This artwork was successfully presented on a work in progress basis at Tate Britain in December

- We are building on the results of the innovative ACE funded (£25k) Culture Coast project, a collaborative place marketing initiative with a focus on festivals towns.

What more are we going to do?

The draft Kent Cultural Strategy is out for consultation and has been well received so far. Subject to approval, an action plan will be devised with partners that will accommodate a range of partner contributions to realise the three broad intentions.

We will also:

- Manage and monitor the funding agreement and relationship between KCC and the new Turner Contemporary Trust
- Support delivery of Turner Contemporary and the development of Margate's cultural offer to help ensure success as well as Theatre Royal Margate development, Applause Rural Touring, Strangeface, the new Marlowe Theatre in Canterbury and the programming of the Dover Live Site to ensure local content
- Contribute cultural expertise to the development work on an economically focused 'Creative and Media Sector Strategy, identifying how KCC can support the creative sector in future
- Continue to invest in the arts in Kent, leveraging more resources into the county and supporting the sector through advice, tools and information
- Continue our partnership work with Medway Council and ACE on the Creation Centre project to test and develop a unique, new regional facility for large-scale production and festival arts. The next phase will be to formally establish project management arrangements and progress to an initial wave of large-scale events and productions to test the space
- Folkestone Triennial was the most significant international art event in the south east in 2008 and we are working with the partners in Folkestone to ensure its effective delivery in 2011 during a worsening financial climate
- Continue making the case with public bodies of the value and future benefits of investing in and engaging in the arts.

Measurable indicators

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

Monitoring completed by: Sally Staples

Date: July 2010

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Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officer:
Cath Anley

Status: Completed

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

All Kent district and borough councils and many town and parish councils, Gateway, KCC directorates and all units in KCC Communities, the voluntary sector including CSV (Community Service Volunteers), CAB (Citizens Advice Bureaux), MIND (a Mental Health charity), KAB (Kent Association for the Blind), and the PCTs, BBC Learning, Home Office Prison Library Service, Probation Service, Early Years settings, Children's Centres, Further Education (FE) and Higher Education (HE) providers, Moat Housing, the Post Office, Kent Police and Next Steps.

Outcomes delivered:

Improve the experience for library customers through the modernisation of 15 libraries across Kent, leading to increased usage:

- KCC Libraries and Archives has achieved results over the past four years, both by investing in our modernisation programme and making general improvements to our service. So far we have modernised 15 libraries: Birchington, Stanhope, Newington, Ramsgate, Sevenoaks, Staplehurst, Sherwood, Tenterden and Cranbrook including projects underway and nearing completion at Folkestone and Stanhope. Work at Deal will commence in August 2010. To us, modernisation is more than simply refurbishing a building. It is about finding new ways of working, co-locating and working with other partners to deliver an improved, seamless service to our customers. Examples include the modern and accessible library at Tenterden Gateway, the relocation of Stanhope Library to the Moat Housing Neighbourhood office and the opening of the new Adult Education Skills Plus Centre in Folkestone Library.

As the major capital projects and other modernisation projects start on site, we have worked closely with property colleagues to ensure that the projects were managed effectively and delivered within budget and on time

- The modernisation programme has continued to benefit customers and the library service is now reaching many more users. Our website attracts over 1.1m visitors (2009/10). Improved footfall in recently refurbished libraries reflects an increase in issues during 2009/10, for example, by 80% at Ramsgate and 13% at East Peckham compared to 2007/08
- Early years activities involving babies and their parents/carers and primary school children have increased since 2007/08. Baby Bounce and Rhyme sessions increased from just over 1,500 sessions in 2007/08 to over 3,000 in 2009/10. Children of all ages are borrowing more items and developing a love of reading and issues from children have increased by 84% at Ramsgate, 19% at East Peckham and 28% at Tenterden compared to 2007/08
- Work on our major capital projects (Kent History and Library Centre, Ashford Gateway Plus, Gravesend Library and the Beaney in Canterbury) is moving forward, all now having planning permission, budgets secured, contractors appointed and construction work is now under way. We are working hard to expand and join up the work of local

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studies, archives and museums, as demonstrated at the Sevenoaks Kaleidoscope, the Folkestone History Resource Centre and the work that is going on in Canterbury

- In March 2009 we implemented Spydus, our new Library Management System. Alongside this we installed more energy efficient hardware, bigger screens and a faster internet connection, and as a result we can offer our customers a significantly better IT service. We have also now installed Abilitynet software onto staff and public PCs. This software aids customers with access issues to use the computers. The installation of wireless access for KCC staff use is in progress at 22 locations
- We have saved money by using online ordering and supplier selection, which means that we been able to increase our stock purchasing
- Through our investment in A2K we are enabling staff to work wirelessly and remotely saving transport costs and being more environmentally friendly
- In 2010 we made the transition to the new Customer Service Excellence Award from Charter Mark. This reflects our work to improve customer service. Despite the change we managed to achieve best practice in five criteria.

Develop services around our customers and communities through community engagement and working with partners:

- Consultation plays a large part in our modernisation programme by consulting users, non-users and key stakeholders using a variety of methods. We also ask for feedback when evaluating the success of our projects and this work has been recognised in the Customer Service Excellence Award
- Our consultation on the Archives and Local History Service, 'Understanding our Past, Changing our Future', was very successful and over 1,000 respondents took part. Their views will help us to make important decisions about the future of our service
- Partnership work continues to develop and make libraries a focal point within the community. All refurbished libraries such as Hadlow, Thanet Gateway, Marling Cross and Tenterden Gateway have built new partnerships with the district councils, other KCC partners, the voluntary sector and community groups. Partnership working continues at all levels within the organisation. Work to develop a Kent Approach to Literacy and Reading has enabled a number of new and innovative partnerships and multi-agency projects including work with housing in Ashford and Swale, Thanet Works and the Community Safety sector. Over 80% of our libraries now host sessions delivered by partners or are co-located with other public service providers. Deal and Whitstable libraries are providing a customer interface service for Dover District Council and Canterbury City Council respectively
- Through our work with community workers we are offering a Doorstep Library in Sheerness and Margate. Parent and children under 5, where there is a need based on low literacy levels, are visited by our book workers (who work out of Children's Centres)
- Volunteering has been consolidated within the service and the Time2Give project continues to add value to the Library and Archive Service, and also benefits volunteers themselves. The project was recognised as a national example of best practice after being shortlisted for the Libraries Change Lives Award 2008. In 2009/10 the Service benefited from over 28,000 hours of volunteering. At the time of writing we have 1,193 active volunteers.

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Improve access to library services with a number of new projects, some of which have gained national recognition:

- We are continually developing new ways for customers to access our services and Virtual Homework. Help is now available to Kent Schools via their Virtual Learning Environment (VLE). We have delivered Booktime to reception-age children through partnership with CFE, reaching 16,000 families in 2009 and gaining national recognition for our approach. Our involvement with the 'House' initiative will inform the way in which we provide services to young people (see Towards 2010 target 50)
- Customers can access our services in many ways, for example, via text or email
- Consortium functionality with SELMS (South East Library Management Systems) started on 1 July 2010 enabling customers to access books across the group
- Free e-books and e-audiobooks downloads across the county was launched on 16 July 2010
- The book loans limit has been increased to 30 per person
- The pilot project working with the Registration Service at Ashford and Sevenoaks libraries started in April. Once the learning from the pilot is gathered we intend that from 2011/12 library customer service staff will be registering births and deaths, with support and training from the Registration Service who will retain the quality assurance role for the Service
- Through working closely with Adult Education we can now support customers wishing to enrol on courses via the public access computers in libraries.

What more are we going to do?

- We will work closely with partners to ensure that once the buildings are completed we are ready to deliver new ranges of service in innovative ways to best exploit the fabulous new facilities we have. We will be continuing to engage with local people to ensure that the buildings, once re-opened, provide tailor made services for local communities
- The ongoing Community Connections programme (Access Services Improvement Programme) will continue to explore and develop ways to improve access to customers who cannot visit our static libraries
- We will build on the great work that took place during National Year of Reading by working with a wide range of partners to develop a Kent Approach to Literacy and Reading, a strategy to engage the whole community
- We will widen access to literacy and learning by creating a school ticket, enabling all Kent schools to borrow from our libraries
- We will use the results of the archives consultation to make sure that our new plans for the archive service reflect KCC's key priority areas
- We will continue to explore ways to improve access to services by planning new services in major growth areas: Chilmington Green, Cheesemans Green, Eastern Quarry and Ebbsfleet. Building work has been completed on The Bridge Community Campus where a Library Access Point will provide access to our services
- We will continue to improve services to customers with the introduction of online payments. We will be enlarging the network of libraries with staff wireless and will be enabling access to public wireless provision at 36 sites.

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- We are investigating the feasibility of installing radio frequency identification (RFID) (self service) in our larger service points.

In these ways we will offer customers more joined-up services from single access points that help to make the most of KCC's premises and resources. It will also give the staff involved the opportunity to enhance their skills and deal with a wide range of new customers.

Measurable Indicator	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual	2010 (since April)
Number of libraries modernised* (cumulative)	5	7	12	15	12	15

*2006/07 Birchington, Coldharbour, Newington (Marlowe Academy), Sevenoaks and Staplehurst
 2007/08 Margate and Sherwood
 2008/09 Ramsgate, Tenterden, Hadlow, East Peckham and Marling Cross
 2010 Cranbrook, Folkestone and Stanhope

Monitoring completed by: Cath Anley

Date: 14 July 2010

TOWARDS 2010: CLOSEDOWN REPORT

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

Status: Completed (Building work/fitting out will be complete late 2010, public opening due spring 2011)

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

Arts Council England (ACE), South East England Development Agency (SEEDA), Thanet DC, Tate, Margate Renewal Partnership.

Outcomes delivered:

The establishment of Turner Contemporary as a world class gallery is a vital part of the wider programme of regeneration for east Kent that will stimulate job opportunities and ensure that Margate becomes a thriving town once again. The project consists of two major strands – the building of the new gallery and a public arts programme of wide ranging exhibitions, talks and events and out-reach work. Outcomes delivered so far are as follows:

Build the Turner Contemporary Gallery:

- Work on the construction of the gallery is progressing well and a topping-out ceremony was held in December 2009 to mark the achievement of reaching the highest point on the construction of the gallery. The building will be completed by December 2010 (and marked by a ceremony to acknowledge this achievement) with planned opening to the public in spring 2011
- The gallery building was designed by 2007 Stirling Prize winner David Chipperfield Architects. Public meetings were held at Margate Winter Gardens in June and October 2007 to inform and engage the community on the plans. The planning application was approved by Thanet DC in February 2008. Kent based contractor, R Durnnell and Sons, was appointed in October 2008 to construct the gallery and, following a groundbreaking event in November 2008, work commenced on site in December 2008
- Comprehensive funding applications were submitted to Arts Council England (ACE) and South East England Development Agency (SEEDA) resulting in £8.1m of capital funding being approved. The role of Turner Contemporary in delivering regeneration and developing the cultural infrastructure in Kent were vital in achieving the commitment of the funding partners
- In July 2008, John Kampfner, former editor of the New Statesman and an award-winning journalist and broadcaster, was appointed Chair of the Turner Contemporary trust (the Trust), which will hold the operational responsibility for the gallery. John Kampfner has energetically led the establishment of the Trust which has a full complement of trustees and had its first Board meeting in November 2008. In June 2009 the Trust was awarded charitable status (charity number 1129974) and is a Company Limited by Guarantee
- On 1 April 2010, operational responsibility for Turner Contemporary transferred to the Trust. Existing KCC staff were TUPE transferred and the ongoing relationship between KCC and the Trust will be governed through a Grant Agreement which was prepared and entered into. A lease has been prepared and will be signed upon completion of the gallery building.

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Contribute to the regeneration of Margate and east Kent (see also Towards 2010 target 3):

- The regeneration impacts associated with Turner Contemporary include major improvements to the whole of the eastern seafront area. Work on de-dualling Fort Hill began in April 2008 and was completed by autumn 2008 in advance of the commencement of the gallery building programme
- A bid entitled 'Opening up the Eastern Seafront' was successful in securing £850k from ERDF Objective 2 funding in December 2007 to match KCC's spend in the area. This bid combined development and public realm work in the vicinity of the Rendezvous site that would pave the way for the eventual development of the site
- The Turner Contemporary Project Space was operated out of the former Marks and Spencer building on Margate High Street from February 2008 until September 2009. The Project Space helped to build audience capacity and generated further interest in Turner Contemporary. The space acted as a catalyst for the regeneration of Margate High Street and brought associated benefits for local businesses and the community
- The work on the Turner Contemporary gallery building site has created greater confidence in Turner Contemporary and Margate. There have been a number of new shops, cafés and creative spaces open in Margate in addition to developments and improvements throughout Margate Old Town. Many of these developments are directly attributable to the anticipated opening of Turner Contemporary in 2011.

Deliver high quality arts programmes:

- Turner Contemporary has developed and continues to deliver a wide ranging artistic programme, engaging with diverse audiences and forging relationships with a broad range of partners across the region and beyond. (See Towards 2010 target 25).

Involve and engage the local community:

- Regular events for teachers linked to the exhibition programme have been established and teachers and group leaders can now download educational packs from the website
- Participants in the public programme of workshops and events have ranged from the young to older people. A group of young people from a local school has had an input into the gallery design through our Inspiring Spaces scheme which has been supported via funding through 'enquire'. Through their participation in the scheme, the group was awarded Bronze Arts Awards, an Arts Council Qualification equivalent to half a GCSE. In addition to work within the formal education sector, a wide range of creative workshops are also provided to meet the needs of senior citizens, families and often 'hard to reach' individuals
- Turner Contemporary worked with BBC Radio Kent and the University of Kent to deliver a programme called 'Time of Our Lives', which was funded through a successful application to the Transformation Fund. The project enabled young people and older people to work together to explore their experiences of being a teenager. 'Time of Our Lives' was a national winner of the Transformation Fund category at the Adult Learning Week awards.

Enhance Kent's reputation as a place for the arts:

- Turner Contemporary, Margate and Thanet have continued to be the recipients of positive national press, including articles in the Guardian, Observer and the Independent, as well as BBC's 'The Apprentice' that was filmed in Margate with a brief to re-brand the town. Positive PR and improved profile of Turner Contemporary and Margate help to develop and strengthen the brand, support the achievement of visitor numbers and help to deliver the desired regeneration outputs

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- Turner Contemporary has been confirmed as a partner of the Tate through the Tate Connects programme. This is a major milestone in establishing Turner Contemporary as a major national and international gallery. Tate Connects is a UK wide programme, which will seek to strengthen artistic programmes, support artists and help to attract audiences. The partnership with Tate means Turner Contemporary will have improved access to loans from the national collection of British, modern and contemporary art.

What more are we going to do?

- Turner Contemporary continues to focus on the completion and fit out of the gallery building and the development of the public realm. The building will be completed and fitted out by December 2010 and will be marked by a ceremony to acknowledge this achievement. Work on the surrounding public realm will be ongoing and will be completed prior to the public opening of the gallery in spring 2011
- The Turner Contemporary team continue to plan for the gallery opening and its ambitious programme and are working to ensure that the gallery is ready for public opening. Management plans and arrangements for the operation of the gallery building are being put in place
- Turner Contemporary will seek to develop and maximise a positive public profile in the period prior to the gallery opening and surrounding the opening programme and events.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment as the action will either be done or not done in the timescale.

Monitoring completed by: Victoria Pomery

Date: 14 July 2010

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Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent

Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers

Lead Cabinet Member:

Mike Hill

Lead Managing Director:

Amanda Honey

Lead Officers:

Chris Hespe/Carole Kincaid

Status (for both targets): Completed

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

Target 28: Sports clubs, governing bodies of sport, Kent district and borough councils, Medway Council

Target 63: Local and national voluntary organisations, businesses, local authorities, the Health Services, Jobcentre plus, Kent Police, HM Prisons.

Outcomes delivered:

These two Towards 2010 targets are reported together as they are interlinked. Particular outcomes include the following:

Provide practical help for hundreds of sports clubs and groups across the county, for example administering small revenue and capital grants and helping organisations to secure funding:

- Club Connect Card Scheme: This provides a range of discounts and benefits for sports clubs, and was developed and officially launched in October 2007 by the KCC Sport, Leisure and Olympics Service. As at June 2010, 354 sports clubs had signed up to the Club Connect Card scheme
- Clubmark Accreditation Work: We support sports clubs in gaining nationally recognised accreditation through the Clubmark programme with Clubmark clubs guaranteeing a safe and friendly environment for young people to play sport. In addition, the KCC Sport, Leisure and Olympics Service became registered in summer 2008 to run a local Clubmark Licence scheme with district councils, in order to support clubs from minority sports through the accreditation process. As at June 2010, 184 sports clubs across the county had received Clubmark Accreditation
- Development officer posts: These have continued to support a wide range of Governing Bodies of Sport with new development officers being secured to develop their sport in swimming, archery, athletics, squash and curling. Funding has been secured to appoint a golf development officer and a cycling post has now been established at Bedgebury Forest. Funding has also been secured to continue with a netball development officer post until 2013. The KCC Sport, Leisure and Olympic Service also continues to provide an administrative base for sport specific staff in Kent and across the region
- The archery development officer post has provided a 'legacy' from the Archery World Cup in Dover in 2007, through which equipment and training is being delivered to Kent's schools and community groups
- An informal Kent Bowls Partnership has been established to bring different aspects of the game together. This has resulted in a 'Clash of the Bowls' event in Dartford, leading to the National Governing Body following the Kent model and establishing an 'English Bowls Partnership'. Due to this, work is progressing to secure a development officer and project for Bowls in Kent, one of only three potential projects across the country

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- Small Revenue and Capital Grants: The Sport, Leisure and Olympics Service has continued to administer a small revenue and capital grants programme, primarily to support local clubs and voluntary sector sport
- Training and Workforce Development: A range of training courses for clubs, coaches, volunteers and sports leaders have been organised in order to support the club and volunteer workforce. Work also includes supporting School Sport Partnerships on a 'Step into Sport' programme for young sports leaders in order to support and encourage them into volunteering within local sports clubs and organisations. Over 700 young people have registered on the 'Step into Sport' database as young sports leaders
- Since 2006, nearly 5,000 teachers, leaders, coaches, volunteers and club officials have attended sports education opportunities, supporting the increased quality of provision in the voluntary sector
- Securing funding: Significant external funding has been secured for voluntary sports clubs from funding bodies, trusts, charities, and commercial companies. Each year the KCC Sport, Leisure and Olympics service has levered on average at least £4 of external funding for every £1 spent on the service by KCC, although with the current economic downturn this high level will be difficult to maintain
- 170 awards have been made to voluntary sports clubs and organisations which have benefitted from receiving small grants to run localised community sports projects.

Create a network of volunteers to help at sports and leisure events

Over 1,000 volunteers have signed up to the Kent eVent Team and this will grow to 2,500. as part of this we have delivered the following initiatives:

- The Kent eVent Team is focused on identifying individuals willing to volunteer for one-off sport, leisure and cultural events and so be ready and sufficiently experienced to join the official London 2012 volunteer programme or the Kent element of the UK Games Time Volunteer Programme to support the 2012 Olympic and Paralympic Games, and, most critically, to continue volunteering in their local communities after the Games have ended. It is hoped volunteers registered through the Kent eVent Team will gradually become volunteers on a regular/consistent basis within their local community, developing from these initial one-off volunteering experiences. We are on target to exceed the aim of having 2,500 volunteers registered by 2012. Kent Volunteers and KCC Sport Leisure and Olympics service launched the Kent eVent Team project in May 2008, which has been developed jointly with the volunteering networks in the county, particularly Voluntary action Maidstone and Voluntary Action Within Kent. The Kent eVent Team has applied for a London 2012 Inspire Mark, awarded to exceptional and high quality programmes or projects directly inspired by the 2012 Games, a decision on this is awaited. The Kent eVent Team was a cornerstone of Kent County Council's Beacon status award for delivering Olympic and Paralympic Legacy
- 92 events have been registered through the Kent eVent Team programme. An example of support already provided is for the Margate Masters Beach Volleyball event in 2009. Volleyball England were so impressed they returned to Margate for 2010, and have also hosted two further Beach Volleyball events, known as 'Beachfests' in Kent in 2010.

Strengthen the voice of local sport in Kent, establishing Community Sports Networks in partnership with district councils:

- We worked with districts to establish 10 local 'Community Sports Networks' with voluntary sector sport representation, so that the local voice of sport can feed into local plans, alongside other partners.

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Work to encourage involvement in volunteering has a focus on partnerships, good practice and sustainability. This includes work to engage the public in volunteering, work to raise the standard of volunteer management including volunteers managed in KCC services, to improve the impact and retention of volunteers and work to further develop employee volunteering within KCC and advise other employers on the benefits to staff and the community. Particular outcomes include the following outcomes:

Engage with the public using the media in a number of different ways to get our messages across and enable volunteer recruitment:

- The recession has affected voluntary organisations in a number of ways and there has been an increase in demand on many voluntary services as well as a shortage of specialist volunteers to fulfil key roles such as trustees, and of skills in finance, fundraising, IT and HR. We are using a range of media in a targeted campaign, 'Volunteer Your Skills', based on local research completed in the summer of 2009, to highlight the need for people with specialist and professional skills to volunteer. We are encouraging potential volunteers with valuable professional skills to contact their local volunteer centre. We are working with voluntary organisations helping to ensure the opportunities they need are 'volunteer ready' and more likely to be taken up. A dedicated section on kent.gov.uk has been introduced and we have used a wide range of media including Kent TV, bus advertising, press and social networking. The campaign page on www.kent.gov.uk was viewed nearly 2,000 times during the campaign period accounting for nearly 8% of all page views and nearly 57% of people who visited the campaign page went on to view other pages within the volunteering section on the website. We have inspiring case stories of how new volunteers are using skills in a different way
- As a legacy of this campaign we are working with the districts in promoting their recruitment campaign 'Lend a Hand', which is a flexible way of adapting recruitment materials for local use
- By awarding small grants to enable voluntary organisations to recruit, improve good practice and retain their volunteers, we have helped 50 local voluntary groups. This has benefited both the organisations and hundreds of volunteers.

Provide practical help to support the voluntary sector e.g. media training for representatives from 70 voluntary organisations:

- The focus of our programme was to increase the quality of volunteering and the capacity of volunteer-using organisations to increase their sustainability through these current challenging times. Media skills have been delivered via 'training the trainers' for voluntary organisations to up skill and cascade practical ways to engage with a variety of media sources. The media training was taken into 70 voluntary organisations and was tailored for their use. Feedback showed that press releases, radio interviews and Kent TV have been used. Outcomes include increased volunteer recruitment and increased fundraising. There is a demand for further training by a range of other groups
- We have followed up the media skills training we have offered, to enable the participants to best use their learning. Outcomes have included increased volunteer recruitment and increased fundraising for the sustainability of groups and projects
- Using multimedia e.g. web, local press, radio and Kent TV we have up-to-date avenues to keep the public informed on information about volunteering
- We have delivered a media campaign to highlight the need for volunteers to engage with youth activities and to show how young volunteers enjoy benefit from volunteering.

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Continue to build and benefit from partnerships focused on common goals (leading on this is the Kent Volunteers Advisory Group (KVAG)):

- The partnership is chaired by the Chairman of KCC and members represent a range of influential voluntary organisations such as Volunteer Centres, Kent Council Voluntary Youth Service, Citizens Advice Bureau, Kent Wildlife Trust, and St John's Ambulance. With KCC officers and statutory partners, including Health and Kent Police, the network is able to identify good practice as well as barriers to volunteer engagement and see ways to work together to increase involvement. Business partners have contributed either with sponsorship or help in kind
- The members of KVAG have shown by example that by working together, efficiencies of sharing knowledge and practice can develop sustainable volunteer involvement. For instance, Kent Police worked with Kent Volunteers to develop opportunities for volunteers across their services. Now some 350 are engaged with a sizeable waiting list. Recent work with Kent Fire and Rescue Service (KVRS) and Voluntary Action Within Kent has enabled KFRS to develop a scheme to involve volunteers in a range of their services to increase community benefit and also to establish an employee volunteering scheme
- Working in partnership at events to share good practice has brought the programme to the public across the county. For instance with Jobcentre Plus at the County Show in 2009, advice was on hand to show the link between volunteering and employability. This partnership work has progressed to be able to pilot an innovative project involving Jobcentre Plus staff and the Volunteer Centres in Maidstone and Malling areas. Jobcentre staff have been briefed on local volunteering opportunities and how involvement can be a pathway to work, and are now linking their customers to appropriate organisations via the Volunteer Centres
- The Kent Volunteers Partnership is now 11 years old and while work has adapted and responded to local need across the county, the focus remains valid, bringing benefit to individuals, communities and our countryside. With volunteers and partners, we were able to showcase highlights of the work and anticipate future developments at a celebratory event in 2010
- The significance of volunteering and the valuable contribution this makes to community safety was clearly shown by statutory and voluntary partners in the January 2010 Community Safety Partnership conference. Outcomes from this aimed to strengthen existing partnerships and increase networking opportunities. We have also been able to show the value of volunteers in the personalisation agenda in a KASS event this year, and also to support the success of KCC in gaining funding for the Youth Community Action Pilot scheme. The pilot aims to engage 14-16 year olds from 13 schools across the county in community involvement. Currently 2,600 students are engaged with the target of 4,000 aimed for by March 2011
- Work with KDAAT and the Prison Service has also shown that focusing on creating volunteering opportunities in the workplace (KCC) can enable pre-release prisoners to use administrative skills and gain worthwhile experience to use on release.

Celebrate the contributions and achievements of volunteers:

- Since 2006, the Kent Volunteers Awards for Volunteering Excellence, has identified and thanked 2,000 individuals and organisations representing many more thousands of volunteers benefiting our communities and environment
- The partnership has shown KCC's recognition of the value of volunteers and enabled business to showcase their corporate community involvement. The volunteers' stories have inspired others to get involved.

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Lead on good practice in volunteering:

- The quality of volunteer management in KCC has been recognised. The Youth Offending Referral Panel Volunteers and Learning Champions in Adult Education have achieved the national Investing in Volunteers (iV) standard
- Building on the achievement of the Youth Offending Service and Adult Education, two further KCC units have gone forward for accreditation to the Investors in Volunteers national standard. Now volunteers in KCC's Environment and Waste Division have also achieved the accreditation and Sports, Leisure and Olympics are working towards this
- KCC was the first local authority in England to develop an Employee Volunteering scheme and this continues to grow with 35% of KCC staff volunteering with many more using the encouragement we provide to volunteer in their own time. Benefits include personal and team development and evidence of making a difference to projects and the community. One example is the Kent Highway Alliance who partnered with young offenders volunteering together on a conservation project. A further outcome was that five young people were offered jobs with the Alliance on their release. Increasingly staff are developing a relationship with their chosen charity to continue the impact. We are linking this work with the 'Volunteer Your Skills' Campaign
- Excellent management of volunteers in KCC is crucial to the delivery of quality services. Led by KCC Personnel and Communities Policy and Resources, a lively staff group now share practice. This is also helpful to new volunteering activities such as in the development of volunteer roles in Children's Centres and Adult Social Services. In 2010 a conference has been held to bring these volunteer managers together, address issues of mutual interest and share good practice. This conference provided an opportunity to launch KCC's new guidance document 'Engaging Volunteers – a starter toolkit'. This is a good practice guide that can be used by statutory and voluntary groups
- In terms of making an ongoing contribution to the national strategic volunteering agenda, our County Co-ordinator is Vice Chair of Volunteering England and KCC is recognised by the LGA as a leading authority in volunteering development.

What more are we going to do?

- Support more clubs to achieve Clubmark accreditation
- Work with identified Governing Bodies of sport to encourage more clubs to sign up to the Club Connect card scheme and seek to increase the benefits
- Work with Governing Bodies of Sport to secure funding for further development officer posts and work in Kent and to continue to support existing posts with an administrative base
- Provide further small grants to clubs and voluntary sports organisations in order to develop more sports opportunities including links with schools
- Continue to promote the Kent eVent Team with a view to registering 2,500 volunteers for one-off sport, leisure and cultural events. This scheme will help Kent's volunteers prepare to volunteer for the 2012 Olympic and Paralympic Games
- Develop the KCC Volunteer Manager's Network, involving new members and meeting identified issues and needs. Within this we will work with KCC managed volunteers to ensure good practice
- Work with Jobcentre Plus and Volunteer Centres to rollout the pilot to other areas of Kent, possibly Swale and Tunbridge Wells. We will identify suitable opportunities where skills can be used and also where skills can be gained

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- Contribute to events involving volunteer development and the creation of volunteering opportunities
- Work with KCC managed volunteers to ensure consistency in good practice
- Continue to grow the employee volunteering scheme and encouraging more sustainable links with voluntary organisations. Developing secondments/placements within voluntary organisations is an integral option within the Graduate Development Scheme.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual	2010 (since April)
Number of sports clubs achieving Clubmark accreditation (cumulative since 2006/07)	75	90	149	175	175	184
Number of sports clubs receiving services via the ClubConnect Card (cumulative since 2006/07)	0	200	285	400	334	354
Number of volunteers managed by KCC (excludes schools)	1,500*	2,200*	2,500	3,000**	3,500	N/A

* Based on estimates

** Original target was 1,800

Monitoring completed by: Chris Hesse / Carole Kincaid

Date: July 2010

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

Lead Cabinet Member:
Roger Gough

Lead Managing Director:
(Was) Peter Gilroy

Lead Officer:
Tanya Oliver

Status: Completed

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

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

Outcomes delivered:

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

The Gateways opened to date are as follows:

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

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

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

Other specific Gateway related outcomes are listed below:

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

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

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

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

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

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

What more are we going to do?

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

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

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

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

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

* Ashford, Mobile I and Thanet

** Tunbridge Wells, Tenterden, Maidstone

*** Tonbridge, Dover, and a PR Mobile

Monitoring completed by: Tanya Oliver

Date: July 2010

TOWARDS 2010: CLOSDOWN REPORT

Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots		
Lead Cabinet Members: Nick Chard/Sarah Hohler	Lead Managing Directors: Mike Austerberry/Rosalind Turner	Lead Officers: David Hall/Scott Bagshaw

Status: Completed

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

Kent public transport operators, Kent Youth County Council, secondary schools.

Outcomes delivered:

- The Kent Freedom Pass scheme, where for £50 per year young people in academic years 7 to 11 can travel for free on public bus services in Kent, has been delivered and has proved extremely successful. We have worked well with schools and bus operators and the scheme has been effectively administered through the Transport Integration Team. The countywide roll out was completed in June 2009
- The total number of Freedom Passes on issue is over 22,000 (as at March 2010), which exceeded the target set. Term time usage is now running at over 600,000 single trips per month. Approximately 75% of trips are made in the peak period to school and 25% outside of the peak to access other after-school opportunities
- The original pilot schemes for students attending schools in Canterbury, Tunbridge Wells and Tonbridge was launched in June 2007. In June 2008 the scheme was extended to schools in Maidstone, Malling, Dover and Shepway. In January 2009 the scheme was launched at schools in Swale and Thanet. In June 2009 the scheme completed its countywide roll-out with schools in Ashford, Dartford, Gravesham and Sevenoaks joining. Take-up and usage of passes has exceeded the original estimates and the introduction of private schools services within the scheme meant the total cost of the Kent Freedom Pass increased to £8.865m (net) in 2009/10
- The Freedom Pass has been widely publicised with a rolling programme of launch events in each district, plus press releases and school seminars and has proved to be a very positive success story for KCC
- Feedback from schools and young people has been extremely positive. We undertook a survey of both parents and students in May 2008 and received over 1,000 responses which gave clear qualitative evidence that young people are benefiting from using Freedom Passes for leisure travel at weekends and during the evenings as well as getting to after school clubs
- From the application forms some 30% of applicants have stated that the car was previously their main mode of travel to school. Congestion surveys have looked at journey time savings per kilometres travelled. Surveys were undertaken in Tonbridge, Tunbridge Wells, Maidstone, Dover and Canterbury using the Kent Police Automatic Number Plate Recognition (ANPR) system which indicated a 2% to 6% reduction in journey times near schools with a high take-up of passes and a big shift from car users shortly after the introduction of the Freedom Pass
- The scheme has been expanded through the roll-out period. In 2008 care leavers and home-schooled children living within the districts where the scheme had already been launched were included. The scheme was also extended to enable previously 'private' school or coach bus services, funded by parents to join. Many of these relatively

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bespoke private services were charging parents £800 to £900 per year. It has been agreed that the Freedom Pass will reimburse bus operators up to a maximum reimbursement rate. By agreement with KCC operators are then able to charge a top-up fee to Freedom Pass holders using these services. For example, in the case of Hugh Christie School, parents using a service to Edenbridge are now paying £250. From April 2010 the scheme was extended to include young people in academic years 7 to 11 living in Kent and attending schools outside of the county.

What more are we going to do?

- We are hoping to be ready to issue Smartcards (similar to the London Oyster Card) to Kent Freedom Pass holders attending schools in Thanet in a pilot of this scheme in partnership with Stagecoach and Eastonways in the autumn. Progress is dependent on Kent bus operators equipping their vehicles with Smartcard compatible ticket machines. KCC is contributing up to £1,000 per ITSO standard Smartcard ticket machine. It is anticipated that both Arriva and Stagecoach systems will be commissioned by winter 2010. Smartcards will assist with the accurate recording of journeys made and the reimbursement of costs for these journeys
- All passes now on issue run out on 31 August 2010. We are concerned over being able to process such a large number of applications, particularly if the majority are sent in close to the start of the new school year in September. An online application system has been under development by KCC Information Services Group to automate as many renewals and new applications as possible. Regrettably the project has suffered delays and is now three months behind schedule, pushing the go live date back to the 31 July. The cut-off for application forms to be with KCC by in order to guarantee passes will be ready for the start of the new school year is 16 July
- A 'back to school' road show is being planned to publicise the scheme and other travel to school initiatives and public transport services for August 2010
- Work is in hand to present options for the Kent Freedom Pass to reduce costs to KCC in the longer term.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of 11-16 year olds issued with a Freedom Pass	New indicator	5,203	13,689	20,000	22,057

Monitoring completed by: David Joyner

Date: June 2010

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Target 31: Pilot staggered school hours to relieve rush-hour congestion		
Lead Cabinet Members: Sarah Hohler/Nick Chard	Lead Managing Directors: Rosalind Turner/Mike Austerberry	Lead Officers: Grahame Ward /Scott Bagshaw

Status: Completed

Governing bodies of schools/academies, public transport providers.

Outcomes delivered:

This target is also linked to the countywide roll-out of the Kent Freedom Pass (see target 30) to help provide a shift of student travel away from cars to more sustainable forms of transport.

Specific outcomes so far include the following:

- A total of eleven schools/academies are operating a staggered school day of some kind which has affected transport. These schools are Mascalls, East Stour Primary, Longfield Academy, Meopham School, Christchurch, Hillview, St Anselms, Simon Langton School for Girls, Isle of Sheppey Academy, The Abbey and Marlowe Academy. For example, Marlowe Academy is operating an extended school day for all pupils which runs from 8.30am to 5pm which builds all out of school activities into the core school day
- Extended schools activities have also staggered the times of arrival and departure of many pupils across all Kent schools. Increasing numbers are accessing before and after school activities. 474 schools now offer access to breakfast clubs with a further 44 planned
- Hugh Christie Technology College has piloted staggered hours for post-16 and some year 11 students.

What more are we going to do?

- Continue to promote the benefits of staggered and extended school hours with all schools in the county by learning from pilot schools
- Continue ongoing work to ensure that all children and young people in Kent can access extended school services by 2010 which will increase the staggering of the arrival and departure of all pupils/students
- Use the full county roll-out of Kent Freedom Pass as a mechanism to make it easier for schools to stagger hours and travel to and from school at non-standard school times
- Ensure that staggered hours are considered for every new academy and new build school under the Building Schools for the Future Programme to maximise use of space and resources.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of schools with staggered starting times	New indicator	4	4*	15	11

* Whilst the 2009/10 target has been missed in terms of schools that are staggering their core hours, 474 schools this year are offering a wide range of extended school activities which stagger the arrival and departure of their pupils/students.

NB: In order for a school to change their core hours they must consult with parents and can only begin the change at the beginning of the school year.

Monitoring completed by: Ella Hughes

Date: July 2010

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Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: Completed

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

Kent district and borough councils (under delegated powers), Chambers of Commerce and other business interest groups, town centre managers, Kent Parking Managers Group and District Engineers Forum.

Outcomes delivered:

Delivery of this Towards 2010 target is helping to deal with the frustration of finding sufficient car parking as well as managing congestion on the roads.

Provide more car parking and remove any unnecessary yellow lines:

Two specific developments have been as follows:

- The feasibility of pulling together on and off-street parking and finding new spaces has been explored with parking providers, with district councils closely involved
- As a result of the appointment of a Kent Parking Manager within Kent Highways Services (KHS), and the changes to parking as a result of the recent Traffic Management Act, the parking agency agreements between KCC and all 12 districts in Kent have been revised to reflect the changes in legislation. Further parking protocols have been drawn up to clarify the division of new responsibilities identified by the Traffic Management Act 2004.

Outcomes include the following:

Ashford area - Parking provision has been reviewed from Ashford town centre outward largely focused on the provision of resident preference schemes, where there had been problems from commuters parking, and the provision of around 200 additional bays across Ashford district. A new off-street car park has been provided in Station Road, Ashford introducing approximately 200 new car parking spaces.

A full review of the Traffic Regulation Order (TRO) in Ashford has been carried out along with a review of parking in Tenterden and the surrounding villages resulting in the introduction of 201 further parking bays in 2009/10.

Canterbury - Parking provision has been under almost constant review in the city. The Canterbury Park Plan is being updated together with studies to determine future levels of parking and parking restrictions which complement efforts to tackle congestion, including a fourth park and ride site to the north west of the city planned for 2012/13.

A new coach park was opened in the city in August 2009 and a new permit scheme was introduced at Canterbury West station to assist commuters when using the High Speed Rail Link.

Two inner city car parks have had their status altered to accommodate residents parking therefore easing congestion and releasing approximately 20 further on-street parking spaces for visitors.

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Canterbury now has 58 of its 61 car parks accredited under the British Parking Association's 'Park Mark' scheme, the highest number of any council in England.

From 31 March 2010, all car parks within Canterbury charge on a linear basis and in April 2009 most city car parks altered their payment terms in order that customers could pay with a credit card. Further improvements introduced in November 2009 mean that both on and off-street car parks accept telephone payments.

Maidstone - Extensive consultation has taken place with over 7,800 letters sent to local residents in relation to the operation of the current residents parking scheme. This has resulted in a number of changes to manage parking demand and increase the level of available on-street parking for residents who live near to the town centre. Continued survey and analysis has provided a clearer picture of levels of occupancy, commercial vehicle used and vehicle migration across all zones both during the day and throughout the evening period. From this data continued development of the residents parking scheme and parking policy will continue throughout 2010.

Thanet - Ongoing progress includes further residents parking schemes and pay and display spaces in central Margate, Westgate, Minnis Bay and Ramsgate. 440 parking spaces will be provided across the Isle of Thanet.

Thanet is investigating the introduction of telephone payment parking for introduction late in 2010 and is currently trialling linear parking charges in eight areas on the island.

Thanet is also running a successful motorcycle enforcement project to ensure efficient enforcement at rural locations and congestion hot spots.

Tonbridge and Malling – A Snodland Local Parking Review has been carried out in the Tonbridge and Malling area. 115 metres of parking restriction lines have been removed in this district and 580 linear metres of parking bays have been introduced.

The 4a Phase of the Parking Action Plan has been completed to ensure all TROs are correct and enforceable. There have been 16 bus stop clearways introduced along with another two enforceable school keep clear markings.

Tunbridge Wells - Tunbridge Wells has removed 22 metres of double yellow lines and 45 metres of single yellow lines and replaced these restrictions with further on-street parking bays. Two further residents parking schemes are currently being investigated. Pay by telephone parking has been introduced and the theory of perpetual parking permits is currently under investigation.

Tunbridge Wells also received ParkMark awards for three of the car parks.

Shepway - Shepway has removed 80 metres of double yellow line parking restrictions and introduced new parking bays to replace some of these lines.

A new controlled parking zone has been introduced around Folkestone West Station to assist commuter and resident parking with regard to the recent introduction of the High Speed Rail Link. Further schemes are currently under investigation.

Shepway has also introduced cashless parking as an alternative payment method in all car parks across the district.

Dartford - A full review of all parking and waiting restrictions has been completed and all TROs are now available to view on the map based 'Parkmap' system. The parking TRO has

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been consolidated and a new Residents Parking Scheme in Greenhithe is currently being implemented. A further residents' scheme is currently being consulted on with residents of Dartford East.

Sevenoaks - Two major parking reviews have been carried out resulting in the removal of 120 metres of parking restriction lines and the creation of a further 26 new on-street parking bays.

Sevenoaks has also reviewed and improved the enforcement that is carried out outside schools working alongside head teachers and the local police force.

Dover – Cashless payments for parking in car parks has been introduced with on-street parking to be included within 2010. The management of two further off-street car parks has resulted in a provision of a further 117 parking spaces and a new Residents Parking Scheme for Deal is currently under investigation.

Bus lanes

As previously reported, a section of bus lane in Maidstone has been removed as it did not meet the criteria (six buses per hour). A review has been undertaken of other sections of bus lanes in Kent and all meet the criteria set out in the 'Bus Strategy for Kent'. However, new sections will be considered within this context.

Existing Bus Stop Clearways across Kent have been reviewed and have been introduced at sites which required their implementation. A new policy has been put into place to introduce bus stop clearways on a 24 hour operation to bring about commonality across the county.

What more are we going to do?

- Complete the parking review under the new focus of the recently appointed Kent Parking Manager
- Monitor progress as parking schemes are reviewed/introduced
- In partnership with the 12 district councils, continue to review all TROs across Kent on a regular basis. The aim is to identify unnecessary double yellow lines/single yellow lines and those double yellow lines that could become single yellow lines, thus providing further spaces over 24 hours and some spaces that can be used during specified times
- Encourage the use of footways for shared cycle and pedestrian facilities and, where possible, move cycle ways onto the footway in order to provide further parking spaces
- Ensure loading bans are only in place for necessary periods, therefore providing further parking for disabled drivers
- Review existing bus lanes to ensure they operate during times of bus services, releasing further on-road parking outside these hours
- Ensure reviews of roads are carried out when new bypasses are built or roads reclassified i.e. a new bypass may allow further parking to be introduced on the old route
- Undertake further parking reviews within the 12 districts. For example:
 - All 12 district councils have recently reviewed their existing TROs to ensure that they are fit for purpose and provide the necessary on-street provision that is required to manage congestion and ensure the efficient and expeditious movement of traffic. Now this has been done we will be in a better position to

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establish the volume of unnecessary yellow lines which could be removed. Currently the review suggests that there will be a limited length

- As part of Ashford Futures a new Park and Ride service is proposed to be introduced in the town linked to Smartlink (a new dedicated bus service in Ashford linked to the growth of the area and planned for operation in 2012). Three multi-storey car parks are also planned alongside new developments
- The potential for Park and Ride to the north and south of Maidstone linked to new development as well as rail stations is under investigation as part of wider efforts to tackle congestion
- A review of wider parking provision with the aim of a constant improvement in congestion management, parking provision and efficiency of service. Currently several solutions are being considered including additional bays, multi-storey car parks, resident preference parking, potential for Park and Ride schemes and the identification of yellow lines that could be removed or have their waiting status changed at weekends.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of additional public car park spaces (cumulative since 2006/07)	0	1,115	1,515	1,715*	1,901
Length of unnecessary yellow lines removed (metres) (cumulative since 2006/07)	0	180	180	Not set	562

* This target has been increased from 600 which was set originally

Monitoring completed by: Lorna Day

Date: July 2010

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Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: Completed

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

Utility Companies (individually and through HAUC (Highway Authority Utility Committee)), Traffic Managers (regionally and nationally), Department for Transport, neighbouring authorities.

Outcomes delivered:

- A permit scheme designed to keep roadworks to a minimum has been launched in Kent. KCC was one of two authorities to apply to the Secretary of State to introduce a permit scheme for road and street works as a result of the Traffic Management Act (TMA) and following a further short round of consultation, KCC's application was submitted in January 2009. The application was given a green light and the introduction of the Kent Permit Scheme (KPS) took place on 25 January 2010
- Penalties have been increased for non-compliance, including where work by utility companies (statutory undertakings) causes disruption and/or takes longer than expected. Kent's own work on the highway is subject to the same rules except that the potential penalties are recorded in performance indicators in order to comply with parity as set out in the TMA. This is explicit in the Kent Permit Scheme application
- The KPS is structured to encourage best practice and minimise unnecessary delays. Kent Highway Services implemented its own work permitting on 6 July 2009. In essence the KPS means the Authority can be directive rather than consultative when determining whether road space will be granted
- Where those operating on the highway choose not to improve and deal with issues that arise KCC has the power to levy fines through fixed penalty notices and to refer the case to the Magistrates Court if necessary
- Greater powers to direct and co-ordinate road works (including our own) are possible through the TMA. The permit scheme allows KCC to recover the costs of doing so (for utility works) through a range of charges which are dependant on the scale of the impact of the works. The KPS will also allow us to clearly define hours of operation, particularly on traffic sensitive streets, and ultimately reject permits if the controlling conditions are not in place
- The big challenge is to ensure that for KCC's own works we meet the exacting standards expected of others on Kent's roads. The Department for Transport and all stakeholders will be keenly interested in this. Work continues in Kent Highway Services to further improve the programming permitting and control of our own works which in itself is forcing operational efficiencies. An extensive awareness seminar programme has been carried out followed by an extensive training program of Permitting software familiarisation. This has been followed by a monthly review and improvement meeting to drive the improvements forward

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- The KPS worked effectively from the start. The results for the first four months of the scheme show that:
 - 38,200 permits were applied for, 7,400 of which were of the Full Permit Treatment category
 - Over 99% of all permits were processed on time
 - 1 year 9 months occupation of the highway was saved
 - The average duration of work in each of the work categories has dropped each month
 - There was positive press coverage both in local and professional publications
 - Roadworks complaints have fallen significantly
 - Income recovery for permits has been effective.
- The new Roadworks structure to enable operation of the KPS was fully populated in January 2010 with the majority in place for November 2009 under the management of the Roadworks Manager. The regular programme of seminars and reviews of working practice are improving consistency of working practice and increasing the knowledge base continue. Those undertaking work on the highway are now regularly challenged in preparation for the KPS and many new initiatives, such as extended working hours and the appointment of project liaison officers by the work promoters, as well as innovative ways of working are becoming more common place. Income generation has been very successful with the appointment of the accounts officers who manage and chase all income and who have exceeded the already challenging targets for 2009/10
- The Considerate Contractor Scheme was formalised in April 2007 and requires all contractors that sign up to it to comply with a code of conduct. The scheme has already resulted in improved relationships and dialogue between KCC, utility companies, the police and the Health and Safety Executive. The first Kent Considerate Contractors Awards was held at Oakwood House in June 2009 and the second took place in November, which was again a resounding success with a another significant improvement of standards. The event celebrated the success of contractors who had excelled during the year. This scheme continues to be effective in improving and maintaining safety standards of work on the highway and a high level of performance attracts a discount in the KPS. Four companies in Kent are performing at the highest standard of safety at which 100% of their sites pass the site safety audit and as a result they qualify for maximum (10%) permit discount
- Kent Highways Services is investigating the use of IT planning software which can be used to demonstrate the impact of road works on traffic flows using simulation through mobile technology. This will link into the permit scheme and help us to better understand our road network. This technology is expensive and a full business case is being developed
- A new indicator showing the number of projects completed to time has been recorded since April 2009 and has consistently shown standards above the 93% except during the severe winter weather which disrupted all work. The end of year 2009/10 position was 92.2% which considering the extreme winter weather that delayed all construction work is a good result.

What more are we going to do?

- Continue to operate the KPS and maximise the benefits
- Continue improving our own works and benchmark against all permissible works

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- Hold regular co-ordination meetings through Kent Highway Authority Utility Committee, workshops and seminars
- Continue to deliver high profile press coverage and a communication programme
- Improve advance visibility of road works through the internet, press and on-site notifications
- Ensure there is a forward programme of co-ordinated road works available for Members, district and borough councils, parish councils, community groups and other stake holders and further development of the Traffic Management Centre
- Ensure there is a renewed focus on identifying violations and penalising work promoters where necessary. This has resulted in 355 penalties being issued in the 2009/10 period as can be seen in the table below. This includes penalties to both Kent Highways Services and the utilities.

Measurable Indicator (s)	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of Traffic Management Act permit violations (Section 74) and Fixed Penalty Notices	*	38**	50	355***

* Not set as we were awaiting approval of the KPS by the Department for Transport

** We were able to use Section 74 to help improve utility performance as this part had been enacted already. This was an interim measure until the KPS was fully in place in January 2010

*** The 2010/11 position as at August 2010 is already 246.

Monitoring completed by: David Latham / David Beaver

Date: July 2010

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Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams

Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver
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Status: Completed

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

Kent Police, Highways Alliance Partners, the Highways Agency, bus operators, utility companies, car park operators, Kent district and borough councils and other Highway Authorities.

Outcomes delivered:

KCC is committed to combating congestion and this Towards 2010 target has been one of the methods designed to tackle this issue. It is also linked to the delivery of Towards 2010 target 30 (Kent Freedom Pass), which has resulted in a significant reduction of traffic generated from the school run, as well as target 31 (staggered school hours), and target 32 (more car parking spaces). Specific outcomes are as follows:

- We have helped significantly to reduce journey times on Kent's roads (see PI table). The reduction of 25% reported in June 2009 to journey times since March 2007 on key radial routes in Maidstone has been maintained as an average throughout 2009/2010. These results are reflected in the feedback we have received from the public and the business community who have reported reduced journey times on some of the key routes and improved reliability of their journey times. As another measure of network performance we are now comparing peak journey times with those achieved overnight
- The Kent Freedom Pass has also had a positive impact on the reduction in journey times (see Towards 2010 target 30). However, nationally it is considered that the recession and fuel prices have led to a reduction in traffic volumes of 9.5%, over the period from March 2007 to March 2010. As the economy recovers the average journey times may start to rise
- The establishment of the Traffic Management Centre (TMC) has enabled improvements in the management of traffic to reduce congestion in Maidstone. Operating the TMC for major events such as the Tour de France in 2007 and Radio One's Big Weekend in 2008 and the annual County Show helped vehicles to pass without undue traffic problems
- Joint working with the Highways Agency's (HA) Regional Control Centre (RCC) at Godstone is eliminating the artificial boundaries between the trunk and county road networks. Establishing information exchange and co-operating in the management of traffic has reduced the impact on Maidstone town centre of problems on the M20, including extended periods when Operation Stack has been in place. Equally, informing motorway drivers about road conditions in Maidstone has enabled them to avoid adding to congestion in the town centre
- The Network Performance Monitoring (NPM) Project (formerly known as Kent Cordon) is a development between Kent Highways Services and the HA. It has led to hardware such as Closed Circuit Television (CCTV), variable message signs and Automatic Number Plate Recognition (ANPR) cameras being placed on key strategic routes in Kent to enable joint, live traffic management. Installation of equipment on the M2, M20, A229 and A249 allows real time traffic flow information between the TMC and the RCC as these roads are diversion routes used following motorway incidents. The

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installation work was completed in the summer of 2009 and all systems are now integrated with the TMC

- Variable message signs are now placed on key routes into Maidstone to give advance notice of events and warn drivers of congestion enabling them to take alternative routes
- CCTV coverage available to the TMC operators has been extended, with additional cameras in both Maidstone and Canterbury
- A programme of 'health checks' at key locations in the Maidstone network has resulted in a programme of over 50 'quick win' improvements ranging from adjusting traffic signal timings to renewing white lines, each of which have helped to improve traffic flows. This programme is now being extended to other urban areas as they are equipped with UTMC system equipment
- Traffic flow monitoring sites on main roads in Maidstone, Canterbury Dartford and Gravesend provide continuous traffic speed and volume data to the TMC enabling early identification of congestion and monitoring of the impact of traffic diversions. Warnings are being generated when traffic speeds fall below the expected values to give TMC operators an indication that there may be a problem in the vicinity of a particular site
- Updating of the systems operating car park variable message signs in Maidstone and Canterbury has been completed. The work in Canterbury was undertaken in conjunction with the City Council. The existing signs have been replaced and coverage extended to include the other significant car parks in the city. The signs are operated through the TMC with control of the information displayed available locally in Canterbury
- ANPR data from the partnership with Kent Police is now online providing TMC operators early warning of problems on all the radial routes into Maidstone, Canterbury and Gravesend by monitoring journey times and recording progress against targets
- The times of operation of the TMC have increased to 0630 to 1900 Monday to Friday and 0800 to 1700 on Saturdays. These hours are extended in order to cover major events where appropriate, including operation on Sundays during the peak pre-Christmas shopping period
- Working in partnership with the HA, key strategic diversion routes have been agreed for use following motorway incidents at locations throughout the county. Joint management of traffic on the key diversion routes between M2 and M20 will be facilitated by the equipment installed under the NPM project
- A direct link has been established between the Kent UTMC system and that at the RCC. This allows seamless exchange of information and may be used to exchange control of traffic signals and variable message signs by prior agreement
- Kent's work with the HA led to its selection as demonstrator for the FREEFLOW project established with government backing to develop new techniques for the management of traffic using multiple data sources. The automatic interpretation of data and the associated strategy selection tools are now being installed in the TMC for evaluation. They are expected to enable existing levels of staff resources to monitor and manage traffic across the county
- The TMC now has access to the control and view images from the HA's CCTV cameras on trunk roads throughout the county facilitating provision of information to stakeholders and road users as well as assisting in the management of incidents on the road network
- We have deployed web-based access to the TMC systems for stakeholders, including car park managers, enabling them to access data and to provide details of incidents for access by other users

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- The Kent Traffic and Travel website, providing information obtained from the TMC, proved very successful. Data supplied includes details of planned road works, incidents and accidents and images from CCTV cameras across the county
- We have extended remote monitoring of traffic signals to incorporate the measurement of traffic flows for input to the TMC.

What more are we going to do?

- Complete deployment of Intelligent Transport Systems (ITS) in Canterbury and continue the programmed roll-out across Kent, in Dartford, Gravesend and Tunbridge Wells as funds allow
- Develop techniques where the TMC may extend active traffic management to new areas in parallel with ITS deployment. Techniques differ in each area. Whereas Maidstone has a significant traffic signal population affording control over flows, Canterbury has few traffic signals, but both can be affected by the impact of traffic diverted from the trunk road network
- Exchange of CCTV images between the TMC and control rooms in Maidstone, Canterbury, Gravesend, Dartford and Tunbridge Wells to improve liaison with local stakeholders and avoid unnecessary duplication of facilities
- Update the Kent Traffic and Travel website to meet the latest corporate guidelines and to enhance its facilities to reflect countywide coverage.

Measurable Indicator(s)	March 2007 Actual	March 2008 Actual	March 2009 Actual	March 2010 Target	March 2010 Actual
Average journey time per vehicle mile on key radial routes in Maidstone (Period and routes consistent with base data) - Morning peak (0730-0930)	4.39 minutes	N/A *	3.51 minutes **	3.95 minutes i.e. 10% lower than 2007/08 value +	3.71 minutes ++

* From March 2007, intermittent monitoring took place until regular monitoring began in December 2008

** This is a 20% reduction and exceeds the target of 10%

+ This target has been reconsidered in the light of the 2009 results but remained at 10% as a rise in traffic volumes was anticipated as we come out of the recession

++ This month's figure represents a 15% reduction over that for 2007; the average figure for all weekdays in 2009/2010 is 3.29 minutes per mile.

Monitoring completed by: David Beaver

Date: July 2010

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Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent		
Lead Cabinet Members: Nick Chard/Kevin Lynes	Lead Managing Director: Mike Austerberry	Lead Officers: David Joyner/Stephen Gasche

Status: Good Progress

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

Southeastern railway, Southern railway, Eurostar, Network Rail, Arriva, Stagecoach, other bus operators and Kent district and borough councils.

Outcomes delivered:

- KCC continues to lobby Southeastern to improve its performance. Overall 89.7% of mainline trains arrived within five minutes of their scheduled arrival time in the year ending May 2010, compared with a target of 85%. While this performance was lower than in the previous year, the reduction was due to exceptional weather conditions during winter 2009/10. Passenger satisfaction on the railway has recently dropped, with the number of complaints in the 2009/10 second quarter increasing from 8 per 100,000 passenger journeys to 18. This is being monitored closely following the significant timetable changes introduced last December
- Overall, Southeastern is now operating 200 more services which represents a 5% increase in capacity. All major towns in Kent now have more services to and from London with the exception of Maidstone, and although pressure had been put on Southeastern to retain the service to Cannon Street, it was withdrawn when the new timetable was introduced in December 2009
- KCC is pressing Network Rail to improve journey times on the existing rail network. Network Rail has agreed to undertake a study to speed up the line. KCC has contributed £5k to the study which is the first phase in the rail investment process to make improvements happen
- KCC has consistently supported the CTRL (High Speed 1) scheme mainly because of the regenerative effects it will have in east and north Kent. Full High Speed 1 services started on target in December 2009 following the successful introduction of preview services started between Ashford and St. Pancras via Ebbsfleet in June, six months early
- KCC is particularly keen to improve rail connectivity to Kent International Airport (KIA) at Manston. This requires the journey times to be reduced between Ashford and Thanet via Canterbury West, and ideally a new parkway station to be constructed adjacent to the airport
- We have agreed to set up a strategic Quality Rail Partnership with Network Rail, Southeastern and Southern railways, to consider the development of station sites and the improvement of station facilities
- KCC has an excellent record of working with bus providers to improve public transport in Kent and this is reflected by year on year increases in the number of people using Kent bus services. There has been a further 6.5% increase in 2009/10 over the figures for the previous year to over 58.8 million journeys. This is down to continuing joint investment in services by bus operators working in partnership with KCC as well as roll-out of new initiatives to cut the cost of travel such as the Kent Freedom Pass and improvements to the Concessionary Travel Scheme for the over 60s

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- KCC has now seven Quality Bus Partnerships signed up with local bus operators and district councils in Ashford, Canterbury, Dover, Maidstone, Shepway, Thanet and Tunbridge Wells. These have been instrumental in generating inward investment in the county by bus operators in new buses and higher frequency services to help people access key services and help relieve congestion. Around two thirds of the circa 800 vehicle bus fleet in Kent are now easy access, low floor entry to the benefit of disabled and mobility impaired people
- Real-time electronic displays showing arrival times are being provided at main bus stops to provide bus passengers with better information and certainty over when a bus is due to arrive
- KCC has worked with operators to encourage joint ticketing and a scheme called 'Plus bus' is now available at 26 main railway stations in Kent which enables rail passengers to buy a rail ticket that includes onward travel on local bus services
- The Ashford Station Travel Plan, developed in partnership with Southeastern, Ashford BC and Stagecoach was launched in May 2009. It is aimed at improving integration and enhancing station access by bus, car sharing, cycling and walking. 612 members of the public have signed up as Travel Plan Partners¹. The Ashford Station Travel Plan won the award for Integrated Transport Excellence at the UK Rail Business Awards 2010. It is intended that this will be a model for other stations in Kent
- The Kent Freedom Pass (see Towards 2010 target 30) has proved extremely successful and countywide roll-out was completed in June 2009. Much of the success of Freedom Pass can be attributed to a close working relationship with the Kent bus operators who have increased capacity to ensure a smooth roll-out
- KCC provides financial support to around 200 bus services and a network of Kent Karriers across the county. Kent Karriers provide dial-a-ride accessible services to disabled people and those living more than 500 metres from an existing bus route. A successful re-tendering of around 25% of all bus services supported by KCC has been completed within budget, ensuring services can be sustained during 2010
- KCC is working closely with health authorities to improve public transport services to hospitals and to ensure that information on these services is widely distributed.

What more are we going to do?

- KCC, with partners including local MPs, will continue to press for restoration of the proposed cuts of rail services from Maidstone and West Malling (Kings Hill)
- The changes to passenger rail services introduced in December 2009 were extensive and, although generally positive, the overall effects will continue to be closely monitored to see whether there is a need to lobby for modified timetables and fare levels to suit passengers' needs and achieve the desired regeneration effects in east and north Kent. KCC recognises that while many areas have gained as a result of new rail services some have suffered a diminution in service. KCC will continue to speak up for those areas that have 'lost out' and lobby for service improvements, particularly in the run-up to the renewal of the existing franchise in 2014
- KCC is aware that car parking charges at some rural stations, e.g. Charing, are creating knock-on parking problems for local communities and will continue to work to minimise their impact. The power to vary car parking charges in railway car parks rests mainly

¹ Travel Plan Partners are people who have signed up to try an alternative to using their car to get to the station and we have provided them with a personalised travel plan - a list of all their options for getting from their house to the station.

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with rail franchise holders, with Southeastern Trains operating most of the services in Kent

- Pressure will be maintained on Network Rail through the Rail Utilisation Strategy (RUS) process to improve rail journey times and reliability as well as the quality of stations. Lobbying for a new parkway station for Thanet close to Kent International Airport with good road access will be maintained
- KCC is part funding new ticket machines for approximately 800 buses across Kent. These machines will be capable of reading smartcards, similar to the London Oyster card. A pilot is under development to issue young people with smart Freedom passes in Thanet, working with Stagecoach and Eastonways. It is hoped this will be launched in winter 2010. (See also Towards 2010 target 30)
- A Quality Network Partnership is planned for Sevenoaks between the bus and rail operators, the district council and KCC and a multi-operator Quality Bus Partnership (using powers under the Local Transport Act 2008), and is being developed in Swale
- A new bus stop infrastructure contract was signed in July 2010 with responsibility for maintaining all roadside bus timetable and flags for KCC services. It is intended that every stop in the county, where appropriate, will be better maintained and provided with an up-to-date timetable
- Bids were submitted to the Department for Transport in 2009 seeking Kickstart funding for Arriva services 6 and 7 between Maidstone and Tunbridge Wells (via Pembury Hospital) and for the Stagecoach Triangle between Canterbury, Whitstable and Herne Bay. Whilst the bids were successful, Government funding has now been cut and negotiations are being held to see where some improvements can still be secured between KCC and the bus operators
- A new 'invest to save' marketing initiative is being planned on KCC supported services 401/421 in Sevenoaks and 666 between Faversham and Ashford. The County Links brand which includes new liveried buses and improved roadside infrastructure and timetable information is being launched in summer 2010 to increase patronage and potentially lead to these services becoming commercially viable in the short term
- KCC will continue to work with Southeastern and Network Rail to improve access to stations in Kent. We will continue to promote improvements through the Local Transport Plan. We will also work with bus and rail operators to market new services. It is hoped that the launch of the Ashford Station Travel Plan will prove to be a model for other stations in Kent, particularly those benefiting from the new High Speed Rail services
- It is hoped to develop Quality Partnership Schemes (using powers under the Local Transport Act 2008) to support the future expansion of Fastrack in Kent Thameside, for the emerging Smartlink bus network planned for Ashford, and for the Bus Rapid Transit route planned for Dover, subject to funding
- Government has announced that the Concessionary Fares scheme for over 60s will become the responsibility of upper tier authorities from April 2011. Work is in hand to prepare for this based on an options paper reported to Cabinet in January
- The Integrated Transport Strategy for Kent sets out proposals to maximise the benefits of rail by building on the high speed services with new stations and reduced journey times on other parts of the network. It also advocates the need for a fully integrated bus system with a network of high quality inter-urban coach services, improvements to rural bus networks and further Fastrack and Smartlink type schemes for town centres. Partnership with operators is key to achieving this vision. It is hoped to develop a number of pilot projects over the coming months subject to budgets.

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Measurable indicators:

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

Monitoring completed by: David Joyner/Stephen Gasche

Date: June 2010

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Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Mick Sutch

Status: Completed

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

Essex County Council.

Outcomes delivered:

Although the Department for Transport (DfT) announced that it was to commission a study looking at options to increase the capacity of the crossing of the Thames in October 2006, there was no progress until KCC and Essex CC announced that they were going to commission consultants to look at the same issue.

This initiated the Department for Transport (DfT) commissioning their study which started in February 2008 and was completed in April 2009. The study identified three long-term options for crossing the Thames (bridge or tunnel) and to be carried forward for further assessment – at Dartford, between the Swanscombe Peninsula and Tilbury, to the east of Gravesend and at Tilbury.

The consultants for KCC and Essex CC have produced a report which identifies the same three options as the Government's.

The Department for Transport, under the previous government, commissioned a DaSTS (Delivering a Sustainable Transport System) study examining further the provision of additional crossing capacity in the Lower Thames. With a new government in place, the timescale for completion of this study is unclear at present.

What more are we going to do?

- Continue to work with Essex CC to make the case for a crossing of the Thames downstream of the Dartford Crossing
- Lobby the Secretary of State for Transport directly at Leader and Cabinet Member Level by way of a 'Kent Transportation Package' summit, which will include a case for a Lower Thames Crossing
- Pressurise the Secretary of State for Transport to prioritise early implementation of a Lower Thames Crossing by offering potential solutions for local delivery.

Measurable indicators:

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

Monitoring completed by: Mick Sutch

Date: July 2010

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

Status: Completed

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

Ringway, Jacobs, KCC Contact Centre.

Outcomes delivered:

The last four years has seen an increase in productivity, but also an increase in service demand. The previous two winters have been the major cause of this increase (winter service, potholes and insurance claims). Despite this challenge, performance and productivity has significantly improved. This has been mainly driven by local teams, operating out of local depots.

Throughout this period we have continued to look at new methods and means of delivery. Small private companies have joined our maintenance contractor in responding to the recent major weather damage.

Wider market testing was introduced for major carriageway resurfacing. Jetpatcher was originally provided as a trial in 2008, and now forms a major part of our attack on potholes and surface damage.

The main outcomes include the following, broken down by year for ease of understanding:

2010:

- Delivery of an external “find & fix” pothole repair contract in response to the severe winter and associated carriageway damage. In the first two months of operation over 10,000 potholes and 45,000 m² of patching has been delivered on the minor road network. This has engaged seven Kent based private contractors to deliver this work. Available funding has increased to £6.5m to ensure full completion of this project
- Similar to the above an A and B roads a “find & fix” operation is progressing. This will pick up all relevant defects on this part of the network. It is to be completed by the end of September and is budgeted at £1.5m maximum
- In total over 100,000 potholes were fixed by Kent Highways Services in the first six months of 2010. That’s nearly 4,000 potholes a week
- Further strides have been made in customer communication. Online reporting and tracking is now available to all. Between January and June of this year over 12,500 defect reports have been received via the online web form
- The ‘My Kent Highways online’ web site provides Members, parish and town councils with the opportunity to view a range of information relating to their area. Since January 2010 it has been running at approx 800 logins a month.

2009:

- Following success in 2008 a proactive campaign again commenced in January 2009. This peaked at the end of February with 70 crews across the county focused on surface repairs. At the height around 3,000 potholes a week were being fixed
- 2009 saw an increase in major resurfacing which continued through to the end of March 2010. This was possible due to the availability of both a corporate and directorate

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underspend. Over 1,300,000m² of resurfacing was completed which was an increase of over 10% on 2008. It should be noted, however, that the increased coverage has not managed to stop the decline in overall condition

- Successful parish council seminars were held at the end of November with positive feedback from attendees.

2008:

- April 2008 saw a focused campaign on pothole repairs with a 'Pothole Blitz' during April/May. A media campaign achieved an increase in reported potholes via the Contact Centre of 500%, to a total number in April of 2,669.

Throughout the four years we have been focused on improving our performance against our 'killer' PIs. Significant amounts of focused work across the Kent Highways Services partnership has seen major progress in reactive work. The latest figures are as follows:

	Aug 2008	Aug 2009	May 2010	July 2010
Potholes reported by Highways inspectors	897	1,242	1,368	1,010
Potholes reported by members of the public	140	193	1,912	894
Average pothole repair time from call to completion	25 days	17 days	33 days	37.8 days *
Routine faults reported by members of the public	2,426	2,000	6,513	5,223
Routine faults completed in 28 days	56%	76%	57.1%	73%*

* Increased timescale due to the 'find & fix' programme

The Annual Tracker Survey results for 2009 have shown significant improvements across a wide range of services. This includes customer care and it is clear the public, members and parishes consider that our services have improved. One area which has actually gone down relates to the condition of roads as per the PI table below. This is in contrast to all other aspects. It is considered that this is likely to be due to the considerable damage caused to our roads by the bad weather both at the start and end of the year (snow, frost and heavy rainfalls). The data is reviewed and any specific actions required for improvement are taken.

What more are we going to do?

- Continue to drive productivity improvements through market testing and competition
- Focus on performance delivery through local teams and local depots
- Continue the use of 'Jetpatcher' to repair minor rural roads in 2010/11
- Introduce our revised Winter Service Policy for the 2010/11 season
- Build on our customer care interface by continuing close working with Members and parish/town councils through our KCC Community Liaison Officers
- Plan the third annual parish seminars in late October 2010.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Net satisfaction of residents with condition of roads in Kent	+5%	+19%	+29%*	+30%**	+20%

* Exceeds 2008/09 target of 20%

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** Target was increased from 16% set originally

Monitoring completed by: Kim Hills

Date: July 2010

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Target 38: Maximise the use of previously developed land		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Richard Feasey

Status: Good Progress

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

Kent district and borough councils, Government Office for the South East (GOSE), Home Builders Federation.

Outcomes delivered:

The proportion of housing development accommodated on previously developed land has risen in recent years from just under 58% in 2002/03 to 82.3% in 2008/09 during a period in which completions were generally rising prior to the onset of the housing market downturn at the end of 2008.

In total, 79% of housing development completed in the five-year period 2004 to 2009 was on previously developed land. In numerical terms this represents 26,082 additional homes out of a total provided over the same period of 33,130. This increase reflects both the sustained pressure to prioritise the use of previously developed land and the character of recent housing development with its strong emphasis on higher density small unit accommodation. Land formerly in business, industrial or institutional use has provided the majority of new housing development on previously developed land.

Housing completion rates and the contribution of previously developed land to this remained high until early 2008 and this Towards 2010 target has been consistently met and exceeded throughout the Towards 2010 period.

However, the severe downturn in the housing market associated with the recession has affected both the level of new development and its composition in the short term. In particular the significant cut back in higher density housing schemes on more costly and complex brownfield sites, as a result of changing economic viability, will put more pressure on this Towards 2010 target in the short-term.

Specific outcomes delivered in relation to this target are as follows:

- KCC continues to review Local Development Framework (LDF) proposals for the priority given to the use of brownfield land and the efficient use of scarce resources of development land. Most recently, this has involved representations on core strategies for Dover, Sevenoaks, Shepway, Thanet and Tunbridge Wells, and site specific allocations in Ashford. Proposals for Dover and Shepway include substantial use of surplus Ministry of Defence land, involving previously developed sites and the Thanet core strategy identifies a number of opportunities for residential development on key regeneration sites in central Margate. Masterplans in the Swale area for Queenborough/Rushenden and Milton Creek, Sittingbourne will take forward strategic allocations involving around 3,000 to 4,000 homes on brownfield sites
- Despite the high level of housing completions on previously developed land the supply of brownfield land to meet development requirements has been continuously 'topped up' through new planning permissions or LDF provisions. Total land supply for housing in 2009 was sufficient to support almost 56,000 homes and previously developed land accounts for two-thirds of the supply

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- KCC has worked with all districts to determine a common approach to strategic housing land availability assessments required under current national policy guidance and a joint protocol for such studies was agreed in December 2008. This provides for the examination of urban and brownfield housing capacity, viability considerations and consideration of different land use claims on brownfield land. KCC has participated in a number of local partnerships to determine the approach to and outcome of Strategic Housing Land Availability Assessments to consider the sources and deliverability of housing land. Strategic Housing Land Assessments were completed or reviewed in all but one Kent district in 2009, although the reflection of their findings in detailed Development Plan documents has yet to take place.

What more are we going to do?

- KCC will continue to build and use evidence on the contribution of previously developed land for housing. This has assumed greater importance in the wake of current national planning policy guidance (PPS3) which downgrades the role of, and allowance for, sites that are granted planning permission (but which have not been previously identified in plans) in assessments of future housing land supply. Such sites overwhelmingly involve brownfield sites. This sits alongside pressures to increase overall housing supply in response to national objectives to increase housing delivery over the medium and longer terms and beyond the current housing market downturn. This approach calls for close examination and identification of prospective brownfield sites for housing to ensure that the current levels of achievement are not diluted. The target for the proportionate contribution of previously developed land to housing development sits within a context of a rising planned rate of housing completions in Kent. The average annual rate of housing provision for Kent has risen from 5,485 per annum (2001-2016) under the former Structure Plan to 6,160 per annum (2006-2026) under the South East Plan approved in 2009
- Through its representations on LDFs and strategically significant planning applications, KCC will continue to review local planning proposals for the role expected of brownfield land. During 2010 a number of district LDF core strategies are due for consultation including Canterbury, Dartford, Gravesham, Thanet, Sevenoaks, Shepway and Maidstone
- The needs of commercial development as well as housing will need to be balanced in this and account taken of the nature of significant future public sector land disposals. Land formerly in business/commercial use has accounted for more than a third of all new housing development in recent years. Preparation of any planning advice sought by the South East England Partnership Board testing the impacts of further increases of housing provision in the region and in Kent will pay close regard to these factors
- The volume of new homes provided on brownfield sites may reduce in the short term as a result of:
 - The overall downturn in the housing market experienced since the end of 2008
 - The impact of the market downturn on the viability of certain brownfield sites where there is a commitment in planning terms to development but where abnormal development costs are involved
 - Changes to the character of housing schemes, particularly a reduced emphasis on higher density apartment schemes
 - Wider objectives to secure a greater element of housing, including family sized housing rather than flats/apartments in the make-up of new development
 - Safeguarding of land opportunities for important economic development uses.

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These considerations will need to be balanced in plan-making and consideration of individual schemes alongside a continuing emphasis on the role of brownfield land.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of housing completions on previously developed land	80.7%	78.0%	82.3%	70%	*

* Available late autumn 2010

Monitoring completed by: Richard Feasey

Date: June 2010

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Target 39: Bring back into use the large number of empty homes in Kent		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Theresa Bruton

Status: Completed

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

All Kent district and borough councils, Town & Country Housing Group, Homes and Communities Agency (HCA).

Outcomes delivered:

KCC launched the 'No Use Empty' initiative in 2005 with a £5m funding package focusing on the coastal areas of east Kent in order to tackle the problem of empty housing. The Local Area Agreement 1 target was exceeded in March 2008, securing a government reward grant of £2.239m for KCC. Following discussions with the eight district councils outside the original East Kent Initiative, all agreed to join a Kent-wide initiative, although some have taken a more proactive approach to the initiative than others. A joint launch event was undertaken in April 2008 attracting widespread media publicity which saw the roll-out of the initiative across the whole county.

Three intervention strategies are used - loan scheme, support to district enforcement work and direct acquisition by KCC.

The 2009/10 target was increased from the original 650 properties to 850 in June 2009, as can be seen in the PI table, having achieved this Towards 2010 target ahead of schedule. This revised target has also been exceeded with well over 1,200 properties brought back in to use by 31 March 2010

The enforced sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in disrepair for some 20 years has been completed. Town & Country Housing Group worked with Thanet DC to bring the property back into use as affordable housing and all six flats are now sold.

Compulsory purchase of the former Warren Court Hotel, Cliftonville, Margate, derelict for around five years and subject to frequent arson attacks, was made possible by the very first inter-authority loan (May 2009). Thanet DC is now engaged with Town & Country Housing Group who have attracted £1.6m of funding from the Homes and Communities Agency to take forward the redevelopment of this site for affordable housing.

The first property to be acquired under the Direct Purchase Scheme is proceeding slower than expected having been delayed by complex legal issues. A planning application was submitted but turned down. Following a successful appeal (granted June 2010) the acquisition is now progressing. The property is in the Old Town of Margate and will be refurbished as a small commercial unit with two units of accommodation.

Applications to convert commercial properties into residential accommodation are also eligible for funding. The initiative has recently supported the conversion of a Victorian warehouse situated in Dover town centre, providing eight units, which were marketed in June 2009.

The 'No Use Empty' initiative has been widely praised across the UK as a unique partnership between county and local councils, achieving tangible results and setting an example for others to follow. In September 2009, the Audit Commission in their report, 'Building Better

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Lives' identified the Kent initiative as a model of excellence. The level of interest in the initiative remains high, for example:

- Media: ITV Tonight Programme, BBC Homes Under The Hammer, Kent TV
- Press: National and local exposure as well as a range of housing/regeneration publications
- Direct: Telephone enquiries from other local authorities across the UK
- Website: www.no-use-empty.org.

In November 2009, KCC launched 'Architect in the Empty Home' becoming the first council outside London to launch such an initiative. 'Architect in the Empty Home' is a service available to owners of empty properties who make a small donation through the Empty Homes Agency. In return, owners receive a two hour consultation with an architect who will provide a drawing/written report without further obligation.

During National Empty Homes Week (November 2009), the initiative worked with all 12 districts to co-ordinate and write to known owners of empty properties to offer a range of methods which could be considered to encourage owners to do something about their properties.

In terms of the partnership fund the project consultant is in the process of visiting the new partner districts to arrange detailed training for relevant staff on the different enforcement procedures. Gravesham has already instigated a large-scale enforcement scheme and this work is now ongoing.

The value of loans approved to 31 March 2010 is £3.2m, as shown in the table below, attracting private sector leverage of £5.2m. A third of all properties returned to use as at 31 March 2010 have been a direct result of loan intervention.

Dover	£1,058,010	38% of loans approved in Dover have been directed to the town centre and surrounding area
Thanet	£1,793,540	53% of loans approved in Thanet have been directed to the Cliftonville Area
Dartford	£211,000	
Sevenoaks	£25,000	
Shepway	£169,800	
Total	£3,257,350	

Completed loan applications significantly increased during 2009/10. Interest in the initiative increased with 121 information packs being issued to 31 March 2010 (three times more than in previous years). Based on 42 loan applications being returned at 31 March 2010 this represents a conversion rate of 35%.

What more are we going to do?

- Contribute to the development of Kent and Medway Housing Strategy
- Continue with the three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) across all Kent districts

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- Progress the proposal for wider use of Performance Reward Grant (capital) held within the initiative for the four original partners (Dover, Thanet, Shepway and Swale)
- Support districts to use their enforcement powers to tackle priority cases which have been identified, such as Empty Management Dwelling Orders (EDMOs)
- Take forward the refurbishment of our first direct purchase in Margate
- Explore the availability of other sources of funding which the initiative could access and facilitate planned visits from HM Treasury and other government departments to promote our success to date
- Ensure that loans administered in the early stages of the initiative are repaid in full to replenish the loan fund
- Seek approval to extend the initiative by re-cycling the initial loans (£1.2m due to be repaid by March 2011 and £2.1m due to be repaid by March 2010). This will also allow the initiative to align itself with District Housing Strategies, which incorporate empty homes, as well as reflect the commitment in KCC's Regeneration Framework
- Ensure the target of 200 units per annum for the next three years is achieved (at quarter 1 April – June 2010, a minimum of 54 units have been achieved – subject to verification)
- Develop the project's communication strategy to:
 - Retain the initiative's high profile in east Kent and publicise its continued achievements to support regeneration, particularly the Dover Pride Initiative and Margate Old Town strategy, by bringing long-term 'eyesore' properties back into use
 - Promote the proactive stance to residents and owners across Kent to ensure empty properties are returned to use and support the provision of 'new' quality housing
 - Maximise the publicity the initiative continues to attract from media and production companies.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	170	339	680	850*	1,266

* Target increased from original of 650 to 850 in June 2009, having achieved this Towards 2010 target ahead of schedule following the successful roll-out of the initiative across Kent in April 2008.

Monitoring completed by: Steve Grimshaw

Date: July 2010

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Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes		
Lead Cabinet Members: Nick Chard/Kevin Lynes	Lead Managing Directors: Mike Austerberry/David Cockburn	Lead Officers: Richard Feasey/Nigel Smith

Status: Good progress

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

District and borough councils in Kent, Medway Council, Kent Economic Board, Kent Housing Group, Kent Economic Board Housing Task Group.

Outcomes delivered:

KCC has been working with key partners including Kent Economic Board Housing Task Group, Medway Council and all Kent districts to develop a 'fit for purpose' Housing Strategy for Kent and Medway that provides strategic direction, innovation and action as a response to the huge diversity of housing needs and opportunities across the area. It will in part examine innovative ways of bringing forward housing development of different tenures and should be completed in autumn 2011. Funding has been secured from the Regeneration Fund to extend the project to implement the Kent and Medway Housing Strategy.

As part of the current work, we are working with Thanet DC to develop an operational model for the acquisition and re-use of empty properties in the Margate Central and Cliftonville West wards of Thanet. (See also Towards 2010 target 39).

Following a recent invitation by government, KCC submitted proposals to be included in any pilot of proposed Accelerated Development Zones, by which 'Tax Incremental Financing' of infrastructure to support development would be brought forward. This is a practice used in countries such as the United States. Under such a pilot scheme, increased revenues generated once development has been occupied would be ring-fenced and dedicated to paying back infrastructure which had been financed through bonds raised or other similar mechanisms.

The current review of 'What Price Growth 2' maintains KCC's commitment to assess the level and scale of infrastructure required to address the housing growth in Kent and the financial and investment implications. In this context an Integrated Infrastructure and Finance Model has been commissioned to provide supporting evidence to inform a revised document. The work will also be used to underpin KCC's approach to plan for and manage sustainable housing growth, plan for the needs of forecast demographic changes across Kent to 2026 and to feed into district Local Development Frameworks.

Other specific outcomes are as follows:

- The success of this Towards 2010 target requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, i.e. the district councils, and therefore we work with them to ensure requirements for KCC services are included in the Local Development Frameworks (LDFs) giving us the policy base from which to deliver. This is increasingly important given the greater emphasis now given to infrastructure planning as part of the preparation and testing of LDFs and the introduction of local tariffs. In partnership with Tunbridge Wells BC and the Planning Advisory Service we are participating in a national pilot programme to apply a systematic approach

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to infrastructure planning to support the requirements now placed on the preparation of LDFs

- A corporate officer group has been established to co-ordinate KCC's input into district LDFs. The infrastructure and KCC service requirements are established by each of the service directorates and a co-ordinated response for KCC is put forward to the district councils on infrastructure and service delivery matters. To date LDF core strategies have been adopted in Ashford, Dover, Tonbridge and Malling and Tunbridge Wells. The core strategy for Sevenoaks has been submitted and initial policies and proposals published for Shepway and Thanet. Through representations and, where appropriate, participation in Public Examinations of these plans KCC has pressed the case for clear and robust recognition in policies and Infrastructure Delivery Plans of the demands on county services and the type and form of new housing arising from development and other structural changes (e.g. demographic change). KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery and negotiations on other district LDFs continue. During 2010/11, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Shepway, Thanet and Maidstone
- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. These statements will be adopted as supplementary planning guidance
- We have contributed to strategic housing market assessments (HMAs) in partnership with districts, registered social landlords (RSLs) and the house building industry. These assessments, required under government guidance (PPS3), provide comprehensive guidance at district and local market area level on the mix of social and market housing, including the role of shared equity provision and the needs associated with the ageing demographic profile and special needs groups. They inform LDFs policy development and the consideration of planning applications. HMAs have been completed for West Kent, East Kent and Dartford and a North Kent HMA is well advanced. Under the Kent Housing Strategy, a Kentwide Strategic HMA has been produced reviewing evidence on housing need and mix in terms of type
- With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs
- Over the period of this Towards 2010 target, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure
- Homes also need to be well designed, adaptable and fit for purpose. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent, including promotion of standards such as 'Lifetime Homes' and a 'Code for Sustainable Homes'. The Kent Design Guide has been adopted by all but three districts as supplementary guidance

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- The governance of the KDI has changed and has renewed direction with the establishment of new chairs for its Project Management Group (a decision-making body that reports to the Kent Planning Officers Group), now led by Stephen Gaimster (Assistant Director of Development, Economy and Transport, Medway Council), and Robert Huxford (Director of the Urban Design Group) for the Steering Group, which represents both the public and private sectors
- The KDI is also producing, in collaboration with some of the district councils, through its newly established working groups, new technical appendices and planning policy documents on specific key themes on matters of county-wide significance. Current examples include the following:
 - Formal consultation processes have been carried out to update two existing technical appendices, namely sustainable construction and energy solutions
 - A commission (phase 1) with Jacobs UK Ltd (part-funded by Kent Highways Services) to develop a framework for a maintenance and management protocol/toolkit for the public realm on principal streets within town centres. A number of successful workshops were undertaken to develop the framework for this commission
 - Supporting the development of design guidelines for historic farmsteads (with English Heritage and the Kent Downs AONB Unit). A workshop with key stakeholders will inform the emerging draft
 - Developing a high level design policy for inclusive design
 - Developing an evidence-based policy to establish Kent-wide Residential Space Standards, building on the HCA's emerging national policy
 - Setting up a team to take forward the approach of the CABE bid (October 2009) to assist with the development of the planning for crime prevention guidance (with Kent Police, the University of Kent and three of Kent's Districts)
- We have successfully completed the KDI District Roadshow, with all 12 districts within Kent, including Medway, and the 2009/10 Kent Design Awards were presented at a dinner for the industry in March 2010. The standard of design for a range of categories has been outstanding especially for housing (single dwellings and major residential sites). For the first time an overall prize for project of the year was awarded. The Bruce-Lockhart award, named in memory of the late Lord Sandy Bruce-Lockhart, former Leader of KCC, was given to the superb restoration of the Darnley Mausoleum at Cobham
- The Bridge Learning and Community campus is a KCC freehold building housing under one roof with services situated around a central reception - primary school, nursery school, library access point, health consulting room, police/information/voluntary organisation point, Adult Social Services, Children's Social Services, a youth centre and a community meeting room. The school includes many innovative environmental and energy conservation features including a central atrium to maximise daylight and rainwater harvesting. The building is fully DDA (Disability Discrimination Act) compliant.

What more are going to do?

- We will complete and publish the Kent Housing Strategy by autumn 2010 and will begin work to implement the "step change" proposals and interventions being identified in the emerging strategy

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- Development of detailed proposals and regulations that will govern developer contributions following the changes to the planning system to be proposed by the coalition government will be monitored. The means by which this is formulated, scrutinised and agreed will be important in two-tier local authority areas such as Kent
- We will continue to press the case for an appropriate and robust planning policy framework towards infrastructure planning and delivery at regional, sub-regional and local levels
- Alongside consideration of and advocacy for other funding streams, we will continue to consider where appropriate, a balanced case for development contributions arising from significant housing developments as they come forward for planning permission. More innovative solutions are to be considered for the KCC development contributions guide which is being revised in light of the Regeneration Framework and ‘What Price Growth 2’ policies
- The KDI will continue to roll out the guidance and policy notes, to develop further those key themes referred to above, especially ‘Sustainable Construction: A cross-Directorate approach’, to assess practical and pragmatic approaches to energy efficiency, climate change adaptation and the use of renewables where possible for new housing and retrofit. Other work will include infill development for smaller sites of fewer than 20 houses
- The KDI will develop and launch its new website building on the recently updated KCC and Regeneration & Economy websites, as this will act as a new platform and communication hub for the Kent Design Network
- The KDI will continue to promote skills development through bespoke training programmes, capacity raising events, seminars, exhibitions and study tours for key stakeholders, including local authority officers, council members and the development industry. These will harness, improve and develop existing and new design capacity and expertise throughout Kent between professional disciplines and sectors
- The KDI will develop and build upon an evidence-based approach to inform the development of design policy ‘live’ examples with a research element to include the Kent Highways Services post-occupancy surveys and the key themes relating to residential space standards, crime prevention and the built environment on major housing estates.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Section 106 developer contributions achieved as a percentage of those sought for minor applications (up to 500 units)	82%	82%	89%	80%	84.6%

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2010

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Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officers:
Carolyn McKenzie/ Peter Binnie

Status: Completed

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

South East England Development Agency (SEEDA), Arts Council, Kent Archive Centre, Improvement and Efficiency South East (IESE), Chartered Institute of Building (CIOB), BREEAM, and joint working with districts on projects such as The Beaney and the Marlowe Theatre.

Outcomes delivered:

- New build projects that KCC's Property Group is responsible for managing are now all designed to the BREEAM 'very good' standard, as can be seen from the PI table
- To ensure a consistent approach for all new KCC buildings a Sustainable Construction Policy has been developed which outlines the key elements to sustainable construction and the issues that must be considered during the planning, design and construction phases for all KCC projects
- The cross-directorate Sustainable Estates Taskforce (SET) is now in its third year and continues to address the issues of sustainable construction as well as identifying opportunities for further progress. Completion of this Towards 2010 target has been monitored through SET which reports to KCC's Environment Board
- KCC Property Group includes a sustainability section in its tender documents and terms and conditions for contracts. This helps ensure environmental issues are given proper consideration during the procurement process as well as raising awareness among consultants and contractors of KCC's environmental objectives and the part they play in meeting these
- A ground source heat pump has been installed at the site of the new Turner Contemporary Gallery in Margate (see Towards 2010 target 27) and this will produce renewable energy when the building is operational
- Oakwood House, Maidstone, has had a ground source heat pump and solar panels retro-fitted to provide heating and hot water to the bedroom accommodation. Additional loft insulation has also been installed to all roof areas (See also Towards 2010 target 42)
- Environmental work categories e.g. solar panel installation, have been added to KCC's Select List of Approved Contractors to encourage contractors specialising in these types of work to apply to join the list and make it easier for KCC site managers and schools to commission contractors for environmental projects.

What more are we going to do?

- Continue to ensure that the designs deliver sustainable buildings which are energy and water efficient, incorporate built-to-last materials and minimise waste
- Continue to follow best practice with regard to site waste management plans in order to prevent, reduce and recycle waste created as a result of construction work

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- Regularly review the Kent Design Guide and technical annexes to ensure that opportunities for resource efficiency savings and climate change future proofing are fully integrated
- KCC Property Group and LASER energy buying group will continue to work together to identify where opportunities exist for renewable and sustainable technologies to be funded for inclusion in new build projects
- Review a selection of completed construction projects to determine the benefits of different environmental elements in practice. This will help build upon existing knowledge and develop best practice
- Hold a bespoke sustainable construction workshop for key staff from all directorates to improve knowledge about sustainable construction techniques, renewable energy technologies and life cycle costing.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of new KCC buildings designed to at least BREEAM 'very good' standard*	60%	80%	90%	100%	100%

*Where BREEAM is applicable

NB: BREEAM standards are available for common building types including schools, homes, offices, retail, courts and prisons. Applying BREEAM standards to other building types (e.g. art galleries) requires a bespoke assessment. This indicator measures the BREEAM standards of common building types for which BREEAM standards are readily available or for which a bespoke assessment has already been made.

Monitoring completed by: Léonie Harrington

Date: July 2010

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Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of biofuels and other new technologies		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Carolyn McKenzie

Status: Good progress

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

LASER energy buying group, The Carbon Trust, Creative Environment Networks.

Outcomes delivered so far:

This target is a measure of KCC's own corporate environmental performance and currently focuses on the largest parts of the authority's eco-footprint - carbon dioxide emissions, water use and waste. It links with Target 41 which monitors the environmental impacts of the construction of new buildings. Progress on Targets 41 and 42 is monitored through the Sustainable Estates Taskforce (SET) which is responsible to the KCC Environment Board.

This Towards 2010 target has focused on buildings. We are also monitoring carbon emissions from the production of energy that street lighting and traffic controls consume, business travel and the Kent fleet mileage. Targets to reduce carbon emissions from business travel are set annually.

KCC has had a stated target to reduce carbon dioxide emissions by 10% by 2010 but this has not been achieved, as can be seen from the PI table, due to increases in emissions from the estate in certain areas, in particular schools which account for almost 80% of carbon emissions from our buildings. There has been a 50% increase in electricity use in the schools estate. This is as a result of increased use of ICT and extended opening hours, which is also a priority. Therefore, delivery of this target is unfortunately hampered by good progress against another.

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

Good progress is being made in reducing the energy used for heating as gas and oil use is decreasing. Electricity use has increased and this is now the focus of the majority of energy saving projects and the continued programmes to encourage staff and pupils to reduce wasted energy by switching off lights and equipment.

Specific savings and achievements include the following:

- All KCC directorates are accredited to the international standard for environmental management, ISO1400. KCC is one of only a very few councils to achieve this, and certainly the largest. This includes a comprehensive staff engagement programme targeting office best practice and staff travel behaviours
- KCC was awarded the Carbon Trust Standard in January 2009. This is a recognised accreditation of Energy Management practices and processes based on a detailed assessment of policy, actions and performance
- 64 renewable energy, energy and water efficiency projects have been completed giving estimated lifetime savings of £1.9m and 14,961 tonnes of CO₂ from an investment of £1m. This is a 2:1 return on investment

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- Approximately 20 renewable energy initiatives have been delivered including installation of 10 solar and four biomass boilers, attracting £0.5m of external grants
- We have invested in Oakwood House refurbishment, including solar water heating, a ground source heat pump, an improved heating system and more energy efficient lighting (see also Towards 2010 target 41)
- We should complete another six renewable energy projects this financial year making 26 projects in total. These six projects should make 19,968 kg of carbon dioxide saving each year
- Kent Highways Services will save £1.8 million by using low-energy light emitting diodes in all of Kent's traffic lights
- SMART electricity meters have been installed in all our monthly-billed premises to ensure better energy management and this could lead to further savings (Carbon Trust estimate 5% can be achieved)
- We delivered a 2% reduction in total business miles for 2008/09 and a further 3.5% reduction in 2009/2010, which saved 228 tonnes of carbon dioxide and £277k
- We launched the BT MeetMe teleconferencing service in October 2009 to reduce meeting-related travel with estimated savings to date of £57k
- We have a 50% recycling rate at County Hall and have introduced mixed recycling collections. Recycling facilities continue to be extended to more premises across our estate
- New schools waste contracts are being implemented to include mixed recycling and battery recycling. A school food waste trial has been completed, and the feasibility study of extending this service will be completed in 2010
- We have carried out travel surveys and sustainable travel promotions at all our larger office premises
- We have expanded the County Hall Streetcar 'pay-as-you-go' low emission car scheme to three cars
- We have promoted the Kent-wide, secure car sharing network, relaunched this year as Kent JourneyShare. This is enabling business and public sector organisations to contribute to reducing congestion on Kent's roads and reduce carbon footprint. The scheme has saved over three million car journeys and 1,000 metric tonnes of carbon this year
- Three quarters of Kent schools have a school travel plan and more than 13,000 young people have a Kent Freedom Pass contributing to a 1 per cent rise in the use of more sustainable ways of travel
- Over 300 green guardians have been recruited within KCC and the network continues to expand. Their role is to encourage staff make small changes, which contribute to larger savings in energy, waste and travel. They also support campaigns such as 'Switch it off' to reduce wasted energy in council buildings
- We have employed five Green Gap Year students, providing direct experience for the Kent students
- Cross-KCC training programmes have been delivered including a successful 'Good Deeds Grow' training and networking event in February 2009 involving schools and internal green guardians which attracted over 100 participants. The next event is planned for autumn 2010

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- 300 Kent schools have an Eco School award and 50 have achieved Green Flag status. Pupils at these schools are working hard to improve their environment and reduce energy, water and waste

As a result of the challenges faced by KCC, carbon management has become an integral part of KCC's renewed corporate environmental performance programme. Ongoing activities include:

- Continuing to utilise the Energy and Water Investment Fund (EWIF) and ensuring it is integrated with both KCC's ongoing asset management programme and the results of the Display Energy Certificate Surveys and action plans for all KCC buildings of 1,000m² or above. The fund focuses on water, energy efficiency and renewable energy through loans and grants. There are many more projects underway including lighting controls and using voltage reduction/optimization to reduce electricity use and many water saving projects. Kent Fund 1 should save 4,800 tonnes of CO₂, and £638k over the lifetime of the projects already implemented. Kent Fund 2 should save 13,266 tonnes and £2,069k over the lifetime of the projects completed and in the pipeline for completion this financial year
- Promoting Kent Journey Share including the new Walk and Cycle BUDI schemes
- Continuing to promote ways to reduce car travel such as flexible working and continuing to promote teleconferencing and web-based technology solutions.

Biofuels:

Since the Towards 2010 targets were published four years ago the situation on biofuels has changed. Until the picture is clearer with regard to the negative impacts of these fuels, KCC will continue to only use the 5% fuel mix. The majority of current fleet vehicles meet the EURO4 standard for vehicle emissions, and this is coupled with driver training and improved vehicle routing to increase vehicle efficiency and minimise emissions.

What more are we going to do?

- Develop a new policy framework, linked to Kent Design, to ensure new construction, refurbishment, asset replacement and maintenance of the estate is focused on reducing energy, water and waste and incorporates key design features particularly renewable energy solutions where practicable
- Continue to install SMART electricity meters in KCC buildings and schools, which will allow much closer monitoring of electricity use. Data collected is made available to schools online
- Investing in low carbon technologies and measures in the KCC estate will continue, including a specific focus on schools with resources directed to schools that consume the most energy but have a poor energy efficiency rating
- Investigate a new funding mechanism which will allow a step change approach in the level of funding available for installing invest to save energy efficiency measures and harness the potential of the Feed In Tarriff scheme, enabling the use of more renewables in the estate
- Reduce electricity consumption of our ICT infrastructure through server virtualisation, improved printing hardware and provision of mobile working technology
- Introduce more videoconferencing facilities across our strategic office locations
- Introduce eco-driver training in conjunction with the Energy Savings Trust, which could result in 10% savings in fuel for each driver
- Review the feasibility of introducing new locations for siting Streetcar vehicles

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- Establish more travel plans at our larger office locations.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage reduction in CO2 from energy use in KCC buildings and schools since 2004	1% reduction	7.2% increase	8.7% increase	10% reduction	7.8% increase*

NB Current progress against the Towards 2010 10% carbon reduction target is not on target. However, assessment against the Carbon Trust Standard in 2008, which accounts for growth in the estate, indicated a 6% reduction on the previous two years of data.

* Based on data from LASER energy buying group up to December 2009 (latest available data).

Monitoring completed by: Deborah Kapaj

Date: July 2010

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Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Sue Barton

Status: Completed

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

Kent district and borough councils, Medway Council, Kent Police, Kent Fire and Rescue Service, Crown Prosecution Service (CPS), Environment Agency, Highways Agency, Kent Probation Service.

We have also further developed key relationships with the KCC Gypsy and Traveller Unit, Trading Standards, the AONB (Area of Outstanding Natural Beauty) Unit and the Public Rights of Way team.

Outcomes delivered:

We have undertaken the following actions to reduce the incidence of fly-tipping in Kent and bring offenders to justice:

- Numbers prosecuted: Clean Kent has secured 27 criminal convictions (three in Kent Crown Court and 24 in various Kent Magistrates' Courts)
- Prosecution fines/outcomes: Fines total £14,962. Additional costs awarded for prosecution and clear up amount to £14,127, including victim surcharge. Encouragingly, £575 compensation was also awarded to a private landowner recently. Notably, there has been a 28 day custodial sentence imposed on one defendant, in addition to a 100 day suspended sentence for another defendant. Additionally, three of the above defendants were each made subject of a 100 hour Community Service Order, reflecting the increasingly serious view the courts are taking on defendants convicted of environmental crime. Clean Kent is supporting national lobbying and campaigns for increased penalties on conviction
- Cases waiting to be heard: Three further cases are within the criminal justice system awaiting trial, including a cross-border offender from London committing multiple offences in Kent and another cross-border offender from Essex committing multiple offences in New Romney. A number of re-active investigations are currently underway with further potential prosecutions anticipated in the coming months
- Fly-tipping investigations: There is a major investigation at Swale currently being undertaken with partnership assistance, namely numerous incidents of fly-tipping being evidenced by covert surveillance, and one repeat offender committing seven offences. Clean Kent has successfully deployed covert surveillance recently at sites in Sevenoaks, Swale and Gravesham, with positive results, converting to further prosecutions
- Regional expertise and centre of excellence: Fly-tipping enforcement activity across the south east region (66 local authorities located within eight counties) is in the order of only 150 cases per year. Based on current and projected performance the Clean Kent/KCC enforcement function is making a major contribution both in Kent and it makes one of the biggest impacts at a regional level. The team's specialist expertise is being sought in respect of fly-tipping cases nationally
- Hot spot resolution: The top 20 fly-tipping hot spots continue to be a dynamic list, with sites being taken off as action is taken to tackle the issues. Once problems at a site are

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under control, new sites are added from a waiting list, and as such the top 20 does not reflect the total workload. The current list is as follows:

	Current Top 20 fly-tipping hot-spots in Kent	Status (Note – current action may be undisclosed / or reporting delayed, to prevent compromise of the investigation)
1	Murston – Three Lakes	Partnership working to resolve. Extensive fly tipping on site. Two investigations pending, with prosecutions to follow.
2	Hartley Bottom Road, Ash cum Ridley	Fly tipping has recurred and this locality is reinstated on list.
3	Springhead Road, Gravesend	Six successful prosecutions to date, flytipping decreased but site being monitored.
4	Primrose Hill, Canterbury	Previous hot spot again subject of extensive flytipping.
5	Pilgrims Way, Kemsing	Monitoring, infrequent reports of flytipping. One completed investigation, with prosecution pending.
6	Chelsfield Lane/Redmans Lane Shoreham	Regular reports of flytipping. This is a focal point for offenders from London. Signage and preventative measures in place. Surveillance deployed and prosecutions pending. Partnership working.
7	Great Buckland Road, Luddesdown Road, Luddesdown	Subject of investigation/pending prosecution re recent multi flytipping of building waste. Offending dramatically decreased but being monitored.
8	Batts Road, Cobham	Currently fly-tipping ceased. Heavily fly-tipped with building waste. Partnership investigation with North Kent Police, prosecution pending. Area being monitored.
9	Commority Road, Vigo	Monitoring, sporadic flytipping/littering. Working with Gravesend BC for resolution.
10	Dering Way, Gravesend	One recent prosecution. Monitoring, sporadic fly-tipping/littering. Working with Gravesend BC for resolution.
11	Crown Quay Lane, Sittingbourne.	Subject to extensive fly-tipping and under investigation. Prosecutions pending
12	Barnfield Park, New Ash Green	Subject to extensive fly tipping on approach road, and is under investigation. Prosecutions pending.
13	Chilham	Working with Public Rights of Way unit in two locations, subject of monitoring.
14	Cossington Underpass/Hill Road, Bluebell Hill.	Subject of current action, one successful prosecution. Sporadic reports. Monitoring.
15	St Mary's in the Marsh	Extensive fly-tipping of tyres and some asbestos. A prosecution is awaiting trial, others being undertaken.
16	Manor Way, Swanscombe.	Extensive fly-tipping, subject of investigation, joint working with Dartford BC.

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	Current Top 20 fly-tipping hot-spots in Kent	Status (Note – current action may be undisclosed / or reporting delayed, to prevent compromise of the investigation)
17	Ifield Road, Shorne	Sporadic reports of fly-tipping, one live investigation involving offenders from London.
18	Crabble Lane, Dover	Subject to current action, three prosecutions by Dover DC. Fly tipping ceased - resolved - Being monitored for repeat offending.
19	Crockenhill, Swanley and Sparepenny Lane, Eynsford	Sporadic fly-tipping, subject of recent enforcement by Kent Police based on Clean Kent surveillance. Being monitored.
20	Crete Road East, Folkestone	Subject to current action, three Fixed Penalty Notices plus a warning by Shepway DC. Being monitored for repeat offending.

What more are we going to do?

- Continue to secure increasing numbers of prosecutions as a significant deterrent across the county with widespread publicity of cases, presenting robust evidence to the Courts
- Maximise fines, costs awarded and compensation by providing strong evidence e.g. of clear up costs and environmental damage
- Continue to develop enforcement capacity with additional training delivered to officers of partner authorities. Making linkages with street enforcement officers on issues such as fixed penalty notices for litter offences
- Improve intelligence handling, analytical support and use of GIS (geographical information systems) to improve effectiveness of targeting resources (a new CAMS Fly-tipping module data base enables analysis and prioritisation)
- Review compliance with the Regulation of Investigatory Powers Act 2000, working with KCC Trading Standards to ensure a robust, standardised working practice meeting set requirements
- Consolidate existing fly-tipping arrest protocol with the police taking account of the Serious Organised Crime and Police Act 2005
- Develop improved cross-border intelligence sharing with other counties authorities e.g. Essex and Buckinghamshire
- Ensure intelligence flow/joint investigations with the Environment Agency on unregulated waste companies/illegal waste sites
- Ensure joint-working/training with KCC wardens/Police Community Support Officers (PCSOs) to improve data gathering, intelligence and prompt response times (see also Towards 2010 target 57)
- Integrate Towards 2010 target 43 with the Cabinet decision on the Policy on Household Waste Recycling Centres to prevent fly-tipping by traders at KCC facilities. Integrate with the work of two trade waste officers and development of their roles
- Make use of ‘Smartwater’ technology to support criminal evidence

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- Improve photographic technology to improve the quality of images, camera range and remote operation. Work with the photography and surveillance industries to develop leading edge technology. Deploy high performance surveillance equipment and utilise new technology such as body cameras, to enhance evidence gathering capability
- Undertake ‘target-hardening’ to reduce the scope for off-road tipping by providing bollards and physical obstructions
- Provide evidence to the police of other offences such as drug dealing which have occurred during environmental crime surveillance
- Focus on the risks of recurrent offending, increasing the emphasis on dealing with the proceeds of crime/seizure of vehicles
- Continue to champion DNA recording nationally in respect of criminals convicted of fly-tipping
- Work with the media to raise the profile and unacceptability of environmental crime. Timely press releases to support the deterrent effect.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment as the action will either be done or not done in the timescale.

Monitoring completed by: Sue Barton

Date: July 2010

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Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Elizabeth Harrison

Status: Not achieved

The world has changed since the original Towards 2010 concept for a Global Centre for non-food crops was first proposed. Concerns regarding environmental sustainability, food prices, and the displacement of agriculture have led to a decline in the general public's acceptance of some non-food crops, which, together with a growth of other centres specialising in this area, means that the benefits of this target to Kent are limited.

Subsequently, with the agreement of the Leader and Chief Executive of the Council in April 2009, it was decided not to pursue and report against this target as it was originally specified.

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Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Mike Overbeke

Status: Completed

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

Dartford BC, Gravesham BC, Medway Council, Swale BC, Eastern and Coastal PCT, Government Office for the South East (GOSE), South East England Development Agency (SEEDA), Thames Gateway, Kent Partnership, Kent and Medway Growth Area Delivery Vehicles (KTS, includes KTS Green Grid, Medway Renaissance, Swale Forward), Natural England, Environment Agency, Forestry Commission, Royal Society for the Protection of Birds (RSPB), Kent Wildlife Trust, National Farmers Union, Kent Downs Area of Outstanding Natural Beauty (AONB) unit, private sector developers (e.g. Land Securities), Sport England, Ashford BC, Ashford's Future, Stour Valley Arts, CPRE, Land Restoration Trust (LRT), Kent High Weald AONB, Kent's Countryside Management Partnerships.

Outcomes delivered:

Protect and enhance Kent's ancient woodlands:

- In 2006 the Kent Downs AONB commissioned a study by consultants, Land Use Consultants (LUC), with financial contributions from KCC and other partners, to investigate the extent of wood lotting in Kent, the positive and negative impacts, and to identify best practice in terms of management and controls. The survey stated that of the 47,719 hectares of woodland in Kent, 3.7% (1,774 hectares) had been identified as lotted, being lotted, or potentially lotted. The action plan resulted in a project to provide specialist advice to woodland owners in the Kent Downs AONB to bring woodlands back into management. It also focuses on ancient woodland sites with plantation species on them. The project has already succeeded in getting over 600 hectares of woodland in management, with a new management plan or grant put in place. This will continue for a further two years, working with targeted landowners to improve woodland management for general and specific biodiversity and landscape character. Landowners will be helped to develop site management plans and woodland grant applications and to ensure action on the ground. Events will be held on specific woodland management issues for woodland owners and the general public. This project has also provided an enhanced rate of Forestry Commission grant for woodland in the entire Kent Downs AONB
- The Countryside Access Team and Mid Kent Downs project have been very active in helping the Bredhurst Woods Action Group to secure the integrity of Bredhurst Woods, a highly valuable site but which is in multiple ownership and has suffered abuse. This has included deploying an Experimental Traffic Regulation Order to manage the access by off-road vehicles more sensitively
- Government has taken the decision not to pursue the Kent International Gateway (KIG) development on the North Downs near Maidstone. KCC made very vociferous objections to this development going ahead which would have had a huge environmental impact on the countryside
- Partnership-funded countryside management projects are working with woodland owners to improve woodland management and develop management plans, taking practical action to improve access and understanding e.g. working with woodland lot owners in Old Park Wood and Combwell Woods, and many other projects

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- The Kent Downs AONB Unit and Kentish Stour Countryside project have been part of a partnership led by Butterfly Conservation which focuses on woodlands in the Denge area of the Kent Downs AONB. The project is hosted with the AONB Unit and has achieved 33 woodlands in management (with a management plan and grant in place). This covers 1,500 hectares of woodland and so far £216k of woodland management grant has been achieved
- The High Weald AONB unit has developed the Weald and Downs Ancient Woodland Survey project, which revises the existing ancient woodland inventory and includes woodlands under 2.5 hectares (not currently included in the previous inventory). To date surveys have been completed for Tunbridge Wells, Ashford and Tonbridge and Malling. Surveys for Sevenoaks, Canterbury and Maidstone commenced in April this year and are due for completion by summer 2012
- The Medway Valley Countryside Partnership has undertaken surveys in ancient woodland owned by Maidstone BC, working with them to review their Local Biodiversity Action Plan. This is currently going through the process of adoption at the council. Part of this process is to establish priority sites for positive conservation management such as ancient woodland sites at Dove Hill and Five Wents
- The Free Trees scheme started as a very local scheme but in 2009 was extended to the whole of Kent (and Bexley) and involved planting over 42,000 trees last year. Residents can order up to 25 native trees, appropriate to their area of Kent to plant in their gardens and in other places. The trees are helping to combat global warming by absorbing carbon dioxide in the atmosphere. By planting 25 trees, up to 7 tonnes of CO₂ could be absorbed during their lifetime, almost a year's worth of emissions from the average household. This scheme will also encourage people to value the trees around them. The scheme is being run again in 2010.

Improve access to countryside, coast and heritage:

- The Kent Countryside Access Improvement Plan, published in 2008, set out a clear strategy for protecting, managing, enhancing and promoting access to Kent's countryside and was nationally acclaimed. Many improvements and enhancements to the network have been delivered as a result of this plan. A couple of examples are as follows:
 - To help reduce the impact of the school run, the Countryside Access Service has improved and promoted the use of local rights of way as a means of sustainable travel with added health benefits. Funds were successfully bid for from the Local Transport Plan and topped up with additional capital money allowing improvement and promotion of nearly 40 routes to schools across Kent in the last two years
 - At Cheesemans Green and Park Farm in Ashford, the Countryside Access Service has worked closely with Ashford BC, The British Horse Society, and private developers to secure an important new multi-user route through a proposed development in the South of Ashford. Direct connections will be established between Park Farm East and Cheesemans Green via a bridge over the railway and A2070. When built, the routes will also connect to Furley Park School and the wider countryside, and will be a fantastic resource for both commuters and for recreation purposes.
- Around 2,000 stiles have been removed from Public Rights of Way over the last four years to enable better access for users
- New design standards to improve the quality of the furniture on the public rights of way (PROW) network (e.g. gates, stiles, bridges etc) were introduced in 2009, with the

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standards recognised as leading the way nationally in improving access to the countryside

- As part of encouraging people to access the countryside for health and recreation, Explore Kent has produced many new guides to trails and footpaths e.g. iPod walks, cycling itineraries, circular walks and many enhancements to the popular Explore Kent website
- The Countryside Access Service also secured funding from the Eastern and Coastal PCT to work with local GPs to develop projects to help reduce obesity levels. They ran a campaign in Thanet to get people walking and many families joined in who would not have considered walking together for health and leisure before. This year Explore Kent are linking with the Change 4 Life campaign, providing ideas for active days out and for living a healthy lifestyle
- Naturally Active is a project to improve access and health in Dartford and Gravesham, particularly targeting ethnic minority groups. It is being delivered with the PCT, the two local authorities and a variety of partners on the ground including MIND; Re-Think; Dartford Sikh Temple; Dartford Living Well Centre; Oakfield Surgery; and the Chances for Change programme. The project has been awarded Beacon Status by NHS Social Marketing
- 'Welly Walks' is a creation of six school 'welly' walks i.e. circular walks from the school gate, with local landscape information and using the PROW network, to encourage children to get out into the countryside
- Kent's Coastal Week and 'Kent Goes Wild' events have been running now for four years and each year sees increased numbers of events and participants learning more about the natural environment whilst having fun. In 2009, Kent's Coastal Week saw over 8,000 people visiting the coast based events across the week long programme. 'Kent Goes Wild' saw further children signing up to become Junior Wildlife Recorders, which encourages children and their families to explore Kent and record the wildlife they see. Both events provide free activities for residents and visitors to Kent's coast and countryside in these difficult economic times
- The Randall Manor community archaeology project started in July 2006, providing an opportunity for schools, young people's groups and the public to learn about their local history whilst being involved in an archaeological dig. It was held initially for one week, but its popularity has grown and last year it was held over three weeks in July. A final season of HLF (Heritage Lottery Fund) excavation took place in July 2010 for the whole month
- Training opportunities in archaeology, geophysics and woodland survey have been provided through the 'Valley of Visions' HLF project
- By June 2010 10,000 people had visited the exhibition in Sittingbourne run by Anglo-Saxon Conservation Science Investigations. This gave the public an opportunity to see some of the amazing finds from the previously unknown cemetery uncovered by work on a housing development in the town
- A very successful programme of community talks and a three week long community excavation has been carried out for the archaeological work for East Kent Access. Over 90 volunteers worked on the community dig.

What more are we going to do?

There is still work to do to protect and enhance Kent's ancient woodlands. There remains the need to build local demand for woodland products from sustainably managed woodland, including wood fuel, but also may include fencing materials, building materials and paper

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supply. There is a need to ensure that the landscape of woodland is well managed and the wildlife and heritage in woodland is conserved and enhanced. Many people love to visit woods and managing woodlands for access is as important as ever. As woodland ownership patterns change, there is an increasing need to make sure that all woodland owners manage their woodlands sustainably. New threats are appearing too and careful management of the deer population will be required to ensure the future of our coppice woodlands.

Work to achieve the aims of this target will continue and in addition to the projects already outlined above we will:

- Improve the surface and condition of the PROW network to ensure it continues to provide safe access to the countryside
- Continue to remove stiles and other barriers on PROW to enable access for all to the network
- Work closely with Natural England on a study and detailed analysis of the potential new access to the English coast trail around Kent's coast (Marine Act)
- Continue to promote the Free Trees scheme across Kent
- Seek funding to develop an Archaeological Resource Centre for Kent to complement the funding allocated by KCC.

Measurable indicators:

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

Monitoring completed by: Mike Overbeke

Date: July 2010

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Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Alan Turner

Status: Good progress

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

Environment Agency, South East Water, Veolia Water Southeast, Southern Water Services, Sutton and East Surrey Water, Hillreed Homes, Ashford's Future, Ashford BC, Kent Thameside Regeneration Partnership, Waterwise, Consumer Council for Water, Kent Wildlife Trust, Dover DC, Swale BC, Medway Council.

Outcomes delivered:

Household water use accounts for 75% of the total used and the planned housing growth within Kent therefore represents a significant additional pressure on our limited water resources. Some new water infrastructure will be needed but large scale solutions such as new reservoirs or desalination plants all require more energy for pumping and treatment. The impact of new homes can be minimised by ensuring they are water efficient and similar improvements can be made to the existing housing stock.

Improvements to water resources management are difficult to measure as they are significantly influenced by weather patterns and it can take years to identify reliable trends. However, there are indications that per capita water demand may have stabilised after years of growth and there is evidence of some river water quality improvements, despite the growth in housing. Furthermore, KCC believes that its tough stance with water companies is helping to drive efficiencies and control customer bills.

Given the aim of this Towards 2010 target and the long term nature of the issues this will be ongoing work for a very long period of time. However, given the level of resources appropriate to delivering the target we believe we are making good progress. Water companies and other agencies plan long term which is why we would not say this target is complete. Veolia Water SE (formerly Folkestone and Dover Water) provides an indication of early success as this company has been able to reduce its total water use over recent years at the same time as accommodating housing growth.

Progress on the specific actions within this target is detailed below:

Action 1: Spotlight on Kent's water companies

- KCC called for a public inquiry into our serious concerns regarding the medium and long term water resource management planning of some of the water companies that service Kent. Following a debate at KCC Cabinet in August 2008, KCC formally asked the Secretary of State at DEFRA to call for a public inquiry into these plans. In February 2009, water companies responded to the issues raised in the Water Resource Management Plan (WRMP) consultations. KCC evaluated these responses and was satisfied with all except South East Water's WRMP. Follow-up letters were sent to DEFRA reiterating our position regarding the South East WRMP and urging DEFRA to call an inquiry. In December 2009, DEFRA announced the public inquiry into the WRMP for South East Water and this was held from 11 May to 16 June 2010. In liaison with the districts and in collaboration with the Environment Agency, KCC made strong representation to the inquiry and ensured that our challenge had maximum impact. This

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was the first time ever that a water company had been called to a public inquiry (pressed for by Kent) and also the first time KCC has taken such a strong stance on the long term water company plans.

Action 2: Lobby for investment in infrastructure

- Within the Ashford growth area KCC has been lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. As a result of this work Southern Water is now planning to install phosphate removal infrastructure at three upstream wastewater treatment works and a £40m upgrading to the Bybrook wastewater treatment works has already been completed. This work has led to improvements in the water quality in the River Stour
- Maidstone BC is currently completing a Water Cycle Strategy that assesses the future demands on the water supply and wastewater systems in the light of local housing growth plans and will determine any additional infrastructure necessary to accommodate this growth. KCC has influenced the preparation of this strategy through its role on the Steering Group. Similar Water Cycle Strategies have already been completed for Kent Thameside, Dover and Ashford
- KCC has successfully lobbied government on the Code for Sustainable Homes (CSH). Government addressed almost all the points in KCC's summary response specifically and positively. In December 2008 KCC took part in an 'expert review' of the water section of the CSH
- Water infrastructure provision was covered in the Southeast Plan sub-regional strategies into which KCC had significant input. With the demise of the SE Plan KCC will work with partners to consider alternative approaches for planning strategic water infrastructure
- The KCC Minerals and Waste Development Framework will address policy and site allocation issues for wastewater infrastructure, including wastewater treatment works, sludge treatment and water treatment associated with maintaining the quality of water courses
- KCC's Water Policy was adopted in December 2006 providing direction to KCC projects and partnership working.

Action 3: Pilot and roll-out water-saving technology

- KCC organised a major seminar held in March 2007 to disseminate the results of a water-savings demonstration to major housing developers and local authorities
- KCC has worked with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. The demonstration and trial won several awards and results show that per capita water use in this development is 20% below the water company's baseline. The housing developer now installs water saving measures in all their new homes
- A conference entitled 'Water Efficiency in Kent' was held in April 2010. This event showcased several KCC partnership projects and included an exhibition of water-saving technology. It attracted 140 delegates from local authorities, housing developers, water companies, environmental organisations and local businesses.

Action 4: Wider use of water-saving technology

- During 2009 KCC led a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This partnership project promoted simple, free water saving measures to households. The project has provided a cost effective mechanism for

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off-setting the additional water use from new homes at the same time as helping local residents to save money on their water bills. Monitoring work has identified high levels of satisfaction from the project households

- Since 2007 KCC has been working constructively with Veolia Water SE and supporting their programme of compulsory metering, innovative tariffs and water efficiency improvements. This work is showing year on year improvements and the company has been able to reduce its total water use at the same time as accommodating housing growth of 11%
- Further partnership work is now in progress to develop a large scale programme for both water and energy saving improvements for existing homes in Ashford. The first phase started in March 2010 and is on target to meet its objectives. KCC has also been supporting the development of a similar partnership project in Swale
- KCC is now leading the development of a Kent-wide domestic retrofit project that will also include water efficiency improvements. Work is expected to start in the first areas in August 2010. Water company support is being negotiated.

Action 5: Water conservation campaigns

- Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation. This was repeated by the water companies at Bewl Water Visitor Centre in 2007
- A focused water conservation campaign has been carried out in Ashford. This aimed to help people understand the link between their water use and the local aquatic environment. The campaign has been repeated in June 2010 and the materials are now also being used within other local projects
- As part of the KCC Eco-Schools programme, water saving has been promoted to Kent's school children
- Schools in Thanet have been targeted with specific messages regarding problems of groundwater pollution and measures that can help to address the declining quality of this crucial water resource
- KCC is currently piloting a new training course aimed at teaching DIY enthusiasts about simple home improvements for water and energy efficiency.

What more are we going to do?

- Wider opportunities will continue to be found to roll-out the retrofitting of water saving measures to existing homes through dedicated projects and by integrating this into similar energy saving initiatives
- KCC will use its lobbying and influencing role regarding Local Development Frameworks and major development sites to seek adequate attention to the principles of sustainable water management
- KCC will embrace the opportunities that the Floods and Water Management Act presents for improving water management and the protection of Kent's water resources
- We will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group and will push for the success with Veolia Water SE to be replicated across the county
- KCC will lobby OFWAT for better regulatory controls and incentives for the next cycle of water company Water Resources Management Plans so that Kent's concerns are

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addressed within the regulator's requirements at the start of the planning cycle and are demanded of water companies from the outset

- We will examine the projected impacts of climate change on Kent's water resources and ensure appropriate adaptation responses.

Measurable indicators:

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

Monitoring completed by: Alan Turner

Date: 14 July 2010

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Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes

Lead Cabinet Members:

Mike Hill/Sarah Hohler

Lead Managing Directors:

Amanda Honey/Rosalind
Turner

Lead Officers:

Chris Hesse/Danny
O'Donovan

Status: Completed

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

15 Kent Sports Colleges, 13 Kent School Sport Partnerships, competition managers, Kent sports clubs, Governing Bodies of Sport, Youth Sports Trust and Kent School Sports Associations.

Outcomes delivered:

We are progressively increasing the amount of PE in Kent schools as can be seen from the PI table. In addition, over 50% of pupils are involved in inter-school sport competitions, which is above the national average of 44%. Specific outcomes are as follows:

Improve access to competitive sport including after-school and during the school holidays:

- As at April 2010, 187 new or enhanced out-of-school activities for young people have been funded and delivered both after-school and during the school holidays. Examples include the following:
 - Community Volleyball Sport Unlimited Programme – This is being delivered by Maidstone School Sport Partnership and is a programme to engage semi-sporty young people in an activity that also provides a pathway for them to continue participating after the Sport Unlimited sessions. There are eight weekly, hour-long volleyball sessions running at ten different school sites using club coaches. They are offered to young people across the district, not just those attending the particular schools. Over 90 young people regularly attend the programme.
 - Kent Crusaders Basketball Club – This is a week long summer day camp aimed at boys and girls between the ages of 7 and 18, from beginners to elite basketball players. Promotional work included visiting/coaching a number of primary schools in the local area to get more children interested in the sport. Free passes were also given to a number of children from within these schools to help get more children involved. The camp opened the eyes to many younger children in the area to basketball in general and many of the children who attended the camp are pursuing the sport either at school and/or at club level. All children who attended the camp have shown interest in attending further camps at the club and many have asked for further information on basketball i.e. where they can play it closer to home, etc. A couple of the schools visited have also shown interest in starting basketball within their school as after school clubs and possibly even PE lessons.
- KCC Sport, Leisure and Olympics Service has also worked with the school sport partnerships, local authorities and extended schools managers to co-ordinate a successful bid for over £1m from Sport England to run a Sport Unlimited programme as part of provision for young people to participate in up to five hours PE and sport per week. In the first year approximately 100 schemes were funded. 119 programmes have been run

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in 2009/10, and current plans for 2010/11 indicate a minimum 100 programmes seeking funding, although this is likely to increase with further funding allocations in the year

- The Sport Unlimited programme in year 1 provided opportunities for nearly 6,000 young people to regularly participate in a wide range of sports opportunities across Kent. By the end of March 2010, 12,300 young people had been involved in sports schemes funded through Sport Unlimited. This programme, allied to the work undertaken by School Sport Partnerships to increase participation in PE and school sport, will contribute to providing a five hour offer of PE and sport for young people in the county
- In 2007/08, the trials and heats associated with the Kent School Games (see Towards 2010 target 22) generated over 500 competitions and festivals with over 500 schools actively involved at a local level. The finals events in June 2008 were highly successful with 23 sports, involving over 50 events and around 1,200 medallists. The Finals events in 2010 included 38 sports, 13 venues and the inclusion of further cultural elements, including a spectacular artistic 'Opening Ceremony', involving talented young artistic performers from local Schools. Approximately 6,400 young people were involved in the Finals and over 550 schools involved in the Kent School Games throughout the year. In addition, the national interest in the Kent School Games Model, as something that could potentially lead to a National Schools Olympics, if replicated in other counties, has been followed through in the recent coalition government's sports policy announcement
- The Kent School Games is becoming embedded within the schools competition structures, with the competition managers playing a key role in ensuring increased competitive opportunities for young people in schools.

Improve co-ordination of activities across the county through specialist posts and networks:

- The strategic post of County Officer for School Sport and Physical Education has been embedded into the KCC CFE staffing structure. It is anticipated that the network of Sports Colleges will undertake a key role in training and continuing professional development for teachers at a local level, as there will be no specialist PE Advisory function within the new CFE structure
- Key networking groups have been established to form a strategic forum for school sport across Kent to promote and deliver a rolling programme of sporting activities under the leadership of the new county officer
- A senior competition manager and six competition managers have been appointed since September 2007 using Youth Sport Trust funding. All managers work within the 13 School Sport Partnerships in Kent to strategically co-ordinate inter-school competition within their area to ensure there are increased opportunities for young people to compete in a wider range of activities. This network of competition managers is supporting the Kent School Games to embed the work within schools
- Six Further Education Sports Co-ordinators (FESCos) have been established in FE Colleges in Kent through Youth Sport Trust funding, aiming to provide additional sporting opportunities for 16 to 19 year olds
- A countywide website for the collation of fixtures and results of school sport competitions has been developed by the competition managers, to facilitate and promote competitive school sport across all school sport partnerships
- A BSF (Building Schools for the Future) PE and Sport Stakeholder Group had been established to ensure the needs of PE and community sport are taken into account within BSF developments. However, with the recent government announcement to halt the programme, this group will no longer continue to meet, but will re-convene if necessary in the future.

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Help increase the quality of PE and sport provision:

- Coaching and refereeing accredited courses have been organised through ‘Learning Communities’ facilitated by Advisory Service Kent, to increase the number of adults with qualifications to improve the quality of provision for competitive sport across schools
- 69 primary schools have had their playgrounds developed through a combination of Lottery and KCC Performance Reward Grant (PRG) Funding, administered through the KCC Sport, Leisure and Olympics Service.

What more are we going to do?

- Introduce new inter-school leagues and competitions, through the Competition Managers Network, to fill the gaps in competition structures
- Continue to plan for future Kent School Games and to develop their format, in light of the recent government announcement and to work with each school sport partnership area in order to seek to increase participation rates and the number of schools involved
- Maximise the opportunities of the London 2012 Games to encourage more young people to take part in sport within and beyond school hours through the organisation of a range of festivals and competitions linked to the national strategy for school sport
- Organise the School Sport celebration and awards event linked to the Kent School Games to highlight the sporting talents of young people in Kent schools
- Continue to increase opportunities for young people to access sporting opportunities through a range of providers via the Sport Unlimited programme.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of pupils taking part in at least two hours of high quality PE and out of hours school sport per week	84%*	88%	81%**	100%	Due Nov 2010***
Percentage of pupils involved in inter-school sport competitions (academic	New indicator	44%	50%	50%	52%****
Number of new out of school hours sports programmes (cumulative since 2007/08)	New indicator	63	121	163	187

* This figure was 66% as at July 2006 and increased rapidly during 2006/07

** Definition change to only include hours within the curriculum

** *Local records show this was 84% as at December 2009 and 87% as at July 2010

**** Estimate

Monitoring completed by: Chris Hespe/Danny O’Donovan

Date: 9 July 2010

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

Status: Completed

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

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

Outcomes delivered:

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

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

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

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

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

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

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

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

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

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

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

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

What more are we going to do?

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

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

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

Measurable indicators:

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

Monitoring completed by: Mark Lemon

Date: 27 July 2010

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

Status: Completed

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

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

Outcomes delivered:

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

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

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

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

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

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

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

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

A range of other activity has also been developed:

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

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

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

What more are we going to do?

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

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

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

Measurable indicators:

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

Monitoring completed by: Mark Lemon

Date: 27 July 2010

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

Status: Completed

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

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

Outcomes delivered:

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

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

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

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

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

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

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

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

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

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

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

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

What more are we going to do?

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

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

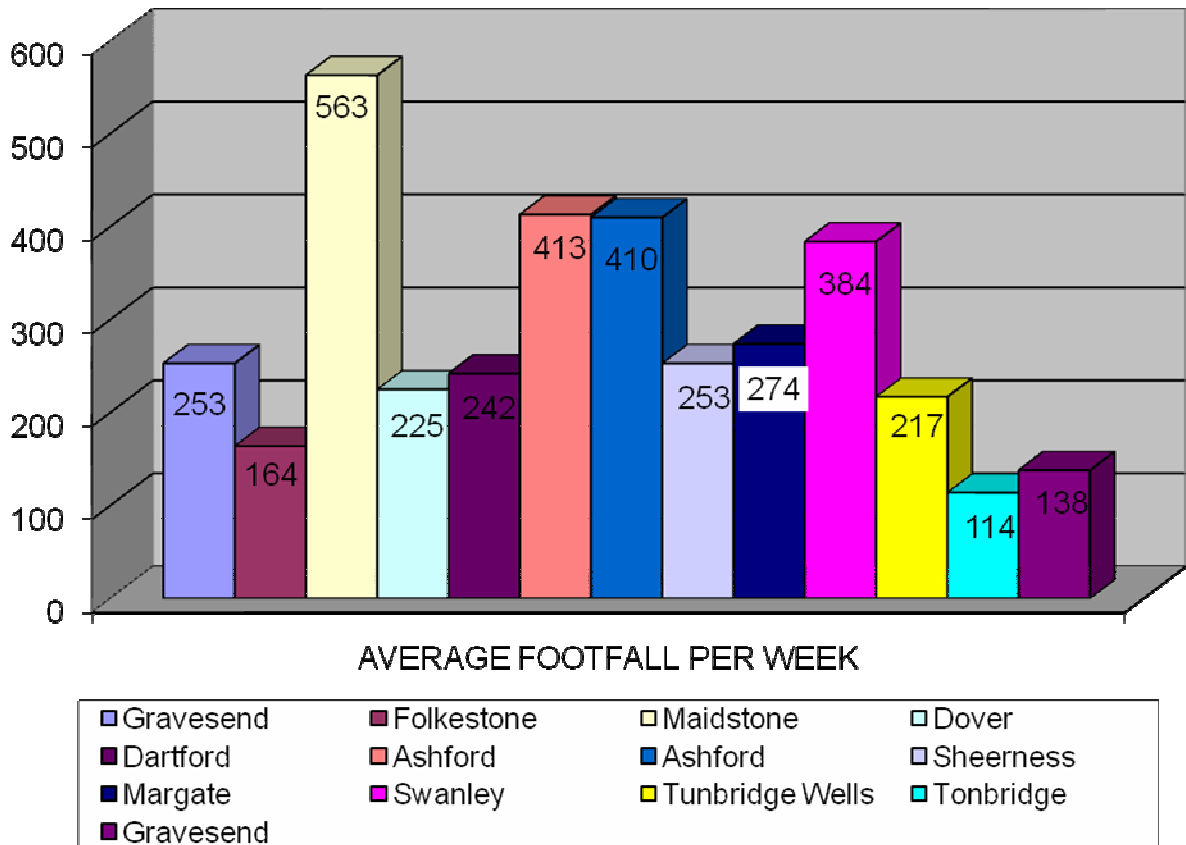
Measurable indicators:

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

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

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



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

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

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

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

Monitoring completed by: Debbie Smith

Date: 1 July 2010

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Target 51: Encourage healthy eating by providing nutritious lunches through the 'Healthy Schools' programme and launch a range of community-based healthy eating pilots		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officers: Marisa White/Sean Carter/Mark Sleep/Janet Stein

Status: Completed

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

The five pilots - Community Cooking Skills (including Community Chefs and Kent Cooks! schools' cooking competition); Fruit and Vegetable Bag Schemes; Healthy Eating Training Programmes; National Children's Bureau Health Challenge Programme and Increasing School Meal Uptake - are being delivered with partners from the health, education and community sectors.

Outcomes delivered:

100% of Kent's schools are engaged in the Healthy Schools Programme with 87% of schools having achieved Healthy Schools status as at July 2010, as can be seen from the PI table.

There are five pilots associated with the delivery of this Towards 2010 target. All the pilots have completed their delivery stage and BMG, the research organisation commissioned to undertake the evaluation, produced the final outcome focused report using impact based evaluation methodologies as well as pilot specific evaluation reports.

Pilot 1 – Community Cooking Skills (including Community Chefs and Kent Cooks! schools' cooking competition)

Community Chefs - Key outcome:

- Improved cooking confidence and knowledge and the transfer of this to the home environment, including the involvement of children with cooking and raising awareness of a healthy balanced diet within the family.

Kent Cooks! Schools cooking competition - Key outcomes:

- Being involved in the competition has had tangible positive impacts in increasing confidence levels in general amongst those young people involved, not just increased confidence around cooking
- The young people taking part have increased awareness and knowledge around healthy eating and have learnt new skills
- Involvement in the competition has had a positive effect on creating greater awareness of healthy eating and changing attitudes and behaviour within the families of the young people participating in the competition.

Pilot 2 – Access to Fruit and Vegetables - Key outcome:

- The fruit and vegetable bags have resulted in increased incorporation of fruit and vegetables in the family meals of those taking part.

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Pilot 3 – The Healthy Eating Training Package – Key outcome:

- Those involved felt that they have acquired new skills and knowledge around healthy eating and are more confident in delivering those messages to families they work with, reporting improvements in healthy cooking and eating amongst the families.

Pilot 4 – Increasing School Meal Uptake - Key outcome:

- The key outcomes point to only two of the interventions (the Enhanced Food Offer and the Partner Support Programme) resulting in a net increase in the take-up of school meals. However, all partners drew positives from being involved in all the interventions. A critical success factor that has been identified is the need for leadership and buy-in at a senior level within the school.

Pilot 5 – National Children’s Bureau Health Challenge Programme - Key outcomes:

Baseline data was collected by the National Children’s Bureau (NCB) and follow-up data was completed by the end of July 2008 to determine the impact of the Health Challenge. The evaluation has found:

- Young people taking part in the health challenge enjoyed it, felt it was a positive experience and remembered key messages about healthy eating and healthy lifestyles
- Significant positive impacts on health and well-being with evidence of changing attitudes and behaviour amongst participants.

Key outcomes as a whole:

Overall outcomes across the pilots:

- The proportion of the sample recognising the ‘Eatwell plate’ rose from 82% prior to participation to 96%
- The proportion always reading food labelling rose from 24% prior to participation in the pilot to 32% after participation. This was particularly looking at salt, sugar and saturated fat content of items
- With regard to the healthy eating training pilot, the proportion of participants reading food labels for information about fat levels rose from 49% to 66%, reading information about sugar content rose from 33% to 52%, and reading information about salt content rose from 30% to 51% after participation
- There was an increase in confidence in preparing raw foods at home with 38% stating that they were very confident, rising to 53% saying that they were very confident after the intervention
- Trying out a new recipe at home at least every fortnight increased from 22% to 49%, which can possibly be attributed to gaining new food preparation and cooking skills (as well as increased confidence)
- Those rating their cooking skills as ‘fairly or very good’ rose from 83% to 92%
- Over two thirds of respondents (67%) said that they had changed what they ate recently/since they had taken part in the pilot, including trying out more varied types of food, more home cooking, reduced salt intake and reading labels more
- 24% of participants that took part in the healthy eating training were monitoring their salt intake, compared to just 3% before the training. Likewise 24% of participants were monitoring their sugar intake, compared to just 7% who did before the training
- Of the participants that took part in the Community Chefs pilot, 21% said they were trying more varied types of food, compared with 2% at the start of the pilot, and 17%

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were eating few takeaways/doing more homecooking as opposed to 7% at the start of the pilot

- The majority of respondents also expected to make further changes in the future, with less than a third (29%) stating that they did not plan to make future changes to what they ate
- There was an increase in the numbers of respondents saying that their child(ren) had a healthy diet (from 76% to 84%)
- There was an increase in the numbers of respondents who said that they themselves had a healthy diet (from 71% to 78%).

The reach of the pilots is extensive and as such needs to be viewed as contributing to the evidence base listed below:

- As already stated, 100% of Kent's schools are engaged in the Healthy Schools Programme with 87% of schools having now achieved Healthy Schools status. There are already reports of evidence from schools that healthy schools activity is leading to improved pupil behaviour, including punctuality and attendance
- 310 learners attended family programmes with a healthy eating focus provided by the Kent Adult Education Service working with the Extended Schools Team
- Obesity in both the Reception Year and Year 6 is below national and statistical neighbours' averages, and has slightly reduced. Reception year is 9.0% down from 9.4%, Year 6 is 16.7% down from 16.9%
- Parents receive information from the school nursing services which offers pathways to help and support should their children be deemed an unhealthy weight or at risk of becoming so
- Primary children in 2008 are more likely than children in 2006/07 to think that it is healthy to eat different types of food (67% and 61% respectively). (Source - Kent Pupil Survey)
- More post-16 young people ate five portions of fruit or vegetables a day at least one or two times a week in 2008, compared to those in 2006/07 (40% and 35% respectively). (Source - Kent Pupil Survey).

What more are we going to do?

We will disseminate the findings from the healthy eating pilots full evaluation report including through Kent Trust Web and seek opportunities to sustain and mainstream the successful programmes of work. The plans for each pilot are as follows:

Pilot 1 – Community Cooking Skills

The Community Chef:

- Funding has been secured via Eastern and Coastal Primary Care Trust to sustain and widen the remit of the Community Chef based in Sheppey
- Funding to sustain the Community Chef based in Dartford/Gravesham is being sought
- We will develop partnerships with Kent Farmers Markets to enable the Community Chefs to work with farmers markets to provide cooking skill demonstrations/classes and healthy eating information
- Opportunities to work more closely with Thanet College are being explored to develop an 'offer' to young people in schools to deliver cooking skills.

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Kent Cooks!:

- Build upon success of the 2009 competition e.g. plan a high profile cooking competition for 2010
- Plan and develop 2010 Kent Cooks! along the lines of a family cooking competition
- Work in partnership with Thanet College to deliver competition
- Identify further sponsors and partners.

Pilot 2 – Access to Fruit and Vegetables

- Partnerships forged with Eastern and Coastal PCT where proposals are being developed to roll out fruit and vegetable bag schemes across east Kent
- Develop partnerships with Kent Farmers Markets to incorporate use of recipe cards and healthy eating guidance
- Look at options for developing vegetable bag schemes into community markets at specific locations.

Pilot 3 – The Healthy Eating Training Programme

- Develop further training packages for parent support advisors (PSAs) and Children’s Centre Staff. On the basis of feedback already received, training packages providing advice and guidance on packed lunch content are being developed
- Embed healthy eating training as part of the mainstream ‘offer’ of support provided to parents/carers by PSAs and Children’s Centre staff .

Pilot 4 – Increasing School Meal Uptake

- Findings to be used to develop a programme on increasing school meal uptake. Contractors to roll this out to Kent schools in the school meals contract. To this end, a best practice toolkit has been developed in partnership with school meals contractors and head teachers
- Findings to be used to inform the specification for the next round of tendering for the school meals provision contracts.

Pilot 5 – National Children’s Bureau Health Challenge Programme

- The pilot has been viewed as a success. Building on the Kent pilot, the Health Challenge Programme has been rolled out nationally by the Food Standards Agency and National Children’s Bureau in 2009.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2009 Actual
Percentage of schools which have achieved Healthy Schools status as at December each year*	38%	62%	78%	80%**	84%***
Number of parents and children reached through School/Community Healthy Eating Pilots	New Indicator	4,595	5,000	5,000	5,000

* Percentage is of a total of 593 schools

** Original target was 75%

*** This was 87% as at July 2010

Monitoring completed by: Sean Carter

Date: July 2010

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<p>Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include:</p> <ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support through Direct Payments • taking advantage of new technologies, such as expanding our TeleHealth and Telecare programmes 		
<p>Lead Cabinet Member: Graham Gibbens</p>	<p>Lead Managing Director: Oliver Mills</p>	<p>Lead Officers: David Weiss, Cathi Sacco, Mike Dorman, Michael Thomas-Sam</p>

Status: Completed

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

Kent district and borough councils, Registered Social Landlords (RSLs), Eastern and Coastal Kent PCT, West Kent PCT, Mental Health Trust, voluntary agencies who manage many of the support projects, the private sector e.g. home care providers, training providers such as local FE colleges delivering specialist courses on independence for care workers and personal assistants, other statutory agencies including Kent Police and the Ambulance Service.

Outcomes delivered:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues. This Towards 2010 target was to increase the number of people (by 3,000, as set out in the original action plan) supported to live independently in their own homes. This number has been achieved and exceeded, as can be seen from the PI table, and the main outcomes delivered are as follows:

Increase suitable housing to promote independence:

A key aspect of this target is the development of suitable housing to enable people to live independently. Projects to develop supported housing for older people, disabled people and those with particular needs have progressed well and all targets have been met or exceeded:

- All 340 homes delivered under the Better Homes Active Lives Housing PFI are now occupied, including seven new extra care schemes and nine clusters of housing for people with learning disabilities or mental health problems
- A vulnerable person's strategy has been adopted for the choice-based lettings scheme, in collaboration with the Joint Policy and Planning Board (JPPB) (Housing), to ensure vulnerable groups are not disadvantaged. 12% of lettings have been to people aged 60 plus and covered all disability/sensory categories. A recent report judges that vulnerable people have not been disadvantaged through this new scheme as 44 people with a learning disability, 256 people with a physical disability, 138 people with a mental health condition, 61 hearing impaired people and 32 visually impaired people all secured housing
- The 'Excellent Homes for All' housing PFI, which will deliver required funding for 228 units of additional new social housing for vulnerable people, has been approved by the Homes and Communities Agency (HCA) and the Treasury. The procurement to select a partner is progressing well. This project includes five extra care schemes for older people, a nine unit scheme of supported accommodation for people with mental health

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problems and an 11 unit scheme of 'move-on' accommodation for vulnerable homeless people. This new PFI will be delivered in partnership with five district councils, and is currently timetabled to reach financial close in early 2011

- KASS (Kent Adult Social Services) has worked in partnership with all Kent district councils securing housing for vulnerable people and continues to play a positive role on the Kent Housing Group, JPPB (Housing), and in helping to develop the Kent Housing Strategy
- KASS has successfully achieved the transfer of housing for people with a learning disability from the NHS and is now managing the project to develop and improve this housing.

Increase Direct Payments:

Direct Payments give people the opportunity to have control over their package of support which enables them to live independently. Direct Payments are being actively promoted, leading to a significant increase in take-up, with 2,786 people using this service in Kent. Additionally, the Kent Card is already being used by 1,055 people as a banking option for Direct Payments (figures as at 31 March 2010).

Increase access to TeleHealth and Telecare:

Preventative interventions such as TeleHealth and Telecare embrace new technology to enable people to remain in their own homes. As documented in detail in previous Towards 2010 annual reports, Kent has been a Whole Systems Demonstrator (WSD) site, one of only three authorities selected by the Department of Health. Kent was a forerunner in the development of such interventions and the WSD project enabled Kent to offer the benefits of TeleHealth and Telecare to far more people. As at January 2010 there were 1,134 people on Telecare and 783 on TeleHealth. Now that the WSD project has been completed the work is ensuring that TeleHealth and Telecare are a part of mainstream services across health and social care. As a result of these projects, many people have been supported in leading active, independent lives. Research which is just about to be published show these interventions have had a positive impact on people's lives and have delivered savings.

Continue investment in innovative community-based preventative schemes:

There has been continued investment in a wide range of innovative localised community-based preventative schemes. Examples of initiatives which have been developed during the period of Towards 2010 include:

- Brighter Futures – This encourages more able older people to support more needy people through volunteering. Originally piloted in west Kent this is being expanded across the county, but ensuring each project is tailored for its local community (see also Towards 2010 target 49, 54, 56)
- INVOKE – This is described in more detail in Towards 2010 target 54
- A range of local projects delivered through the voluntary sector focusing on issues ranging from dementia to falls. This is described in more detail in Towards 2010 target 54.

Deliver Active Lives for Adults (ALfA):

- This is a major change programme focused on promoting personalisation and independence, enabling people to have more choice and control. New services built around this ethos are being implemented and include the following:

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- Enablement services². These services are provided in peoples' homes and are aimed at providing a quick, time limited response to people who need help to regain their confidence and skills in order to remain independent in their home. During this year these services have been commissioned through in-house services and partnerships with the independent sector. This process has been given new impetus by being commissioned through the Assessment and Enablement Teams which were established as part of phase 2 of the KASS re-structuring
- The 'Good Day Programme', which is transforming day support for people with learning disabilities by offering more opportunities and choice.

Safeguard vulnerable adults:

- To enable people to live independently it is important they feel safe from abuse. KCC, along with our partners, has a strong multi-disciplinary Safeguarding Board which has led on ensuring that safeguarding vulnerable adults is a high priority. Further evidence to support this can be seen in the inspection report³. As a result of the inspection an action plan was developed which has been implemented. A key part of the plan was to raise awareness with the general public and in June we, along with our partners on the Safeguarding Board, held a week of successful events to raise awareness among the public
- Dementia Strategy – In recognition of the increasing number of people with dementia who, together with their carers, struggle to have a good quality of life in their own homes, a joint KASS/NHS West Kent Dementia Strategy has been developed with a clear action plan to deliver the strategy. This is driving the development of new projects to support people and their families and carers with dementia.

Provide social care training:

- Further education (FE) colleges in Kent deliver a range of NVQs at levels 2, 3 and 4 in Health and Social Care, as well as Level 4 Leadership and Management in care services. KASS has a contract with South Kent College called Training4Care, where they deliver 32 social care courses for the private, voluntary and independent (PVI) sector. These courses are available to personal assistants and we have also purchased an e-learning package for them to access. 'Enabling independence' training has been delivered to seven social care providers who won contracts to provide enablement services in Kent.

What more are we going to do?

- Promoting independence continues to be the overall objective which will be driven by ALfA, a programme of total transformation for KASS, whether directly provided or commissioned from other agencies. It will deliver a structure and culture that supports people to develop solutions to their needs, from an increasingly responsive and diverse market place. Fundamental to this is Self-Directed Support (SDS), which is about people being able to choose to self-manage their support or, if they choose to, have somebody else, including KASS, manage it for them. KASS has re-structured in order to deliver SDS. The new structure is now bedding down and is being monitored carefully to ensure it is delivering the required outcomes
- Delivery of fast-track equipment is in place countywide and is delivering to 250 to 300 adults each month. Two service user evaluations have been completed with the second

² See previous Annual Reports for more detail.

³ Independence Wellbeing and Choice Inspection

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one recently published. The NHS Occupational Therapy Equipment and Minor Adaptations Request Project is now in the implementation phase. The outcome of this system is to enable people to have fast access to equipment, which is vital in maintaining independence

- As part of the ALfA programme, a strategic review of older people services is being undertaken to ensure that these services are shaped to meet the challenges of personalisation and SDS
- TeleHealth and Telecare will continue to be a significant part of our preventative strategy and will continue to expand to enable more people to be supported independently
- We will continue to develop community-based preventative services with the private and voluntary sector in partnership with the Health Service to enable more people to live independent, fulfilled lives within their community
- We will commission enablement training from the wider PVI sector.

Measurable Indicator (s)	2005/06 Actual	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of people supported by community based services provided by Kent Adult Social Services (including through voluntary sector funding) to live independently, as at 31 March each year	31,027	31,990	34,250	34,555	34,027*	35,473

* This is the original target of 3,000 extra people as agreed at the outset of Towards 2010 plus the March 2006 baseline of 31,027 shown above. This target was met in 2007/08.

Monitoring completed by: Nick Sherlock

Date: July 2010

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Target 53: Strengthen the support provided to people caring for relatives and friends		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officers: Michael Thomas-Sam, Cathi Sacco, Mike Dorman

Status: Good progress

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

KCC Children, Families and Education Directorate, KCC Communities Directorate, Kent Children's Fund, Carers Support Organisations, University of Kent, Health Service, Jobcentre Plus (JCP), Kent Drug and Alcohol Action Team (KDAAT), independent providers.

Outcomes delivered:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues. Particular outcomes delivered are as follows:

Implement the recommendations of the Select Committee Report 'Carers in Kent' – In January 2008 this report made 14 recommendations. These are being implemented as part of Kent's Carers Strategy. Most have already been fully implemented.

Deliver the Kent Adult Carers Strategy – This was launched in July 2009 and the five outcomes are being delivered via the Carers Joint Commissioning Group. These outcomes are as follows:

- Improving information, advice and guidance
- Access to integrated and personalised services
- Carers having a life of their own
- Carers not being forced into financial hardship
- Helping carers to stay mentally and physically well.

Following the launch of this strategy, Kent Carers Strategy Joint Commissioning Plans are being developed (see also Towards 2010 target 53).

Launch the Kent Carers Emergency Card Scheme – Launched in December 2008, over 1,380 carers had signed up as of July 2010. Feedback is positive and sign-up is expected to continue to increase. The aim of the scheme is to:

- Provide carers with peace of mind when away from the person that they care for
- Offer carers as much support as necessary to complete their emergency plan
- Ensure that KCAS (Kent Contact and Assessment Service) or the Out of Hours service will step in to arrange emergency support if the plan fails
- Ensure that this support is available to all carers, not just those carers of people receiving community care services
- Increase levels of community-based respite.

Provide mental health carer support – The Mental Health Matters helpline is now funded from 5pm to 9am on weekdays and 24 hours weekends and holidays. The service is available to carers and referrals can be made to the Crisis Resolution and Home Treatment Teams. Positive feedback has been received. In addition, a Mental Health Carers Support Group is

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funded in each locality in Kent and on average, at any one time there are approximately 850 carers 'on the books' receiving this support.

Implement the KASS (Kent Adult Social Services) Carers Assessment Policy – This was revised in April 2009 and led to a trial of carer support organisations delivering carers assessments on two pilot sites. The policy enables carers to receive payments directly from the Carers Grant to support them in having a life of their own. The pilot has been extended to April 2011 and an evaluation will take place in December 2011. As a result of this policy, one-off payments and Direct Payments for carers are now active across Kent. As part of the 2010 review of the Carers Assessment Policy KASS is developing a Carers Support Planning and Review Policy.

Launch the Young Carers Strategy, 'Invisible People' – This was launched in July 2008. As a result a joint young carers' protocol was agreed in September 2009 between KASS and KCC Children, Families and Education.

Publish the Annual Carers Report – The second annual report has been delivered to ASSPOSC and will be published in July 2010.

In addition, there have been other specific outcomes associated with delivering this target:

- A Carers Advisory Group in Kent is active, bringing all the key strategic partners involved in supporting carers together
- West Kent PCT and KASS are a Department of Health Carers' Strategy Demonstrator Site. This project, which will last 18 months, is underway involving a project manager and six carers support workers to help carers navigate and negotiate the health care system in GP surgeries and acute trusts
- A consortium of Carers Support Organisations across Kent, fully supported by KASS, is a pilot site for Caring Confidently in Kent training. The first facilitator training was completed and the program commenced, with 856 carer places delivered as at June. The Department of Health announced in late June 2010 that they are now withdrawing funds for the delivery of this program. KASS is committed to working in partnership with the Better NHS Support for Carers National Demonstrator Project to deliver a new training course countywide for carers and professionals. Therefore a steering group will be created to scope carers training already delivered by the voluntary sector, develop a new Caring Confidently in Kent program and deliver the program. Membership of the steering group will include representatives from the Kent Carers Consortium, KASS and Health
- Kent and Medway authorities secured £40k in funding from the Department of Health to develop and improve carer awareness training for professionals across health and social care
- KASS has a Kent Carers Website where relevant documents are published. This includes a section specifically for carers experiences
- Two Kent Carers Surveys have now been completed and feedback is being incorporated into the Carers' Needs Assessment and Commissioning Plans
- Carer Awareness Promotion has taken place with frontline staff to reinforce policy implementation
- Carers Week was held in June 2010, during which KASS launched it's 'Do I look like I care?' social media campaign to raise awareness among younger adult carers and publicise the Kent Carers Website. The campaign was created and publicised with no cost. Four clips and four adverts of younger adult carers were posted on YouTube and

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promoted by Twitter and Facebook. To date the clips have received in excess of 2,000 hits. The mobile Gateways were used throughout the week by local carers organisations to provide information and advice around the county

- KCC as an employer has surveyed staff to gain an insight into the number of employees juggling caring with employment. This will be revisited in future
- The KCC Staff Carers Leave Pilot Scheme was launched to all staff in June 2009 and has now been incorporated into the KCC Personnel Policy
- A 24 hour Dementia Helpline has been launched across Kent using local organisations and volunteers to support people with dementia and their carers. In conjunction with this, a DementiaWeb website was also launched, offering information about dementia and a constantly updated directory of local resources
- A dementia crisis or emergency response service has been set up in west Kent, consisting of an enhanced support service delivered at the person's home and may include night sitting. The service will be delivered for a maximum of six weeks
- All carers not in full employment have access to a suitable employment programme comprising of adviser support and Jobcentre Plus (JCP) approved training. This was implemented in December 2009
- KASS held a Carers and Personalisation – One Year On event on 1 April 2010, which followed last year's event and looked at KASS's progress over the last year to identify next steps.

What more are we going to do?

- We are exploring mechanisms for information sharing and joint commissioning across health, social care and the voluntary sector. Carers assessments have been considered in discussions regarding KASS's decision to procure a Common Assessment Framework
- KASS is currently working with the PCTs on a Carers Joint Needs Assessment to identify current service provisions and support in Kent for carers and areas of improvement
- We will continue to develop services which meet the needs of carers in line with the Select Committee recommendations
- KASS and East Kent PCT are piloting Health Personal Budgets for three years as part of a Department of Health evaluation. Carers will be one group involved in this pilot receiving personal health budgets for respite services
- We are beginning to explore the use of social networking sites such as Twitter and Facebook in order to reach out to young adult carers
- KASS is currently working with the Royal Association for Deaf People to deliver a year long project working with deaf carers.

Measurable Indicator (s)	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of carers satisfied with the help from Kent Adult Social Services	*	67%	To show improvement	74%

* The first survey was undertaken in 2008/09

Monitoring completed by: Nick Sherlock

Date: July 2010

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Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent

Lead Cabinet Member:

Graham Gibbens

Lead Managing Director:

Oliver Mills

Lead Officers:

Nick Sherlock/ Cathi Sacco/
Mike Dorman

Status: Good progress

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

The main partners that assist in the delivery of this target are the Health Service in Kent, particularly the two Primary Care Trusts (PCTs), KMPT (Kent and Medway NHS and Social care Partnership Trust) and the Mental Health Trust. However, the voluntary and private sector and district councils all make significant and valuable contributions in managing many of the community-based projects.

Outcomes delivered:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues.

KCC has a strong tradition of working closely with the Health Service, as evidenced by the established Section 75 partnerships. Initiatives delivered within the context of this Towards 2010 target include the following:

- The Public Health Department is now firmly established and led by a jointly appointed Public Health Director for Kent. Its agenda for action is set out in the Public Health Strategy (Live Life to the Full) and the Public Health Annual Report. The establishment of the Public Health Department has seen a wider focus on prevention and health inequalities and development of new ways of working with the Health Service and communities
- The Joint Strategic Needs Assessment (JSNA) has been developed as a tool which is being used to identify joint commissioning priorities. Underneath the overarching JSNA, specialist assessments have been developed around areas such as dementia, learning disability and mental health. The outcome of these activities has been to ensure that identified priorities and commissioning have been developed from an evidenced-based needs assessment
- The INVOKE⁴ (Independence through the Voluntary action of Kent Elders) project has been developed out of the successful Partnerships for Older People bid and has introduced a range of initiatives which have supported older people in the community. The INVOKE project has been evaluated and the final report was published by the Personal Social Services Research Unit for the Department of Health in January 2010. The report showed care spending on service users fell by £2,166 per person per year after using preventive services, while users reported better outcomes
- Implementation of the Kent Adult Carers Strategy was launched in July 2009. The outcomes are being delivered via multi-agency commissioning plans (see also Towards 2010 target 53)

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

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- Prevention in the community projects is being delivered in partnership with Health and through joint investment in the voluntary sector. This includes 'Brighter Futures', which encourages more able older people to support those who may need help through volunteering. Other initiatives range from community support to those with dementia to 'falls' projects. The outcome has been to enable more people to remain independent. Evidence of this can be seen in the Care Quality Commission Inspection of Kent Adult Social Services 2009⁵
- Within Mental Health the delivery and development of preventative services continues to be a major priority. This includes:
 - Supporting the development of a new website, 'Live it Well', set up by Sevenoaks MIND and recently launched
 - Working with a number of GP practices and the voluntary sector to develop early intervention for people with anxiety and depression
 - Continuing to manage our investment with the voluntary sector in externalising our day services. This is beginning to show good outcomes in social inclusion and access to employment.
- The partnership with Health in developing the Whole Systems Demonstrator, already described in detail in Towards 2010 Target 52, is another initiative which is supporting the development of this target. The Whole System Demonstrator project has demonstrated the outcomes of using technology and how it can improve the independence, health and wellbeing of a person
- Delayed transfers of care has been an area of continued improvement throughout the life of this Towards 2010 target. Over the winter period, there was an increase in the numbers of delayed transfers of care which is consistent with previous years. Winter is a time when an increase in numbers is expected. This year, the particularly bad weather and other factors such as the Nova virus have had a significant impact. KASS will continue to work with Health to target avoidable admissions as an area of high priority
- We have developed a wide range of intermediate care projects in partnership with Health which are preventing avoidable hospital admissions, facilitating safe, early discharge from hospitals and maximising people's ability to regain their independence. Intermediate care has played a significant part in tackling delayed discharges from hospital and enabling people to live independently
- Approximately 400 people have transferred from the Health Service to KASS (Kent Adult Social Services) Learning Disabilities under the Section 256/NHS Act 2006. This has been a huge project which has been outlined in detail in previous Towards 2010 annual reports. The outcome of this project will be to give this group of people more opportunities of choice and independence. The transfer is rooted in the principles of 'Valuing People'
- Health plays a major role in promoting Safeguarding and is a key member agency of the Safeguarding Board. Both PCTs and especially KMPT (Kent and Medway NHS and Social Care Partnership Trust) fully supported KASS during the inspection and have played a full part in helping to deliver the Inspection Action Plan.

The vast majority of the above initiatives will be developed beyond 2010, continuing to deliver better outcomes for people.

⁵ Independence Wellbeing and Choice Inspection

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What more are we going to do?

The major priority for the next three years, as outlined in Active Lives Now, is to focus on working with the Health Service in delivering more personalised services which offer people choice and control i.e. Self-Directed Support (SDS).

We continue our focus on community-based preventative services in order to deliver the joint priorities outlined in such strategies as the Carers Strategy, the End of Life Strategy and the Dementia Strategy. A key feature will be the development of shared pathways of care that are planned jointly. Outlined below are some planned initiatives to be delivered within the context of this target along with expected outcomes:

- Whole Systems Demonstrator/Telecare/TeleHealth – This project has now ended but KASS will deliver further opportunities for people to use technology to enhance their independence and wellbeing through SDS
- Autistic spectrum – A Select Committee on this issue has been completed and the recommendations are now published. We will continue to work jointly to improve the services for this group
- Common Assessment Framework – We are working with the Health Service to develop this through Functional Assessment in Care Environments (FACE). This will mean that we will have a joint co-ordinated assessment process where people will only have to answer questions once about their circumstances
- Full implementation of the Dementia Strategy – To be developed jointly with the PCT to ensure support for people with dementia and their carers. Continued investment will be made in Dementia Services.

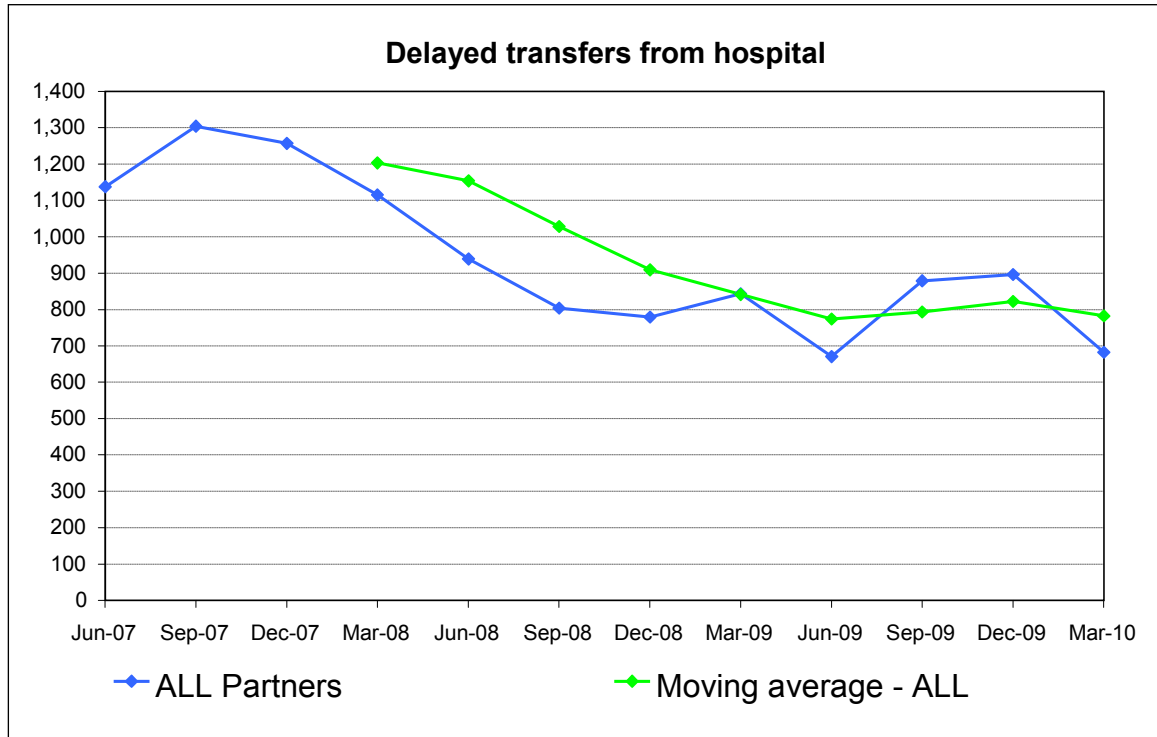
Measurable indicators:

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

However, we can demonstrate improved outcomes using the following evidence:

- The recent evaluation of the POPPS (Partnerships for Older People Projects) scheme, which INVOKE was a part of, has demonstrated better outcomes including:
 - Overall, hospital overnight stays appeared to be reduced by almost half (47%)
 - Use of Accident and Emergency (A&E) departments reduced by almost a third (29%)
 - Reductions were seen in physiotherapy/occupational therapy and clinic or outpatients by almost one in ten
 - Such change had a notable impact on costs with a cost reduction of £2,166 per person reported.
- The recent evaluation of the TeleHealth programme outlined above illustrates a significant reduction of avoidable hospital admissions and visits to A&E for those people using TeleHealth
- We have continued to make good progress in terms of delayed discharges and the graph that follows highlights activity since 2007:

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Monitoring completed by: Nick Sherlock

Date: July 2010

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

Status: Good progress

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

Kent Adult Social Services and KCC Children, Families and Education (CFE) directorates are leading the partnership which includes the Kent Learning Disability Partnership Board, parent organisations, PCTs, Learning Skills Council (LSC), Connexions and schools. We are expanding the partners to include KCC's Communities directorate, local further education (FE) providers and district councils.

Outcomes delivered:

- A major driver for the work to support this Towards 2010 target was the Select Committee, from which a number of successful initiatives have sprung, and which was overseen by the Transition Board. The multi-agency transition protocols are an example of this and set out the clear commitment to every disabled young person in Kent that they will get co-ordinated support to help them move from adolescence to adulthood. The protocols also ensure that this transition support will be personalised, co-ordinated around individual needs and reflect the young person's aspirations and that young people, their families and the professionals involved all have a clear understanding of who will be involved and what they will do
- Young people that may need additional support with their transition into adult life are identified when they have their transition review in Year 9. With the young people and their carer's consent, this links together basic identifying information held by CFE, the Health Service and social care agencies and will ensure that no-one who needs and wants support through transition will be missed
- Training to support the implementation of the transition protocols across all agencies has been delivered in every locality. This builds on the best practice already within the county and is developing local virtual teams who will lead on transition for local children. The effectiveness of these is being monitored by all the agencies involved and all these actions will ensure that the practice around transition is improved upon. This training has now been extended to mainstream schools enabling local virtual transition teams to pick up and support disabled young people
- The young people and carer easy-read guides to the transition process have been distributed through a network of professionals so that it will be available to every young person who needs it. This ensures that each young person and their families will know what support they will receive and how to access it. It is also available on each agency's websites and at www.kent.gov.uk/transition
- Previous Towards 2010 annual reports have outlined the survey process to establish how satisfied young people and their families are with the support they have received during the transition process. Currently this work is being repeated to give an updated position
- The recent PFI housing initiatives that focussed on vulnerable and disabled people will give young people further options to live independently. It is recognised that housing is a key issue in supporting disabled people in transition. Housing Needs Surveys have been carried out in all Kent districts to give a comprehensive picture of housing needs.

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Furthermore in the area of Learning Disability Health and Social Care integrated teams have devised housing action plans to support the housing need of young adults

- Kent Supported Employment has a good record in supporting young people with employment opportunities. As part of 'Getting A Life', KASS, CFE, Connexions and Jobcentre Plus have been working jointly to develop an employment pathway for people aged 14
- A revised Connexions 'Moving On' (Section 139a) application form is in place to assist young people with planning and arrangements for transition between school/college and further education, training, or work. There is another form for specialist colleges outside of Kent. This is a working document for those students moving on from September 2010. The members of the 'Getting a Life' group had commented on the forms previously. The forms came into operation in May 2010.

What more are we going to do?

- The experiences of young people during and after transition will continue to be monitored. Further groups of young people and their carers will be asked to rate their satisfaction with their support to ensure that the protocols are making an improvement. This will provide a rolling measure as the impact is more widely felt
- The training to support the implementation of the transition protocols across all agencies will continue to be extended to all mainstream schools so that the local virtual transition teams pick up all young people with disabilities who will benefit from supported transition
- The uptake of Direct Payments from CFE is continuing to rise rapidly with 25% more payments being made over the year. There are now 657 young people and their families benefiting from the increased choice and control that Direct Payments bring. Work is being undertaken to allow the Kent Card to be used by families (see Target 52) to aid the smooth transition from a CFE Direct Payment to a Kent Adult Social Services personal budget. This increases both flexibility and control for individuals, enabling them to live their lives more independently. With the development of Self-Directed Support, personal budgets will become the norm for every adult needing support
- The next phase of the Housing PFI project as outlined in Towards 2010 target 52 will offer further housing opportunities for young adults with learning disabilities
- The Transition Partnership has been widened to include representatives from housing providers and engagement is increasing with the district councils and employment and training organisations. This is helping to increase the opportunities for young people to move to full adult life with more integrated access to housing and employment opportunities
- We will ensure that the delivery of this Towards 2010 target is supported by other targets:
 - Develop multi-agency support to parents and their children (Target 13)
 - Listen to young people's views (Target 14)
 - Increase the number of people who are supported to live independently (Target 52)
 - Strengthen the support to people caring for relatives and friends (Target 53).

Recently, there has been a further survey of carers, building upon the questions used by Kent in the previous survey. These results have still to be validated and published but the signs are that there has been an improvement in carers satisfaction. The latest position is shown in the table that follows:

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Measurable Indicator (s)	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Young people with disability or their carers who were either happy or very happy with the support they received during the transition period	*	73%	80%	**

* The first survey was undertaken in 2008/09

** Results awaited

Monitoring completed by: Nick Sherlock

Date: July 2010

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Target 56: Improve older people's economic well-being by encouraging the take-up of benefits		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officer: Michael Thomas-Sam

Status: Completed

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

Our partners include the Pension Service (part of the Department of Work and Pensions (DWP) that deals with people over 60), Kent district and borough councils, Kent Benefits Partnership and voluntary organisations e.g. Age Concern, Citizens Advice Bureau (CAB), Citizens Rights for Older People.

Outcomes delivered:

- Older people receiving social care services from KCC are offered information, advice and if necessary, assistance to claim all the benefits they are entitled to. Within KASS (Kent Adult Social Services) we have Finance and Benefit Officers (FABOs) who, at the same time as assessing a service user's charge for services, make sure they are claiming all the benefits they are entitled to. Complex cases and those where service users need to appeal a benefit decision are referred to one of the 12 Area Benefit Officers (ABOs) (for example if Attendance Allowance is refused). Case managers are also trained to ensure they can identify service users in need of assistance with benefits and then refer them to the relevant KASS Benefit Officer. Every year the combined efforts of the FABOs, ABOs and case managers raise several million pounds for our older service users (i.e. extra weekly gain x 52). The exact figure cannot be provided because the statistics collected cover all age groups
- Partnership working (especially with the Local Pension Service) is contributing to the increase in benefit take-up for older people in Kent. As a direct result of joint working with the Pension Service between April 2007 and March 2009, £2.1m in additional benefits was raised for Kent residents. Broken down this is £885k in Pension Credit, £898k in Attendance Allowance, £98k in Disability Living Allowance, £127k in Housing Benefit and £93k in Council Tax Benefit (the figures for 2009/10 are not yet available). In addition to monetary gain, joint working leads to a better experience for our service users who receive a quicker and less time consuming service
- It is the work by KASS officers and the joint working with the Local Pension Service that has proved most successful. These efforts will be continued and widened to include more joint working with the district councils, particularly in the Gateways. In addition to local initiatives there is a national rolling take-up programme run by the Pension Service and in 2009, Thanet, parts of Sittingbourne and parts of Dartford were specifically targeted, working with Mecca Bingo, local market traders and Age Concern
- Throughout the term of this Towards 2010 target there has been a benefit site on www.kent.gov.uk providing useful information on all benefits. In addition targeted information has been provided on the front page of www.kent.gov.uk aimed specifically at older people
- Many of the community-based preventative projects run by the voluntary sector are working with older people to maximise their benefits, as are initiatives such as INVOKE and Brighter Futures (see also Towards 2010 target 54).

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Since this Towards 2010 target was introduced, there has been an increase of:

- 5,670 older people receiving Attendance Allowance
- 1,880 older people in receipt of Pension Credit
- 1,330 older people receiving Council Tax Benefit.

What more are we going to do?

- We will continue to work with KASS service users to ensure they receive all the benefits to which they are entitled
- Improved information and advice will be provided on benefits for self-funders
- Partnership work will be developed with the Local Pension Service and the district councils, making use of the new Gateways in particular
- Targeted information will continue to be provided to older people via www.kent.gov.uk and other media.

Measurable Indicator (s)	Aug 2006 Actual	Aug 2007 Actual	Aug 2008 Actual	2010 Target	Aug 2009 Actual	Feb 2010 Actual
Number of older people who are in receipt of /with underlying entitlement to Attendance Allowance	34,560	36,330	38,300	36,290	39,960	40,230
Number of older people who are in receipt of Pension Credit	70,270	70,960	71,240	73,780	72,120	72,150
Number of older people in receipt of Council Tax Benefit	53,590	53,790	54,250	56,270	54,920*	Not available

* There is always a time lag before figures become available from DWP. For Council Tax Benefit this figure is still for May 2009

Monitoring completed by: Nick Sherlock

Date: July 2010

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Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: Completed

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

Kent Police, Kent district and borough councils, parish councils, police community support officers, Kent Fire and Rescue Service, Community Safety Partnerships (formerly known as CDRPs), National Probation Service and KCC Service Units (i.e. Emergency Planning, Children, Families and Education directorate, Kent Highways Services, Clean Kent, Kent Adult Social Services, Trading Standards, Youth Service, Youth Offending Team, Libraries)

Outcomes delivered:

Help communities to raise and tackle local issues:

- The 101 Kent Community Wardens have had a real and positive impact and are a vital asset in the development of their neighbourhood policing programme
- Community wardens are now embedded with Neighbourhood Policing teams, including police community support officers (PCSOs), using problem identification and solving techniques and a shared tasking and co-ordination process to identify issues and target activity
- Where appropriate, the wardens are part of PACT (Partners and Communities Together) panels and by working in partnership they are able to make the best use of their local knowledge and promote the use of KCC services. In Greenhill, residents can keep up-to-date via a dedicated PACT website created by the panel (www.greenhill.btik.com) in which the community warden plays an integral and highly successful role. To date the main priorities identified have been speeding, dog fouling, litter and anti-social behaviour. As a result more dog litter bins have been provided with fixed penalty notices issued to dog owners for failing to clear up after their pets, motorists have been stopped and warned about their driving; and problem families are being monitored
- Community wardens also collect information from residents about their priorities and pass the information to the PCSO/Neighbourhood Police Officer for inclusion in the joint problem solving database as part of the PACT process
- The KCC Community Safety Unit produces regular crime updates which at an operational level assist with identifying issues, making decisions and targeting work. The updates keep members and senior KCC staff informed
- In conjunction with the Kent Criminal Justice Board and Kent Police, the Community Safety Unit developed the 'Restorative Neighbourhoods' project which was launched in pathfinder sites in Shepway and Maidstone in January 2009. 'Restorative Neighbourhoods' looks to address issues identified by the local community by bringing victims, offenders and communities together to bring resolution to problems before formal entry into the criminal justice system. In November 2009, the pilot area was extended to Tunbridge Wells to include all frontline officers including the KCC Community Wardens. The Restorative approach has been rolled out across the county with all frontline police officers being trained by June 2010

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- The Community Safety Training Partnership, working in close liaison with the Kent Safe Schools Restorative Approaches Co-ordinator, has jointly set up a 'Restorative Approaches Practitioner Forum for Kent', to encourage better partnership working and the sharing of good practice. The forum is attended by various agencies and organisations from across the county. The Community Safety Training Partnership has provided Restorative Approaches Training Support for several schools and a college in the Kent area and has also assisted Kent Police with the delivery of training to police and community support personnel
- The community wardens have developed a new scheme called 'Bluff the Bogeyman' designed to help protect elderly or vulnerable people from opportunist criminals and distraction burglars. Educational material has been produced for all community wardens including a DVD, workbook and PowerPoint presentation.

Enhance the ways they help and build relationships with local communities:

- Kent community wardens, although originally envisaged as a visible uniformed presence to tackle anti-social behaviour, have developed a much broader remit, working with a wide range of other authorities and services. Their operations range from walking buses through to providing intelligence to the police which has led to a variety of arrests
- The wardens work closely with many KCC services either signposting their service or providing information direct to members of the public. Examples include collation of intelligence for Trading Standards, referrals to Social Services, school talks about road safety and 'stranger danger', assisting KCC Emergency Planning with events and working alongside them and Trading Standards in emergency situations
- The wardens facilitate a number of activities and events within their communities, both big and small, to engage with the local residents, the largest of which has been the countywide 7 a-side football tournaments. Kent community wardens work in partnership with Charlton Athletic FC, Kent Police, Kent Fire and Rescue Service and others, successfully involving more than 2,000 'hard to engage' young people since 2007 in this positive diversionary activity. These events are helping to strengthen communities, receiving support from local residents and retailers as well as providing a positive outlet for youthful energy
- The Community Safety Unit, in conjunction with partners, established the multi-agency 'Positive Tickets' pilot scheme, aimed at rewarding young people for engaging in positive activities and/or improved behaviour with vouchers for shops or activities. The positive ticket is viewed as an ice-breaker and provides a gateway to better relationships between authority figures and young people
- Wardens have provided awareness training to over 15,000 people since 2006 against the dangers of bogus callers and helping the elderly and vulnerable to remain safe and secure in their own homes
- A successful bid was made under the government funded Future Jobs Fund scheme for the recruitment of 30 young unemployed persons to join the Kent Community Wardens Service on a six month basis as support wardens. A bespoke two week training course was designed by the Community Safety Training Partnership, covering various aspects of the work carried out by the community wardens with Kent Adult Education Service providing Life Skills Training, to assist and enhance personal development and future employment opportunities. The support wardens were deployed to work with experienced wardens focusing in particular on environmental and youth issues. Two groups of young people have already completed the six month programme with the remainder due to finish in August 2010 and most have really enjoyed the experience. With new skills and a new-found confidence, some of the young people have been able to find employment, whilst others are keen to become full-time wardens if the

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opportunity arises. It is anticipated that there will be a new intake of support wardens later in the year

- The Kent Community Warden Service was recognised at the National Employers Forum on Age/Belief (EFA and EFB) Awards ceremony in July 2010 for the support warden programme. They won the category for EFA Best Public Sector Innovation Award and the judges commented that “KCC have shown a real proactive effort to engage with young people and promote community cohesion in often difficult circumstances”. In addition, the Kent Community Warden Service was shortlisted for the EFB Public Sector Award for their training and work with vulnerable diverse groups in the community
- Community wardens have been working with a variety of organisations in the Sevenoaks district to promote the need for local communities and business to involve adults with learning disabilities. As a result the wardens have received a special commendation in recognition of their service in promotion of an inclusive ‘community for all’
- Since 2006/07, the Kent community wardens have increased their visible presence in their communities to over 75%, spending time out and about, providing advice, reassurance, visits and surgeries
- Between April 2006 and March 2010, Kent community wardens were involved in almost 200,000 activities, incidents, queries or interactions with the public and over 145,000 instances of partnership working
- They can have a real and lasting impact on the lives of the residents in their communities, as they have the time to listen to people, and they can offer help and advice and are committed to finding solutions to their problems. A few examples of their work include:
 - In partnership with a local primary school, KCC Clean Kent and the district council, a warden arranged for a group of young volunteers (aged 14 to 16 years old) to get involved with clearing a plot of land at a nursery school to give the young children a garden. The young children at the nursery are now planting seeds and bulbs and hanging feeder boxes and nesting boxes in the trees and bushes
 - During the heavy snow in 2009/10, wardens in Shepway made deliveries of prescriptions/food to elderly vulnerable people, helped move vehicles stuck in the snow and also visited and provided a vulnerable lady in Greatstone with two heaters from the office in Lydd as she had no heating
 - A warden received complaints from residents regarding parking around school gates with driveways being blocked and cars double parking. In addition children were also being noisy and rude, running over gardens and breaking down fences. The warden, with the local police, held a meeting for all residents to discuss the issues, which resulted in people communicating with each other, parking issues being resolved and a Neighbourhood Watch being set up
 - Looking out for incidences of litter, graffiti, dog fouling etc. is all in a day's work for community wardens, and the warden in the Loose area of Maidstone, recently reacted swiftly to an attack of vandalism and graffiti on a local youth shelter, documenting the incident and arranging for the site to be cleaned up. Other wardens get involved in organising anti-dog fouling initiatives and litter picks in their communities
 - Wardens use tactics like community engagement, local knowledge and lateral thinking to solve problems. Dropped litter, such as discarded bottles in children's playgrounds, can indicate underage drinking. In these cases the warden will work

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with partners such as Trading Standards and the police to identify retail outlets selling alcohol and cigarettes to young people.

Extend neighbourhood policing:

- Wardens also contribute to, and assist in the Neighbourhood Policing teams' ward level quarterly newsletters which target perceptions of crime, including collation of information, delivery of newsletters and seeking feedback from residents regarding awareness of their neighbourhood policing teams and satisfaction etc.
- The Community Safety Training Partnership continues to work with the Central Neighbourhood Policing team, Kent Police College and the Kent Partnership to develop and deliver training which will enhance neighbourhood policing in Kent. This includes Police Accreditation training for over 200 KCC and other local authority wardens, parking attendants and other enforcement officers in Kent and Sussex, as well as Professional Witness training
- The Community Safety Training Partnership has worked closely with the Government Office for the South East (GOSE) with regards to the design and delivery of workshops to Community Safety Partnerships (CSP) throughout the south east region. To support delivery of the 'National Standards' the Home Office provided KCC with £12.5k funding to help finance the workshops. Seventy CSP representatives across the south east region attended at least one of the workshops provided by the training centre and feedback has been very positive
- The Kent Community Safety Training Partnership has provided or delivered training to in excess of 3,500 people during the lifetime of the 'Towards 2010' initiative. The training team have also provided consultancy support, covering a whole range of Community Safety topics, to KCC personnel and external partners/agencies
- The need for a partnership approach to training 'Prevent' was seen by the Prevent Partners Steering Group as a priority and in June 2009 the Kent Community Safety Training Partnership was identified as the most effective Unit to deliver such training. To date, awareness training has been delivered to 1,800 people, including local authority and CSP representatives across Kent, all the Kent community wardens and other KCC staff. The objective of 'Prevent' is to focus on dealing with violent extremism through the building of strong local partnerships that deal with anxieties and grievances and build cohesion capacity in communities.

What more are we going to do?

- The community wardens will continue to work with partners to deliver the countywide football tournaments
- In terms of 'Prevent', the KCC Community Safety Unit is leading on partnership engagement for this important area
- A service improvement plan is proposed to be implemented during 2010/2011 which will formalise the wardens role with a wide range of frontline service providers, such as Probation, Children and Families and Education, and Youth Offending, as well as increasing the warden deployment locations and population coverage of the service, ensuring a much wider presence across the county
- The aim in 2010/11 is to create stronger links between street level intelligence gathering systems, the PACT format and the localism reforms in order to improve KCC member engagement. Greater use is being made of technology (via Blackberrys) in recording the outcomes of engagement with the public and this should result in improved public participation and input to the joint problem-solving database

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- In 2010, it is anticipated that the community wardens will join Kent Police's Blackberry scheme which will allow direct access to the problem solving database. This will enable the wardens to become more integrated with Neighbourhood Police teams and allow a greater degree of information sharing to more effectively deal with community priorities
- Community wardens already have a presence in district and borough Community Safety Units (CSU), however, they will work more closely with both CSUs and neighbourhood policing teams to jointly manage tasks, allocate resources and deal with issues on a daily basis
- In the autumn/winter of 2010/11 it is anticipated that there will be a further intake of young unemployed persons to join the Kent Community Wardens Service on a six month basis as support wardens, funded by the Future Jobs Fund.

Measurable indicators:

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

Monitoring completed by: Stuart Beaumont

Date: 14 July 2010

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Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse.

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: Completed

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

Kent Police, Community Safety Partnerships (CSPs) (formerly known as CDRPs), Kent Trading Standards, town centre managers.

Outcomes delivered:

By focussing on this target we have helped to:

- Decrease crime across the KCC area by approximately 26% between 2006/07 and 2009/10 and in particular:
 - Domestic burglary which has reduced by approximately 24%
 - Car crime which has reduced by approximately 39%.
- In addition to the decrease in crime rates, peoples' perceptions of crime and anti-social behaviour has seen a general improvement across the KCC area since 2006/07 e.g:
 - The percentage of people worried about burglary has decreased from 56% in 2006/07 to 36% in 2008/09
 - Fear of four specific crimes (domestic burglary, car theft, mugging/robbery and physical attack) in Kent has reduced from 44% in 2006/07 to 28% in 2008/09
- Across the county there are a number of initiatives to help reduce burglary and help people to feel safer in their homes, including door step crime/bogus caller awareness training; which has been provided by Kent community wardens to over 15,000 residents within their communities, since 2006
- In response to the concern about anti-social behaviour (ASB), the Community Safety unit has produced an ASB strategy for KCC. Kent community wardens support the ASB strategy by continuing to act as 'the eyes and ears' of the community with information reports being passed to Trading Standards and Kent Police as well as working with Victim Support to help residents who have been victims of crime or low level anti-social behaviour
- The percentage of Kent people who consider that one of the seven types of ASB identified in the Kent Crime and Victimisation Survey, 'teenagers hanging around', is a very or fairly big problem has decreased from 34% in 2006/07 to 18% in 2009/10
- The Community Safety Training Partnership has developed a toolkit, in partnership with Kent Police, Kent Probation and others, which provides a joined up approach to the identification and management of those offenders who cause the greatest harm to local communities through their criminality.

Specific developments have been are given overleaf.

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Create a safer night time economy (NTE):

Recorded NTE crime has reduced and people's feelings of safety at night have increased:

- Under the umbrella of the Safer Kent Delivery Group, statutory partners joined forces to establish a managed NTE
- Various initiatives tackling the issues of night-time disorder have been carried out by Community Safety Partnerships (CSPs) (formerly known as CDRPs) across the county including Dartford's 'Grabbacab' service. During 2007/08 the 'Grabbacab' scheme contributed to a 25% reduction in NTE crime (specific crimes occurring between the periods of 8pm and 4am between Thursday night and Sunday morning) in Dartford compared with the previous year and across the county between 2007/08 and 2008/09 NTE crime (specific crimes committed by offenders under the influence of drink or drugs between the periods of 8pm and 4am Monday to Sunday) has shown a 22.7% reduction, making Kent a safer place for its residents
- The reduction in NTE crime also linked with the results of the Kent Crime and Victimization Survey (KCVS) which showed that since 2006/07 feelings of safety at night (at home alone and walking alone at night) in Kent, have increased from 74% to 81% by the end of 2008/09. In particular feelings of safety walking alone at night are at their highest for the last four years rising from 55% in 2006/07 to 67% at the end of 2009/10.

Tackle alcohol misuse problems via campaigns linked to underage sales:

- Kent Trading Standards undertake targeted underage sales campaigns using intelligence from the KCC community wardens, local licensing officers and the public aimed at reducing the sale of age-restricted goods
- The Community Safety Training Partnership has delivered police accreditation training on behalf of Kent Police, including the provision of enforcement notice training to trading standards officers to enable them to issue penalty notice disorders
- In January 2008, KCC held an alcohol seminar to discuss ways to tackle alcohol-related problems in towns and city centres and looked at how to improve treatment and support for people with alcohol problems
- In May 2008, the Community Safety Unit worked in partnership with a number of other KCC units to help with Gravesham BC's successful week-long campaign on alcohol. The campaign has since been repeated
- In November 2008, the multi-agency Kent Community Alcohol Partnership (KCAP), which includes Kent Trading Standards and Kent Police, was officially launched, aimed at changing the attitudes to drinking among young people and supporting retailers to reduce sales of alcohol to underage drinkers. The evaluation report produced by the University of Canterbury found that the project was well managed and drew together partners into a shared vision. It praised the level of communication between all partners including the retailers and publicans. The Accreditation Scheme for licensed premises was highlighted as a sensible and well-thought out move and was suggested to be of great use in future implementations of KCAP since it provides a set of clear and achievable guidelines for retailers and publicans. Other recommendations were that future projects should draw in partners from education, youth work, health and also the alcohol industry itself. Clear successes were highlighted as residents in the pilot areas reported they felt safer in the areas where they lived and the proportion who thought a number of anti-social behaviours were a problem in their area had declined. Criminal damage in the pilot areas fell during the pilots by 28% overall which is 6% higher than in the non-pilot areas of Kent. In Edenbridge, criminal damage had fallen by 43%, in Thanet by 36% and in Canterbury by 16%

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- In November 2009 KCAP was extended to include Herne Bay, Whitstable, Cliftonville, Margate, Maidstone and Swanley and results are already being seen as the following quote from a member of the Kenward Trust who is also a member of the KCAP Tactical Group shows: “Before KCAP came into Swanley the young people were very hard to engage with due to the easy accessibility of alcohol. Once KCAP came into the area, it became harder for young people to purchase alcohol. Working in partnership with Kent Trading Standards, Kent Police, Youth and Community, West Kent Extra and Refocus a lot of work is being done with young people because they are engaging more with what is being offered to them. The partnership working within KCAP is the success of some great work. I have seen two areas where there has been large underage drinking and with the support of KCAP I have noticed the difference in how young people are more acceptable to engaging with what we are doing.”
- Over the last few years the targeted underage sales campaigns undertaken by Trading Standards have resulted in a number of prosecutions, penalty notice disorders, licence reviews and cautions in respect of the sale of alcohol to young people under the age of 18 years.

Encourage domestic abuse victims to report incidents to police:

- KCC funds the majority of the Kent and Medway domestic abuse co-ordinator post who is responsible for ensuring that actions from the ‘Kent and Medway Domestic Violence Strategy Group’ (KMDVSG) are implemented with all partners
- The inter-agency KMDVSG group established a delivery plan for 2007 to 2010 encompassing prevention, early intervention, protection, justice and victim support
- Kent Police figures demonstrate that reported incidents of domestic abuse have been increasing over recent years, which could be due to increased awareness and publicity of services, increased public confidence in reporting incidents of domestic abuse to Kent Police or enhanced training for front-line practitioners to enable them to identify and refer victims of domestic abuse to the appropriate services. During 2009/10 the repeat victimisation rate (victims subject to abuse two or more times during a 12-month period) was 23.8%, which is an increase compared to 2008/09
- Multi Agency Risk Assessment Conferences (MARACs) have been running in Kent and Medway since July 2008 and were rolled out across all areas by August 2009. At MARAC, agencies share information and are asked to commit resources to those victims and families assessed at highest risk of future serious abuse/danger
- During an 18 month period, from May 2007, the independent domestic violence adviser (IDVA) at the Specialist Domestic Violence Court (SDVC) in Maidstone, received 233 referrals and supported clients at a total of 89 domestic violence trials resulting in 56 convictions. Feedback from clients has been positive with comments such as “I felt listened to and safe” and “Without the people at court I would not have been able to have gone through with the case”. A new SDVC in Margate is due to go live in July 2010
- The Domestic Violence Executive Group, which is a subgroup of Safer and Stronger Communities Group, has been established with a key priority to achieve more sustainable funding for IDVA posts across the county
- The Community Safety Training Partnership provides Domestic Abuse training for Community Safety Partners across Kent. To date, training has been delivered to all Kent Community Wardens, Primary Health Care Trust Health Visitors and Kent Police Domestic Violence Officers. One of the Community Safety Training Partnership trainers can be commissioned by the Kent and Medway Domestic Violence Co-ordinator to provide ‘train the trainer’ courses to partnership agents and organisations

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- In July 2010 a multi-agency ‘Lean’ event took place to assess whether the processes relating to dealing with domestic abuse are both efficient and effective and to also identify any cost savings and refocusing of resources which could be utilised to deliver full IDVA services across the county. The event was attended by a mixture of practitioners and managers from across a range of organisations that are involved and work with domestic abuse on a daily basis.

What more are we going to do?

- KCC’s Community Safety Unit will continue to link with partners’ ASB initiatives
- KCC will continue to lead with the establishment of an ASB multi-agency forum
- The County Strategy Group, Chief Officer Safer and Stronger Communities Group and the Chief Constable have indicated that systems and training relevant to ASB are a key priority. The Community Safety Training Partnership is therefore in the process of developing products that will positively impact on ASB across Kent. They will also provide support to highlight good practice across the county
- KMDVSG will develop a new domestic abuse strategy and delivery plan for 2010 onwards
- We will work with partners to closely monitor and react to changes due to the current economic climate
- Trading Standards will continue to undertake test purchasing and review of licences
- Following on from a positive evaluation of the KCAP pilot, the partnership will roll out the initiative to additional areas of Kent and will continue with the accreditation scheme for retailers
- The KCC community wardens will initiate a pilot project in the Canterbury area, subject to funding, to set up a series of workshops aimed at adults to raise awareness about the amount of alcohol in the home and how easily it may be accessed by children
- KMDVSG set up a steering group in August 2009 to develop a Specialist Domestic Violence Court in East Kent, this is due to go live in July 2010 and work is underway to try and establish additional SDVCs in other areas.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Domestic burglary per 1,000 households	10.7	8.5	7.8	Maintain or reduce 2006/07 baseline	7.8
Car crime per 1,000 population	10.3	8.6	7.8	Maintain or reduce 2006/07 baseline	6.2

Monitoring completed by: Stuart Beaumont

Date: 14 July 2010

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Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents		
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Lead Cabinet Member:	Lead Managing Director:	Lead Officer:
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Nick Chard

Mike Austerberry

David Beaver

Status: Completed

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

Kent Police, Kent Fire and Rescue Service, Medway Council, HM Courts Service, Highways Agency.

Outcomes delivered:

Through our second Kent Agreement (PSA2) with government, Kent Highways Services (KHS) worked with partner agencies, such as the police and other emergency services, to deliver the government target of reducing the number of people killed and seriously injured (KSI) on Kent's roads (including motorways and trunk roads) by 40% compared with the 1994 to 1998 average.

As can be seen from the PI table, the final reported figure for 2009 was 629 KSI casualties on roads in Kent and represents a 47% reduction in casualties compared with the 1994 to 1998 average. This exceeds both the national target reduction of 40% and the 45% local target that KHS has set itself to stretch our performance. The 2008 KSI figure of 627 was exceptionally low but despite this the 2009 figure has remained comparable at 629.

This level of KSI needs to be at least maintained and hopefully further reduced, but indications are that the casualty figures are levelling out, therefore a concentrated focus on means and measures to reduce casualties needs to be continued to maintain our current progress.

Compared with 2008 there is a 3% increase in the 2009 KSI casualties on the road network which Kent is responsible for. However as stated above 2008 was an exceptionally low year and the 2009 figure of 534 is still lower than the 582 figure of 2007, representing an 8% reduction compared with 2007.

Specific work related to delivering this target is as follows:

- Working with Kent Police, Kent Fire and Rescue Service, the Highways Agency and Medway Council we have identified shared priorities and have worked on joint initiatives. This approach has enabled the consolidation of the work of all the agencies involved in reducing road casualties, culminating in the formal establishment of the CaRe (Casualty Reduction) group in December 2009. The CaRe group provides added value by ensuring that the resources of all the agencies are effectively marshalled through a structured approach that will include strategic, tactical and operational levels
- KCC's approach to reducing KSIs has been to integrate the known benefits of education, enforcement, engineering and evaluation, and a programme of countywide publicity campaigns, proactive press features and public engagement projects using road safety officers which has proved effective. In addition to other casualty reduction activities, The KHS Road Safety team led a programme of high profile campaigns that utilised a range of innovative approaches from the internet through to locally targeted activities. This was in addition to TV and radio advertising, road side posters and press/media editorial. This programme of work raised awareness and improved road user choices in key areas of concern. These included seat belt wearing messages to vehicle occupants,

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messages on the dangers of using mobile phones whilst driving, how easy it could be for young drivers to lose their licence and anti-driver impairment messages dealing with both alcohol and drug use

- Speed awareness courses, that allow motorists detected at up to 39mph in 30mph areas to opt for a training course as an alternative to prosecution, have been provided for over 5,000 drivers during the period. National Driver Improvement Scheme courses provide an alternative to prosecution for drivers reported driving ‘without due care and attention’, providing courses for around 400 drivers during the year. Both these courses are run through a formal partnership agreement that includes Kent Police, KHS and Medway Council.

What more are we going to do?

- Stay focused on reducing the number of KSIs to ensure that we at least maintain performance in meeting the government's targets for 2010. We will continue to strengthen links with key agencies and ensure that the method for identifying appropriate crash remedial measures is improved through more accurate and consistent crash data recording, identifying priorities and implementing and evaluating appropriate strategies and action plans
- Deliver further publicity campaigns and community engagement projects addressing the safety of key sectors of the community identified through analysis of crash and casualty data
- Continue development and delivery of driver training programmes
- Deliver programmes of work aimed at improving the safety of the highway network
- Review the scope for development and opportunities for further reducing casualties to 2020 and beyond.

Future funding of Road Safety Operations:

- Within 2010, government has cut in year capital and revenue grant funding, equal to around £1.1m. This has led to the suspension of the countywide speed limit review and for the Kent and Medway Safety Camera to operate at reduced cost through less marketing and campaigning and reducing the level of safety camera enforcement
- The Department for Transport (DfT) has indicated that the capital grant will cease entirely after this financial year. This normally funds vehicle activated speed signs and other speed indicator devices. Further to this DfT has informed local authorities that the revenue support will also be reviewed. This grant has been reduced from £2.281m to £1.683m. This funding has been used to operate the Kent and Medway Safety Camera Partnership, road safety education and publicity and training. Clearly without the future revenue KCC will need to carefully consider how or whether to fund these activities.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Target
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	747	723	627	629	650*
Number of road accidents casualties - Killed or seriously injured (excluding Highways Agency roads i.e. Motorways)	588	582	519	534	538*

* Agreed KA2 targets

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Monitoring completed by: Ian Procter/David Beaver

Date: July 2010

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Target 60: Support young people to reduce the risk of them offending		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Angela Slaven

Status: Completed

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

KCC Communities Directorate (Youth Service, Kent Drug and Alcohol Action Team (KDAAT) and the Community Safety Unit), Children, Families and Education Directorate (Children's Social Services, Education and Health), Kent Police, Crime and Disorder Reduction Partnerships from each of the Kent districts, Connexions and the Kent Fire and Rescue Service.

Outcomes delivered:

The Youth Offending Service (YOS) strategy designed to meet the Towards 2010 Target 60 is now an integral element of a wider preventative strategy led by the Children's Trust Board with significant contributions from Kent Police.

In 2006 a limited number of Youth Inclusion Programmes were established across Kent using a ring fenced-prevention grant from the Youth Justice Board. These initiatives were responsible for the assessment and delivery of interventions to children and young people aged 8 to 17 years who had been identified as being at risk of offending and built on some earlier small scale projects such as 'Power' and 'Action 7'.

Outcomes delivered to date are as follows:

A reduction in the number of children and young people entering the Youth Justice System, as can be seen by the PI table:

- Less children and young people have been entering the Youth Justice System since 2006
- Other activity commissioned by YOS or with partners in order to address known risk factors for those young people at risk of entering or already in the system includes:
 - Education, training and employment opportunities, improved through links with the Learning and Skills Council (LSC) and now the Young People's Learning Agency (YPLA), for example, in developing the 'New Skills New Lives' initiative. This aims to improve the employability and employment prospects of post-16 year olds as does the establishing of a 'Rapid English' programme which assists young people with their literacy skills
 - Health services, which have increased their investment in YOS both in terms of staff numbers (there are now four mental health practitioner posts - two funded by each of the PCTs) and in mainstreaming the YOS Dual Diagnosis Project across locations in east Kent and an objective for the service to be available countywide
 - Substance Misuse Services – The ongoing partnership between YOS and KCA to provide assessment and where necessary treatment services
 - Accommodation opportunities which it is hoped will increase as a result of joint work with Children's Social Services (the Southwark Judgement, House of Lords, May 2009) and the local housing authorities and via the developing links with Supporting People designed to enable improved access for young people to private sector accommodation and to floating support

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- Resettlement – YOS, using a time limited ringfenced grant provided by the Youth Justice Board, has implemented two Integrated Resettlement Co-ordinator posts who are working with both case managers in YOS and with secure establishments to support the effective preparation of a young person for their return to the community and to contribute to their supervision on release. It is intended that this service will reduce the likelihood of this high risk population re-offending
- Deter Young Offenders – This is a national initiative and involves YOS working in partnership with Kent Police to provide close supervision and surveillance of those amongst the youth offending population, averaging between 50 to 60 young people at any one time, most likely to re-offend. The police officers attached to the service are now focussing their time on these young people and working collaboratively with their colleagues in the Police and Probation-led Offender Management Units. The restructuring of YOS led to an alignment between the YOS and the Police areas in order to facilitate this joint working
- Intensive Supervision and Surveillance – This programme which is jointly managed with the Medway Youth Offending Team targets the more prolific and more serious young offenders. It has a strong record for securing compliance to and completion of the requirements.

In 2007 the County Youth Justice Board endorsed a proposal to refocus the prevention activity leading to the development of Youth Inclusion Support Panels (YISPs) in each of the 12 Districts throughout 2008/09.

The Panels are responsible for:

- Receiving referrals from children's services (e.g. schools, single points of access) and community safety (e.g. Anti Social Behaviour teams)
- Undertaking the assessment of all children and young people (aged 8 to 17 years) to identify where and for what reasons those referred are 'at risk' of offending
- Co-ordinating the delivery of services to match to the risks and needs identified during the assessment
- Monitoring the progress of the child/young person during an intervention of between three and six months duration.

YOS has supported a range of related diversionary activities outside the formal youth justice system that have clear links with other targets, for example:

- Delivery of education programmes on drug and alcohol misuse through the Drug Intervention Support Programme (DISP) and the Alcohol Support Programme in support of National Indicator (NI) 115
- Piloting by the Police of Restorative Neighbourhoods with which the YOS victim offender mediation service has become involved in support of target NI 57
- Accessing and developing activities enabled by the Department for Children, Schools and Families (DCSF) funding of Positive Activities for Young People which is administered by the Youth Service in support of NI 110.

Additional activity and service development supported by YOS has included:

- The Challenger Troop offering an Army Cadet type approach to youth activities
- The Phoenix Programme delivered by Kent Fire and Rescue promoting both personal safety and social responsibility

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- A partnership with the English Rugby Football Union, to increase sports participation amongst those most ‘at risk’
- Use of restorative processes in schools to resolve school based incidents without recourse to the police so avoiding the entry of children and young people into the youth justice system and reducing the need for exclusion, itself a significant risk factor for offending behaviour
- Our work has provided an important lever to influence public and police perceptions of young people at risk of offending
- A Youth Justice Board review of the quality of youth justice services delivered in Kent took place in 2010, noting in particular the significant improvement in reducing the number of first time entrants to the youth justice system
- YOS is ensuring that its strategies align with those of the new Children and Young People’s Plan for 2011-14, ensuring that outcomes are delivered for priority groups.

What more are we going to do?

- All partners will progress this work further, working to maintain and fully integrate the role of the YISPs with developments being led by the Children’s Trust Board, Kent Police and the district CDRPs
- YISPs will be engaged in a ‘Think Family’ pilot in Thanet, aiming to improve outcomes through effective co-ordination of a range of provision that targets those most in need
- We will further strengthen the links between KCC Children, Families and Education and Community directorates on the Prevention Strategy, using monies from the national Youth Justice Board, which is pledged until the end of 2010/11
- YOS will contribute to the planned multi agency initiative, the Margate Task Force, which will operate in two wards in Thanet, Margate Central and Cliftonville West with the objective to increase community cohesion. The learning from the initiative will be applied as appropriate to the preventative strategy in other parts of the county
- YOS will use the learning from a pilot Speech and Language initiative, funded by the Youth Justice Board, with the Communication Trust and will instigate a procedure for identifying the most appropriate learning style for individual young people. These initiatives are designed to increase the effectiveness of the engagement with the individual child/young person and as a result lead to better outcomes
- We will continue the work with Kent Police to further increase the reliability of the monitoring of new entrants to the youth justice system, enabling more detailed information to be shared amongst agencies concerned with both community safety and with the planning, commissioning and delivery of children’s services.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of new entrants to the youth justice system (per 100,000 10-17 population)	2,040	1,710*	1,620	1,594	1,292**

* Revised actual

** Provisional figure based on local data – Previous years figures are nationally published.

This will be available Nov 2010

Monitoring completed by: Charlie Beaumont

Date: July 2010

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Target 61: Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officers:
Ian Treacher/Sue Edmunds

Status: Completed

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

Trading Standards alerts are now sent to an increasing number of organisations, including Age Concern, Neighbourhood Watch, Help the Aged (now known as Age UK), Citizens' Rights for Older People, Citizens Advice Bureaux, Kent Adult Social Services, Kent Libraries, parish and town councils. Other partners include Kent Police, KCC community wardens.

Outcomes delivered:

Extend alerts to local communities of rogue traders and other threats:

Trading Standards alert messages reaches 290 recipients, reaching thousands of people once cascaded onwards. In 2009/10, there has been a marked increase in the number of community organisations in Kent now receiving alerts about the activities of rogue traders as can be seen in the PI table.

Specific outcomes are as follows:

- There is a recognised link between 'doorsteppers' and distraction burglary with doorstep criminals often targeting the same vulnerable people time after time and so in addition to enforcement action we alert consumers to these criminals to prevent them from being caught out. Over recent years we have been developing and improving ways of working with communities and partners to make them aware of rogue trader activity
- Alert messages are now being used in many local publications, such as parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams. Recently we have started to use alert messages to gather intelligence. An unregistered gas fitter was working in east Kent and as a result of an alert message the story was picked up by local press and generated a number of responses, one from the man himself
- Kent Trading Standards operates an early warning email messaging system which alerts local communities to bogus trading practices. Our partners and message recipients now number over 290, including 161 parish and town councils. The Neighbourhood Watch Network plays an important role in reaching local communities as there are over 13,600 co-ordinators in Kent, so potentially we can reach 300,000 people. More than 100 messages are sent each year containing warnings of scams, doorstep criminals, etc. Here is an example of how an alert message stopped a local charity and a church being ripped off:

A recent message warned of traders claiming to be from Highway Services with an arrangement to paint car park lines for local charities. In one case the charity was told the job would be £40 to £50, then the traders said it would cost £4 per foot, amounting to £1,400. Our Rapid Action Team was called and was at the premises when the traders turned up for their money. Kent Trading Standards officers intervened successfully and the traders left without getting any money from the charity. A similar incident was reported by a local vicar who had agreed to white-lining work in the church car park and had handed over a cheque for £1,300. However, having been given a copy of the TS

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Alert warning about this scam he was able to cancel the cheque and did not lose any money

- Kent Police's Community Neighbourhood Watch Liaison Officer was keen to have a link to TS Alert messages on the new website and it can be found under 'Did you know'
- As a result of a local contact in Sheerness police station we have added 75 new recipients to the TS Alert network and can send alert messages across the Isle of Sheppey to a variety of organisations including religious centres, the organ club, sports clubs, working men's clubs and clubs for older people.

The Rapid Action Team responds to information that doorstep criminals are still on the premises:

- Rogue traders cause detriment and distress to unsuspecting consumers and so significantly disrupting the activity of rogue traders is a core activity for Kent Trading Standards. To do this we use an intelligence-led approach to enforcement and carry out targeted campaigns to identify and deal with rogue traders
- When we receive information about a doorstep criminal who is still on the premises we respond immediately by sending our Rapid Action Team. Here is a recent example :

An elderly couple agreed to have their driveway resurfaced. The cold calling doorstep traders said they worked for KCC and had some tarmac left over and would do the job for £1,500. While the traders were at the house their daughter rang and her father told her he was being pressured into going to the bank with the traders to get £4,000 to pay for the work. The daughter called her local neighbourhood police who immediately contacted Kent Trading Standards Rapid Action Team who advised her to tell her parents to stay indoors until they and the police arrived. On arrival officers questioned the workers, seized paperwork and ensured all the workmen, equipment and vehicles were removed from the couple's home. The traders were told they would not be paid as they had not complied with all necessary legal requirements. Whilst some officers were dealing with the traders outside, another officer was inside supporting the two elderly victims who were extremely shaken and upset.

The daughter sent Kent Trading Standards a thank you letter:

"Within 20 minutes the police and 3 Trading Standards Officers arrived who took control of the situation immediately creating a calm environment for my extremely anxious mum and dad in the house. One officer sat with my parents for a time in the house and they she was an absolute Godsend. She took away any anxiety they had and assured them the whole time the police and other officers were dealing with the builders. This was an extremely close call, had it not been for the speedy response of your trading standards officers and police, my parents would have a drive incorrectly done and lost £4,000 of their money. I would like to convey our gratitude and deep appreciation on behalf of myself, family and parents to your officers who handled this situation so professionally and sensitively for my parents with a hugely successful outcome. There has also been follow-up in building up their confidence and education of hard targeting and they have been given advice for future security in their home for which we are thankful".

- Details about rogue traders and doorstep criminals are provided on a regular basis by the Kent community wardens (see also Towards 2010 target 57) who have also carried out awareness training to over 15,000 people since 2006 about the dangers of bogus callers and 'distraction' burglary
- Since 2008 there have been over 90 Rapid Action Team interventions and 320 victims have been supported

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- Proceeds of Crime - A Medway man has been ordered to pay back over £3.2m from his life of crime in a case brought under the Proceeds of Crime Act by Kent Trading Standards and Kent Police. This is believed to be the largest amount ever laid down in a Trading Standards case in the country. The man received a two-year suspended sentence for selling and being in possession of £76k worth of counterfeit goods.

Disrupt activities of doorstep criminals with schemes such as 'Cold Calling Control Zones':

- The first No Cold Calling Control Zone was set up in Cranbrook. Since then they have been modified to Cold Calling Control Zones and now there are 18 in Kent with proposals for a further eight. Where intelligence has shown there has been a problem with doorstep callers Trading Standards Officers have worked with local councils and Community Safety Partnerships providing advice to establish local Cold Calling Control Zones. The scheme is proving to be popular at a local level and once a zone has been set up the neighbouring community often wants one as well.

Help to protect vulnerable people:

As already mentioned, the Kent community wardens have provided 'Bogus Caller' awareness training to over 15,000 people since 2006. In addition, a high profile 'Loan Sharks' warning campaign was launched in March 2009. Other specific outcomes are as follows:

- We have strengthened our relationship with Kent Adult Social Services and the manager of the County Duty Team has attended briefings to understand how to get vulnerable people into the system. All our officers have been trained on how to deal with vulnerable adults
- We have looked at new and innovative ways of getting the message about doorstep criminals across to vulnerable people, especially the elderly. Children are a good way of communicating the dangers of rogue traders and doorstep criminals to their families and in 2010/11 we received 320 competition entries from young people in 16 schools, including two special schools
- The Office of Fair Trading estimates that scams cost consumers in the UK an estimated £3.5bn per annum which would very roughly equate to £80m in Kent so this continues to be an important part of our work. We launched a new booklet 'Smart Guide to Scams' which is aimed at alerting people to rogue trader activity and includes details of how to deal with them and useful contacts. Working with Kent Adult Social Services we have developed more links for people to receive alert messages and have used them a number of times particularly when trying to deal with victims of mass mailing scams
- In 2009/10 we initiated a campaign to look at how we could reduce the number of people responding to scams. So far we have contacted over 90 victims and one success involved a family where the father had mental health issues and although the mother had done her best to stop him repeatedly sending money to scammers it was not until we stepped in and supported them that the mother and daughter were finally able to stop him. We helped them contact the bank to stop any cheques and today they have moved house (so the scammers no longer have his address) and taken the cheque book away.

Support legitimate Kent businesses with initiatives such as the 'Buy with Confidence' fair trader scheme:

- Our good trader scheme is becoming more recognised as a result of an awareness campaign which has included attendance at the County Show, 2020 Vision and Builder's Day at Folkestone Race Course. In addition, regular features in and on local media and a dedicated website provide consumers and traders with information about the scheme. We have 175 approved traders and the most popular hits on the website are

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for landscape and garden services, plumbing and heating, building maintenance, replacement windows and mobility equipment suppliers

- Help the Aged contacted us to find a suitable company to carry out work outside the remit of the HandyVan service. They were so pleased with the work they wrote to thank us and said the electrical contractor had carried out the work well and it was greatly appreciated. The additional security systems had made a great deal of difference and given peace of mind to the older people.

What more are we going to do?

- We will continue to develop ways of increasing public awareness to the dangers of rogue traders and doorstep criminals building on Trading Standards alerts, education initiatives and working with partners
- In 2010/11 we will be looking at how we can use social networking sites, such as 'twitter' to extend the reach of Trading Standards alerts. We are also exploring how we can use 'yammer' to get messages distributed more widely within KCC
- In the next twelve months we will pay particular attention to loan sharks who not only take advantage of vulnerable borrowers, but also bring disrepute to legitimate lenders. We will be working with colleagues from the Birmingham-based team using their experience and expertise to identify and disrupt the activity of loan sharks operating in Kent. Trading Standards officers will work in partnership with Kent Police. An initial media campaign has already started using Heart Radio and adverts on the back of buses
- We will continue to support the work of Kent Savers credit union (see also Towards 2010 targets 1, 2, and 9) to provide consumers with reliable credit and financial advice ensuring this key service is operated within the controls of the Financial Services Authority. This work dovetails with KCC's policy on financial inclusion
- 'Your safety, your health, your choice' is a new quiz which covers scams, doorstep crime, illegal money lending, healthy choices and much more. Again, it is aimed at vulnerable groups of people and MCAS has already said they see it as a vital piece of work and will be using it with unaccompanied asylum seekers, traveller families and Nepalese families
- When officers have given talks to the elderly they have found this audience enjoys an interactive quiz and so the quizzes ('Your safety, your health, your choice' and 'Your life, your rights, your quiz') are being adapted into a game of bingo which covers scams and doorstep crime awareness. This has already been used at CARM (Caring Altogether (on) Romney Marsh) and the audience willingly participated, enjoying the fun of both a talk and a bingo game and the feedback has been very positive
- Following a successful trial by West Lothian Trading Standards, we are looking at providing red cards for consumers to give to 'doorsteppers' explaining that they are in a cold calling control zone and that they were not interested in purchasing anything. On the front of the card there would be a phrase drawing the 'doorstepper's' attention to a sign in the window as well as having a reduced version of what they are not allowed to do under Consumer Protections Regulations Banned Practice 25 on the reverse.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage increase in number of community organisations in Kent receiving alerts about the activities of rogue traders*	New indicator	18%	23%	25%	45%

* Base number of organisations as at 2006/07 was 200. This has increased to 290 as at 2009/10

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Monitoring completed by: Ian Treacher/Sue Edmunds

Date: 12 July 2010

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Target 62: Expand the Kent ‘HandyVan’ scheme, making the homes of older and vulnerable people more secure.

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: Completed

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

KCC Community Safety, Kent Adult Social Services, Help the Aged (now known as Age UK), Kent Fire and Rescue Service, Kent Police, Community Safety Partnerships (CSPs) (formerly know as CDRPs), Kent district and borough councils, the Primary Care Trusts (PCTs).

Outcomes delivered:

Expand the HandyVan’s range of services to include additional safety items such as hand rails and minor adaptations:

- The HandyVan scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people. The scheme began in November 2001 with four fitters and vans covering the whole of Kent and was funded by the Community Safety Unit in partnership with Help the Aged (now known as Age UK)
- In August 2007 an additional HandyVan vehicle and fitter was introduced to focus in areas of high burglary and/or fear of crime
- The remit of the service has expanded with a wider range of services offered to make homes more secure, including the installation of hand rails and minor adaptations
- The HandyVan fitters not only install safety and security products but are also involved in a variety of partnership events and campaigns across the county to provide information to the public, raise awareness of the service, as well as promoting good citizen focus and reducing crime and the fear of crime. Events include the ‘Safer Autumn’ campaign run by Kent Police which included a week-long campaign in an area of Ashford. During the campaign the HandyVan worked alongside the police to focus on burglary reduction
- Kent Community Wardens Service (see Towards 2010 target 57) play an integral role in the HandyVan scheme by raising awareness in their communities and referring the names and addresses of people in need of the service.

Help older people feel safer in their homes:

- This has been a tremendous success with 89% of clients feeling very safe after receiving the HandyVan service compared to just 11% beforehand (based on a sample size of 1,252 clients between April 2006 and June 2009)
- In excess of 26,000 security or safety products have been installed helping to reduce the fear of crime, the risk of being a victim and improving the general safety of the homes of vulnerable people
- The HandyVan service can improve people’s quality of life including one client who wrote to thank the HandyVan fitter for the inspection and installation of safety and

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security products and “for making such a difference to my peace of mind and well-being”

- The fifth HandyVan has been targeted in the north Kent area since August 2007 and following a number of initiatives and a partnership-focused approach domestic burglary in Gravesham reduced by 53.8% between 2006/07 and 2009/10
- In addition, there has been a huge perceptual change in the percentage of residents who are worried about being burgled in Gravesham which has decreased from 70% at the end of 2006/07 to 45% at the end of 2008/09.

Work more closely with other agencies and partners such as Kent Fire and Rescue (KFRS), the Primary Care Trusts and Kent Adult Social Services to extend the reach of the service:

- A steering group was established, consisting of key partners from KCC, Help the Aged, Kent Police, Kent Fire and Rescue Service, district councils and other partners with the aim of ensuring maximum use/efficiency of the whole service
- The HandyVan service works closely with the borough councils in north Kent providing awareness training to council staff about the service as well as working in partnership to focus their efforts in the areas of greatest need
- Discussions with the PCT and Kent Adult Social Services have identified opportunities to link HandyVan with hospital discharges, occupational therapy and social service referrals. These links are provided in a number of ways including a leaflet/poster campaign, warden and other KCC/PCT officer home visits, and advertisements in relevant publications
- Help the Aged has explored with the Kent and Medway Domestic Violence Co-ordinator how the service could engage with domestic abuse sanctuary schemes and discussions have taken place with local authorities. Most districts have referral mechanisms run by the local housing departments and local domestic abuse police officers (see also Towards 2010 target 58)
- Between 2006/07 and 2008/09, the number of self-referrals to the HandyVan service accounted for 31% of all referrals and the Kent community wardens for 15% with the remainder coming from a wide range partners. The community wardens consistently support this service and by working in partnership with Help the Aged have helped the elderly and vulnerable within their communities to remain safe and secure
- A countywide advertising campaign has appeared in various publications both internally within KCC and externally, including ‘Around Kent’ (autumn/winter 2009), ‘Gadfly’ (winter 2009), West Kent Neighbourhood Watch website and various parish newsletters
- We have published promotional material including pop-up banners which have been circulated around KCC premises during the year, as well as being displayed at the Kent County Show
- We have helped deliver ‘Operation Castle’ in autumn 2009, which focused on providing fire safety checks to vulnerable individuals. The Community Safety Unit co-ordinated an exchange of information from Kent Adult Social Services to Kent Fire and Rescue Services enabling them to focus their campaign, which also included HandyVan.

As can be seen from the PI table over 10,800 safety checks have been undertaken. Due to the countywide advertising campaign by the Community Safety Unit, as well as increased referrals from Kent Police and the community wardens, there has been a higher demand for services. Although increased demand has led to a longer delay in providing the HandyVan service priority is still given to clients who have been the victim of crime or those who are

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more vulnerable. In addition, Help the Aged drafted in vans from other parts of the country, at their expense, to help deal with the demand.

What more are we going to do?

- The Community Safety Unit is considering producing a simple leaflet on behalf of the Kent Safeguarding Vulnerable Adults Board, aimed at vulnerable individuals; containing useful contact details of a variety of organisations that will be able to provide help and advice on a wide range of issues as well as details about the HandyVan service
- In conjunction with the Supporting People Programme proposals were considered for 2010/11 to enable the transfer of management responsibility and financial support for the HandyVan service to the Supporting People programme. This is now in place
- The HandyVan service will continue to be delivered to the people of Kent beyond the end of Towards 2010 and the original contract period, enabling older people to carry on accessing this invaluable service and helping them to feel safer in their own homes.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of safety checks completed by the HandyVan service (cumulative since 2006/07)	2,401	4,769	7,765	10,801	10,820

Monitoring completed by: Stuart Beaumont

Date: 14 July 2010

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

To: Cabinet – 11 October 2010

Subject: KCC Annual Performance Report 2009/10

Classification: Unrestricted

Summary: This report attaches a copy of the draft Annual Performance Report (APR) 2009/10. The APR will also be submitted to County Council on 14 October for members to note the achievements made in 2009/10.

Introduction

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

The Annual Performance Report 2009/10

3. This is second year we have published an Annual Performance Report, which we have chosen to do, to replace the previous annual Best Value Performance Plan, which was a statutory requirement.
4. The APR is a relatively short document, built around the themes of *Towards 2010*. It is intended to provide highlights of key activities and outcomes from 2009/10.
5. Detailed performance information is already reported during the year, such as within the *Towards 2010* Annual Report, Business Plan Outturn Monitoring and, as relevant, Directorate's own in-year performance review documents. The APR provides a summary of the information from these more detailed reports, in one place for ease of reference.
6. The target audience are KCC Members, partners, parish councils, staff and the public.
7. A draft of the APR was provided to the September Policy Overview and Scrutiny Committees for information and comment. Some minor amendments have been made to the document following these meetings.
8. The APR will go to County Council on 14th October so that the achievements for 2009/10 can be noted.

9. A final version, with professional layout, will then be published as a PDF file on the KCC website, keeping publication costs to a minimum.

Recommendation

10. Cabinet are asked to NOTE this report and the achievements outlined in the APR for 2009/10.

Contact details: Richard Fitzgerald, Performance Manager, CED, 01622 221985, richard.fitzgerald@kent.gov.uk

KCC ANNUAL PERFORMANCE REPORT

PERFORMANCE HIGHLIGHTS FROM 2009/10

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

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Section 1: Introduction

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

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

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

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

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

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

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

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

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

Section 2: Economic Success

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

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

Backing Kent Business (BKB)

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

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

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

Kent's Framework for Regeneration

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

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

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

Connecting Kent

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

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

Transport infrastructure

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

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

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

Locate in Kent

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

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

Kent Film Office

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

2012 Olympics

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

Offshore wind farms

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

In conjunction with Backing Kent Business, an offshore wind farm supply chain directory was launched in June in association with Invicta Chamber of Commerce and London Array providing a **key opportunity for Kent businesses to set out what they can deliver.**

Economic indicators

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

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

Section 3: Learning for Everyone

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

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

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

External inspection

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

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

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

Consultation and participation

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

Secondary school results

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

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

Early Years results

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

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

Primary schools results

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

Building Schools for the Future (BSF)

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

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

Extended schools

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

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

Bullying

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

Physical activity

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

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

Emotional wellbeing

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

Healthy Schools

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

Section 4: Specialist Children's Services

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

Children's Social Services

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

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

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

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

Looked after children

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

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

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

Special educational needs

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

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

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

Support for parents

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

Family Group Conferencing

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

School exclusions

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

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

Section 5: Preparing for Employment

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

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

Vocational learning

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

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

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

Careers guidance

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

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

Youth employment

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

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

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

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

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

Kent Success

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

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

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

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

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

Skills for adults

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

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

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

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

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

Section 6: Enjoying Life

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

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

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

Turner Contemporary

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

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

Libraries

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

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

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

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

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

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

Olympic and Paralympic Games

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

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

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

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

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

Sports

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

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

Arts Development

This year KCC has attracted over £6.7m of external investment into the arts in Kent, achieved at a time of one of the most severe economic downturns experienced by the UK in several decades, including 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, including activity, performances, new audiences and visitors. Careful investment of our funds enables us to strengthen arts networks and venues in Kent by working with arts organisations on their programmes. Over 2009/10 our support and financial investment resulted in 2,175 performances, screenings and exhibition days, involving 1,598 professional creative workers, and 1,027 educational events and workshops. Overall 144,976 people in Kent benefited from this activity.

Section 7: Keeping Kent Moving Safely

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

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

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

Customer response

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

Winter impact

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

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

Improving roads

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

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

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

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

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

Streetlights and drains

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

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

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

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

Reducing congestion

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

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

Freedom Pass

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

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

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

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

Road safety

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

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

Supporting regeneration and improving access to key services

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

Section 8: Environmental Excellence

KCC is committed to 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 6,847 km of Public Rights of Way network and work to protect and promote the natural beauty and special character of the Kent Downs (an Area of Outstanding Natural Beauty).

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

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

Enjoying the countryside

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

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

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

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

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

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

Heritage

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

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

Waste management

This year has again seen the amount of waste produced by Kent residents reduced, down from over 800,000 tonnes two years ago to just over 750,000 tonnes this 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
Percentage of household waste recycling or composting	35.8%	38.7%	38.4%	39.3%
Percentage of municipal waste sent to landfill	53.2%	45.5%	30.2%	47.6%

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

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

Clean Kent

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

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

Climate change

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

However, assessment against the Carbon Trust Standard last year, which takes account of growth in the estate, indicated a 6% like for like reduction compared to the previous two years of data. There have been many actions within the estate outside of schools where reductions have been achieved.

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

Section 9: Maintaining Independence

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

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

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

Personalisation

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

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

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

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

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

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

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

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

Maintaining independence through prevention

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

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

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

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

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

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

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

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

Support for carers

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

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

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

Access to work

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

Safeguarding

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

Section 10: Staying Healthy

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

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

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

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

Kent School Games

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

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

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

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

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

House

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

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

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

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

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

Keeping fit

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

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

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

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

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

Dealing with drug and alcohol problems

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

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

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

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

Section 11: Stronger and Safer Communities

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

KCC community wardens

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

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

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

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

HandyVans

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

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

Reducing crime and fear of crime

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

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

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

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

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

Trading Standards

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

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

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

Tackling youth offending

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

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

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

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

Alcohol

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

Volunteering

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

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

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

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

Section 12: Towards 2010 Targets

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

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

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

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

Target	Progress Made
Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by businessmen, entrepreneurs and professionals	Completed
Target 16: Expand our pioneering vocational 14–16 programme to more than 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world	Completed
Target 17: Double the number of participants on the Skills Force programme	Completed
Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors	Completed
Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects	Completed
Target 20: Build strong business-education partnerships that benefit both employers and schools	Completed
Target 21: Launch and market a new website, 'What's on in Kent?', that will list sports and leisure activities and local organisations for all age ranges in the county	Completed
Target 22: Establish a biennial Kent School Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics	Completed
Target 23: Facilitate and enhance the development of Kent Youth Theatre activities	Completed
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV	Completed
Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county	Completed
Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture	Completed
Target 27: Open the Turner Contemporary gallery, Margate, in 2010	Completed
Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent	Completed
Target 29: Continue to develop 'gateway' one stop shops that give easy access to services provided by county and district councils and other public service bodies	Completed
Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots	Completed
Target 31: Pilot staggered school hours to relieve rush-hour congestion	Completed
Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes	Completed
Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption	Completed

Target	Progress Made
Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams	Completed
Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent	Good progress
Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing	Completed
Target 37: Improve the way we repair roads and pavements	Completed
Target 38: Maximise the use of previously developed land	Good progress
Target 39: Bring back into use the large number of empty homes in Kent	Completed
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes	Good progress
Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials	Completed
Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies	Good progress
Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders	Completed
Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products	Not achieved
Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage	Completed
Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies	Good progress
Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes	Completed
Target 48: Increase opportunities for everyone to take regular physical exercise	Completed
Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing	Completed
Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex	Completed
Target 51: Encourage healthy eating by providing nutritious lunches through the 'Healthy Schools' programme and launch a range of community-based healthy eating pilots	Completed

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

Section 13: Your comments

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

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

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

1. Your name/address:

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

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

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

5. Any other comments?

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By: Kevin Lynes, Cabinet Member for Regeneration and Economic Development
 Oliver Mills, Managing Director, Kent Adult Social Services

To: Cabinet, 11 October 2010

Subject: **KCC EQUALITY STRATEGY 2010-2013**

Classification: Unrestricted

Summary: Following consultation, Cabinet adoption of the draft KCC Equality Strategy 2010-2013, along with the accompanying single equality scheme is sought, on behalf of the authority.

Introduction

1. (1) The Equality Strategy 2010-2013 replaces a time expired document and embraces new requirements under the Equality Act. It has been reviewed in consultation with community groups and organisations around the county and in conjunction with the KCC Directorate Equality Lead officers and the Staff Groups. The revised version of the Equality Strategy is being recommended for adoption by KCC, subject to any necessary refinements.

(2) The Equality Act 2010 which, may require KCC to produce equality schemes covering all protected characteristics i.e. age, religion and belief, sexual orientation and gender reassignment in addition to our current duties to produce them for race, disability and gender.

(3) In order to ensure that our approach to equality is consistent and integrated across the organisation, and that we are prepared for the changes that will occur as the Act comes into force in phases from October 2010, a revised single scheme covering all characteristics accompanies the Equality Strategy.

(4) In order to comply with current equality legislation there is now an urgent need to publish an updated strategy which incorporates the current equality schemes.

(5) KCC's Equality and Diversity Policy Statement was approved in 2004. The Policy Statement has been amended to take into account subsequent changes (Annex 1).

Action plans

2. (1) A range of activity already takes place across the authority to address equality and diversity issues in terms of both employment and service provision to implement KCC's current Equality and Diversity Statement as set out in the previous 2007/10 Equality Strategy. Action plans to deliver the Scheme are already being reviewed and developed to ensure that the requirements of the Act are, over time, fully embedded in the everyday work of the authority.

(2) These action plans, reviewed and refreshed on an annual cycle, will be fully integrated into business planning. It is recommended that performance monitoring against the Scheme be part of business plan half and full year reporting.

Considerations

3. (1) The Equality Strategy and accompanying Scheme (Annex 2) was considered by Scrutiny Board on 8 September 2010. The Strategy was generally well received by the Board, who discussed it in depth and made a number of suggestions and comments. There were requests for additional clarification and inclusions. A concern raised at Scrutiny Board in relation to monitoring has been included in the recommendations of this paper. Further work will be undertaken to arrive at the breadth of information appropriate to meet Member and wider public needs.

(2) **Members should also be aware that:**

- a. The Government Equalities Office (GEO) is now formally consulting on the single public sector Equality Duty. This will replace the three existing duties (Gender, Race and Disability) on 1 April 2011. The new legislation expands the scope of the duty to cover Sexual Orientation, Age, Religion or Belief and Gender Identity in addition to the original three. Its consultation document proposes a far more streamlined approach to Equality than has previously been the case. This approach is based on measuring outcomes using public transparency as the method of monitoring, evaluation and scrutiny.
- b. Equality Impact Assessments should be carried out before every major policy, procedure or practice is put in place. Legal challenges have been brought against three English councils recently on this issue. The Government is currently facing criticism and potential lawsuits for failing to evidence these ahead of budget savings. Internal organisational change is also subject to systematic impact assessment.
- c. The Equality Act 2010 also places a new, stronger emphasis on delivering equality and diversity outcomes through our procurement processes. Given the scale of procurement through this authority, this presents a significant challenge, as the policies and actions of contractors are effectively also ours.
- d. It would be timely to undertake a fundamental review of KCC's Equality and Diversity Policy Statement and Strategy once Bold Steps for Kent has been approved and the implications of the comprehensive spending review are known.

Recommendation

4. (1) Cabinet is asked to:
- a) APPROVE the Equality Strategy 2010-13 along with the accompanying single equality scheme on behalf of the authority, subject to any necessary refinements.
 - b) AGREE that performance monitoring against action plans to deliver the Single Equality Scheme be part of business plan half and full year reporting.

Contact

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Kent County Council

Equality Policy Statement 2010

INTRODUCTION

As a major employer and provider of services Kent County Council is committed to eliminating inequality, and promoting equality by valuing diversity and combating unfair treatment for all those who live in, work in and visit Kent.

Equality of opportunity and freedom from discrimination is a fundamental right. We will exercise leadership and commitment in promoting it.

COMMITMENT

We, the Members and Officers of KCC, believe we will achieve this through our roles as:

- Community leader
- Service provider
- Commissioner of goods and services
- Employer

We are committed to ensuring that current and potential service users, employees or job applicants are treated with dignity and respect and will not be discriminated against on the grounds of their social circumstances or background, such as gender, race, colour, ethnic origin, religion or belief, disability, gender identity, sexual orientation or age.

The principles of fairness, understanding and respect for others are central to what we believe and are committed to.

Our aims are:

- to provide equality of opportunity for all
- To foster good relations, and create effective partnership with all sections of the community
- To take no actions which discriminate unlawfully in service delivery, commissioning and employment
- To provide an environment free from fear and discrimination, where diversity, respect and dignity are valued

OBJECTIVES

- We will consult and engage with partners and the community to ensure we address their needs and take into account their views
- Challenge all forms of discrimination, bullying, and harassment
- Celebrate and respect the variety of lifestyles, cultures and religions in Kent
- Ensure equality and diversity best practice principles are embedded into every aspect of our daily work
- Monitor and review our staff composition and seek to ensure that we have a workforce that truly represents the community that we serve



Kent County Council

Equality Strategy

2010 – 2013

This document is available in a range of formats and can be explained in other languages. To ask for an alternative version, please contact:

Kent County Council Improvement and Engagement Team

Tel: 01622 221163

Minicom: 08458 247 905

Email: diversityinfo@kent.gov.uk

write to: Improvement and Engagement Team, Kent County Council, Room 1.15, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ

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Executive Summary

As a major employer, purchaser, and provider of services KCC is committed to:

- promoting equality and social cohesion in Kent
- valuing diversity and combating unfair treatment and to creating a place noted for its safety
- Championing openness and community spirit.
- advancing equality of opportunity;
- fostering good community relations;
- eliminating unlawful discrimination in service delivery, procurement and employment

We members and officers of KCC firmly believe that everyone who lives or works in the County should be able to fulfil their potential and deliver solutions for themselves, regardless of social circumstance or background, gender, gender identity, race, disability, sexual orientation, age, or religion or belief.

Equality of opportunity and freedom from discrimination is a fundamental right, which we will promote by exercising leadership and commitment.

We believe we will achieve this through our roles as:

- Community leader;
- Service provider;
- Commissioner of goods and services;
- Employer;

The principles of understanding and respect for others are central to what we believe.

Our objectives for effective partnership with the community are:

- advancing equality of opportunity;
- promoting positive attitudes towards different groups and good relations between them,
- celebrating and respecting the variety of lifestyles, cultures and religions in Kent;
- encouraging access to, and participation in community and civic life;

- working with partner organisations to improve the quality of life for everyone in Kent, and to eliminate unlawful discrimination and harassment;
- listening and responding to the views of our communities through public consultation and participation
- supporting people who experience unnecessary disadvantage on account of their social circumstances

Our objectives for responsive and accessible services are:

- To provide services which are accessible to all people within the community, based on their needs and choices
- To provide clear, meaningful information about council services in ways that are accessible to all and meet diverse needs
- To work with partners in consulting and communicating with all sections of the community including in formats suitable for those with sensory impairments on service needs and provision
- To monitor take-up and evaluate services including using trends from the Complaints Procedure, to ensure they do not discriminate or exclude.
- We aim to measure our achievement in providing responsive and accessible services by reaching and maintaining 'Excellent' status, the highest level of the Equality Framework for Local Government (EFLG).

Our objectives for equal and appropriate treatment in employment are:

- To aim to employ a workforce that reflects the diverse community of Kent
- To provide fair access to learning and development opportunities, encourage and support staff in fulfilling their potential
- To provide a safe and accessible working environment that values and respects the identity and culture of each individual and that is free from discrimination, harassment and victimisation
- To involve and communicate effectively with members of staff and staff groups
- To provide fair and transparent pay and reward systems.

Our objectives for fair and inclusive procurement are:

- To ensure good procurement practice is shared and adopted across KCC.
- To provide training for all staff involved in procurement to ensure understanding of, and compliance with corporate Procurement and Equality Strategies.
- To devise and implement methods of assessing potential new contractors' performance on equality and diversity in their previous operations and activities.

- To take clear and consistent measures in all service units to ensure non-compliance with the Council's policy will lead to cessation of trading or contract termination

We will achieve these objectives by:

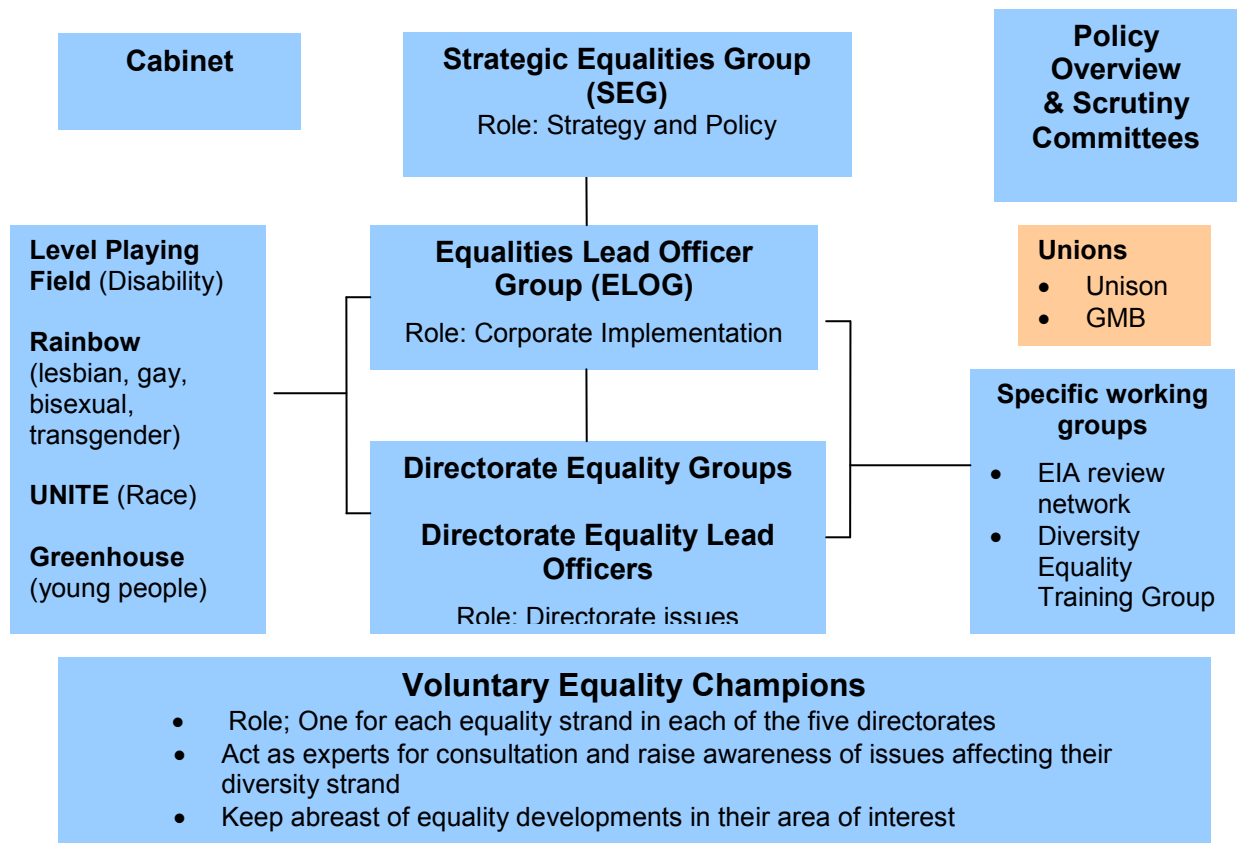
- Building diversity considerations into our business and people-management processes, including business, resource planning and policy development, consulting with all sectors of the community, ensuring attention is given to groups whose views may have been under-represented in the past.
- Not tolerating inappropriate or offensive language or behaviour towards staff or service users.
- Providing flexible services and employment practices that respond to the needs of all sections of the community.
- Providing training and development opportunities. Staff are expected to be equipped with the appropriate awareness, knowledge and skills to respond positively to the range of diversity needs as identified in this policy.
- Ensuring our services, employment opportunities, and communication are physically, practically and culturally accessible.
- Identifying and promoting good practice, and challenging practices that may lead to discrimination.
- Monitoring the impact of our policies and taking appropriate action to address any discriminatory practice.
- Actively supporting diversity staff groups.
- Implementing and monitoring recruitment and retention processes which are non-discriminatory and which increase accessibility of employment opportunities from all groups in the community.
- Enforcing our staff disciplinary procedure when considered necessary.

Responsibilities and Structure of Equality in KCC

- The Cabinet has collective Member responsibility to provide a constructive framework to ensure that this policy is successfully applied across all KCC services and within the organisation as an employer. A Cabinet Member holds the Portfolio for Equality and Diversity.
- The Corporate Management Team (CMT) is responsible for implementing the policy within their directorates and has a corporate responsibility for council-wide activity.
- The Strategic Equalities Group (SEG) consists of cross-party Members and senior lead officers from every directorate. It promotes and leads our diversity and equality values and objectives.
- The Equalities Lead Officer Group (ELOG) consists of directorate lead officers, staff group representatives and diversity specialists. It agrees actions to meet our equality objectives and monitors service and employment equality action plans.

- Our Directorate Equality and Diversity groups each produce annual action plans, which set out how they will meet KCC’s objectives.
- Our equality champions promote KCC’s equality values and objectives throughout the council and with external agencies and partners.
- Managers have specific responsibilities for communicating the importance of, and implementing, our Equality and Diversity policy. They are expected, as part of their work to take positive measures to address inequality and to promote equality of opportunity for all, and to take action to ensure that staff reach their full potential. Managers will treat all staff fairly, with respect and dignity, and investigate all incidents of discrimination or harassment.
- While managers have specific accountabilities, equality is also the responsibility of each and every employee. All members of staff are personally responsible for observing and conforming to our equality policy.
- All those providing goods and services on behalf of the Council are expected to share our commitment. The Council will monitor its activity to make sure this happens and take decisive action against those found to be in breach of our equality and diversity policy.
- We have one part time and five full time roles whose work is dedicated to furthering KCC’s equality and diversity agenda.

The Equality and Diversity Structure in KCC



1. Introduction

This Equality Strategy sets out how KCC promotes equality and tackles unfair discrimination in Kent. It incorporates our single equality scheme, which describes our plans in relation to disability, gender, gender identity, race, age, sexual orientation and religion and belief.

We have produced our strategy in response to the Equality Act 2010 around the priority areas identified in the EFLG. It underpins other key plans and strategies, including those listed under section 9 of this report.

What we've achieved so far

KCC has already achieved Level 3 of the Equality Standard for Local Government. Our goal is to achieve the highest rating within the new national framework, known as the Equality Framework for Local Government (EFLG).

To achieve Level 3 we sought and acted upon the views of those who live, work for and visit Kent. We have learnt from reviews of services and examined information from inspections on our key performance measurements so that we know what we are doing well and where we need to improve. During this process, we have engaged and consulted with representative groups from within the county.

Where we're aiming next

The EFLG is the new benchmark for good practice for Local Authorities and has been adopted as the overarching approach by KCC. It takes into account the changing role of local authorities and is related to other performance frameworks such as the Customer Service Excellence standards. It focuses on being simplified, proportional and relevant and also provides a common performance framework for compliance with our legal duties.

Our target is to become an 'Excellent' authority under this new framework. To achieve an EFLG rating of Excellent by 2011 Kent County Council is engaged in consolidating and building on its achievements.

KCC has set itself a time –frame for achieving the level of Excellent which would be guided by a self assessment programme.

An 'excellent' authority

What will characterise KCC as an 'excellent' authority?

- We provide outstanding customer services and our staff show that they are knowledgeable, well-trained and equipped to understand and cater for the particular needs of individual customers from all backgrounds.

- Our Officers and elected Members have a reputation for championing equality and ensuring that the issues relevant to our communities are embedded in strategic plans and in the delivery of services.
- We work with all strategic partners and the third sector organisations/groups to achieve defined equality outcomes;
- We have good evidence of the diversity profile of our communities based on national and local data that is regularly reviewed,
- We are able to measure progress on equality outcomes and to break down data on relevant performance indicators. In this way we will be able to demonstrate real outcomes that have improved equality in services and employment. We can identify the changing nature of our communities and their expectations, then prioritise our activities and explain our decisions.
- We have in place improving satisfaction and perception indicators from all sections of the community.
- We use equality impact assessments to review all major new changes in policy, while monitoring all relevant data on service access against each equality strand.
- We ensure that community engagement activities are fully representative of customers and residents from all backgrounds, and there are forums for stakeholder groups to share experiences and evaluate progress.
- We can demonstrate that all parts of the authority can show tangible progress towards achieving outcomes which address persistent inequalities. Members, Officers, key stakeholders, and community groups understand equality issues and their relevance for our services.
- We continue to implement action for equal pay outcomes and demonstrate progress on under-representation, flexible working, access to training and development; we will also promote an inclusive culture based on respect.
- We review our equality strategy and public duty equality schemes every three years and will seek to continue to innovate and meet challenges.
- Our achievements make us a model of good practice for other local authorities and agencies and we work with others to share best practice.

How we developed the Strategy

In 2006 we undertook a range of important steps to develop the Strategy. These included:

- **Understanding the views of diverse groups in Kent** - overall, the views of over 1000 individuals and community groups helped to shape the priorities and actions in the Strategy.
- **Collecting and analysing a range of key data and evidence on local trends** - this included Census information, residents' satisfaction surveys, performance management indicators and recent national research.
- **The involvement of staff** - through briefing sessions, themed groups and an online questionnaire.

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- **Engagement with the voluntary and community sector** - the views of voluntary and community groups will continue to play a key role in the development of the Strategy.

A summary of who was involved in developing the Strategy is included at Appendix 3.

Review 2009-2010

In 2009-2010 when this strategy was being reviewed it was circulated to a number of community groups and their representatives for comment, including representatives of different abilities, religions and beliefs, gender, race, and sexual orientation. In addition an Officer went out to engage with members of the community in the different districts and consult them about the document. It also has been circulated widely to staff groups and equality representatives within the council along with our partners.

2. Our Statutory Schemes

The Equality Act will come into force in October 2010. When making strategic decisions about how to exercise their functions, Public Authorities including central government departments, local authorities and NHS bodies, will then be required to have due regard to the desirability of exercising them in a way which is designed to reduce the inequalities of outcome which result from socio economic disadvantage.

The whole idea behind the measure is to increase opportunities for the disadvantaged within society and to narrow the gap between the rich and poor. In addition, under the Equality Act, the equality duties have been merged to form a single Public Sector Equality Duty. The general duty will require Public Authorities, in the exercise of their functions, to have due regard to the need to:

(A) Eliminate discrimination, harassment, victimisation and any other conduct which is prohibited by or under the Act;

(B) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(C) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The new duty will cover all discriminatory practices relating to the seven diversity strands, including gender reassignment. Age is to be covered but only in respect of people over eighteens.

The Act retains the existing structure which involves a general duty on all public authorities to have due regard to the need to promote equality. To do this there are specific obligations to carry out monitoring and impact assessments and to produce written equality schemes and equality impact assessments (which we call Equality impact assessments). The only protected characteristics not covered under the public sector equality duty are marriage and civil partnership.

The new statutory duty covers race, disability, and gender, as before but also includes age, sexual orientation, gender identity and religion or belief. It replaces the three existing, separate duties with a single more effective framework.

Appendix 2 to this strategy is the new Statutory Scheme in full and Appendix 3 is the action plan which accompanies it.

This will mean that we can address multiple issues more effectively, under one umbrella. The Act will strengthen the law by banning age discrimination in the provision of goods, facilities and services and it will tackle unjustifiable age discrimination where this has negative consequences.

It will also ensure that public bodies report on equalities issues such as gender pay and ethnic minority and disability employment in their organization as KCC already does. It will also extend the scope for positive action and the enforcement of the Act and will allow tribunals to make wider recommendations in discrimination cases.

Our current structures are focused towards a single scheme that covers all elements of inequality. This will ensure that Kent County Council is free from discrimination in all its forms and that equality is made real for everyone living, working in, and visiting Kent.

Publicity

The Act also includes powers for ministers to require public bodies to report on equality issues, but does not contain details of these duties. However, it is envisaged that from 2011, public bodies with over 150 employees will be required to publish annual details of their:

- Gender pay gap
- Ethnic minority employment rates
- Disability employment rates

We will want to go further than this and publish a wider range of the available information for example in relation to age and sexual orientation as a way to demonstrate what progress we are making towards a workforce reflective of the people of Kent.

Procurement and contract Issues

A broad legal framework within the Equality Act 2010, sets out the Council's responsibilities for ensuring that public money is spent on fair practices that support equality of opportunity and enable full access to services for everyone in the county. The legislation covers the main equality strands in relation to age, disability, gender (including equal pay), race, religion or belief, gender identity, marriage, civil partnerships, pregnancy and maternity and sexual orientation.

We have a duty to ensure that all existing and new contracts, policies procedures and services, undergo an equality impact assessment. Equality impact assessments are a key element of risk management planning; they will highlight any potential issues in advance and provide robust evidence of good practice.

Where a contractor is carrying out a public function on our behalf, we will ensure that their work complies with all equalities legislation.

This means that we will continue to build appropriate equality considerations into the procurement process, to ensure that all procured functions meet statutory requirements, regardless of who is carrying them out. Equality considerations are currently built into the corporate procurement guidance in a document called 'Spending the Council's Money'.

As the Equality Framework for Local Government states: we need to be able to demonstrate that procured/commissioned services are delivering our equality related objectives.

If a proposed contract is highly relevant to equality, we will make it a core requirement in the contract.

3. Mapping – knowing our communities

Kent's unique challenges

Kent faces unique challenges because of its proximity to mainland Europe and because of major ports situated in the county. Community mapping is a way in which we can map trends and provide services that people within Kent need.

Diverse communities

'Diversity mapping' is a term used for collecting information about communities and individuals which we can use to help us develop the kinds of services that will be valued by those who use them. Information collected includes not only people's race, gender, disability, religion or belief, sexual orientation and age but also other relevant demographics such as socio-economic, health and education status, transport and location. To be of value the data we collect needs to be translated into action.

Our current diversity mapping information (for example as published in *The People of Kent and the Older people of Kent*) is drawn from traditional sources such as the UK Census but also directly from Kent communities through individual and collective consultation and through partnership with other agencies such as the Health Service. These publications and the data, on which they are based, give an accurate and detailed picture at a very local level in relation to the age, gender and socio-economic status of people in Kent.

Kent's geographical position means that it has a constantly changing population of minority ethnic communities entering the country from its ports, many of whom may settle in Kent. Many of our BME residents continue to choose to live in two distinct areas, Gravesham and Dartford. However, we also have a growing population of workers and residents from other countries and ethnic backgrounds developing communities in the County. We are committed to meeting the needs of all of these in the development of public services. The corporate tool now in place for all services and partners to use in respect of mapping people's national and racial backgrounds as well as religion and belief is MOSAIC Origins.

Similarly, the data from the Department for Work and Pensions on the take-up of Disability Living Allowance and other relevant benefits provides the cornerstone of our knowledge of disabled adults in Kent. This is complemented by the more detailed needs analysis undertaken within our Adult Social Services Directorate in partnership with the NHS.

For disabled children and young people detailed needs analysis is undertaken by the Kent Children's Trust.

More work is required during 2010/11 to provide the best equivalent data in relation to sexual orientation. This is not readily available via nationally collected statistics and we will work with our staff, partners and both local and national voluntary organisations to build an accurate picture of Kent.

All our existing diversity mapping tools can be accessed via www.kent.gov.uk

Disadvantaged groups

The Supporting Independence Programme (SIP) works with partners across the public and voluntary sectors to help the most disadvantaged groups in Kent, including ex-offenders and seasonal workers. SIP also works with young people who have low educational attainment, people with health problems and disabled people to enable them to lead full and independent lives. The strategy's aim is to make everyone feel they can play a full part in the life of the county.

The role of this programme and related initiatives becomes more significant in relation to the over-riding socio-economic objective of the Equality Act 2010.

Addressing potential issues

Local issues and trends change all the time, and are influenced by a whole range of factors, many of which are outside the Council's control. We continue to work to map trends effectively so that we can target activities appropriately. This will increasingly be linked to the wider customer profiling work based on the use of the MOSAIC information system. Currently, activities are focused on the following key areas:

Developing and sustaining local relationships

- Through our Supporting Independence Programme, tackling the root causes of inequality and making a real difference to the lives of people living in Kent's most disadvantaged communities
- Through the Kent Gateways programme providing integrated access to the widest possible range of public services in person, by phone and via the internet. Understanding customer needs and supporting their choices are fundamental to the Gateway programme and show the mainstreaming of diversity principles.
- Partnership working and intelligence sharing (for example Kent Crime View and the Public Health Observatory)
- Using mapping exercise, consultation and involvement to achieve shared outcomes for communities for example to support Local Regeneration Partnerships.

4. Leadership, Partnership & Commitment– Working together

The new performance framework (EFLG) is designed to give local authorities and their partner's greater freedom to determine local priorities and shape the future of an area.

Under the Equality Act 2010 local authorities have duties relating to gender, race, disability, age, sexual orientation, gender identity and religion and belief. The experience of customers and the need to reduce inequalities and improve accessibility is at the centre of the new assessment framework.

We know that strategic leadership is key to improving equality outcomes and that it needs to be:

- Expressed in the local vision of place and strategic plan.
- Central to the delivery of priorities that impact on inequality.

This is reflected, for example in the Kent Partnership framework *'Living Later Life to the Full'*.

It is increasingly important for authorities to work in partnership with other public service providers and the voluntary sector to identify inequality and work to achieve equality outcomes

Kent County Council works with a wide variety of partners and stakeholders such as Kent Police, health authorities and local businesses, in order to improve quality of life for local people. Partnerships vary enormously in size and remit, but one of the most important is the countywide Kent Partnership, which is responsible for overseeing Kent's community strategy, the *Vision for Kent*. The Partnership is made up of representatives from the private, public, voluntary and community sectors, including race equality councils. It has a key role in encouraging community leadership, supporting new initiatives and helping to ensure the effective delivery of services. Its Working Groups lead on Public Health, the Kent economy, outcomes for children and young people and on supporting safer and stronger communities.

The Partnership is involved with a number of important pieces of work to promote greater equality in the county, such as the Kent Compact. The Compact aims to create a new approach to partnership between the County Council and the voluntary and community sector. In addition to establishing a robust framework of engagement, the Compact ensures via monitoring and analysis that local organisations have fair and equal access to Kent County Council funding streams. It also ensures that where possible organisations are supported to acquire funding to build capacity and prepare and deliver projects. In addition, the Compact requires all partnership bids to Kent County Council funding streams to demonstrate, where appropriate, that meaningful consultation with organisations working with diverse groups has occurred.

In addition to this, Kent Equalities Network brings together major public service organisations to promote good practice on equalities and hosts events to engage

local communities in dialogue with public services collectively. An example of this was the 2009 Disability Hate Crime conference and the recommendations flowing from it.

Within KCC we will ensure that business and service planning facilitates the setting of outcome-focused equality objectives and targets. We will need to -

- Review our engagement and participation strategies and ensure that we actively engage with the full range of people in communities.
- Extend and improve engagement with the full range of partnerships and external stakeholder groups to include all equality strands.
- Include service users in determining target outcomes across all equality strands.
- Ensure our current equality planning structures are accessible and support full engagement of partners as 'critical friends', as part of our consultation and involvement strategy.
- Regularly review the corporate equality policy statement and the equality planning framework to ensure their effectiveness.
- Ensure that work is seen to be done on equality plans in all service areas and that this is regularly and consistently reported on and monitored.
- Develop training programmes about equality and diversity which are appropriate and relevant for senior managers and elected Members across all equality strands.
- Secure the engagement of the Strategic Equality Group, on an annual basis, in the review of Corporate and Directorate level action plans.

5. Community Engagement – Listening to our Community

KCC like most local authorities recognises the importance of community engagement and participation. We have moved far beyond simple consultation exercises, important as they can be, to find ways of actively involving communities. However we recognise that, communities of place are not always synonymous with communities of interest, and it is important to us have structures in place that involve both in corporate decision making, service planning and workforce planning.

Key areas for action:

- Examine our consultation and involvement processes to ensure consultation is meaningful and timely.
- Develop clear links to establish a 'golden thread' between the Vision for Kent and the equality strategy.
- Maximise and effectively utilise the resources offered by the internal self-organised groups such as the staff groups and the Impact Assessment review network in scrutiny of employment policy and service design and delivery.
- Review the consultation and engagement strategy to ensure that we are engaging with the widest possible range of community groups.
- Highlight targets that will improve service outcomes for users as opposed to specifying when internal procedures will be carried out.

The views and involvement of local people

KCC must ensure effective communication is an essential part of our day-to-day business. It is particularly important to get communication right when engaging with diverse communities, because inaccessible or inadequate information is a major factor in exclusion. It prevents people from making informed choices about the important matters in their lives.

Effective communication is also crucial to community cohesion, because it enables strong relationships to be maintained with groups working within the community. This enables issues to be addressed as they arise, and demonstrates that the Council understands and values the contribution of different communities.

We have an excellent history of consulting local residents about a wide variety of issues, and provide numerous opportunities for local people to get involved with service planning and development. This includes a Citizens' Panel, and numerous working groups supported by different Directorates, such as discussion forums with disabled people, and a Traveller liaison group. In addition, there is a network of 12 Local Boards across Kent, attended by Councillors and covering each district

council area. Local Boards provide a regular forum for community debate and consultation on local issues and services.

During 2010 KCC will be adopting a Comprehensive Engagement Strategy, moving beyond its current commitment to consultation to actively involve customers and residents on issues and decisions that they can play a role in shaping. This strategy will also commit KCC to improving our links with community organisations representing residents from different diversity backgrounds. These links have been good in some services and with some communities, but not supported consistently across the organisation – for example in working with Lesbian, Gay, Bisexual and Transgender groups.

Up-to-date information about the policies and services we are consulting on is always available on www.kent.gov.uk.

Stretching our performance through partnerships

Organisations represented on the Kent Partnership have signed up to a Local Area Agreement – Kent Agreement 2 (KA2) – which includes targets to improve sexual health and reduce teenage pregnancy in the County.

Reducing teenage pregnancy is a key factor in preventing health inequalities, child poverty and social exclusion. Girls from the poorest backgrounds are ten times more likely to become teenage mothers than girls from professional backgrounds. Infant mortality rates for babies born to mothers under the age of 18 are twice the average. Babies born to mothers under 18 are at high risk of growing up in poverty and experiencing poor health and social outcomes.

KA2 is a formal agreement between the KCC, local partners and central Government, setting out challenging outcomes and targets over a three-year period. What is new about this way of working is that it moves away from a 'one size fits all' national approach to making improvements, to one where priorities and targets are decided locally. This allows us to target resources wherever they are needed most.

How we communicate with the public

We employ a range of communication methods designed to address a wide variety of access issues. These are summarised below.

Each of our publications and the web pages on which they can be found give details of how to request information in alternative formats or languages. This includes formats such as audiotape, CD, BSL, Braille and large print, and as computer files in accessible electronic formats such as mp3. Information can also be made available in easy-to-read formats for people with learning difficulties or poor literacy skills.

We have a Standard on Interpreting and Translation (which also applies to British Sign Language and other alternate formats), which in essence means that a person's language will not be a barrier to receiving a service. We also have a Service Level Agreement with Top Temps Interpreting to ensure that appropriate linguistic support is provided where necessary.

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We are currently engaged in a range of initiatives to enhance how we communicate as a Council:

- A new website content management system has been established, to help make our websites and intranet more accessible and usable for disabled people. We are also investigating effective ways of making our web-based information more accessible in languages other than English.
- Guidelines have been produced for staff to enable them to understand how to communicate well with our service users and colleagues. These show how to respond to requests for information in formats other than standard print and languages besides English.
- Textphone services are available to enable d/Deaf, deafblind, hard of hearing and speech-impaired people to communicate easily with us.
- Kent Sensory Services has worked to produce a contract with the Royal Association for Deaf People for KCC and partners to access consistent and excellent interpreting services (such as speech to text reporting or British Sign Language) for d/Deaf, deafblind and hard of hearing people. This includes the innovative 'SignVideo' project within Gateways.
- We regularly communicate with staff on key employment issues in a variety of ways, such as KNet (the staff intranet), focus groups and road shows.

Key areas for action:

- Ensure the public website has clear links to equality and diversity from other areas besides “Jobs and Careers”, including “Community and Living” and “Council and Democracy”
- Quality assure and continuously update the impact assessments on the external website and ensure that the data is kept up to date
- Review website and hard copy publications to ensure that they provide consistent opportunities for external stakeholder engagement.
- Publish a wider range of equality action plans in a variety of methods/formats which include/engage citizens, so that we communicate effectively, both with people who use the internet and with those who do not have access to it.
- Review the nature and extent of groups and organisations with which we engage, to ensure they are representative and inclusive, looking at good practice from other councils, including improved engagement with d/Deaf, deafblind and blind and partially sighted people in Kent
- Demonstrate through monitoring and effective evaluation how well our language and support mechanisms are meeting the needs of communities in Kent.

6. Customer Service – Delivering Excellence

Responsive services and customer service excellence

Service provision remains the central function of Kent County Council. This strategy will support the work we are doing to personalise services and improve service access to meet the needs of people from different backgrounds.

So that we can achieve this aim we need to:-

- Acquire greater cultural understanding on the part of KCC as a service provider and commissioner, grounded in the diversity mapping and customer profiling referred to earlier in this strategy.
- Make appropriate use of equality impact assessments (EIA) to ensure that KCC understands the impact of service provision on different communities.

Procurement

In the field of procurement, there are also a number of key areas for action:

- Develop a robust system to ensure that there is appropriate monitoring to demonstrate compliance with existing corporate guidance on procurement throughout in all our work.
- Ensure good procurement practice is shared and adopted across KCC.
- Revise procurement pre-qualification (PQQ) to correspond more closely to our general equality and diversity objectives, without introducing additional bureaucracy.
- Provide training for all staff involved in procurement to ensure understanding of, and compliance with corporate procurement and equality strategies.
- Devise methods of assessing potential new contractors' performance in their previous operations/activities.
- Adopt a clear and consistent approach to deal with instances in which non-compliance with the Council's policy will lead to cessation of trading or contract termination.

What are Equality Impact Assessments (EIAs)?

Equality impact assessments make good business sense.

Understanding the needs of service users is an important part of service delivery, because providing services which are inappropriately designed is inefficient. By

targeting resources where they will be most effective we can maximise our impact and deliver more competitive, value for money services which benefit everyone.

Equality impact assessments are a way of rigorously checking all council policies and services, to ensure that they are easily accessible. They provide a clear system of quality assurance, and help us to focus on meeting the needs of service users in relation to age, disability, gender, gender identity, religion and belief, race and sexual orientation. Accountability for ensuring that EIAs are completed lies with the Unit or service lead officer or manager.

We have developed our own, evidenced-based system of impact assessments, which has been approved by Diversity in Action in Local Government (DIALOG), now Local Government Improvement and Development (LGID).

The key elements of the EIA process are:

- Build effective external scrutiny or challenge into the equality impact assessment process, enhancing the role of the Policy Overview Committee.
- Take a new approach to the Equality impact assessment programme, conducting assessments at service level, to ensure a coherent and joined-up approach.
- Make full public consultation an integral part of a full impact assessment.
- Systematically conduct full impact assessments on key HR policies and procedures, incorporating experiences of the different equality strands.
- Strengthen the overall approach to disability issues when conducting equality impact assessments by addressing the 'participation in public life' element of the Public Sector Duty, where this is relevant.
- Incorporate into the relevant business plans clearly identifiable actions arising from impact assessments.

What happens during an Equality Impact Assessment?

There are two stages to equality impact assessments in Kent:

- **Stage 1** is a **screening and prioritisation** exercise using a 'screening tool'. The screening tool asks a range of questions to help assess the practical impact of our policies and services, and find out whether everyone has similar access to them. We will be asking service users to 'reality check' our initial findings, to help make sure that we are being thorough and robust, as and when appropriate.
- **Stage 2** involves **full consultation and engagement** with diverse groups on barriers to services, key issues and priority and objective setting.

The results of Equality Impact Assessments are published here - www.kent.gov.uk/diversity.

7. Modern and Diverse Workforce - A Great Place to Work

As a major employer in Kent and the county's largest employer, KCC is committed to creating a dynamic workforce that is diverse, responsive to its customers and that understands Kent communities. Our goal, to make and keep KCC a great place to work, embodies our belief in equal treatment and our conviction that diversity enhances organisational performance. We strive through progressive employment practice to meet the needs of all our staff, to listen to their views and to respond to their feedback.

Growing a diverse workforce

Addressing under-representation and building for the future are central to our recruitment, reward and workforce strategies. Our workforce needs to reflect our community in its diversity, people working for us need to understand their customers to provide excellent service and, as an organisation, we need to plan well for the future.

We are reviewing how we access and support under-represented groups in both the wider workforce and the leadership group:-

- By investigating and addressing the barriers for each group
- Through advertising, recruitment and selection
- through routes to employment in KCC
- By developing our understanding of the local labour market

We are working in partnership with local and nationally recognised bodies and other organisations to improve our standards, share best practice and to communicate our commitment to equality in employment.

Our workforce monitoring, starting at the point of application to the point a person leaves us, is being further enhanced to inform our priorities, help us formulate targets and the focus of policy development.

KCC is developing its approach to talent management so that future talent pools will include diversity strands which aim to identify and support emerging leaders.

Maintaining fair employment practice

Creating an environment in which people are and feel treated fairly and with respect demands more than minimum legal compliance. Our terms and conditions, policies and procedures are reviewed and impact assessed regularly to ensure they remain inclusive and fair.

We have implemented a single pay structure and have completed the initial phase of our equal pay audit. This work, focused on mainly gender originally, has continued and been extended to include race, age and disability. Our initial audit indicated we are a fair employer in terms of gender and pay and we continue to

monitor to ensure we maintain this position. We are also developing our reward package so that our wider benefits appeal to all sections of our workforce and encourage applications from a wider cross-section of the Kent population.

Our approach to flexible working is well established and we are working to further extend and encourage its use across the Council.

Harassment and grievances are monitored as are other incidents involving staff and considered along with data from our Dignity and Respect information line, FirstCall, to identify and respond to any trends.

Our Dignity & Respect Policy & Guidance, published in 2007 and re-launched in May 2010, describes how we expect our staff to be treated by those they work for and with and what steps we take to protect them. We are striving to embed the principles of dignity and respect into all aspects of working life through raising awareness, training at all levels and through the way we respond to feedback and complaints.

Developing a diversity aware workforce

We have a comprehensive and expanding selection of training available to staff from generic awareness training such as 'Diversity in Action' to more specific training on recruitment and selection, leadership, customer care and in professional areas which includes reference to discrimination law and equalities best practice. Developing areas include our training in managing and understanding mental health in the workplace, equality impact assessment training and managing change.

To further embed equalities into every aspect of our services and employment we are investigating ways in which we can enhance our selection and induction processes to reinforce our commitment to diversity at the point at which people join us or move into management positions.

Listening to our staff

Our existing diversity staff groups provide an invaluable source of feedback and information on issues concerning disabled, black, minority and ethnic, young, lesbian, gay, bisexual and transgendered people. We are exploring the potential for new groups and other ways of better engaging with people who work for us so that our approach to employment takes account of all perspectives and we understand our staff's interests, needs and concerns.

8. Performance and review – How we know we're getting it right

Monitoring performance on the Equality Strategy

The Equality Strategy and progress on the action plan will be reviewed on an annual basis, by the Council's Strategic Equalities Group. In addition, residents and employee forums will play an important role over the course of the year, in assessing our progress and making suggestions for improvements.

This process will be integrated with the monitoring of KCC business plans, not additional to it.

Publicising the strategy

The Strategy will be available online, in all libraries in the county and on request from the Improvement and Engagement Team.

The Strategy will be available in alternative formats including CD and audiotape, Braille, large print and easy read. It will be available on request in alternative languages.

Over the next six months we will use a range of tools to raise awareness about the Strategy and our work more generally to promote equality and tackle discrimination. We are committed to ongoing developmental work on the Strategy with those who live and work for Kent, particularly around our supporting objectives and actions.

Members of the Strategic Equalities Group, the Equalities Lead Officer Group and our Equality Champions have responsibility for raising awareness about the Strategy with employees, service users and partners.

Appendices

Appendix 1 - Our Key Strategic Documents

'Towards 2010', produced by Kent County Council, provides the strategic framework for the Equality Strategy. Towards 2010 is the Council's key document, which sets out a vision for the future of the county and the main challenges to be addressed along the way. A number of other important plans, strategies and initiatives will also help to achieve our vision for Kent. These include:

- Our **Equality and Diversity Policy Statement**, which sets out the Council's overall aim to promote equality, value diversity and combat unfair treatment.
- The Community Strategy, the **Vision for Kent**, details how the Council will work with key partners in Kent to improve the economic, environmental and social well-being of the county over the next 20 years.
- **Regeneration Framework** (and related strategies for Skills, Transport, Housing, Living Later Life to full and the Environment)
- The Council's **Comprehensive Engagement Strategy** ensures that diverse groups such as young people, refugees and asylum seekers and Gypsies and Travellers are not forgotten.
- The **Kent Children and Young People's Plan 2008-2011** explains how the Council will work with other key partners in the county to improve the lives of children and young people.
- The **Kent Anti-Bullying Strategy 2006-2010** sets out how the Council and other key agencies will tackle bullying, and make the lives of children and young people safer and happier.
- The **Kent Youth Justice Plan** explains how the statutory youth offending partnership agencies (Social Services, Health, Education, Police and Probation) will work together to prevent offending by children and young people.
- The Council's **Active Lives 2007-2016** document is a 10 year vision for Adult Social Services, produced with older people and people with disabilities.
- The **Kent Local Area Agreement** was agreed by partners to, amongst other things, improve sexual health and reduce teenage pregnancy in the county.
- The **Kent Crime and Disorder Strategy** explains how the key agencies in Kent will work with individuals and communities to make the county a safe place to live work in and visit.
- The **Kent Rural Delivery Framework** establishes clear regional rural priorities and effective and targeted delivery mechanisms for services across the county.
- **We are the People of Kent** and **We Are the Older People of Kent** are documents which describe the demography of the County.

Appendix 2 - Kent County Council's Single Equality Scheme

All residents in Kent have the right to live without discrimination and harassment. Kent County Council is working to ensure that all of the county's inhabitants are treated with fairness and respect and that no-one suffers inequality because of their race, disability, gender, gender identity, religion or belief, age or sexual orientation.

We are looking at our services, policies and procedures using equality impact assessments to ensure that we are responsive to the needs of the communities that we serve and the people we employ, this means being accessible and inclusive to all. The internal scrutiny board which reviews impact assessments contains staff from all five directorates with expertise or experience of issues relating to the separate strands and links up with KCC's diversity staff groups.

We are also looking at the make up of Kent in terms of race, disability, gender, gender identity, religion and belief, age and sexual orientation and identifying areas where inequalities currently exist. By doing this we can make a difference through targeting services and working in partnership with other local authorities, community organisations and employers.

A legal duty to give due regard to socio-economic inequalities will become law in October 2010 – this will give added momentum to initiatives already being undertaken in the county to tackle the challenges that we currently face.

This document outlines some of our achievements over the past three years, the challenges that we face and the priorities that have been identified for improvement and to keep at the top of our agenda. The action plan at the end incorporates actions at corporate, directorate and service level.

The legal framework for this document is contained in the Equality Act 2010¹. 2010 is the first year that we have extended our equality scheme to cover Age, Sexual Orientation, and Religion and Belief, therefore we hope to build on our achievements in these areas and develop new priorities with the help of people with these protected characteristics.

¹ This can be found at the government office of public sector information's website: http://www.opsi.gov.uk/acts/acts2010/ukpga_20100015_en_1,

Equality for Disabled People in Kent

What do we mean by “Disability”?

The Equality Act 2010 defines disability as ‘a physical or mental impairment which has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities’.

Disability in Kent

Kent’s population is expanding, particularly in the growth areas of Ashford and Kent Thameside. As a result of this, we are seeing substantial year-on-year increases in demand for services for disabled people, particularly mental health services and services for people with learning difficulties. Some other key facts include:

- The number of people with physical impairments accessing County Council social services has increased by some 12 per cent over the last five years, outstripping population increases.²
- Of the 1,329,718 people who live in the geographical area that is known as the Kent County Council Area (which covers the whole of the county but does not include Medway), 17.3 per cent of the population consider themselves to have a long term limiting illness.³ Overall, the Council supports 33,200 disabled and older people to continue living in their own homes.⁴
- The County Council currently supports over 3,200 people with a mental health condition.⁵ Compared to the South East as a whole, the Kent County Council Area has a larger proportion of residents with a limiting long-term illness who say their health is ‘not good’. (8.0 per cent compared to 7.1 per cent)⁶.
- Kent Adult Social Services are supporting around 3,550 people with Learning Difficulties.⁷ However, recent research shows a much more substantial prevalence of people with a Learning Difficulty (4,500 people) and this is expected to increase by 46.9% in the next 15 years.⁸

The following numbers are those disabled people who access Kent’s Adult Social Services:

- Number of people aged 18 to 64 with Physical Disability: 4,431
- Number of people aged 65+ who are frail and in receipt of service: 20,290
- Number of people supported with a Mental Health condition: 2,233
Service offered but "disability" not recorded: 3,797

² Kent Adult Social Services, management data April 2007

³ 2001 Census, Office for National Statistics (ONS), © Crown Copyright

⁴ RAP P2S, 31 March 2009

⁵ Op cit.

⁶ 2001 Census, Office for National Statistics (ONS), © Crown Copyright

⁷ RAP P2S, 31 March 2009

⁸ Centre of Disability Research, April 2008

This does not account for the people in the county who consider themselves to be disabled but are not currently using Kent's Adult Social Services provision.

Disability within the Council

KCC has specific actions and targets in place aimed at improving the representation of disabled people in its workforce which is currently quite low. We are also planning to change the way we monitor disability to recognise the breadth of conditions that can be classified in this way and so we have a clearer understanding of the numbers of people we employ who have a disability.

We monitor existing employees and applicants for jobs and training by disability. Monitoring by disability is also undertaken on grievances, disciplinary action, performance appraisals and employees leaving the Council. This is an important way of identifying trends and issues, to enable inequalities to be addressed and action taken to remove barriers and promote equality of opportunity. We monitor all diversity strands throughout the recruitment process, and take into consideration any potential negative impact when we develop our employment policy or practice.

What have we achieved so far?

We are involved in an extensive range of projects to promote disability equality and tackle discrimination. Over the last three years, we have achieved some real outcomes. These include:

- A Kent Based Sign Language Service which has been established through public partnership involving Kent County Council, Kent Police, Kent Fire and Rescue Service and the Kent Mental Health Partnership Trust. This service will ensure the provision of interpreting services for d/Deaf and deafblind people in Kent through the Royal Association for Deaf People. The benefits of the service include improved access to interpreters at short notice, the provision of local interpreters and specialist training. This service was developed with the involvement of the Deaf Community in Kent and a strategy is in place to extend the service to other public service providers within Kent.
- Kent Libraries and Archives are working with a range of partners and community groups to make their services welcoming and relevant to all. For example all districts across the county work with their local District Partnership Groups where they promote library services and Time2Give Volunteering opportunities.
- Groups of adults with learning disabilities use the libraries as social meeting spaces and for activities like the Biblio Hour at Sevenoaks Library and the more informal groups at Dartford Library.
- Easy Access collections can be found in town centre libraries and include Books Beyond Words, a series aimed at adults who understand pictures better than words. The stories are told through colour pictures and address

the emotional and difficult events of life such as illness and bereavement. Libraries and Archives also provide Bag Books, multi sensory books for children with profound and multiple learning disabilities.

- Libraries and Archives have also developed a series of Best Practice Guides including Services to Adults with Learning Disabilities, Services for Visually Impaired People and Services for people with Dyslexia.
- Kent Adult Education has been working with adults with learning disabilities to develop information for them that is easy to read and understand. Students on Independent Living Skills courses have helped to develop an information leaflet for disabled students and a new short version of the Student Charter.
- The Country Parks unit (Environment, Highways and Waste Directorate) set up a project for groups of BME elderly and disabled from the KASS Asian Day centres in Dartford and Gravesend to visit Shorne Country Park, to raise awareness and gather feedback. Country Parks also noted some compliments including:

I am disabled and without the motorised trampers at Shornewoods Country Park my life would be very different. A big 'thank you' from my husband and I for giving us a lifeline. We cannot begin to even tell you how much it means to us. With sincere gratitude.

- Grants have been made through Kent Highway Services for the installation of dropped kerbs. These have been sited following consultation with the Swale Access Group over need and locations.
- In September 2009, in partnership with Kent Police, Medway Council and the Crown Prosecution Service, we ran a conference on tackling disability hate crime, entitled "Know Your Rights, Right The Wrongs". Disabled people, both individuals and from local support organisations, contributed to the presentations and were involved in workshops along with service providers, giving us clear actions we could take to combat hate crime in the county. In April 2010 we published the conference report and aim to run follow-up events to check how those actions have been implemented, and the outcomes that have resulted.
- A Disability Equality event in July 2009 for 78 staff in Libraries and Archives included personal perspectives from disabled people and another event is planned for 2010.
- Ongoing Work Placement Programme for Disabled People.
- Two Ticks accreditation has just been achieved for the 8th year running (2010/11).
- KCC continues to be accredited by the 'Mindful Employer' scheme - which means we are positive about mental health in the workplace. We held a Mental Health conference in 2009 – an awareness event provided for Managers/staff and SME from across Kent

- Aids Awareness and Mental Health Awareness Days are recognised and publicised to all staff in the organisation
- We are committed to ensuring that all of our web standards (both technical and content) are written with the needs of people with disabilities in mind. Our website has in place a downloadable BrowseAloud facility which allows people with print impairments, including visually impaired people and those with dyslexia to listen to pages. We also have standards on the use of imagery which covers the need to be inclusive in how we represent people with different impairments throughout the website and in our printed publications. We have put in place standards that cover the need to provide transcriptions or interpreting services for video and audio clips. KCC have commissioned an independent accessibility study as part of the first phase to improve accessibility of our new website.
- A number of Council Member grants have been made available to community projects which promote disability equality, for example:
 - MCCH - Well gardening for people with learning needs £750
 - East Strokes Group - Transport project £500
 - Tenterden Disabled in Action - Garden project £2,000
 - Canterbury Oast Trust/Harrington college for the Disabled - IT equipment £3,000
 - Appledore Parish hall - Disabled access £3,800
 - Folkestone Rugby Club - Stair Climber £800
 - MIND - shop project £940
 - Cheriton scouts - Disabled Access £200
 - Folkestone and Hythe Theatre - Hearing Loop £1,000
 - Skillnet- Speak up project for special needs £1,524
 - National Autistic Society - Play equipment £2,000

Swale Members have made various grants to the Hope Street Centre, Sheerness, in support of providing Information Technology sessions aimed at community members with mental health issues. To date some 60 plus members have benefited from the ongoing work.*
- More of KCC's achievements on Disability can be obtained from the Improvement and Engagement Team
- Production of our Diversity ' Together Making the Difference' DVD. Used within Elected Member/Manager training, Induction sessions and diversity in action training.
- 'Expect Respect' poster and policy statement distributed to all customer facing offices as well as staff areas.

- Robust Equality and Diversity training programme delivered across KCC, including bespoke programmes e.g. equality impact assessments
- Easy Read Application Form
- Talent Management Programme available to staff groups members from Rainbow, Greenhouse and Level Playing Field
- Met our target for employing more disabled people in our leadership group

The challenges

The challenges that are likely to have a direct impact on disabled people's experiences of life in Kent include:

- Disabled people are 29 per cent less likely to be in work than non-disabled people with otherwise similar characteristics, such as age, ethnicity, educational qualifications and family composition.⁹
- Young disabled people aged 16 are twice as likely not to be in any form of education or training as their non-disabled peers. This increases to three times as likely at age 19.¹⁰
- 40 per cent of Bangladeshi people and 32.5 per cent of Pakistani people aged 50 to 64 report a limiting long-standing illness, compared to 27 per cent of the general population in this age range, within the KCC area.¹¹
- An accessible public transport system is vital to empowering many disabled people to take part fully in society. However, for many disabled people public transport presents an insurmountable number of barriers.¹²
- Due to the recession there is 'likely to be increased demand for and use of support programmes for disabled people.' This is because employment opportunities will have decreased. At the same time however, budget cuts may mean that availability for these measures is scarce.¹³

Our top disability priorities for the next three years

We want to promote disability equality and tackle discrimination in a range of priority areas over the next three years these include:

- Carrying out equality impact assessments on all new and updated policies, procedures, practices and services. Disabled people sit on our EIA Review Network, the panel which scrutinises impact assessments as they are

⁹ *Fairness and Freedom: The Final Report of the Equalities Review, 2007*

¹⁰ *My School, my family, my life: Telling it like it is*, produced by The University of Birmingham, School of Education and commissioned and funded by the Disability Rights Commission, March 2007,

¹¹ *Census*, Office for National Statistics (ONS) © Crown Copyright, 2001

¹² *Disability Rights Commission 2006*

¹³ *The Equality Impacts of the Recent Recession* EHRC research report 47 2009

carried out. Ensure disabled members of the public are also involved in the impact assessment process where relevant.

- Continue to explore opportunities for working jointly with partner agencies to build confidence amongst victims of hate crime and signpost to appropriate support, building on lessons learned at the “Know Your Rights, Right The Wrongs” conference 29 September 2009, and the recommendations for actions published in the conference report (issued April 2010).
- Future evidence gathering exercises need a more representative sample. A longer period of time to respond to involvement surveys; providing surveys in more accessible, individualised formats; making sure that support is available to help individuals answer questions. Strategic targeting of ethnic minorities and people with mental health difficulties must take place. The views of children and their carers (some of whom are also disabled) must be covered.
- Continue to improve the means by which we communicate with disabled people, including people with sensory impairments and learning difficulties; widely promote Kent’s new sign language interpreting service and raise awareness of the presence and importance of accessibility guidance now built into our communications guidelines; seek to provide more information in easy-read and plain English and investigate the possibility of adopting a robust and consistent means of providing more of our information in alternative formats on request.
- Whilst moves have been made to improve transport there is much to be done. Without good, reliable, accessible and appropriate transport, disabled people cannot participate in community life and many will continue to feel socially isolated. Kent County Council needs to continue to focus activity in relation to helping to change this situation.
- Buildings need to be checked over by disabled people. Even better, disabled people should be consulted for advice before and during building work. Disabled staff were consulted and involved when the accessibility of buildings in Strategic Headquarters was being assessed in 2007-8. This approach to building access needs to be adopted throughout Kent.
- Service openings need to be flexible enough so that disabled people can socialise and participate in leisure and educational activities, particularly at night and at weekends. It is still true that many activities targeted towards disabled people, such as countryside access events, only take place during regular office hours, thereby excluding disabled people with jobs.
- Disabled people should be consulted before, during & after decisions are made. The benefit of forming a Kent Panel on Disability should be explored.
- Continue to seek new and effective mechanisms to continue to increase the percentage disabled staff in our leadership group, through programmes such as our new talent management scheme.
- Employability Agenda – we are developing routes into employment for young people with disabilities and other disadvantaged groups.

Gender Equality in Kent

What do we mean by “Gender”?

The term ‘gender’ refers to the different roles and expectations of men and women in society. Gender roles can be affected by a variety of factors such as education or economics, and vary widely within different cultures.

Gender roles and expectations are often identified as factors hindering the equal rights and status of men and women, with adverse consequences that affect life, family, socioeconomic status and health. For example, although girls generally outperform boys in schools, they are 30 per cent less likely to be in work than men with otherwise similar characteristics, such as age, ethnicity, educational qualifications and family composition.¹⁴ Similarly, men are around 25 per cent less likely to visit their GP than women, which has implications for their long-term health and well-being. For this reason, gender is an important element of planning services.

What do we mean by “Gender Identity”?

Gender equality also takes into account the needs and experiences of transgender people. The Equality Act 2010 protects people who are proposing to undergo, are undergoing, or have undergone the process of gender re-assignment by changing their physiological or other attributes of sex.¹⁵

This means that the law protects people who choose to live as members of the opposite sex without intending to undergo medical gender reassignment as well as those who have. Transgender people often experience significant harassment and discrimination on grounds of their identity.

Gender in Kent

The 2008 Mid-year population estimates show that there are similar numbers of men and women in the Kent County Council Area - 49 per cent and 51 per cent respectively out of a population of 1,406,600. The exact number of transgender people living in the County is not currently known. The proportion of boys and girls under 16 living in the County is also evenly balanced, at 51 per cent and 49 per cent respectively. However, the gender split amongst older people is very different, with significantly more women over the age of 75 (61 per cent) than men (39 per cent). Some other key facts include:

- Women in the KCC area are significantly more likely to be ‘economically inactive’ as a result of looking after the home/ family, than men (13.3 per cent compared to 0.8 per cent) (the term ‘economically inactive’ means people who are not working because they are full-time students, are retired or are unable to work due to long-term sickness or disability).¹⁶

¹⁴ *Fairness and Freedom: The Final Report of the Equalities Review, 2007*

¹⁵ The Equality Act 2010,

¹⁶ *Census*, Office for National Statistics (ONS) © Crown Copyright, 2001

- Similar numbers of women and men in the KCC area have a limiting long-term illness (17 per cent and 16 per cent respectively).¹⁷
- Life expectancy at birth is higher for females than males. In the Kent County Council area male life expectancy is 78.8, above the national average of 77.5 but below the South East average of 79.2. Female life expectancy is 82.1 in the Kent County Council area, above the national average of 81.7 but below the regional average of 83.0.¹⁸
- There were 9 times more female than male lone parent families with dependent children in the KCC area as at the 2001 Census (28,225 as compared to 3,145).
- In 2008 the conception rate for women aged below 18 years old in Kent was 36.7 per 1000 females under 18, which is below the national average of 40.6 per 1000.¹⁹
- Young women between 16 to 19 years of age are far less likely than young men to take part in physical activity or sport (50 per cent compared to 72 per cent). Similarly, women aged between 25 and 29 are also less likely than men to participate in sport (66 per cent compared to 78 per cent).
- Women in Kent (18 per cent) are significantly more likely than men (11 per cent) not to have access to a car.
- Overall, girls in Kent schools out-perform boys in terms of educational attainment. Boys' under-achievement is most apparent at Key Stage 4. Significant gaps in attainment are evident in certain subjects with girls outperforming boys, although at Key Stage 3 there is no longer a gender gap in mathematics and science. In English at Key Stage 3 the gender gap was 12 per cent, which represents a continued reduction and is smaller than the national average. Boy's writing improved in 2005 at Key Stage 3. In Kent this is most marked in primary writing assessments.
- In the Kent County Council area, more men (12.5%) than women (11.6%) occupy professional positions, and more men (18.4%) than women (10.3%) are employed in higher and lower managerial and professional occupations.²⁰
- Men in the Kent County Council area (17.7%) are more likely than women (8.3%) to be self-employed.²¹
- The majority of Kent's part time workers are women, who make up 87 per cent of employees. Of all economically active females, White British women (24 per cent) are more likely to work part-time, compared to all other ethnic groups (18 per cent).²²

¹⁷ Census, Office for National Statistics (ONS) © Crown Copyright, 2001

¹⁸ *Life Expectancy at Birth* The Office For National Statistics, 2006/08

¹⁹ Office for National Statistics (ONS).

²⁰ *Annual Population Survey Jul 2008-Jun 2009*

²¹ *Annual Population Survey Jul 2008-Jun 2009*

²² Census, Office for National Statistics (ONS), © Crown Copyright 2001

- 27 per cent of women in Kent work within 2km from their home, compared to 16 per cent of men.²³
- 11.2% of working age women in Kent have no qualifications compared to 12.2% of males.²⁴
- Between January 2009 and December 2009 there were 4 reported cases of transphobic hate crime.²⁵ It is estimated that as much as 90 per cent of hate crime goes unreported, because victims are either too frightened to report it, or feel it will not make any difference.

Gender within the Council

Kent County Council currently employs more women than men (around 75% of our staff are women), the majority of whom are working part-time.

Kent County Council monitors existing employees and applicants for jobs and training by gender. Monitoring by gender is also undertaken on grievances, disciplinary action, performance appraisals and employees leaving the Council. This is an important way of identifying trends and issues, to enable inequalities to be addressed, action taken to remove barriers and promote equality of opportunity.

What have we achieved so far?

We are involved in an extensive range of projects to promote gender equality and tackle sex discrimination. Over the last three years, we have achieved some real outcomes. These include:

- In 2009, in an initiative, led by the Council's gender champions, (with support from the council's personnel and development team), a Maternity and Adoption Leave survey was carried out. Staff fed back their experiences of returning to work having taken leave for these reasons and personnel processes were changed in light of their feedback
- Since 2007 a range of interventions surrounding the prevention of domestic violence have been established – these are: MARACs (Multi Agency Risk Assessment Conferences) to address re-offending, Public Protection and "drop in units" in most police areas across Kent, and the introduction of Independent Domestic Abuse Advocates (IDVAs) in every district.
- Following a successful pilot, our Personnel committee introduced Contractual Maternity Support Leave (formerly known as paternity leave) for employees on Kent Scheme and Soulbury conditions of service. This new benefit is for employees, male or female, who are responsible for a child's upbringing. It allows them to take up to two week's time off work on full pay, to support the mother or adoptive parent at the time of the birth, or when a child is placed for adoption. Previously, only the statutory provision of £123.06 per week applied.

²³ *Census*, Office for National Statistics (ONS), © Crown Copyright 2001

²⁴ *Annual Population Survey* Jan 2008-Dec 2008

²⁵ *Kent Police Business Information Unit* 2010

- The Council has embarked on a programme to raise awareness of Transgender issues and the need to have advice and guidance available for managers and staff. This is now available to staff on our intranet.
- In 2009 and again in 2010, the authority celebrated International Women's Day by acknowledging the achievements of women working in senior positions in the authority. Work shadowing opportunities with senior women managers are now offered during March of each year.
- Personnel and Development now follow up on Graduate trainees at KCC to track career success by Gender, and monitor the take up of Carers Leave by Gender.
- A project run by SILK (Social Innovations Lab for Kent County Council) focuses on the day-to-day challenges fathers face in spending time with their children and looks at how they could be supported. The team worked with a group of fathers from a Sure Start centre in a series of workshops. Using the design process and tools, a wide range of service solutions were created, one of them being the 'Go Card'™; a community card which links parents to local activities and services at a reduced rate, and indirectly connects them with the Sure Start centre. This project was nominated for a Brits Design award in 2009.
- We have standards on the use of imagery which cover the need to be inclusive in how we represent people of different genders throughout the website and in our printed publications.
- We have increased the number of sexual health outreach workers who play a key role in reducing teenage conceptions and early intervention work, engaging with vulnerable young people most at risk of teenage pregnancy.
- Recent under-18 conception data for 2008 has shown a reduction in Kent's teenage conception rates. Kent County has a 12.8% change in rates since 1998.
- There has been an improvement in the attainment of boys at Key Stage 4 moving from 45.7% to 48.8 % of boys achieving 5 or more A-C grades at GCSE between 2006/07 and 2008/09.
- Transgender issues now included in all diversity training,
- ' Springboard ' Women's Development Programme to provide for a women's personal developmental programme , 09/10
- Highways Apprenticeship Scheme actively promoted to both younger men and women – attracted approximately equal nos. - 5 men and 3 women.
- Regular equal pay audits are undertaken to ensure Council pay is fair
- Targets reached for leadership group for women

The challenges

Local issues and trends change all the time, and are influenced by a whole range of factors. Although many of these changes are outside the Council's control, they are likely to have a direct impact on life in Kent. These include:

- Women make up nearly half of Britain's workforce and the proportion is growing. Girls and young women are excelling and outperforming boys in education, but this is not translating into earnings for many. Women are still working predominantly in lower paid areas – cleaning; catering; caring; cashiering; and clerical work – which is one of the reasons why their full-time pay is 25% less than full-time men. A key fact in this is their need to accommodate career interruptions through childbirth and care, and flexible working thereafter, into their careers.²⁶ At the current rate of progress, it will take until 2085 to close the pay gap between men and women.
- Occupational segregation between men and women is predicted to be a key factor in a major skills shortage in the future. While jobs are forecast to shrink in the next decade in manufacturing and heavy industry, three in four of the one million new jobs predicted by 2012 will be service sector jobs in education, health, personal and social care or retailing.²⁷
- In times of recession relationship breakdowns as a result of lay offs are likely, especially in households where income is low. This has particular risks to women financially as they tend to suffer a greater loss of income through family break up.²⁸
- Men also bear the brunt of reduced income after recession related unemployment. This may be coupled with limited housing opportunities and reduced mental health. 'Higher suicide rates are anticipated as a consequence of the recession.'²⁹ It is also 'known that men are three times more likely than women to commit suicide'³⁰.
- Women with children under the age of 11 are more than 40 per cent more likely to be out of work than men.³¹ Overall, women are 23 per cent less likely to be in work than men with otherwise similar characteristics, such as age and ethnicity, level of educational qualifications and family composition.
- Domestic violence is a major issue for many families. It accounts for a quarter of all violent crime, has the highest rate of re-offending of any type of crime. One in four women experience domestic violence at some time in their lives and two women are killed each week by violent partners or former partners.³²

²⁶ *Fairness and Freedom: The Final Report of the Equalities Review, 2007*

²⁷ *Fairness and Freedom: The Final Report of the Equalities Review, 2007*

²⁸ *The equality impacts of the current recession*, Equality and Human Rights Commission Research report, p28, 2009,

²⁹ *The equality impacts of the current recession*, Equality and Human Rights Commission Research report, p28, 2009,

³⁰ Samaritans

³¹ *Fairness and Freedom: The Final Report of the Equalities Review, 2007*

³² Women's Aid, 2007

- Although the majority of lone parents in Britain are women, some men are bringing up children alone or share responsibility with former partners. Stereotyping about parental roles can mean that men's different needs and experiences are overlooked when support services are designed. This includes ensuring that men have full access to flexible working arrangements.
- The challenge of meeting the target of a 50% reduction in teenage pregnancies by 2010 (compared with 1998) will require total commitment on the part of all key agencies in Kent working with young people. Early parenthood often has long-term consequences for women and both preventing early pregnancies and supporting young parents to participate in education and employment are crucial if these long-term consequences are to be minimised.
- Men and women make different use of public transport. They have different access to private transport, different patterns of commuting and employment, and different child-care and other family responsibilities. Women are the prime users of public transport, especially buses.

Our top gender priorities for the next three years

To promote gender equality and tackle discrimination, activity will be targeted in a range of priority areas:

Priority areas for action

- Carry out equality impact assessments on all new and updated policies, procedures, practices and services, ensuring that the differing needs of men and women are addressed robustly. Ensure that feedback on gender requirements within the community are carried through from the consultation and engagement process to inform proposed changes to our policies and procedures.
- Continue to explore opportunities with Kent Police and other specialist agencies to build confidence among victims of domestic violence, supporting people to report incidents and signpost them to appropriate support. Building on the initiatives to establish Multi Agency Risk Assessment Conferences, drop in units and Independent Domestic Violence Advocates.
- Explore how best to ensure that gender issues, and particularly the experiences of women, better inform local transport planning.
- Continue to tackle health inequalities in young people, to reduce the rate of teenage pregnancies in line with the national interim target of a reduction of 15%, and increase physical exercise in girls and young women.
- Continue to work with schools to tackle boys' under-achievement.
- Continue to seek new and effective mechanisms to continue to increase the percentage of the top 5% of female earners in the County Council.
- Continue to explore new ways to address occupational segregation

Race equality in Kent

What do we mean by “Race”?

Although the term ‘race’ has no exact legal definition, a racial group is any group that can be defined on racial grounds, for instance, in relation to race, skin colour, nationality (including citizenship), ethnic or national origins. A person can fall into more than one racial group; for example, a Nigerian may be defined by race, skin colour, ethnic or national origins and nationality.

All racial groups are protected from unlawful racial discrimination under the Race Relations Act 1976(RRA)/ The Equality Act 2010. Romany Gypsies, Irish Travellers, Jews and Sikhs are also recognised as constituting racial groups.³³

What do we mean by “racial discrimination”?

Under the Race Relations Act, 'racial discrimination' means treating a person less favourably than others on the grounds of his or her race. The law applies only to people's actions, not their personal opinions or beliefs. This means that it is against the law to refuse to provide someone with a service because of his or her race.

Generally speaking, a racial incident is any incident which is perceived to be racist by the victim or any other person. Racial incidents include verbal racist abuse, threatening or intimidating remarks about a person's race, racially motivated assault and racially motivated damage to property.

Between January 2009 and December 2009, 1449 race hate incidents were reported to Kent Police. It is estimated that as much as 90 per cent of hate crime goes unreported, because victims are either too frightened to report it, or feel it will not make any difference.

Race in Kent

Of the 1,646,900 people who lived in Kent in 2007, 107,400 (6.5 per cent) belong to a Black or Minority Ethnic (BME) group. Within the geographical area that is known as the Kent County Council Area (which covers the whole of the county but does not include Medway), 87,700 people (6.3 per cent) classify themselves as BME. This figure is significantly lower than the percentage for England as a whole (11.8 per cent) and slightly lower than the figure for the South East (8.0per cent). In contrast, 31 per cent of the population of London are from an ethnic minority.³⁴

As Figure 2 below shows, the majority of Kent's Minority Ethnic population is concentrated in North Kent and Medway. Within the Kent County Council Area,

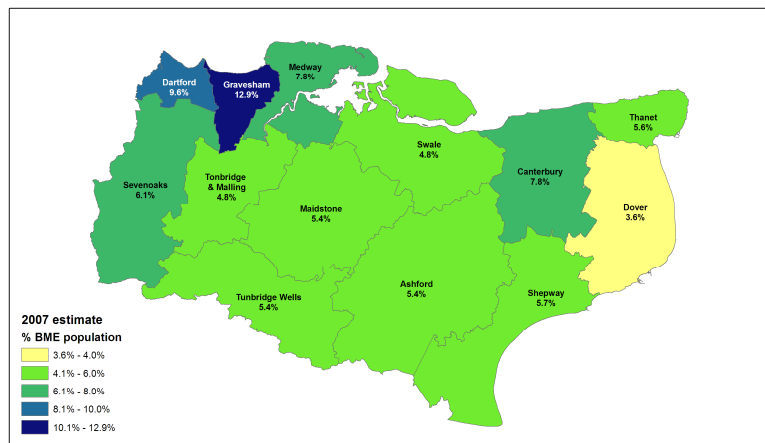
³³ It should be noted that although Jews and Sikhs have been defined as a racial or ethnic group for the purposes of the Race Relations Act, Jews have not wanted to be, and Sikhism is a religion.

³⁴ 2007 Mid-year Ethnic population estimates. Office for National Statistics (ONS) © Crown Copyright

North Kent has the greatest concentration of people from a BME background. Gravesham Borough has the highest proportion (12.9 per cent) of BME residents, followed by Dartford Borough with 9.6 per cent.³⁵

Many of these communities have lived in the county for 40 to 50 years, and have made a significant contribution to the economic and social well-being of the county.

Percentage of population of Black Minority Ethnic (BME) origin in Mid-2007
Kent and Medway



Source: Mid-2007 population estimates by ethnic group (Experimental); Office for National Statistics (ONS) Crown Copyright. Produced by Research & Intelligence, Kent County Council

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Figure 1: People from a BME background in Kent

Indian people account for the largest BME group in the Kent County Council Area, representing around 19,000 people (1.4 per cent of the total population). The category 'Other Black' represents the smallest group at 0.1 per cent, closely followed by Mixed White & Black African people (0.2 per cent).³⁶

Gypsies and Travellers

Around 8,200 (0.6 per cent) of the population in Kent is a Gypsy or Traveller. Probably less than half of that number lives in a caravan or mobile home. The Council manages eight publicly-provided Gypsy and Traveller caravan sites in Kent. Other councils in Kent manage a further nine. The county's 205 public pitches provide for nearly 300 caravans, and over 500 more caravans are on private sites with planning consent and tolerated sites in Kent. The Council works closely with Medway Council, all district councils and Kent Police when unauthorised encampments occur in the county.

Recently, the Council supported a Joint Select Committee with borough and districts councils across Kent, to strategically address the accommodation needs of Gypsies and Travellers. As part of this work the Committee published its Select Committee Report, Gypsy and Traveller Sites, in April 2006. The report made a number of recommendations to coordinate partnership activity and address accommodation needs in the county.

³⁵ 2007 Mid-year Ethnic population estimates. Office for National Statistics (ONS) © Crown Copyright

³⁶ 2007 Mid-year Ethnic population estimates. Office for National Statistics (ONS) © Crown Copyright

Asylum and immigration

In the UK the term 'asylum seekers' denotes people who arrive from overseas and apply for refugee status, stating they are fleeing persecution, torture or war. While their applications are being considered by the Home Office, they are termed asylum seekers until their refugee status is confirmed. Those whose claims fail will have their leave to enter or to remain in the UK cancelled.

In the past, the Council has had to accommodate large numbers of asylum seekers, mainly due to the location of the major port of Dover in the East of Kent. In recent years, several major pieces of legislation were introduced³⁷ which led to the Home Office setting up the National Asylum Support Service (NASS) to take over from local authorities the role of providing support to adult asylum seekers and asylum seeking families. Support under the Children Act 1989 is provided by Kent County Council for unaccompanied minors arriving in the county from abroad and claiming asylum. The Home Office and the DfES provide grants to assist local authorities in carrying out these duties.

For more information on Asylum and Immigration please contact:

Telephone: 08458 247 100 or Textphone: 08458 247905

Migration

- In 2008/09 the number of new National Insurance Number allocations to overseas nationals in the UK reduced by 6.4%, and in the Kent County Council (KCC) area reduced by 2.5% from the previous year.
- The total number of National Insurance Number allocations to overseas nationals in the KCC area in 2008/09 was 11,010. The South East had the 2nd highest proportion of all NINo allocations, equivalent to 11.3% of all allocations in the UK, a total of 77,870 allocations.
- 79.6% of the new migrant workers in the KCC area are aged 34 and under
- The top world area of origin for migrant workers in the UK and in the KCC area was the EU Accessions States
- The top country of origin of migrant workers in the KCC area was Poland accounting for 20% (2,200) of all new migrant workers.
- Canterbury has the highest proportion of new KCC area migrant workers with 14% of the KCC total. The lowest proportion is in Sevenoaks (4.5%)³⁸
- Nationally all ethnic groups are likely to see employment suffer until 2013 after which it is projected to rise again³⁹.

³⁷ 2004, The Asylum and Immigration Act.

³⁸ NINo Registrations 2008/09, DWP

³⁹ 2009, Equality impacts of the recession, EHRC Report 47 p179

Race within the Council

Around 4% of our staff are from a black, minority or ethnic background (BME) and we are working to improve the representation of BME communities in our workforce.

The Council monitors existing employees and applicants for jobs and training by racial group. Monitoring by racial group is also undertaken on grievances, disciplinary action, performance appraisals and employees leaving the Council. This is an important way of identifying trends and issues, to enable inequality to be addressed and action taken to remove barriers and promote equality of opportunity.

What have we achieved so far?

We are involved in an extensive range of projects to tackle racial discrimination, promote equality and good relations between different groups. Over the last three years, we have achieved some real outcomes. These include:

- Racist Hate Crime has been introduced as a part of each Crime and Disorder Reduction Partnership annual assessment process. Local police & other public service staff (e.g. community wardens) have undergone core training around race crime & incidents & equality & diversity matters.
- Each year, as part of Black History Month celebrations in Kent, KCC have held the county's BME Achievement Awards ceremony. The event recognises the significant contributions made by individuals from BME communities to Kent life. The nominees are selected by the community as individuals who have contributed above the norm and successfully achieve the goal for the community in Kent.
- For the past three years Libraries and Archives have celebrated Gypsy Roma Traveller History month by hosting Traveller Awareness displays supplied by MCAS and promoting Romany Roots stock collections. Other initiatives also included IT sessions for the local traveller community at New Ash Green and Dave Arthur traditional traveller storytelling events at Ashford and Aylesham libraries.
- We have consistently met and subsequently increased our BME performance targets over the last three years. The end of this year saw an increase to 4.12% for our leadership group, just short of our 5.00% target'
- We have standards on the use of imagery for the website which covers the need to be inclusive in how we represent people of different races.
- We have promoted our language translation service throughout the website. We have provided text and videos in 10 different languages based on the most commonly requested and resident populations living in Kent. This points them to our Contact Centre who will direct their translation request to the relevant service, who will in turn contact the Kent Top Temps Language Interpretation Service.

- We provide the ability to listen to pages through a downloadable BrowseAloud facility that helps people who cannot read English but can understand spoken English.
- Children Families and Education (CFE) has developed the reporting mechanism which schools can then use to indicate the specific focus of a bullying incident. This sits along side the statutory framework for reporting racist incidents in schools.
- CFE has worked closely with schools that were previously under-reporting racial incidents to get them to report incidents and respond to them positively. As a result, the rate of reported racial incidents in schools has risen between 2006/07-2008/09.
- 'ASPIRE' is a personal development programme undertaken by members of KCC's UNITE BME staff group. An 'Emotional Intelligence' development programme for Black and Minority Ethnic (BME) staff commenced in spring 09.
- Talent management for BME, LGBT and disabled staff has been developed
- A number of Council Member grants have been made available to community projects which promote race equality, for example:
- Grants have been made over the past two years to support the publication of the Nubia Magazine. Nubia Magazine aims to inspire and celebrate the success of the BME community through the promotion of positive images and experiences. It also aims to create a forum for engagement that will promote community cohesion.
- Other recipients of grants include:
- Ashford International Community - BME Network £3,000
- Gurkha's Wives - English Classes - £500
- Malayalee Association - Office Project £300
- The Health Action Charity Organisation (HACO) received a grant of £1,000 to support African Communities in Swale. HACO is one of the National HIV Prevention Programme's partners working with African communities in England.
- Coaching & mentoring opportunities available to BME staff

The challenges

Local issues and trends change all the time, and are influenced by a whole range of factors. Although many of these changes are outside the Council's control, they are likely to have a direct impact on life in Kent. These include:

- The ethnic minority population of Britain is forecast to grow from nine per cent to about 11 per cent by the end of the next decade. Within particular ethnic groups, the highest increases will be among Black Africans, Pakistanis and Bangladeshis. Services will need to have a robust

understanding of the needs of these groups and be able to respond favourably. Documents like that published by Kent Adult Social Services entitled 'Culturally Competent Care' will be ever more important.

- The numbers of people in ethnic minority communities who are aged over 60 are predicted to increase enormously over the next 10 years, from around 175,000 people today to nearly 1.8 million in 2016. Older people from ethnic minorities face particular inequalities. For example, they tend to have health and social care needs at a younger age than average, and have poor knowledge and understanding of available services.
- Pakistani and Bangladeshi women, with the same qualifications as White women, are 30 per cent more likely to be out of work. Despite high levels of economic activity, Black Caribbean women face high levels of unemployment, and obstacles to progression - particularly at senior manager level.
- Some BME groups are far less likely to use pre-school education for their children. 77 per cent of the three and four year olds among ethnic minority children use early years provision, compared to nearly 87 per cent of White three and four year olds.
- Although Mixed White and Asian heritage and Indian pupils are doing better on average than White British pupils, pupils from some minority ethnic groups are doing less well. For instance, middle class White British boys continue to out perform working class girls of Bangladeshi, Pakistani and mixed white heritage in a number of subjects. In addition, a large attainment gap exists between Gypsy/Roma and Travellers of Irish Heritage pupils and pupils from all other ethnic groups. In 2006, less than a quarter of Gypsy children achieved five GCSEs at A* to C grades in 2003, compared to a national average of just over half.⁴⁰
- Gypsies and Irish Travellers have the poorest life chances of any ethnic group, and significantly poorer health and more self-reported symptoms of ill-health than other UK-resident, BME group or economically disadvantaged white UK residents. The life expectancy of a Traveller or Gypsy is 10 years less than the average citizen. Gypsy and Irish Traveller mothers are 20 times more likely than mothers in the rest of the population to have experienced the death of a child.⁴¹

Our top race priorities for the next three years

To promote race equality, tackle discrimination and encourage good relations between groups, activity will be targeted in a range of priority areas.

⁴⁰ *Common Ground*, report of the Commission for Racial Equality, May 2006

⁴¹ *Common Ground*, report of the Commission for Racial Equality, May 2006

Priority areas for action

- Carry out equality impact assessments on all new and updated policies, procedures, practices and services, ensuring that the differing needs of people from different black and minority ethnic (BME) backgrounds are addressed robustly. Ensure that feedback on the requirements of people from BME backgrounds within the community are carried through from the consultation and engagement process to inform proposed changes to our policies and procedures.
- Continue to explore opportunities for working jointly with partner agencies, such as Kent Police and Crime and Disorder Reduction Partnerships, to build confidence amongst victims of racist hate crime and signpost to appropriate support.
- Having encouraged the reporting of and positive response to racist incidents in schools Children Families and Education should aim to reduce the number of racist incidents.
- Promote access to Health and Social care to Gypsy and Travellers through liaison with East and West Kent NHS Primary Care Trusts and arrange direct discussions between health professionals and Gypsy and Travellers.
- Set up a Kent-wide Gypsy and Traveller Forum.

Age Equality in Kent

What do we mean by Age?

Both older and younger people can face a degree of inequality. This is largely due to stereotypes and perceptions. Older and younger people make a significant contribution to community life. Therefore it is essential that we challenge those perceptions and stereotypes, in order to build mutual respect between people of all ages.

Age in the Council:

A large proportion of our staff fall within the 45-49 age bracket and until recently we had very few younger people working for us, a common challenge for local government. Specific initiatives designed to encourage young people into KCC roles have increased to improve the representation of younger people (under 30) to around 14.5%. We continue to employ a significant number of people age between 50 and 65 and some beyond our normal retirement age, 65.

Age in Kent

The population of Kent is currently just above 1.4 million. Kent has both a younger and older age profile than the national average but a smaller proportion of working age people. East Kent coastal districts have an older population profile, whereas West Kent districts have a younger age profile.

Over the next 20 years Kent's population is forecast to increase by an additional 200,000 people (+14%). Kent's population is projected to grow and age faster than both the national and regional average.

The life experience of Kent's residents varies. Kent has some of England's most deprived neighbourhoods but also some of the country's least deprived. In some parts of Kent the two extremes are located alongside each other. Although the highest deprivation levels are not confined to one single area, residents living in the east of the county tend to be more deprived than those living in the west.

Affluent older residents who have retired after successful careers with active and fulfilling lifestyles are found in coastal locations but older people and pensioners on low incomes with high care needs are also found here. Children living in deprived families on low incomes with a heavy reliance on welfare tend to be found in urban locations, whereas children living in families in steady employment enjoying a prosperous lifestyle tend to be characteristic of new housing developments.

What have we achieved so far?

- 14-19 Education and Training: 14-19 education and training prepares young people for working life. Through innovative and vocational approaches to the curriculum more young people can gain the skills to make them employable and raise their aspirations.
- Kent County Council's role in planning and commissioning the 14-19 programme includes six routes; International Baccalaureate, A level/GCSE, diplomas, vocational courses, apprenticeships and foundation learning. These are delivered by schools, academies, further education institutes; work based learning providers and operational skills centres.
- Kent Active Mob scheme: It has been proven that the more active and independent older people remain, the longer they will stay healthy. Kent's Active Mob scheme gets groups of older people together to go on a variety of activities such as walks, fishing trips and art activities. Older people themselves can suggest new ideas for activities in their area.
- 'Take Our Young People to Work' - work experience programme has encouraged young people to participate in non-traditional job roles within KCC.
- Comprehensive research was undertaken between 2009 and 2010 to investigate ways of reducing job segregation within KCC – proposals have been made to the Equalities Lead Officer Group.
- Employees from KCC were supported to participate in the Young Local Authority of the Year in 2010 and won in the Young County Council of the year category.
- Kent County Council has a group for younger workers entitled 'Greenhouse' which focuses on supporting younger employees in their personal development by encouraging them to take on projects on the Council's behalf aimed at building confidence and succession planning. A project that is currently being planned is a conference for younger workers in Kent.

- Greenhouse achieved a Highly Commended Public Sector -Employer's Forum on Age Awards 2010.
- Age champions group – Older Workers Fair
- Increased numbers of younger people in our workforce by increasing the numbers of apprentices and developing our gap year and internship programmes.
- Completed a talent management programme for younger employees
- Guidance to managers on fair retirement process
- Together with our partners, Kent County Council offers a number of ways for people to keep their independence, including:
 1. helping people to stay in their own homes
 2. providing equipment for or adaptations to homes
 3. care and support services for those who are unable to live at home

The challenges:

Older People

- In 2006 we estimated there to be 173,000 one person households in the KCC area. Of these 77,400 were headed by a person aged 65+. Our current forecasts estimate that by 2026 there will be 265,700 one person households. Of these, 119,600 will be headed by somebody aged 65+. Therefore between 2006 and 2026, there will be an additional 42,200 one person households headed by someone aged 65+. This is equivalent to 54.5% increase⁴²

Younger People

- Half of all children are predicted to be obese by 2050 if they don't change their diet and exercise habits.

Key priority areas for action:

- Involve older people in the development of major council initiatives and policies.
- Ensure older people are engaged in regeneration projects across the county.
- Make sure we use a wide (and appropriate) range of communication methods and approaches to inform older people about the services and opportunities available across the county.

⁴² South East Plan Strategy-based Forecasts (Sep'09): Lone person households by age of household representative Controlled to 2006 Mid Year Population Estimates and from then onwards the housing provision as set out in the Adopted South East Plan (as at May 2009)

- Ensure that older people have full access to learning opportunities. Ensure that the social value of learning opportunities continues to be recognised, for example by working more closely with University of the Third Age, and by further promotion of the Council's Active Mob scheme.
- Promote the leadership role of older people in encouraging others to learn
- Work with our partners, including Kent Police, to make sure older people feel safe and secure, in their homes and in the county as a whole. Ensure that they are provided with appropriate information, advice and guidance in relation to staying safe and secure.
- Ensure older people have access to, and are provided with, information on sports and leisure activities.
- Through initiatives such as "silver surfer days", actively encourage more older people to come online,
- Remain willing to provide information over the telephone and in writing on request, to make sure that older people without computer access are not excluded from our services.
- Increase the visibility of the Council for young people for example, by promoting the work of Kent Youth Council, and involving its members in all areas of decision-making.
- Ensure that young people are involved in – and know about – council initiatives.
- Ensure communication happens in places and forums where young people will listen.
- Continue to encourage the involvement of more young people in projects and initiatives.
- Continue to provide information on job/employment opportunities in learning environments; make it available in a range of formats, so that opportunities are also open to young disabled people.
- Promote positive images of young people – encourage local media to focus less on "problem youth".
- In partnership with Kent Police, develop and promote better understanding between the police and young people; Increase young people's understanding of police procedure and of their community role.
- Ensure there is a continued emphasis on making sport and leisure schemes available for young people.
- Encourage more young people, especially young women, to take part in sport, especially in deprived areas where take-up may be low.
- To reduce the impact of poverty (generational and situational) on children's lives by tackling the underlying causes and mitigating the effects.
- To draw on and improve resilience in Children and Young People to help them make informed and healthy/safe choices and develop coping strategies. To include a focus on children and young people with emotional and/or mental health problems.

- To improve parenting by implementing Every Parent Matters and developing more effective multi-agency support and early intervention for families experiencing problems.
- To improve the quality and stability of housing provision for vulnerable children and young people through to early adulthood.
- Supporting vulnerable children to improve their life chances including improving the achievement and participation of young people in society

Equality for people with different Religions and Beliefs in Kent

Everyone should feel able to express their beliefs without fear of discrimination. Kent County Council respects the rights of individuals to practise their religion or hold religious or philosophical beliefs, without fear of intimidation, harassment or violence.

We will not tolerate unlawful discrimination on the grounds of religion or religious or philosophical beliefs, or because people do not have such beliefs. In the UK today, people of many different faiths and beliefs live and work side by side.

Providing services in a multi-faith society means that we all need to show goodwill and respect everyone's right of freedom to express their personal beliefs.

Religion and Belief in Kent:

Within the KCC Area, the majority of the population is of Christian religion (75.13%). The next largest religious group is Sikh with 0.6%. However, larger by far is 14.9% of the KCC population who state that they have no religion. Followers of Islam and Judaism, Hinduism and Buddhism are also represented within the County.

Within the Council

KCC only began monitoring new starters and the existing workforce by religion and belief relatively recently so the staff figures by this strand of equality are incomplete. We aim to continue improve declaration rates in this area and the area of sexual orientation by encouraging staff to complete equality monitoring. All equality data is confidential and used to help us understand our workforce's needs and the degree to which it is representative of the community.

Key priority areas for action:

- Work with our partners to take all necessary steps to prevent, tackle and monitor hate incidents motivated by religious hatred; Work to record and deal with religious hate incidents as part of our hate incident procedures.
- Promote understanding and dialogue between different faith communities, and between faith and non-faith communities.

- Enable faith groups to work together with each other and community groups in wider partnerships.
- Acknowledge and celebrate religious festivals and other events that are significant for our communities.
- Develop more culturally sensitive services through consultation with employees and service users.
- Continue to promote a work environment where the cultural, religious and philosophical beliefs of all employees are respected.

Equality for people of all Sexual Orientations:

What do we mean by Sexual Orientation?

“Sexual Orientation is a combination of emotional, romantic, sexual or affectionate attraction to another person. In other words it’s about who you are attracted to, fall in love with and want to share your life with.”⁴³ The same protections apply to heterosexual people as well as those who are Lesbian Gay and Bisexual.

What do we mean by the terms Gay, Lesbian and Bisexual? The term ‘gay’ usually refers to a man who seeks a same sex partner. Some women also identify as ‘gay’ as opposed to lesbian. The term ‘lesbian’ usually describes a woman who seeks a same sex partner. The term ‘bisexual’ has been defined to mean “a changing sexual and emotional attraction to people, where gender may not be a defining factor”⁴⁴. This may result in the individual being attracted to both men and women.

Sexual Orientation in the Council

KCC started monitoring its new starters and existing workforce by sexual orientation relatively recently so we have an incomplete picture at present. We aim to continue improve our declaration rate in this area and that of religion and belief by encouraging staff to complete equality monitoring. All equality data is confidential and used to help us understand our workforce’s needs and the degree to which it is representative of the community.

What have we achieved so far?

- Kent County Council supports a forum for its LGB&T staff entitled the ‘Rainbow forum’ which has been running since 2003 and has been putting on events for LGB&T History month since February 2006. These are wide ranging – reaching out to the community in different areas of the County as well as working in partnership with other Local Authorities in the area. Members of Rainbow have actively networked across the organisation and encouraged services to reach out to the LGB&T community; services that

⁴³ Source Stonewall

⁴⁴ *Op cit*

have been particularly active have been Libraries, Fostering and Adoption and Registration services.

- In 2009 the Youth Service in partnership with LGB&T young people produced a curriculum resource pack highlighting LGB&T issues including bullying and how to access support; this was for use at Youth clubs and in schools.
- Members of Rainbow are involved in the Equality impact assessment review network: scrutinising policy, services and procedures and contribute as sexual orientation champions across the directorates.
- KCC were involved in planning and setting up the Kent Homophobic and Trans-phobic Reporting Line in partnership with Kent Police and continue to link to this on the Hate Crime pages.
- At least three specific LGB&TQ Youth Groups have been set up in the county.
- KCC supported for Thanet Pride 2010 alongside Kent Police and Fire and Rescue Services.
- On the International Day Against Homophobia in 2010, KCC re-launched its Dignity & Respect Policy Statement under a promotional campaign entitled 'Expect Respect'. The campaign restated KCC commitment and expectations of fair treatment for its staff and members of the public.

The challenges:

- Insufficient support networks and local groups in Kent, particularly in rural areas, to provide help and information to people who are Lesbian, Gay or Bisexual. This makes consulting with members of the LGB&T community particularly difficult.
- In Kent, between 1st January 2009 and 31st December 2009 there were 163 incidents of a homophobic nature reported to Kent Police. 41.1%* of respondents to a recent needs assessment survey of the LGB&T community in Kent and Medway, said they had experienced a homophobic incident, of these 58.5% went unreported to the Police⁴⁵. A high percentage of homophobic abuse may remain unreported. *Of 199 people surveyed
- Negative perceptions of the police still remain amongst some, particularly older members of the LGB community.
- LGB people often feel unsafe on public transport and other areas where people gather.
- Homophobia is still evident in the attitudes and behaviour of some healthcare staff.
- Lack of knowledge and awareness exists amongst healthcare staff about specific LGB health needs.

⁴⁵ Dye, Christopher, *Branching Out, Kent and Medway Lesbian, Gay, Bisexual and Transgender (LGBT) needs assessment 2008*, The Metro Centre, March 2009,

- Some LGB people do not seek appropriate treatment through fear of discrimination because of their sexual identity.
- The majority of LGB pupils or those questioning their sexual identity are bullied at school.
- Young people are particularly vulnerable to homelessness, especially during the 'coming out' process.
- Parents can need more help to understand their child's sexual orientation.
- Lack of LGB understanding amongst some third-party staff (e.g. assuming all clients are straight).
- Some LGB people living in care may hide their sexual identity through fear of discrimination or hostility from staff or residents.
- Some partners of LGB clients fear exclusion from key decisions and that their partnership status will not be recognised.

Key priority areas for action:

- Record and deal effectively with homophobic incidents as part of our hate incident procedures, in partnership with Kent Police and other organisations represented on Kent's Hate Crime and Incident Action Group.
- Work to develop awareness and understanding of the experiences and needs of lesbian, gay and bisexual people with our employees and the people of Kent.
- Ensure that awareness of LGB issues is covered as part of anti-bullying programmes in schools
- Work with partner organisations and our LGB/T staff group to continue to support and promote LGBT History Month events across Kent.
- Work to gather data on sexual orientation as part of E&D mapping to develop an accurate picture of Kent.
- Develop links with the LGBT community in Kent for consultation and engagement purposes.

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Appendix 3

The Consultation journey of the Equality Act 2007-2010

Disability

Our arrangements for involving disabled people on the identification of issues and priorities in relation to the development of the Disability Equality Scheme are summarised below:

- Staff were engaged and consulted in developing actions and priorities for the employment elements of the Scheme (during April and May 2006) through a questionnaire using the Council's internal website (KNet) and council-wide emails, promoted through our disability champion network including our staff group Level Playing Field.
- Working with the Tizard Centre at the University of Kent, a postal survey was sent to approximately 1,000 disabled people (service users). Focus groups comprising 99 people were also held at three Active Lives events in Maidstone. In total 402 disabled people took part. The questionnaires were analysed by Tizard using SPSS (Statistical Package for Social Sciences).
- Findings from the questionnaire and the focus groups have been used to develop the Action Plan attached to this Scheme.
- Directorates identified key priorities from their business plans, to be included in the Scheme.
- We co-lead a Disability Equality Scheme Partnership Working Group with Kent Police. This group is open to all public authorities within Kent, additional partners are:
 - Medway Council
 - Kent Fire and Rescue service
 - Kent Strategic Health Authorities
 - Most of the borough councils within the county

The group meets four times a year to share good practice and help each other to develop their schemes.

The Council is committed to ensuring continued involvement with disabled people on priorities and actions in relation to disability, through an active working group of volunteers. The working group will help ensure the Disability Action Plan is explicit and robust, and prioritised appropriately. Areas to be strengthened will also be identified and recorded, and this will inform all future development of this and future schemes.

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Disabled people will be involved on future updates of the Scheme at all key stages, to include identification of the issues and priorities, and the action plan.

Age, gender and race

- Over 100 residents, employees and community and voluntary groups were involved in the development of the Race Equality Strategy 2005/2008 (which now constitutes the Race Equality section of this Strategy)
- BVPI residents' satisfaction survey, postal survey of 1396 male and female respondents undertaken in September 2006, analysed and weighted in relation to age, gender and ethnicity.
- Employee questionnaire (made available on KNet) and staff groups (March 23 to April 23 2007)
- A focus group and two half day mini-depth interview sessions undertaken in March and April 2007, covering the cross-cutting issues of age, gender and race, involving 76 men and women in total.
- Key local voluntary and community groups in the county have been contacted updating them on the new Strategy.

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

To: Cabinet – 11 October 2010

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

Classification: Unrestricted

Summary: A draft Cultural Strategy for Kent has been developed by KCC's Arts Development Unit following a consultation process that has involved officers and members of local authorities; other partners and stakeholders. It will form one of the delivery mechanisms for Kent's Regeneration Framework and is attached at Appendix One. CABINET is asked to endorse the Strategy and recommend it to the Kent Partnership for final approval.

1. Introduction

- 1.1 Kent County Council's response to the DCMS' ***Culture at the Heart of Regeneration*** established its aim to be a cultural leader and to develop regional, national and international partnerships to realise that. The subsequent ***Kent Cultural Vitality*** report, prepared by ABL Cultural Consulting, laid the foundations for the development of a cultural strategy for the county. The Kent Arts Development Unit has worked since then with a range of partners to establish a strategy to transform the future impact of culture in Kent – in terms of creativity and innovation, cultural heritage, reach into Kent's wide-ranging communities, and empowering social and economic development.
- 1.2 This report summarises the process undertaken to develop the draft strategy which is attached at Appendix 1. It seeks Cabinet endorsement and recommendation to the Kent Partnership for approval.
- 1.3 For the purposes of the strategy 'culture' is defined as *'The arts, entertainment and events, museums, heritage and our oral and built heritage, media, publishing, the knowledge economy and the cultural and creative industries. This includes the provision of professional work for people's enjoyment and opportunities for participation and creativity. It includes libraries and also culture within the education sector at all levels.'* This is based on the Department of Culture Media and Sport's working definition.

2. Context

- 2.1** Kent's regeneration framework *Unlocking Kent's Potential*, (published 2009), promotes the value and potential impact of the cultural economy. The Kent Cultural Strategy is identified as a key underpinning strategy that will help realise the aspirations for the county's future development.
- 2.2** Across Kent, culture is now reflected in local frameworks: Ashford, Canterbury, Dover, Gravesham, Maidstone, Shepway, Swale, Thanet and Tonbridge and Malling have an arts or cultural plan, framework or strategy, while cultural priorities for Dartford are incorporated within the Kent Thameside cultural strategy, for Sevenoaks within its community strategy, and for Tunbridge Wells within a Community Strategy and a Strategy for Leisure.
- 2.3** The Cultural Strategy for Kent aims to do what a local cultural strategy cannot do and does not attempt to do what a local cultural strategy can do. It aims to be a light touch strategic framework, which informs but does not dictate other strategic plans. It recognises that partners have, and will further develop their own strategies and plans. It aims to provide a county wide context for these individual plans and to inform local decision making by setting out the direction of travel for Kent in the context of the South East and UK.

3. The Key Regeneration Opportunities

- 3.1** This strategy is being prepared in the wake of an economic downturn, at a time when the public sector must seek imaginative ways to assist in revitalising the economy. *Unlocking Kent's Potential* recognises that the creative industry sector is one of the economy's most robust sectors and this strategy sets out how Kent will grow this part of its economy. This will be a long term strategy and the positive impact on the Kent economy is likely to be seen in a five to ten year period if the right investment is made during the life time of this strategy.
- 3.2** The UK has the largest creative sector in the European Union and relative to GDP probably the largest in the world. The creative industries account for 6.4% of UK GDP and grew at 5% per year between 1997 and 2007, compared to 3% for the rest of the economy. In the digital sector (Software, Computer Games and Electronic Publishing) growth has been even greater at 9% over the same period. Exports grew even faster and contribute 4.3% of the country's overseas sales. According to DCMS statistics at January 2009 (Creative Employment – Great Britain, DCMS Creative Industries Economics Estimates Stats Bulletin Jan 2009), 1,978,200 people are employed in the Creative Industries in the UK. Art consumption (eg theatre and cinema ticket sales) are, despite the current downturn, reported to be thriving as are exports of cultural product such as music, film and computer games. In 2008 the film industry alone earned £1.34 billion in exports and television exports rose by 25% reaching £980million.

- 3.3** Creative industries are identified as an important source of innovation, and research shows that innovation can create new markets, productivity growth, spillovers and improved efficiency. Kent already has a substantial creative industry sector¹ and as a county it is already a creator of culture, a purveyor of culture and a cultural destination but it does not have a critical mass that is of national significance yet. The strategy proposes that in the next five years we must aim to secure and grow a strong position which will rank nationally by increasing the number of creative industries in the county; developing the right infrastructure to enable a Kent workforce to enter the sector; and supporting our existing creative industries so that we will be regarded as a creative region.
- 3.4** Research shows that there is a inequity and inequality in the creative workforce. Overall the sector is 93% white (this is improving). Entry into the sector is opaque and fragmented, and skills profiles of those aspiring to enter do not always match industry needs. There is a need for better information on and signposting of opportunities. There is also a need for better support for the retention and progression of new entrants after joining the sector workforce.² Kent must ensure that in developing its sector it addresses the causes of this and works to correct it. If we don't, we will be ignoring the contribution that a wide and diverse potential workforce could make.
- 3.5** The UK's manufacturing economy is shrinking and the skills required of young people coming into employment will increasingly be knowledge based. Creativity affects the way people perform in life and in business, and is recognised as the likely most in-demand attribute for the workforce in the growing knowledge economy. Creativity is multi-sectoral (all products require marketing for instance), and the strategy recognises the importance of a co-ordinated approach in order to maximise development of these transferrable skills and help signpost people into work.

4. The Strategy's intentions

- 4.1** The aim of the strategy is to promote a shared understanding of how the county's cultural offer can enhance the lives of people who live in Kent; and to demonstrate how culture can be used to strengthen the individual, collective and economic wellbeing of the county. It also sets out three core intentions/aspirations and actions to deliver these over the next five years, and these aspirations are summarised as follows: -
- ***Grow Kent's creative economy by being welcoming and co-operative hosts to the creative workforce***
To achieve this we will:
 - Attract and retain creative businesses;

¹ 'Cultural Vitality in Kent' report (2005), by ABL Cultural Consulting

² 'Creative and Cultural Industries Footprint' (2008-09) and 'Creative Blueprint' workforce profiles: Creative and Cultural Skills, the UK sector skills council for craft, heritage, design, literature, music, performing arts and visual arts

- Unlock creative talent to support the Kent creative economy; and
- Reveal, support and grow our existing creative businesses.
- ***Protect Kent's existing strengths by being passionate and responsible stewards of Kent's built and natural environment***
To achieve this we will:
 - Protect the past and plan for the future;
 - Encourage people to enjoy their built and natural environment; and
 - Inform and manage innovation creatively.
- ***Increase Kent's potential by being ambitious and resourceful planners***
To achieve this we will:
 - Ensure participation is possible for all;
 - Plan, not hope; and
 - Grow the confidence and skills of Kent's cultural sector to make Kent a place that offers excellent cultural experiences.

5. Process for the Development of the Strategy

- 5.1** For the effective development of a partnership-based Cultural Strategy for Kent, it was essential that structured opportunities were put in place for the partners to engage in the strategy development process and inform its content. This was done by a series of three Cultural Summits. Partners from across Kent were drawn together to achieve consensus, engagement and ownership of a strategy that genuinely reflects the unique and complex cultural planning landscape of Kent
- 5.2** The first Cultural Summit took place in February 2009, and drew together 130 influencers and decision makers from Kent and the wider South East region including officers and members from all tiers of local government, regional and local development organisations and partnerships, representatives of youth, equalities and voluntary organisations, and arts and cultural organisations. The Summit aimed to create a commitment to a cultural strategy, provide opportunity for reflection on existing cultural provision, and share opportunities and challenges. The event successfully achieved a consensus about the value of cultural planning and of the importance of establishing a Cultural Strategy for Kent.
- 5.3** The second Summit took place in September 2009, and as had been agreed at the first Summit, delegates for the second were mainly drawn from the standing cohort of delegates who attended the first. This was in order to ensure rounded engagement and continuity. This event had a strong focus on the economic and social dimensions of the cultural

sector in Kent and tested the strategy development work so far.

- 5.4** The third and final Summit event took place in April 2010, after a further draft of the Cultural Strategy had been shared with the partners for comments. The event was an opportunity to test the three main intentions and stimulate further thought by inviting reflections on culture from internationally recognised and highly respected figures in the field of cultural development. The draft strategy and its three intentions were broadly accepted. The event launched a further consultation period which has informed the development of the attached final draft.

6. Future plans

- 6.1** Kent County Council has been given a clear mandate by the partners who have helped to develop this strategy to take a leadership role in ensuring that the vision for culture in Kent is delivered. We will do this by convening an annual cultural conference and use this as a platform for an evolving and responsive action plan.
- 6.2** A first version of that action plan, by which the early stages of this strategy will be achieved, is in development, and is the subject of an ongoing dialogue with KCC colleagues and external partners.
- 6.3** We want to remain open for business with regard to how we deliver this plan, and believe that as our confidence in this field grows so too will our ambitions. In addition to consultation that has taken place on the Creative Opportunities for Growth sector strategy, there will be further discussions with creative sector business representatives as part of a series of sector conversations taking place in the context of wider Sector Strategy work over the next 6 months. The action plan will therefore be reviewed regularly to ensure that it reflects the sector's role in the county.

7. Resource implications

- 7.1** The strategy will respond to current financial constraints in the following ways:
- The action plan will be renewed annually thus ensuring that during its lifetime it can grow more ambitious as the economy recovers.
 - The strategy identifies many actions that involve:
 - better networking of existing activity/organisations;
 - greater recognition of the significance and reach of existing initiatives in order to better support them and increase their chances of success;
 - identifying shared needs and working more closely together in the spirit of Total Place.

We can therefore say with confidence that progress can be made on delivering this strategy despite current constraints.

8. Recommendations

8.1 Cabinet is asked to:

Endorse the Strategy attached at Appendix One and recommend it to the Kent Partnership for final approval .

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Background Documents:

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

Unlocking Kent's Cultural Potential

A Cultural Strategy for Kent

2010 – 2015

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

The development of this strategy was led by Kent County Council's Arts
Development Unit

Written by Sally Staples, Head of Kent Arts Development Unit

Photographs by Benedict Johnson

Design by Rubric

Foreword

Cllr Paul Carter and Cllr Mike Hill

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

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

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

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

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

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

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

2. Our Vision

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

How will we recognise success?

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

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

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

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

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

Executive Summary

Context

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

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

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

A definition of Culture

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

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

Why Kent should invest in Culture

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

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

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

Our Intentions

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

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

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

We will:

1.1 Attract and retain creative businesses

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

1.2 Unlock creative talent to support the Kent creative economy

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

1.3 Reveal, support and grow our existing creative businesses

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

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

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

We will:

2.1 Protect the past and plan for the future

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

2.2 Encourage people to enjoy their built and natural environment

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

2.3 Inform and manage innovation creatively

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

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

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

We will:

3.1 Ensure participation is possible for all

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

3.2 Planning not hoping

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

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

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

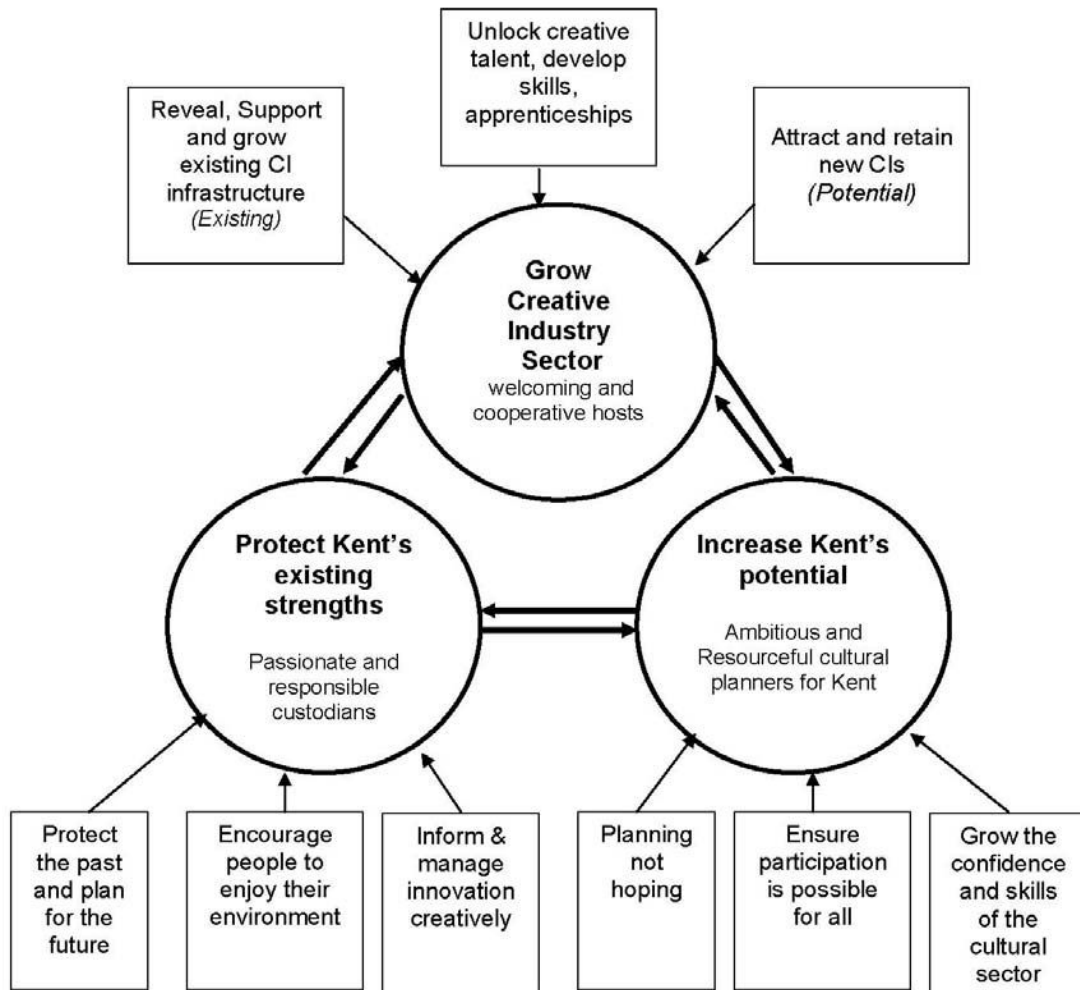
Delivering on our Intentions

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

Conclusion

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

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



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- What is the purpose of this strategy?
- Who is this strategy for?
- How do we define culture for the purpose of this strategy?
- How will the strategy be communicated, delivered and led?

2. The Intrinsic Value of Culture

3. Understanding the Kent Context

4. Intentions

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

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

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

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

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

- 3.1 Ensure participation is possible for all
- 3.2 Planning not hoping
- 3.3 Grow the confidence and skills of Kent's cultural sector to make Kent a place that offers excellent cultural experiences

Action Plan

Glossary

List of Available Appendices

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

1. Introduction

What is the purpose of this strategy?

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

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

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

Who is this strategy for?

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

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

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

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

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

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

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

How will the strategy be communicated, delivered and led?

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

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

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

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

2. The Intrinsic Value of Culture

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

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

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

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

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

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

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

3. Understanding the Kent Context

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

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

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

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

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

4. Intentions

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

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

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

Context

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

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

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

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

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

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

1.1 Attract and retain creative businesses

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

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

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

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

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

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

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

1.2 Unlock creative talent to support the Kent creative economy

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

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

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

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

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

1.3 Reveal, support and grow our existing creative businesses

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

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

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

To build the county's reputation as welcoming and cooperative hosts to creative businesses we will test the concept of a Kent cultural fair, festival and expo, both for promoting Kentish creativity and providing a Kent enterprise route to market for work produced elsewhere. We will test the idea of developing a collaborative but centrally led marketing and promotion structure to support the dissemination of cultural product from Kent nationally and in the global market-place.

We will raise the profile of those who already base themselves here by developing awards to recognise good practice, hosting events to showcase existing companies, collect information to use as case studies and maximising opportunities to promote through editorial in both generalist and specialist publications.

Building on the county's growing reputation as a welcoming and cooperative host, partners will work together to explore opportunities to develop at risk buildings for commercial creative activity, to manage creative industry workspaces and to develop the resources to attract major cultural industries into the county.

As a county we will work to coordinate input from Local Government, national bodies, cultural and other businesses, trusts, foundations and individual donors to create a bursary fund for Kent talent.

The UK film industry is worth £4.3bn to the UK economy. To date the Kent Film Office has brought £13M investment into the county, which does not include the additional benefits to tourism (recent 'set-jetting' developments)

We will:

1.1 Attract and retain creative businesses

- Ensure that Kent promotes itself as a county receptive to hosting a creative workforces
- Develop a range of adaptable networks to meet the needs of Kent's creative workforce
- Seek to develop fit for purpose workspaces s to attract and retain our creative workforce and safeguard them for the future

1.2 Unlock creative talent to support the Kent creative economy

- Provide opportunities for education, research and development for the sector
- Provide clear pathways between education and employment
- Develop Creative Apprenticeships, internships and other routes into cultural careers

1.3 Reveal, support and grow our existing creative businesses

- Develop understanding of and intelligence on the current creative workforce
- Develop a Creative and Media Opportunities for Growth Sector Strategy
- Maximise inward investment for the sector

Intention 2

We will protect Kent's existing strengths by being passionate and responsible stewards of Kent's built and natural environment

"Kent is the crossroads of Britain and Continental Europe. It's where Caesar invaded; the Anglo-Saxons landed and St Augustine reclaimed pagan England for Christianity. It's even named after a Romano-British tribe. Everyone in Kent should be proud of our county, its rich heritage and the important role it has played in the development of this country. ... and of course it has a matchless collection of local records. I am delighted that Kent will at long last have a new centre where its history can be celebrated and its unique archive collections can be cared for and made accessible to more people" David Starkey, Historian, Television and Radio Presenter

Context

The environment we live in informs, or even defines the culture that emerges in our communities. Kent has the largest population of any county in England yet 85% of its landscape is rural. It encompasses Areas of Outstanding Natural Beauty, Areas of Scientific Interest, Wetlands, Down land; it is bounded on three sides by water and notable for its varied urban and industrial landscapes. It is one of the very few areas of the UK that has a very strong and clear identity, easily located on a map by most UK residents. Kent is rich in folklore and has played a critical role in the history of our country. It is environmentally and geologically distinctive, giving it a strong character. It comprises buildings, monuments, buried archaeology and historic parks, gardens and landscapes. Kent has a notable archaeological heritage from early human remains at Swanscombe, prehistoric megalithic tombs in the Medway valley, Roman forts and historic towns to the remains of our industrial heritage and twentieth century defence sites. The county boasts a number of buildings of national or even international significance including Canterbury and Rochester Cathedrals, Chatham Historic Dockyard, Dover Castle and Leeds Castle. Kent has an exceptionally rich collection of archive and local history material documenting its story. In the life time of this strategy it will open Turner Contemporary, an art gallery of international significance in Margate designed by leading architect David Chipperfield; the New Marlowe Theatre in Canterbury and the Kent Library and History and Library Centre in Maidstone.

the rich local history of an area, contributing to the maintenance and improvement of your physical surroundings are all cultural pursuits which benefit individual physical and mental health and well being. They are also activities that are instrumental in developing safe and strong communities as they encourage a sense of belonging, a greater understanding of places so that people start to care for their surroundings and to interact with their neighbours, developing social capital.

There are also strong economic arguments for protecting Kent's distinctive character – promoting Kent as a visitor destination and marketing its distinctive character to attract businesses to settle in the county.

Kent Tourism Perceptions Research 2007 (Visit Kent and East Kent Partnership commissioned) demonstrating that 36% of people stated that specific attractions or sights are the major influence on choosing a destination. For short break destinations people want a picturesque location (35%) with attractions or sights a major influence (31%). Whilst on a short break the most popular activities include visiting historic attractions (42%).

2.1 Protect the past and plan for the future

King Withred of Kent's Charter, dated 699 AD, is probably Kent's most important historic document and is the oldest document in any local authority archive. The charter absolves the churches in Kent from paying taxes is signed by the King himself and all the most important dignitaries of the church at the time including Adrian, Abbot of St

Augustines, Canterbury who was from North Africa. The charter is important on many levels but particularly because it testifies to Kent as a kingdom and is therefore the earliest manifestation of Kent as a political entity. It is significant nationally as Kent was the birthplace of English Law and Withred was one of the first kings to write down the laws he made. [Ref: U140]

To protect our inheritance and create a legacy we can be proud of we must learn to be responsible stewards of Kent's built and natural heritage, actively seeking to make informed decisions in order to leave a legacy for future generations to value.

We need to gain an understanding of what it is about our cultural offer which has made our county distinctive up until now and must be protected, and what can make us distinctive in the future and therefore warrants investment. We will seek to increase our visitor numbers and the length of their stay as part of our strategy for economic regeneration.

This is sensitive work, with historic buildings and natural heritage or fragile ecosystems and wild life habitats at the heart of our offer. This work must therefore be regulated, ensuring that our plans are sustainable and balance the needs of visitors and residents. We can plan responsibly by considering a number of factors such as ensuring that we consider and manage the transport infrastructure that surrounds a destination and promoting the use of Kent-based subsidiaries and Kent produce to maximise the economic benefits within the county and reducing their carbon footprint.

We want to tell our own story about Kent by interpreting the past in a way that is relevant for today. We will combine our skills by creating opportunities for the heritage sector, the education sector and the creative sector to work together to find innovative ways to bring the past alive for new audiences.

We also want to add to the story of Kent by ensuring that new built infrastructure is of sufficient high quality that future generations will value it. Sometimes we will invest in entirely new cultural assets to address a gap in Kent's cultural infrastructure and other times we will promote complementary developments to enhance existing building stock.

2.2 Encourage people to enjoy their built and natural environment

In a survey of 26,000 children, 68% of 11-14 year olds thought museum visits made school work more inspiring and 90% of 7-11 year olds learnt new things as a result of the visit.

We want residents to be able to enjoy the high quality environment around them and so we must ensure that built and natural cultural assets are available to them. We need to ensure that we do not unwittingly design or plan barriers to engagement into our management plans for our cultural assets and that we do consider ways to open up access and increase understanding. We need to recognise what is of value locally and protect it to enable residents to enjoy open space, engage in creative activity or engage in the history or natural environment of their surroundings.

We need to introduce children and young people to their heritage in a way that engages their interest, encourages a sense of pride in place and enables them to think and act imaginatively when considering the future.

We need to consider new ways to introduce people to the cultural heritage around them, discovering ways to overcome psychological and physical barriers, making use of existing structures that communicate with residents such as digital media, libraries, volunteering opportunities, formal and informal education networks to encourage wider use of the countryside for example.

Feedback from Heritage Open Days in 2008 showed that 84% felt participating made them feel more part of the local community.

88% made more aware of their shared heritage
94% made them appreciate local area more.
Heritage Counts 2009 <http://www.english-heritage.org.uk/hc/>

2.3 Inform and manage innovation creatively

"We are making places so poorly that we need artists to re-assert the stories and sense of place"
"When something is taken away by the process of regeneration artists are often brought in to 'put' back' sense of place. Look first at what defines the character of place."
Charles Blanc and Tristan Surtees, "Sans Façon" speaking at the RUDI conference "A Place for Creativity? Unlocking the original in urban design and development". June 2009

Engagement in creative activity can help to inform change and empower people so that they feel a part of the process rather than having change imposed on them. Creative expression can be used to describe why change is necessary and what it will achieve. Using creativity as part of the expertise involved in the change management process of communities in renewal/transition or growth can develop a community of individuals that are responsible stewards of their own environments. To improve the effectiveness of consultation, engagement in cultural activity can add volume to the "quiet voices" in society – those who are not necessarily comfortable with traditional consultation techniques.

Creative techniques can be used to build communities who have moved into new developments or inform and engage communities where there are new developments which are perceived as imposing on their own familiar environments.

Engaging in cultural activity, exploring history or sharing stories are ways of helping people to come to terms with change, get to know and respect each other or encourage them to plan for their own futures and take pride in their area. Creative processes can also help capture stories during times of change to ensure that the sense of place: its unique qualities and fine grain are not rubbed out by new developments.

Kent has ambitious targets for new housing development, and we want to build homes and communities, not estates. To do this we need to build on our reputation for innovation (eg the award winning Shared Space scheme in Ashford). Innovation requires creative thinking, confidence, courage and the willingness to take risks. We need to continue to build on achievements to date and introduce expertise in cultural planning and community engagement or creative practice at the earliest planning stages of building projects. Whilst the traditional disciplines that make up the workforce who design and build are creative thinkers in their own fields, multi-disciplinary work with professionals from other creative disciplines brings fresh perspectives, can challenge both parties to refresh their practice and ultimately leads to new ideas and distinctive places. If we pride ourselves on going that extra mile, we will leave a legacy of distinctive design; valued public places and spaces that people want to use and care for; and we will develop a reputation as a county that creates quality environments.

*"... volunteering for a community based cultural project increases an individuals' ability to empathise with others. Cultural, artistic and sporting activities provide opportunities to discover new types of self-expression and to develop a wider range of human capacities and 'intelligences'. Passions can develop. All can increase feelings of self-worth, confidence and motivation.
...Strong neighbourhood networks can have a significant impact on quality of life. Data from the British Household Panel Survey highlights a strong link between personal wellbeing and talking to neighbours.... There is also evidence that the existence of social networks is linked to lower levels of crime, and improved educational achievement and health."
The State of Happiness, The Young Foundation, Nicola Bacon, Marcia Brophy, Nina Mnguni, Geoff Mulgan, Anna Shandro.*

We will:

2.1 Protect the past and plan for the future

- Ensure that Kent is promoted to visitors and residents in a sustainable and integrated way
- Develop leadership training appropriate to the voluntary sector
- Secure World Heritage Status for the Chatham Historic Dockyard

2.2 Encourage people to enjoy their built and natural environment

- Seek new ways to interpret cultural assets
- Encourage wider audiences by taking heritage events to unexpected places
- Develop initiatives to increase the volunteer workforce

2.3 Inform and manage innovation creatively

- Broker initiatives to allow planners, designers, local communities and artists to work together
- Develop courses in skills relating to the care of the historic environment.
- Seek sustainable uses for historic buildings at risk

Intention 3: We will increase Kent's potential by being ambitious and resourceful cultural planners

Context

Laban and North Kent Local Authorities Dance 4 Your Life: a statistically significant improvement in levels of self esteem among students taking part.... Clear benefits of dance on physical health, with statistically significant improvements in aerobic capacity and upper body strength....

"After talks we've given here and elsewhere in Birchington people often say 'I'll never look at my village in the same way again' – I think what we do is vital in helping people learn about their community and have more pride in it."
Birchington Heritage Trust

"People, especially older people, come to the Friday session to talk about the past and we record the memories. But they get a cup of tea and get to talk to other people and feel that they are contributing to the life of the village. It helps with their self esteem and also helps them not to feel so alone and isolated."
Smarden Local History Group

"We have a new volunteer who lost his job and is so enthusiastic to be helping us and finding life is not so empty and boring after all ...he's doing really well and much more happy and confident. He has learnt new skills which will help him in the future."
Volunteer – Marden Heritage Group

As cultural planners we need to consider how the individual, the community, the built and natural environment, the cultural record, the cultural workforce, the coast and the transport infrastructure can work together if we are to achieve Kent's cultural potential.

The individual: creative activity is fundamental to human nature, history shows that people have turned to stories and music in times of crisis, have used architecture and design to create a sense of place, decorate the poorest homes, capture history or find expression for the intangible. People turn to creative expression to help them come to make sense of the world around them as a way to achieving good mental and physical health. The people of Kent have a right and a need to have access to creative activity.

The community: when people gather together to engage in cultural activity they establish shared interests, make friends, they learn about each other, develop tolerance and develop the ability to cooperate to achieve goals - in short, they create communities. The residents of Kent have a right and a need to be able to engage in shared cultural activity in order to make Kent a place rich in social capital, where people feel safe, where they can work together and where they can feel a sense of belonging and acceptance.

The environment: Kent has a range of cultural and community buildings such as theatres, museums, art galleries, and village halls as well as many buildings not originally designed for cultural activity such as empty shops, redundant farm buildings and disused industrial and heritage buildings, which the creative workforce (both voluntary and professional) use to engage in cultural activity. The partners who have prepared this strategy want to make informed choices about how to ensure that residents have access to a network of spaces which facilitate engagement in cultural activity. We need to recognise what is relevant and valuable for today and in the future, and to identify where there are gaps in provision that need to be filled.

The cultural record: Kent has rich collections of recorded knowledge in the form of books, photographs, sound recordings, films, art, museum artefacts and historical documents. These collections must be stored, conserved and catalogued to ensure that people can access them now and in the future. They tell the story of Kent and can be used to inform and empower communities. Our challenge is to maintain and add to this record wisely, and to incorporate new methods for storing and preserving such as digitisation in a way that increases access and does not erode the perceived value of these collections.

The cultural workforce: we recognise that we need people – professional and voluntary, to make cultural activity available in Kent; and we need audiences – people who choose engage in cultural and creative activity. Without a workforce to develop those audiences our plans – whether for buildings, education projects, festivals or marketing, will fail. This workforce: artists, performers, historians, archaeologists, curators, project managers, volunteer coordinators need access to education, skills development, professional development and places to work.

The coast: Kent's coast is a specific challenge for planning cultural activity in Kent. We have many seaside resorts which grew up around their beaches and were designed for influxes of summer visitors. A legacy of added visitor attractions (such as funfairs, arcades, theatres, museums) depended on this seasonal pattern of visitors for their financial viability. It is well documented that these UK coastal resorts have suffered dramatic decline since the advent of the package holiday abroad. These resorts have started the process of re-imagining themselves in order to attract a new cohort of visitors. Seaside towns urgently need to diversify their economic profile, and start to reverse the downward spiral, becoming, often for the first time, places to live and work, as well as visit. Many of them, including some notable examples in Kent, have turned to culturally led regeneration to help stimulate economic regeneration. In the meantime the cultural building stock does not necessarily reflect current demand and surviving venues have the added challenge that their audience catchment area has only half the potential of inland venues as they are bordered by the sea.

Kent's size and transport infrastructure: Kent is an unusually large county with no single central urban conurbation to which the entire Kent population gravitates. Its transport infrastructure focuses mostly on traffic moving between London and the rest of the UK to the north and the ports in the south. This creates a physical and psychological divide in the county between the East and the West which can be witnessed in the analysis of Databox data – the box office system most commonly used by arts venues. Distance alone creates disparity, division and dispersal of cultural opportunities.

Franco Bianchini *'because it can work so quickly, can capture the imagination and garner a range of resources, culture is the storm troops of regeneration'*

3.1 Ensure participation is possible for all

"Regardless of how much they personally enjoy spending time reading, people understand that reading brings benefits - they attach value to it. Many of these benefits relate to how they personally feel or how they view the world; reading offers relaxation, stimulation and broadening of the mind, new perspectives on one's own life and inspiration." Arts Council England *The Future of Reading*

We aspire for all of Kent's residents to engage in cultural activity (always acknowledging that there are some people who simply make an informed choice not to engage). In order to work towards maximum engagement we need to understand current levels of engagement, potential barriers to engagement and make the most of the tools that are available to help inform the way we plan, as well as gathering evidence, consulting and evaluating the projects we are delivering.

We recognise the strength and impact that a large number of small and medium scale projects can have, and how they can be particularly appropriate when ensuring access to cultural provision in a dispersed county. These smaller scale projects can be just as effective as or even more effective than the headline projects particularly if we regard them collectively and can describe the bigger picture which they make up.

Whilst we seek to provide some specialised buildings for cultural activity we recognise that we need to reach out beyond buildings. This enables us to overcome the physical and psychological boundaries posed by building based organisations where new audiences must overcome the unknown in order to enter the building and engage with the cultural offer inside.

Consequently we are particularly committed to developing the outdoor arts sector, rural touring, Festivals, education and outreach companies. They are valuable models of delivery in their own right, but also we recognise them as being particularly suitable to meet the specific geographical needs of Kent's audiences. They have relatively low overheads compared to building based organisations, can respond to seasonal fluctuations and are generally adaptable. They develop loyal audiences and rely on partnerships (venues, ticket outlets, local promoters, local food and hotel businesses, visiting companies and artists) to make their events possible. Conversely they can be invisible, not necessarily carrying the kudos of a building based company and risk being less attractive to some funders as a consequence.

In particular we believe that our proximity to London and our easy access to the continent (where arts practitioners are far more advanced in the field of outdoor arts) makes Kent uniquely placed in the UK to host and promote outdoor arts development and practice. These models are often free because it is not possible to ticket them as they are offered in public space where access is open. Consequently they are particularly dependent on the support of public funders.

Literacy is a fundamental skill which is in turn needed to engage in virtually all other cultural engagement. A love of reading is where many people are introduced to cultural activity. Story as an art form will be at the heart of the Kent Approach to Literacy and Reading - a literacy and reading strategy developed by Kent partners to encourage higher levels of literacy and a greater love of reading among the people of Kent.

We will also increase opportunities for online engagement. We are supporting engagement with archive collections by creating and sharing digital images of archives documents, and developing web tools to support individuals and organisations in adding their own digital archives to the shared cultural record. We also have examples of digital games developed to support artistic programme in theatres, and digital tools to assist in the planning of outdoor cultural events.

In order to engage as wide a range of people as possible in cultural activity we need, as a county, to embrace the new, the unexpected and the experimental. Whilst we value established art forms we also want to be forward thinking, assessing how the audiences of the future will want to access their cultural pursuits, what the conflicting demands on audiences will be and how the cultural sector must acknowledge and respond to this, placing themselves in the busy market place of leisure opportunities with which they compete.

People taking part in cultural activities are 20% more likely to know "many people" in their neighbourhood and 60% more likely to believe that many of their neighbours can be trusted. *Taking Part Survey*

3.2 If you build it they might not come: planning not hoping

Where we do invest in cultural buildings we need to consider the overall distribution of the capital infrastructure strategically. We also need to consider how future development, such as significant housing growth will effect the demand for cultural buildings.

Cultural investment, particularly in landmark buildings, has in a number of towns and cities led to economic and social regeneration – a process described as culturally-led regeneration. This term can be misleading. Where this process has been successful the flagship building has been only one element in a far more complex network of investment. The most successful flagship projects are linked to parallel programmes such as marketing, economic development and other physical regeneration such as attention to public realm.

Kent partners will develop a protocol for the planning of our cultural infrastructure which will assist us in ensuring that future investment is made wisely and in full knowledge of what will be required to achieve success. We will use the data we have about our county to inform that planning.

Where we do decide to pursue capital projects we must consider a range of finance models such as public/private finance; mixed use developments and Section 106 agreements rather than depending entirely on public funds or commercial success. At a time of economic slow down these agreements are far more difficult to broker and our planning during the period of this strategy needs to allow for that.

We have examples of creating managed workspaces for young businesses and studio space or live/work space to attract new creative workers such as the Creative Quarter in Folkestone, Creek Creative in Faversham and The Power Hub in Maidstone. We will seek to support further developments and use this model not just to regenerate towns but also to help develop a sense of community in new housing developments.

We need to acknowledge and work with a clear sense of whether the cultural activity we are planning is of local, county, regional, national or international significance. We also need to be aware of the environment in which we plan – whether setting up a business, visitor attraction or planning an arts intervention we need to know what exists already, who the potential client group is and whether they want what we have in mind.

3.3 Grow the confidence and skills of Kent's cultural sector to make Kent a place that offers excellent cultural experiences

Kent also recognises that cultural capital assets need a creative workforce to animate them. We currently use culture as one of our tools for regeneration and we must recognise that if this is to be a sustainable strategy we must protect our cultural supply chain – cultural professionals must be encouraged to stay in the county or to come and settle in the county, our education system must be designed to draw out talent and commitment and translate that into professional ability. We must protect and increase the capacity, invest support (financial, education, training) in cultural organisations and actively encourage them to stay here or to relocate here.

We must as a county protect those structures which allow smaller and often more tailor made projects to take place – often it requires collaboration between a number of partners to ensure that we are supporting individual practitioners and small organisations, protecting and sourcing funding opportunities and providing community buildings to house activity.

A definition of centres of excellence need to be developed – one which will encompass a range of models including building based organisations, festivals and touring performing arts companies. They will be producing excellent cultural experiences, managing themselves efficiently and effectively, and sharing this expertise with smaller organisations. These centres of excellence need to be invested in at a suitable level to ensure that they can in turn, shoulder the responsibility of being beacons of good practice in the county and being ambassadors for Kent beyond the county.

We also need to ask a cohort of cultural champions to inform a Kent Cultural Board – well informed specialists in their fields who can be spokespeople for the sector – to help inform strategic dialogue in the future, providing role models of cultural leadership in the county and lobbying for investment in the sector both within Kent and further afield.

We will:

3.1 Ensure participation is possible for all

- Ensure that cultural provision is developed as part of Total Place
- Ensure that we improve cultural infrastructure as part of the Building Schools for the Future programme
- Develop the first Creation Centre in the South East Region

3.2 Planning not hoping

- Agree a shared protocol for testing the viability of and commitment to new cultural infrastructure
- Use the Culture and Creative Economic Opportunities Framework to inform cultural planning
- Lobby for the continuation of the Active People survey to measure participation in the arts

3.3 Grow the confidence and skills of Kent's cultural sector to make Kent a place that offers excellent cultural experiences

- Agree a Kent definition of centres of excellence
- Develop a well-informed Cultural Board to be a voice for the Cultural sector
- Create a significant fund for testing new ideas in the cultural field

Action Plan

A detailed Action Plan for this document is available on line. In working with an on-line version of the plan we are ensuring that it is possible to refresh the action plan at least annually. The actions included in this document are provided to indicate the nature of the more detailed plan.

Glossary

Most of the language below is subject to a variety of definitions. The following definitions describe what is meant by these terms within the context of this document in particular. It is hoped that within the lifetime of this strategy partners will grow their confidence in the use of this language as the current debate over meanings is clearly a barrier to promoting this area of work.

Creative industries

For the purposes of this strategy we will work to the DCMS definition of the creative industries. The DCMS defines creative industries as those industries that are based on individual creativity, skill and talent. They are also those that have the potential to create wealth and jobs through developing intellectual property. The standard definition used by the DCMS includes 13 industries: advertising, architecture, arts and antiques markets, computer and video games, crafts, design, designer fashion, film and video, music, performing arts, publishing, software, television and radio.

Creative activity

See Creativity.

Creative businesses

The individual businesses which make up the creative industries

Creative economy

The United Nations Conference for Trade and Development (UNCTAD) defines the creative economy as one that:

- Is based on creative assets potentially generating economic growth and development
- Fosters income generation, job creation and export earnings
- Embraces economic, cultural and social aspects interacting with technology, intellectual property and tourism objectives
- Offers a set of knowledge-based economic activities with linkages to the overall economy
- Often calls for innovative, multi-disciplinary policy responses and inter-ministerial action

Creative workforce

Those working in the creative industries.

Creativity

“Imaginative activity fashioned so as to produce outcomes that are both original and of value”
National advisory Committee on Creative and Cultural Education May 1999
<http://www.cypni.org.uk/downloads/alloutfutures.pdf>

Cultural Assets

Definition recently adopted by DCMS, full document available on request:

Working Definition for Cultural (excluding Sporting) Asset Database

Domain	Type of asset to be included
The Arts	Dancing, Drama, Music and Art Schools (if open to public use)
	Rehearsal studios and practice rooms (if open to public use)
	Theatres, concert halls, music and other performing arts venues
	Art Galleries
Audiovisual	Cinemas

Cultural Heritage	Historic buildings, stately homes and monuments
	Libraries and archives
	Museums
Natural Environment	Natural environment assets (such as parks and gardens, and significant public attractions) <i>NB – the parameters for Natural Environment assets needs to be discussed.</i>
	SSSIs (to be included as an additional layer for cultural planning uses)

Cultural activity

Engaging with culture but without necessarily having the aim to produce something original.

Cultural ecology

A combination of factors which allow cultural activity to thrive ie:

“We can accept that under the precautionary principle and the intergenerational argument we need to preserve the culture of the past, but also, with ideas of fecundity, evolution, change and growth that a new culture must constantly evolve. A healthy cultural ecology provides a habitat where both can thrive.” John Holden, Demos: Capturing Cultural Value; 2004
<http://www.demos.co.uk/files/CapturingCulturalValue.pdf>

Cultural infrastructure

The sum total of the built infrastructure which houses cultural activity, cultural organisations and individuals and the individuals that animate those buildings.

Cultural offer

Cultural activity which is available to people in Kent.

Cultural network

A group of individuals and/or organisations engaged in cultural activity that choose to form a connection and communicate in order to share experience and possibly work together in the future.

Culture

For the purposes of this strategy we limit our definition of culture to:

“The arts, entertainment and events, museums, heritage and our oral and built heritage, media, publishing, the knowledge economy and the cultural and creative industries. This includes the provision of professional work for people’s enjoyment and opportunities for participation and creativity. It includes libraries and also culture within the education sector at all levels.

It does not reflect the whole area of responsibility of the DCMS, omitting for example sport and physical recreation. It does however embrace a celebration of richness, distinctiveness and diversity in the way people live their lives, such as what they choose to wear, eat or do that expresses their individuality or their belonging.’

There are two reasons for limiting the scope. Firstly, these practices fit well together in a coherent way with an integrated or collaborative management structure in the public sector. Secondly, sport and physical recreation and related areas are already well planned and joined-up in Kent.

Outdoor arts

Outdoor arts activity is accessible, time-limited performance and installation work that happens in outdoor locations in the community, in rural and urban environments, on rivers and beaches and in the air. Some outdoor arts activity focuses on attracting larger and diverse audiences, some are focussed on exploring and experimenting with critical artistic practice, some offer opportunities for participation and some position themselves to deliver very well against school, higher and further education objectives.

New Landscapes, Outdoor arts development plan 2008–2011 A plan to support the development needs of outdoor arts in England June 2008 Arts Council England

Spillover

Source: National Institute of Standards and Technology

Economists use the term "spillover" to capture the idea that some of the economic benefits of Research and Development (R&D) activities accrue to economic agents other than the party that undertakes the research. Purchasers of better or cheaper products, competing firms that imitate a successful innovation, and firms whose own research benefits from observation of the successes and failures of others' research efforts all garner such spillover benefits. As these examples suggest, these spillovers are created by a combination of the new knowledge resulting from an R&D effort, and the commercialization of the new technology in terms of a product or process that is successfully implemented in the marketplace. Thus a complete understanding of the R&D spillover phenomena requires an unusual combination of scientific/technical and business/economic analysis.

Appendices – available on line

Appendix One

Partners who have signed up to the Kent Cultural Strategy

Appendix Two

Summary and Evaluation of the SEEDA Creative and Cultural Economic Opportunities Framework Kent Cultural Strategy Pilot

Appendix Three

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Appendix Four

Cultural Vitality Report 2005

Appendix Five

Full DCMS definition of cultural assets

Appendix Six

Strategy Reviews Prepared by ABL Consulting 2009

Appendix Seven

Customer Impact Assessment

Appendix Eight

Cultural Summit I Report

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Cultural Summit III Report

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Index of websites linked to projects mentioned in the strategy

Appendix Eleven

“Think Pieces” commissioned Spring 2010 to inform final strategy

Ambitious Resourceful Cultural Planners – Lia Ghilardi

Intrinsic Value of Culture – John Holden

Custodianship – Dr Andy Brown

Hosts to the Creative Workforce – Dr Tom Fleming

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By: Paul Carter, Leader of the County Council.
 Roger Gough, Cabinet Member for Corporate Services
 and Performance Management.
 Katherine Kerswell, Group Managing Director.

To: Cabinet, 11 October 2010.

Subject: “**Equity and excellence: liberating the NHS**”

Classification: Unrestricted

Recommendation:

Cabinet are asked to AGREE the commentaries appended to this report as representing the views of Kent County Council in respect of the Coalition Government’s White Paper “*Equity and excellence: liberating the NHS*” and its associated consultation reports.

Introduction

1. In July 2010, the Coalition Government published for wide consultation a White Paper setting out proposals for a radical transformation of the National Health Service. The White Paper was supplemented by a set of more specific consultations on commissioning, local accountability, regulation and outcomes. Subsequently, in mid September a further consultation report regarding children’s healthcare services has been published.
2. The appendices to this report set out the proposed responses on the specific consultations, together with the response made to the main White Paper itself, which had an earlier deadline of 5 October.
3. The forthcoming Health Bill, which will be informed by this consultation, will pave the way for extensive changes to how the people of Kent will be served by health services in the future and the role of the County Council in achieving this. Although the consultation process on the White Paper formally closes on 11 October, the Coalition Government has signalled a clear intent to keep stakeholders engaged in what is an emergent policy.

Alignment with Council priorities.

4. The Health Bill will have impacts on virtually all of the council’s services and on how the council works with partners in the NHS. With the abolition of the Primary Care Trusts in Kent by 2013, the council will need to forge new relationships with the GP consortia that will be the new primary care bodies at the heart of the reforms – and at the heart

of a much more localised commissioning of healthcare services from 2013.

5. The Health Bill will also create the statutory framework for a new national Public Health Service – specifically, the transfer from the NHS to local government of the health improvement functions of the current NHS, working in collaboration a national Public Health Service dealing with health protection and tackling health inequalities. These changes, and the council's role in their successful delivery, are fully consistent with the current Medium Term Plan and Vision for Kent. These proposals are informing the dialogue with all partners over the refresh of partnership arrangements in Kent.

Financial and legal implications

6. Until the Comprehensive Spending Review is published and the Health Bill has been published and completed its passage through Parliament, the financial implications can not be readily quantified, although it is anticipated they will be significant.
7. The White Paper makes proposals which will bear directly on the council's statutory functions and its governance and constitutional arrangements as the Bill is enacted, At this stage, until the Bill is published, it has not been thought necessary to seek formal legal advice.

The NHS White Paper – “no decision about me, without me”

8. The White Paper's proposals are far-reaching. If enacted as outlined, there will be fundamental changes to how healthcare is commissioned, organised and performance-managed. The abolition of Primary Care Trusts and Strategic Health Authorities is to be followed by their replacement by GP consortia, working in much closer collaboration with local government, and an NHS Commissioning Board at arm's length from the Secretary of State, together with reconstituted arrangements to strengthen local patient and public 'voice'.
9. By these means, it is intended to put healthcare commissioning strategy and decision-making much closer to those making the everyday clinical decisions – and much closer to those affected by those decisions. The enhancement of the local authority role in, for instance, the functions of local Health & Well-being Boards, marks a significant reintroduction of local democratic accountability in an NHS that has been increasingly seen as remote and unaccountable.
10. Such changes are not without risk and in anticipation of the Health Bill, arrangements are already in place for Members of Cabinet to be fully engaged with GP and NHS colleagues in co-designing the future arrangements for Kent, strongly supported by the Group Managing Director, the Managing Director for Adult Social Care and the jointly-appointed Director of Public Health, to ensure there is a work programme in place to deliver these transformational changes.

Consultation and communication

11. The County Council is a formal respondent to the Coalition Government's White Paper proposals. The Department of Health, primarily through the agency of the Strategic Health Authorities, has organised and led a series of engagement events, in which Cabinet Members and senior officers have actively participated. The Group Managing Director, the Managing Director for Adult Social Care and the Director of Public Health, in particular, have established open lines of communication with NHS colleagues on a day-to-day basis. The consultation period from mid-July has been accompanied by a steady flow of supplementary correspondence from the Department of Health, as well as briefings and other materials from the many stakeholders.
12. The White Paper is intentionally light on many aspects of the detail as the clear intent is to focus on outcomes and leave the detail of local interpretation of 'what works best' to local determination as the changes are rolled out. Nevertheless, many officers across the County Council have been involved in helping draw together the council's responses and this has in turn depended on extensive internal consultation with Members and others. This consultation stage is just the first part of what will be an extended period of engagement – the Programme Board will ensure that an effective communications strategy will support this.
13. Members of Cabinet have already held two constructive meetings with PCT Chairmen, Chief Executives and Medical Directors and at the time of publication, plans were being finalised for a further meeting with GP leaders in Kent in November.

Managing the transition

14. The County Council will wish to work collaboratively with NHS colleagues and establish robust joint programme management arrangements to ensure continuity of 'steady-state' business during a period of organisational flux for the NHS and that changes already planned and in the pipeline are reviewed to assess how those plans are consistent with the new direction and arrangements set out in the White Paper. The programme will seek to secure opportunities for closer service integration and improved efficiency.
15. The Council's Health Overview & Scrutiny Committee will have a key role to play during this interim period, even though scrutiny arrangements themselves will need to adapt to a different set of accountability arrangements, subject to the legislation.
16. These are issues that will be of importance to all Members of the County Council. As Leader, I have asked that further briefings are arranged so that all Members have the opportunity to contribute to how these developments progress.

Conclusions

17. The White Paper proposals set out the Coalition Government's vision of healthcare more closely designed around local need, with services and care pathways designed by those who best know their patients and their localities. Together with the prospect of a White Paper on Public Health in the near future that will enhance the role of local government in improving the health of residents and communities, and a Localism Bill which is intended to empower local communities and councils, the County Council is well placed to play a strategically significant role in shaping future arrangements and also to support the successful launch of GP consortia, if the right 'paving' and enabling legislation is passed.

Recommendations

Cabinet are asked to AGREE the commentaries appended to the report as the views of Kent County Council in respect of the Coalition Government's White Paper *"Equity and excellence: liberating the NHS"*.

Cabinet are asked to AGREE to publishing the consultation responses on kent.gov.uk and drawing them to the attention of GPs and other stakeholders.

Background Documents

"Equity and excellence: liberating the NHS";

"Liberating the NHS: commissioning for patients";

"Liberating the NHS: local democratic legitimacy in health";

"Liberating the NHS: regulating healthcare providers"

"Liberating the NHS: transparency in outcomes – a framework for the NHS";

"Liberating the NHS: report of the arm's-length bodies review";

- *all these consultation documents were published in July 2010.*

"Achieving equity and excellence for children" – this report, described as an 'engagement document', was published in September 2010.

“Equity and Excellence: Liberating the NHS.”

This document sets out the responses of Kent County Council to the four subsidiary papers to the NHS White Paper and also comments on the Achieving Equity and Excellence for Children engagement document and also draws upon the report of the Review of Arms length bodies.

“Local Democratic Legitimacy in Health”

Q1. Should local HealthWatch have a formal role in seeking patients’ views on whether local providers and commissioners of NHS services are taking account of the NHS Constitution?

Yes. It is important that the public and patients are at the heart of all decisions about the commissioning and delivery of health and social care and HealthWatch would be an excellent vehicle to facilitate this.

It would have been helpful to have more information about what responsibilities are envisaged for HealthWatch England and the links between a local HealthWatch and HealthWatch England and other links with the Regulators.

Q2. Should local HealthWatch take on the wider role outlined in paragraph 17, with responsibility for complaints advocacy and supporting individuals to exercise choice and control?

Yes. In the current system, responsibilities for ensuring the voice of the public and patients are heard and acted upon is scattered across a wide range of organisations. This has led to confusion for those trying to get help or comment on the care they have received and is a time-wasting and expensive duplication of effort. The “citizen’s advice bureau” role outlined for HealthWatch would not only unify organisations into a coherent whole from an organisational perspective but would bring much needed clarity to the public.

We would like to build on the proposals in the White Paper to include Local Authorities have the ability to commission a whistle-blowing service. KCC is also considering the commissioning of an external scrutiny function to have oversight of the Health and Wellbeing Boards (or local equivalents)

The White Paper has not been clear about where responsibility for dealing with complaints themselves will lie. Feedback in Kent has told us that the public already find it difficult to know where to start their complaint. This is exacerbated when, as is already too common, a patient wishes to complain that between their GP, the consultant to who they were referred and the treatment they eventually received, they do not feel they had the integrated service they needed. Reviews of the Health

complaints services have generally been far from positive; the transformation of the NHS should be a good opportunity to resolve these long-standing issues.

Q3. What needs to be done to enable local authorities to be the most effective commissioners of local HealthWatch?

The Equity and Excellence White Papers set out welcome proposals on freeing up commissioners and providers to ensure that services are responsive to the local population. One of the key elements in delivering locally responsive services is to ensure the public have a variety of way of making their voice heard and being supported to do so. Local Authorities need to be able to commission public engagement through a range of organisations that best reflect the voice of the local population on any particular issue. In addition to commissioning the LINKs, local authorities may also want to commission voluntary organisations that have chosen not to ally themselves with the LINKs, private survey companies, local media firms etc. It is vital that Local Authorities have the freedom to commission what is best for the population they serve and are not forced into a one size fits all contract.

The White Paper wording of “LINKs will become HealthWatch” has been interpreted differently in and across organisations. We need assurances that the commissioning freedoms described throughout the White Paper will also be afforded to Local Authorities.

Whilst statutory frameworks can become stifling a set of guidelines might be helpful. These guidelines might include issues such as whether the commissioning and management of the day-to-day operations of HealthWatch should be at arm’s length to service provision such as public health and social care, the need to strike a balance between political views and other public representation, the need to ensure that voluntary organisations are representing the views of the people they are set up to serve etc.

Q4. What more, if anything, could and should the Department do to free up the use of flexibilities to support integrated working?

To make freedoms and flexibilities work fully there needs to be an overhaul of current regulations. Limited take up as suggested in paragraph 23 is because there are still significant barriers for full joint commissioning. These barriers include funding streams, 'ring fenced budgets, regulations / legislation and governance which make it difficult for joint commissioning.

Q5 What further freedoms and flexibilities would support and incentivise integrated working?

Freedoms and flexibilities should go beyond joint commissioning and focus on making a reality of personalisation. For example:

- People on direct payments cannot purchase services from Local Authority's in house services
- There needs to be a period of reflection and learning in regards to the Personal Health Budget pilot programmes. Can Direct Payments be extended to health care needs? It is our view that an arbitrary split will hinder the development of integrated community services between health and social care.

Q6. Should the responsibility for local authorities to support joint working on health and wellbeing be underpinned by statutory powers?

In the early days of new partnerships and new roles and responsibilities for health across a range of organisations, it may be a useful spur to have statutory powers to underpin joint working. The statutory framework should spell out the minimal obligations regarding collaboration but without prescribing the form. If there are to be statutory powers, then a range of organisations should be consulted on how these should work and a date of review for the arrangements built in to ensure they are working to the advantage of all stakeholders, but most importantly the public.

Q7. Do you agree with the proposal to create a statutory health and Wellbeing board or should it be left to local authorities to decide how to take forward joint working arrangements?

We agree that there should be a statutory obligation to carry out the functions of a Health and Wellbeing Board including a reciprocal duty for GP Consortia to attend and contribute especially while the new arrangements are becoming embedded. For some Local Authorities there are already a range of Boards and other structures that could more effectively and more inclusively carry out these functions rather than set up separate structures, especially in a "slimmed down" public sector and particularly in two tier local authorities. We ask that it is left up to each Local Authority to determine how and where the Health and Wellbeing Board functions are carried out. Legislation could cover the role of scrutiny and referral, the need to hold meetings in public, to ensure there is good public voice at the meetings, to demonstrate that it is delivering the outcomes demanded by the population, etc. However, there needs to be freedom and flexibilities to set up Boards in the best way for the residents, organisations and stakeholders in an area.

Q8. Do you agree that the proposed health and wellbeing board should have the main functions described in paragraph 30?

Yes – along with a requirement to involve local communities and Healthwatch in these functions.

It would be useful to clarify that the Health and Wellbeing Boards (or local equivalents) are to ensure that the functions it is responsible for are carried out, rather than carrying them out themselves. Some tasks, such as producing the

JSNA are too detailed for a high level Board to concern themselves with directly, but the Board should satisfy itself that assessments have been properly carried out and the resulting JSNA truly reflects the needs of the population. Similarly the Board must ensure there is appropriate joint commissioning and partnership rather than doing it itself. These are important distinctions to make as too much direction in the minutia of commissioning will call into question the independence of the scrutiny function that will later be called in to examine it.

A further set of functions KCC advocates for the Health and Wellbeing Board is oversight of major changes proposed by local healthcare providers, such as proposals to merge or demerge, shed parts of their organisations etc. It is vital, especially during the transition period, that the freedoms proposed in the Regulation of HealthCare providers consultation document are balanced by the need for robust public accountability. The ambition of “putting patients and the public first” will not be achieved if healthcare providers can reduce local choice to suit their organisational needs without considering whether this is in the public interest.

Q9. Is there a need for further support to the proposed health and wellbeing boards in carrying out aspects of these functions, for example information on best practice in undertaking joint strategic needs assessments?

There is already adequate support for creating JSNAs through groups such as LGA, ADASS etc. In Kent and across organisations, there is already a body of knowledge / experience to take this forward.

Q10. If a health and wellbeing board was created, how do you see the proposals fitting with the current duty to cooperate through children’s trusts?

We would prefer to have the freedom to develop our own relationship between the Health and wellbeing Board and our Children’s Trust arrangements in Kent. We are currently reviewing the operation and structure for our local strategic partnership and would want to develop these arrangements in line with the outcomes of this review.

Q11 How should local health and wellbeing boards operate where there are arrangements in place to work across local authority areas, for example building on the work done in Greater Manchester or in London with the link to the Mayor?

The consultation document already allows for Health and Wellbeing Boards to be set up across boundaries where appropriate, and this makes sense. As outlined in question 7, Local Authorities will need freedom to set up structures to carry out the functions of Health and Wellbeing Boards to suit their own area. However this is done, it will need to allow for some health care, trauma, maternity, cancer etc spanning districts within a Local Authority area or crossing upper tier local authority boundaries

Q12 Do you agree with our proposals for membership requirements set out in paragraph 38 - 41?

Yes, though again there must be the flexibility to ensure that each Board has the representation that is right for it, rather than be given strict rules for membership. If there is statutory legislation to underpin the powers of the Board, then they could include a requirement to ensure and demonstrate the Board has representation from the public and those responsible for commissioning health and social care, public health etc rather than being too prescriptive as to exactly who should attend.

Q13 What support might commissioners and local authorities need to empower them to resolve disputes locally, when they arise?

Good practice guidelines would be helpful especially if backed up by case studies as the new arrangements become more settled. It could be a requirement of the Board for them to include dispute resolution as part of its governance; this could include requests for help to the Independent Reconfiguration Panel, peer review etc. A further option is a less formal appeal to CQC, Monitor or other regulator for help and advice. The good practice guidelines should make it clear that only as a very last resort should there be appeal to the Secretary of State for Health

Some form of incentive from the Department of Health or acknowledgement from the Inspection or Audit services for authorities who successfully deal with disputes locally may also be helpful.

Q14. Do you agree that the scrutiny and referral function of the current health OSC should be subsumed within the health and wellbeing board (if boards are created)?

It is important to note the difference between scrutiny and the power of referral to the Secretary of State for Health. The transfer of HOSC statutory powers to the Health and Wellbeing Board (or local equivalents) should not be taken as meaning that non-executive health scrutiny will cease and local authorities must not be prevented from maintaining effective local health scrutiny. The important role that non-executive Members have and will continue to play in overview and scrutiny should be acknowledged and local authorities should have the flexibility to establish the most appropriate systems to carry this out.

Some consideration should be given to transitional arrangements. It may be sensible to encourage shadowing arrangements from the current Health Overview and Scrutiny Committees. It is important that public and patient voice, both through elected representatives and through voluntary organisations and other routes continues throughout the transition and beyond.

Q15. How best can we ensure that arrangements for scrutiny and referral maximise local resolution of disputes and minimise escalation to the national level?

Robust governance arrangements – see Question 13

Q16. What arrangements should the local authority put in place to ensure that there is effective scrutiny of the health and wellbeing board's functions? To what extent should this be prescribed?

- Self assessment focussed on agreed outcomes for the Board
- Public and patient involvement, through HealthWatch
- Clear work plans & business plans that focus on outcomes for the public
- Regular audits of Board Activity by external auditors
- A mechanism to delegate the authority to scrutinise to either sub or overarching scrutiny panels or Boards
- External scrutiny should form part of each year's scrutiny plans, especially where services are commissioned or delivered by the Local Authority.

It is unlikely that one set of prescriptive measures will work equally well for all regions or organisations. Guidelines and the sharing of evolving effective practice will be helpful and probably more successful in running scrutiny successfully

Q17. What action needs to be taken to ensure that no-one is disadvantaged by the proposals, and how do you think they can promote equality of opportunity and outcome for all patients, the public and, where appropriate, staff?

- It is important that the JSNA focuses on all disadvantaged groups and from this robust priorities are established by the Board which are reviewed.
- The impact on Health Inequalities should be assessed; commissioning and delivery plans should focus on reducing the gaps between the least and most disadvantaged.
- Major initiatives, service reconfiguration etc should be subject to Impact Assessments

Q18 Do you have any other comments on this document?

The importance of the voice of the public, whilst made of paramount importance in some of the consultation papers, has not always seemed consistent. For example, much has been made of public voice in the need to scrutinise commissioning decisions. However there is no mention made of how this might also apply to the role of healthcare providers. Indeed, the Regulating Healthcare Providers consultation paper suggests that the public need not be represented on the Board. Our concerns would be greatly lessened if at least during the transitional period governance changes as well as service changes were still regarded as matters for local deliberations.

The issues of safeguarding and patient safety are overlooked. In this paper there is only a passing reference to the children's safeguard board and there is little indication of how vulnerable adults will be protected. We look forward to this omission being addressed during the transitional period.

“Liberating the NHS: Commissioning for Patients”

Responsibilities of GP consortia

1. In what practical ways can the NHS Commissioning Board most effectively engage GP consortia in influencing the commissioning of national and regional specialised services and the commissioning of maternity services?

GP Consortia will become engaged with this agenda by being involved in the process of decision making from the start (i.e. as Consortia begin to be formed). It is imperative that GP's and the Board begin talking early-on in the transition phase. Not only to positively engage but equally, so that the Boards' requirements can be clearly set out and the expectations of each party managed. The LA should have involvement in these early stages as they have significant knowledge and experience in commissioning practices and the engagement process. The LA should be present throughout the development stage as they will be a key stakeholder long after the PCT and SHA's have disbanded.

The Board should consider regional consultation with practices to establish how they want the commissioning of services to be implemented in order to ensure a strategic element to service provision and therefore good value for money. It would also be beneficial if the Board began a process of information gathering, assessing issues such as levels of specialist knowledge – for example, in relation to mental health or drug and alcohol commissioning - and the extent of public access to data resources.

The NHS Commissioning Board should promote the use of the Joint Strategic Needs Assessment (JSNA) (and we fully endorse proposals that the LAs lead on these). It would also be helpful if the localised Outcomes Framework reflected the commissioning plans that are based on the JSNAs

2. How can the NHS Commissioning Board and GP consortia best work together to ensure effective commissioning of low volume services?

There needs to be integration between the commissioning cultures of the NHS Commissioning Board and GP Consortia e.g. mutually constructive strategic aims, effective sharing of information and effectual access to existing services through reduced bureaucracy. This would allow for efficient commissioning decisions relating to smaller contracts. We are assuming that the Health and Wellbeing Boards will ensure that commissioning plans are coherent across their region.

3. Are there any services currently commissioned as regional specialised services that could potentially be commissioned in the future by GP consortia?

In Kent, drug and alcohol treatment services are currently commissioned by the authority-based Drug and Alcohol Action Team. This arrangement has worked exceptionally well and provided a service driven by effectiveness, value and a focus

on the service user. Under the proposed arrangements, this service should remain within the local authority in order to continue to be effective and driven by value. DAAT are looking forward to sharing learning from its commissioning experiences with GPs and it would be delighted to do the same for the NHS Commissioning Board

Children and young people's services such as CAMHS could be commissioned through partnerships with local authorities. They could work with children's services joint commissioning units.

LAs have significant experience and understanding of the opportunities and limitations found in collective commissioning arrangements. In Kent significant work has been underway for some time with PCTs and other partners in the area of joint-commissioning. As such, LAs would be a good local source of information and guidance to GP Consortia interested in pursuing such arrangements.

4. How can other primary care contractors most effectively be involved in commissioning services to which they refer patients, e.g. the role of primary care dentists in commissioning hospital and specialist dental services and the role of primary ophthalmic providers in commissioning hospital eye services?

Primary Care dentists and other specialists should sit as part of special interest commissioning groups to inform commissioning plans. In addition, Consortia could adopt the practice-based specialist interest model whereby Practices could sell the services offered by GPs with specialist interest areas to other Consortia within a localised geographical area (or if suitable across geographical boundaries).

The specialist interest group would ensure commissioning services deliver a holistic package to patients such as dental or ophthalmic representation. In addition, the needs of children and young people need to be considered holistically to minimise expenditure and maximise outcomes. Consideration should be given to linking NHS reforms with the development of services for children with SEN and disabilities emerging from the recent OfSTED review.

5. How can GP consortia most effectively take responsibility for improving the quality of the primary care provided by their constituent practices?

The design and monitoring of contracts will be an essential part of Consortia's commissioning responsibilities. LAs have experience of contract management (and re-tendering) which it could share with Consortia. Establishing a common template and specification on outcomes would inform practice decisions. Consortia could commission procurement expertise from LA's. However, for LAs to provide GP Consortia with commissioning support the DH will need to develop guidelines on the market entry requirements for LAs.

6. What arrangements will support the most effective relationship between the NHS Commissioning Board and GP consortia in relation to monitoring and managing primary care performance?

There are advantages and disadvantages to GPs monitoring what GPs deliver: peer review of work undertaken can be extremely positive and beneficial to service development, but there is a potential conflict if GPs are self-regulating. We agree that there is a need for additional scrutiny through the Health and Wellbeing Board

7. What safeguards are likely to be most effective in ensuring transparency and fairness in commissioning services from primary care and in promoting patient choice?

The introduction of best practice guidelines to ensure transparency and fairness in service development and to facilitate improved integration and effective partnerships between GP Consortia, the NHS Commissioning Board and LAs would be helpful.

Consortia should be required to be transparent in their financial dealings without breaching confidentiality – a sensitive balance must be maintained to ensure public trust in Consortia whilst not exposing practices to undue risk. Openness and honesty around finances and spend will encourage dialogue with patients in the local area.

We have commented in the Transparency and Outcomes response that the outcomes framework needs to be strengthened to ensure that the public have access to easily understood information that will help them make the choices right for them

8. How can the NHS Commissioning Board develop effective relationships with GP consortia, so that the national framework of quality standards, model contracts, tariffs, and commissioning networks best supports local commissioning?

All commissioning bodies must ensure that their financial decisions are transparent and clear. For example, it must be clear what tariffs are being imposed and what services are required to be delivered. Commissioning bodies must also state how contracts will be monitored; how outcomes will be measured; and outline any penalties which may be incurred in advance. This system would also allow for the easy identification of duplication i.e. if local Consortia are doubling up on the payment for services, such as under the old ‘unbundled tariff’ scheme.

Good reporting systems and the open sharing of information are essential to develop effective working relationships between partner organisations.

The Commissioning Board could look to identify methods of best practice and guidance e.g. from American models, that could be used to inform the development of effective commissioning relationships. Bodies could also look to examples of private commissioning to support their work.

9. Are there other activities that could be undertaken by the NHS Commissioning Board to support efficient and effective local commissioning?

Local authorities hold vital information regarding the local area, particularly in regards to health inequalities so the NHS Commissioning Board should encourage or direct the Consortia to engage with the LAs. This will enable both parties' to determine what synergies can be forged between locality models and any proposed structure and priorities.

Establishment of GP Consortia

10. What features should be considered essential for the governance of GP consortia?

Essential to the governance of GP Consortia will be a clear best practice framework setting out how GP Consortia will be accountable within their local communities. This should include the publication of commissioning spend, and the process by which public or other agencies can comment or influence the commissioning outcome.

There also needs to be a mechanism which allows partner agencies to call GP Consortia to account if their actions are having unintended or adverse consequences. For example if GP Consortia commission services which adversely drive-up elective surgery in another locality.

11. How far should GP consortia have flexibility to include some practices that are not part of a geographically discrete area?

Consortia should have significant flexibilities to include practices that are not part of their geographically discrete area. The inter-operability of practices and Consortia is key to providing effective 'value for money' commissioning arrangements.

This, combined with an analysis of the strategic aims of different Consortia, would lead to a reduction in the likelihood of commissioning duplication, especially in common service provision e.g. stoma, children with severe and complex needs, HIV and cancer care, and would avoid wasting resources (both in terms of time and money). To support this approach, clarity is needed over whether the NHS Commissioning Board will provide an analytical function and a summary of what services are provided by which Consortia.

12. Should there be a minimum and/or maximum population size for GP consortia?

No – Consortia should be configured according to the demographics of different areas. Consortia boundaries should be determined by the needs of the communities they serve, not by the size of the population they cater for. However, there is a

balance to maintain between serving the community and providing an efficient administrative service.

Freedoms, controls and accountabilities

13. How can GP consortia best be supported in developing their own capacity and capability in commissioning?

Clear regulations and outcome expectations as evidenced in the JSNA will help Consortia to establish the guidelines within which to commission services. Local Authorities have long experience in practical commissioning and would be well placed to provide commissioning support services to local GP Consortia.

Currently, PCTs can use the Framework for procuring External Support for Commissioners to gain easy access to expert suppliers. If this Framework is going to continue and be accessible to GP Consortia, KCC would recommend that Local Authorities be considered for expert supplier status. If the framework is to be replaced, then we would ask that Local Authorities not be barred from providing these services.

14. What support will GP consortia need to access and evaluate external providers of commissioning support?

GP Consortia will need transparent and comprehensive advice on what support is available such as: private company comprehensive package of commissioning provision including monitoring activity data, brokering with pharmaceutical companies and drug manufacturers, vis-a-vis a more bespoke package of tailored services offered by LAs including legal advice.

All LAs have developed sophisticated commissioning arrangements as required in the implementation of Children's Trusts. These would be useful to Consortia and KCC would welcome the opportunity to work with Consortia on this.

15. Are these the right criteria for an effective system of financial risk management? What support will GP consortia need to help them manage risk?

As the level of risk is not yet known, it is extremely difficult to offer a response to this question before roles with individual Consortia have been established.

More detail is needed to establish which body would be accountable if, for example, commissioning failures arise that harm individuals

16. What safeguards are likely to be most effective in demonstrating transparency and fairness in investment decisions and in promoting choice and competition?

The JSNA should establish what services are required. Consortia should be measured against delivery of outcomes against the needs and should be accountable to both the NHS Commissioning Board and the Health and Wellbeing Board if unable to provide evidence of this.

Consortia should be transparent in their financial dealings, without breaching commercial confidentiality. A good balance must be maintained to ensure public trust in Consortia whilst not exposing practices to undue risk. Public scrutiny will provide transparency.

An effective safeguard will be the introduction of a governance and accountability framework to ensure transparency and fairness in service development, and to facilitate improved integration and effective partnerships between GP Consortia, the NHS Commissioning Board and LAs.

17. What are the key elements that you would expect to see reflected in a commissioning outcomes framework?

The key emphasis must be on flexibility, relevance and outcomes for patients so that the indicators can be evolved on a 'fit for purpose' basis. Key to this is that each outcome framework reflects what is important to people in the area, i.e. localised outcome frameworks.

There would also need to be some indication of who will be collating the information which Monitor and CQC will collect. Currently this is a large piece of work undertaken by the PCTs, it is difficult to see how the GP Consortia will collate this information.

The framework should also take note of the need to increase investment in services for children and young people to create a truly preventive and cost effective NHS.

18. Should some part of GP practice income be linked to the outcomes that the practice achieves as part of its wider commissioning consortium?

This would be dependent on the method by which outcomes are to be measured, and over what time periods. There needs to be an equitable system which does not penalise consortia serving the poorest populations. The proposal that GPs are paid on outcomes would need to ensure that outcomes are population based rather than patient list based, i.e. that GPs are rewarded for serving the needs of all the people in their catchment area .

The provider incentives to attain results as outlined in the White Paper are to be 'paid according to the costs of excellent care, rather than average price'. This means that providers who deliver excellent care in line with commissioner priorities will be eligible to receive a 'quality increment.'¹ There is a danger that an outcomes

¹ 'Equity and Excellence: Liberating the NHS', Crown Copyright, 2010 p. 25, 3.18-3.20.

focussed payment system could result in those Consortia which have the greatest level of resources being rewarded with higher payments.

19. What arrangements will best ensure that GP consortia operate in ways that are consistent with promoting equality and reducing avoidable inequalities in health?

Currently there is a wide variation in how well GPs engage with public health issues. We hope that the NHS White Paper and the imminent Public Health White Paper will set out a clear expectation and incentivisation for GPs to become more active in preventative health care.

LAs could ask for a commitment (formal or informal) from Consortia to put equal access to healthcare at the centre of their commissioning decisions. This issue could be an integral part of the accountability framework.

Partnerships

20. How can GP consortia and the NHS Commissioning Board best involve patients in making commissioning decisions that are built on patient insight?

See below (Q21).

21. How can GP consortia best work alongside community partners (including seldom heard groups) to ensure that commissioning decisions are equitable, and reflect public voice and local priorities?

KCC is already setting up conferences and workshops with GP Consortia and the PCTs at which all partners can share experiences to ensure that when engaging with the public local priorities are always at the heart of our commissioning decisions.

KCC has a solid background engaging with other stakeholders, members of the public and patients. It has a good understanding of how to best involve and work with our community partners. For example, West Kent Adult Social Services and West Kent PCT previously organised a number of events designed to strengthen its engagement with the local BME voluntary sector as part of the commissioning process to build capacity. The feedback and learning from these events gave ‘us a better understanding of the needs of minority communities in relation to health and social care needs and...this knowledge [has]...inform[ed] commissioning activities. It [has also given]...us a better understanding of the best way to engage these different communities.’²

Another good example is Kent Teenage Pregnancy Partnership who conducted a large piece of research to explore young people’s perceptions of sex and

² ‘Engaging BME Communities in West Kent’ as part of the ‘culturally competent support’ stream sent to KASS by Maidstone and Malling Adult Services on 29-06-10.

relationship education and sexual health services. This enabled KCC to influence other partners and shape services accordingly.³

We hope that GP Consortia will capitalise on the conferences and workshops and together we can continue this work to ensure that all of Kent's population have proper input into commissioning decisions

22. How can we build on and strengthen existing systems of engagement such as Local HealthWatch and GP practices' Patient Participation Groups?

Kent Health Watch has been successfully gathering feedback and passing it onto the appropriate service areas in health and social care since it was launched. This could be developed into the HealthWatch Programme, as outlined in the White Paper. In addition, Patient Participation Groups (PPGs) create a connection between practices and their patients, allowing for open, constructive discussion and analysis of service provision, and offering an alternative perspective on many of the topics relevant to general practice. This relationship can be strengthened by increasing the breadth of engagement with the local community and integrating the feedback obtained by the practices into Consortia-wide frameworks.⁴

By their nature PPGs are a mechanism which at different times can represent the patient population to the practice, and vice versa (the practice to the wider community). The PPG role could be developed to gauge customer satisfaction with Consortia's and the effectiveness of targeted services. Such an arrangement could form the basis of an early warning system, flagging issues with the provision of services before issues develop.

23. What action needs to be taken to ensure that no-one is disadvantaged by the proposals, and how do you think they can promote equality of opportunity and outcome for all patients and, where appropriate, staff?

A formal and ongoing feedback process ought to be developed to obtain feedback from local people and partners re: equality of opportunity and outcome. Widespread consultations asking local people for their opinions would work, as would developing partnerships currently within health and social care (such as older persons forums). Ownership of this process should be joint between the GP Consortia and Health and Wellbeing Board.

We would expect the Health and Wellbeing Boards and the JSNA would have a key role in ensuring that GP Consortia do not avoid commissioning high-cost specialised service e.g. Learning Difficulties or Physical Disabilities, in order to conserve limited resources.

The needs of diverse population groups including children and young people, homeless, mentally ill, etc. should also be considered. As set out in our response to

³ CHSS, Billings, 2007

⁴ The ways in which this information is subsequently used and the manner in which it informs corporate developments should be fed back to the forums/groups consulted to ensure community engagement with future initiatives.

Achieving Equity and Excellence for Children, we would caution against too much reliance on internet feedback as this will exclude the more disadvantaged groups. Where there are specialist teams who oversee this work, this should be harnessed. For example, KCC firmly believe that the Drug and Alcohol Action Team (DAAT) should remain within the local authority. By commissioning services for the prison population (the county has 11 prisons), as well as for the general population the DAAT ensures that all its service users, however vulnerable, are in the best possible position to achieve equality of opportunity and outcome.

24. How can GP practices begin to make stronger links with local authorities and identify how best to prepare to work together on the issues identified above?

As mentioned above, in Kent we are already ensuring that GP Practices are having the opportunity to start engaging with KCC and the local districts. From these conferences and workshops together we can identify how we can build on our understanding of the local commissioning requirements in the area.

“Liberating the NHS: Transparency in outcomes – a framework for the NHS”

General comments

Whilst it is understood what the outcome framework is designed to deliver, the content and lack of clarity is disappointing. Although responses have been provided for each question, there are a few themes that run through, which are detailed below:

1. It appears that the actual concept of an outcome is not always evident in the proposed framework.
2. It is not clear how local priorities will be factored into a framework with nationally based and evidenced indicators. If the NHS is to become more person centred then local priorities must have much greater weight.
3. There is little in the framework to support patients and the public in making their health care choices and no mention of how patient information will be shared with patients if it is collected. For example, people may want to know the waiting times in their local A&E departments, they will want to know the outcomes of certain surgeries, the rate of infection etc. We need to engage with the public to find out what information *they* need to support choice and how *they* want to access it.
4. It is acknowledged that a fundamental part of the outcomes framework should be focussed on patient experience, their views, and the evaluation of whether their outcomes have been met within this vision. However, there appears to be little within the framework which will mean anything to the public, in terms of them holding the NHS to account and being clear what improvements to their local services and their outcomes have been made.
5. The consultation is unclear about how the social care outcome framework will dovetail with this. With the White Paper having such a strong focus on partnership, in particular with Local Authorities having a strengthened role to encourage partnership; it seems contradictory to have a framework which tries to evaluate only the effectiveness of the NHS. It will mean that indicators which may have been influenced by health, public health and social care will need to be picked apart to establish what contribution each party has made.
6. It is unclear whether there is still an intention to move towards an integrated performance framework, but it would seem to be a natural progression, rather than having duplicated indicators across multiple frameworks.
7. The suggestion that there is an increasing reliance on surveys to capture people’s experiences is valid. However, care needs to be taken to make sure that there isn’t a duplication of activity. For example: Social care is also

developing the Putting People First survey, and if there is not any streamlining, we could be surveying the same people twice.

8. The indicators are largely the same indicators as already being used, with some recommendation for surveys, albeit for the short term, but there doesn't seem to be any recommendations for identifying whether GP commissioning provides better outcomes for people, whether the services are more appropriate, whether the quality of services improves, as is intended. In addition, there isn't any mention of a domain that relates to efficiency.
9. There is a lack of clarity about how this information will be collected. With the abolition of the PCT's, which currently includes PCT based performance teams, it is unclear what mechanism would be in place, presumably not the duplication of processes across all GP consortia? This issue might be usefully addressed through a shared services approach.
10. It is not clear what level of flexibility there will be within the framework, in terms of having opportunities to influence what the areas of improvement will be, and having the ability to provide context to each indicator. It's assumed that if a national indicator is chosen as a top level indicator, because of comparisons with other countries, that there will be a built in flexibility if some areas of the country perform well at this, but know where there are other areas which, locally, need a focus. It is hoped that GP commissioning boards will not be asked to focus on PI's if they are not appropriate, rather use a bottom up approach to ensure that local risks and areas of underperformance are being tackled.
11. The selection of performance indicators are largely based on indicators that already exist. It is acknowledged that this is an interim arrangement, to enable the framework to begin quickly. This means that there is a lot more work to do to ensure that the more appropriate indicators are developed, and clarity around this would be helpful. It is hoped that health and wellbeing boards, GP consortia and Local Authorities are involved within this and the indicators are judged to be relevant, integrated, local, flexible and meaningful to the public.
12. It is absolutely critical that accountability for improved outcomes is held through the organisation, from GP consortia, Local council members and partners. To be able to do this effectively, the Health and Wellbeing boards will need to not just approve this framework locally, but have a role in terms of setting local priorities. In addition, it is not clear what involvement GP consortia will have in terms of agreeing priorities and signing up to these, but this will be equally important.

Responses to specific consultation questions

1. Do you agree with the key principles which will underpin the development of the NHS Outcomes Framework?

The key principles of; accountability and transparency; balance; inclusion of patients and healthcare professionals; promoting excellence and equality; influencing outcomes; working in partnership with other public services; developing internationally comparable statistics and the continued evolution of the framework is a sound basis on which to underpin the framework. However, it is difficult to agree that these should be the definitive principles until more is known about the individual frameworks for health, public health and social care, and how they will complement each other. Particularly, how these will be balanced in terms of compatible domains and indicators with the NHS framework.

2. Are there any other principles which should be considered?

Flexibility. Until more is known about the framework for health and social services the structure of the NHS framework must be flexible so that it can be amended to be fit for purpose and allow local focus to be on local risk areas. In addition, the new NHS 'agenda' is based on a model which works from the bottom-up; therefore we must make sure that we deliver a framework that can flexibly support patients' and practitioners' requirements. Patients and practitioners will have a local, pragmatic agenda when determining the relevance of the outcomes and indicators within each framework. This approach must be recognised if the new model is to be successful.

Relevance. Each principle, domain and indicator needs to be able to be contextualised. If patients and practitioners are going to 'own' the new NHS model then they need to know why certain indicators have been selected and be able to support them with local evidence. Particularly, if the 'local improvement areas' are going to be identified using these indicators.

3. How can we ensure that the NHS Outcomes Framework will deliver more equitable outcomes and contribute to a reduction in health inequalities?

We must be clear to say that the NHS Framework won't deliver equitable outcomes; it will just identify the risks and alert staff to where possible inequalities occur. Health inequalities vary across the UK, so the outcomes framework must be flexible to take account of these differences and allow regions to focus on their local risk areas. The domains, indicators and improvement areas should be driven at a local level by the Health and Wellbeing Board, GP Consortium and Health Watch Groups as they will be accountable for the delivery of these outcomes.

A local framework will inform local improvement areas for local people.

4. How can we ensure that where outcomes require integrated care across the NHS, public health and/or social services this happens.

At the very early stage of consultation there should be representation from the NHS, public health and social services in all consultation responses. There needs to be clear expectations set out by the DH which supports this view. In addition, throughout the implementation of the framework it should be mandatory that there is representation from each body on the NHS Commissioning Board and Health Watch Groups. The meetings of the Board and Health Watch group should not be deemed quorate if there is not representation from each body.

If there are to be separate outcome frameworks, even where there is strong partnership, it is critical that the same indicators flow through all the frameworks, structured so that duplication is avoided.

5. Do you agree with the five outcome domains that are proposed in Figure 1 as making up the NHS Outcome Framework?

The outcome goals of effectiveness, patient experience and safety underpin the five outcome domains.

Domain 1 – preventing people from dying prematurely (Effectiveness)

Domain 2 – enhancing quality of life for people with long-term conditions (Effectiveness)

Domain 3 – Helping people to recover from episodes of ill health or following injury (Effectiveness)

Domain 4 – Ensuring people have a positive experience of care (Patient Experience)

Domain 5 – treating and caring for people in a safe environment and protecting them from avoidable harm (Safety)

Whilst these are reasonable domains, it is not clear how they will dovetail with Social Care and Public health. There are clear areas of overlap, and we need to be certain, that there is neither duplication, nor that these domains contradict each other. A suggestion for an additional domain would be one which focuses on Public Information, where the indicators help improve a patient's ability to make informed choices. For example, as a patient I would want to know the A+E waiting times of my nearest hospitals, I would want to know the success rate of certain elective surgeries, or the rate of infection risk. A domain which covers this off would be a welcome addition to the Framework.

6. Do they appropriately cover the range of healthcare outcomes that the NHS is responsible for delivering to patients?

The domains seem reasonable, although it's unclear why there is not a domain about:

Efficiency – how are we ensuring that outcomes are not just delivered, but delivered efficiently?

Better outcomes delivered as a result of the changes proposed within the White paper – people having greater choice, better commissioned and appropriate services. There needs to be indicators within the framework to evaluate how much better the service provided under this new framework has been.

It may also be worthwhile expanding on the patient experience goal by including a domain which covers a patient's negative experience of care. Patients and practitioners are at the heart of the new framework so monitoring how effectively negative outcomes are measured will be key to their ownership of the new system and their ability to effectively implement changes when something is not working.

7. Does the proposed structure of the NHS Outcomes Framework under each domain seem sensible?

The proposal that there is an overarching outcome indicator containing five or more specific improvement areas, and within that a suite of supporting quality standards developed by NICE is a fair proposal. The NHS Commissioning Board will commission Quality Standards from NICE, and GP Consortia will refer to the NHS Commissioning Board. If the involvement of NICE in this process is necessary, it must be evidenced that NICE have collaborated with NHS, Public Health and Social Care representatives throughout the development process to allow for the continued evolution of the indicator set.

However, as outlined in previous questions, the improvement areas do need to be flexible and relevant to the local region. GP consortia need to be accountable for tackling their own risks and underperformance, and not adhere to a national target or focus if it is not relevant.

There needs to be an allowance for local and national targets.

Also, it is not clear who will be responsible for collecting this data or collating it. Previously this would have been a joint responsibility between the Primary Care Trust's (PCT) and the Local Authority (LA). In this new structure who is responsible for this?

The consultation suggests that the recommended (and largely existing) indicators will be in place for the short term. It is not clear what "short term" means, or how quickly a new and more appropriate set of indicators will be developed.

DOMAIN ONE

8. Is 'mortality amenable to healthcare' an appropriate overarching outcome to use for this domain? Are there any others that should be considered?

'Mortality amenable to healthcare' measure the number of deaths that occur from a pre-defined set of conditions that have been judged to be amenable to healthcare interventions, and so should not lead to deaths at specified ages. Therefore, this suggests that the number of avoidable deaths will be recorded. In addition to this, perhaps we should be recording the number of patients who survived because of intervention. This would allow for greater transparency in terms of measuring the outcome for both sets of results and be comparable on an international scale.

It is not clear how the influence of public health can be separated from this.

9. Do you think this is an appropriate way to select improvement areas in this domain?

If the statistics show a high mortality rate in a specific area where deaths are thought to be avoidable then this should be reported at a national level. However, the improvement areas should not be determined at a national level. The improvement area should be determined at a local level. The NHS Commissioning Board, Health Watch group and LA will have an excellent idea of the areas of improvement in their own locality; this decision should be determined by knowledge and experience, not just statistics alone.

10. Does the NHS Outcomes Framework take sufficient account of avoidable mortality in older people as proposed?

The Framework accounts for mortality in older people in 2 ways:

- Covered by the fifth domain, treating and caring for people in a safe environment and protecting them from avoidable harm.
- suggested indicators, such as 'premature mortality from cancer' (see page 51)

11. If not, what would be a suitable outcome indicator to address this issue?

It is difficult to distinguish between health based reasons, and social and public health reasons for premature death in older people.

12. Are either of these appropriate areas of focus for mortality in children? Should anything else be considered?

The framework suggestions are: infant mortality and premature mortality from respiratory disease (0-14 years). Research from the University of Washington, Seattle found that the UK had a worse death rate – 5.3 per 1000 children – than any other country in Western Europe. In 2008, the death rate in Sweden was just 2.7 per 1000 children. The figures have been blamed on a combination of unhealthy lifestyles, poor antenatal care and a rise in the number of older mothers. It is suggested therefore, that the following indicators are included:

- infant mortality where parents are smokers
- infant mortality where poor antenatal care is identified
- infant mortality by mothers age
- infant mortality where the child is obese

It is worth pointing out that the majority of indicators suggested are traditional 'public health' areas. This again highlights the importance of making sure that the NHS,

Health and Social Services frameworks are clearly compatible and most importantly workable. Particularly if the LA's will be held responsible for the delivery of the outcomes.

DOMAIN TWO

13. Are either of these appropriate overarching outcome indicators for this domain? Are there any other outcome indicators that should be considered?

These indicators are very much about treating a condition once it has developed. There also needs to be a focus on prevention of long term conditions, for example stopping smoking, but this is traditionally an area for Health. Again, there is clear overlap with Health and Social Care i.e. day to day activity affected.

14. Would indicators such as these be good measures of NHS progress in this domain? Is it feasible to develop and implement them? Are there any other indicators that should be considered for the future?

More detailed information on quality of life for those with long-term conditions could be obtained through a PROM, or similar, for long-term conditions in general. Involving patients in this way would make sure that the indicators accurately reflect the concerns of the affected group i.e. they are not seen as a condition but as an individual. This supports the view that the framework, outcomes and indicators should evolve and be flexible. Again, however, there will be overlap with social care and Public Health.

15. As well as developing Quality Standards for specific long-term conditions, are there any cross cutting topics relevant to long-term conditions that should be considered?

An example of cross cutting topics could be the circumstances of the LTC and how this could be prevented. Again, this has significant overlap with Social Care and Public Health.

DOMAIN THREE

16. Are these appropriate overarching outcome indicators for this domain? (Domain 3, helping people to recover from episodes of illness or following injury) Are there any other indicators that should be considered?

(1. Emergency hospital admissions for acute conditions usually managed in primary care and 2. Emergency bed days associated with repeat acute admissions.)
As we are now penalising hospitals financially for repeat admission it is important that the indicators are compatible. Traditionally there has been a push to free-up beds quickly; this is exemplified in Delayed Transfers of Care. Penalising repeat acute admissions conflicts with the message that if patients are weight bearing they should be discharged. Culturally and practically there is a conflict of interests between these 2 indicators and this would need to be resolved. Currently, Social

Care has delayed transfers of care within its performance framework, so overlap would be evident here again.

All the indicators are hospital based, and do not cover community or GP based support. With the proposals outlined within the paper, it would seem sensible to demonstrate the support and specialist commissioned services that are in place to support people recuperative. In addition, this is an area where partnership working with social care is paramount, and it is not clear how this will be captured.

17. What overarching outcome indicators could be developed for this domain in the longer term?

Prevention i.e. falls and fractures, stroke etc. Again, this has cross-over with Public Health.

Integrated working and support from the community to ensure that injuries are avoided, but that people also have the choice of how they recuperate.

18. Is this a suitable approach for selecting some improvement areas for this domain? Would another method be more appropriate?

The approach of using Patient Reported Outcome Measures (PROMs) for planned care, and focusing on the main causes of emergency bed days for unplanned care is a suitable approach for selecting improvement methods. However, public feedback on how their emergency care was provided and any choice that they were given would also be important, even if asked after the event.

In addition, the improvement areas should not be determined at a national level. The improvement area should be determined at a local level. The NHS Commissioning Board, Health Watch group and LA will have an excellent idea of the areas of improvement in their own locality; this decision should be determined by knowledge and experience, not just statistics alone.

19. What might suitable outcome indicators be in these areas?

The outcome indicators proposed are suitable indicators.

DOMAIN FOUR

20. Do you agree with the proposed interim option for an overarching outcome indicator?

The short-term approach involves tracking performance on a predefined subset of survey questions. Focus will be on the five themes of access and waiting; safe, high quality coordinated care; better information, more choice; building closer relationships; and clean, friendly comfortable places to be. This approach can be applied to surveys that are due to be conducted and published in the next year or so. This is a fair proposal; however we need to be careful that there is a concerted effort to move future development forward towards the longer approach model, and not to rely on short-term solutions that are embedded in traditional practices.

21. Do you agree with the proposed long term approach for the development of an overarching outcome indicator?

The long-term approach is to develop an overarching outcome indicator that is based on a limited set of core questions. These questions would ask patients whether they received the care and services they need, whether it met their requirements, enabled them to maintain their health etc. Currently appropriate questions are not included within the existing survey programmes, so development work on the precise indicators is required. Questions focused and guided by patients' experiences will benefit the quality and breadth of data collected. The criteria of the development are not known but it is hoped that practitioners, NHS, Health and Social Services colleagues would be involved.

It is also hoped that the development of such a survey would be combined with the development of the PPF survey, which will aim to survey all people living in the Local Authority, thus avoiding duplication.

22. Do you agree with the proposed improvement areas and the reasons for choosing those areas? (Pg 33)

No improvement areas should be chosen at a local level and there needs to be flexibility within the framework to change the improvement areas when robust information is produced.

23 Would there be benefit in developing dedicated patient experience Quality Standards for certain services and client groups? If yes, which areas should be considered?

Quality standards will set out what high quality care looks like, so involving certain services and client groups in developing dedicated patient experience Quality Standards will be key to making these standards relevant.

24 Do you agree with the proposed future approach for this domain?

Yes, assessing how best to extend and improve national survey arrangements, standardising the approach to this work, and developing a better understanding of patient experience is a good basis from which to develop this domain. However, it is also important to assess whether the new NHS model is working, and also be mindful of the overlap and linkages with health and social care. It would also be beneficial to not just evaluate people's experience of care, but also to see what outcomes and choices they wanted before treatment and the review these to see whether these outcomes were met.

DOMAIN FIVE

25 Do you agree with the proposed overarching outcome indicator?

This is a very hospital based indicator and is concerned more with the process than the person. What about safety within GP surgeries and consortia responsibilities? Particularly preventing abuse in the community and monitoring the number of complaints to GPs.

26. Do you agree with the proposed improvement areas and the reasons for choosing those areas?

The proposed areas of safe treatment; safe discharge/transition, patient environment, safety culture and vulnerable groups are good areas in which to focus on improvement. As previously suggested, these improvement areas need to be suggested at a local level as there may be different focus in different regions, in addition to the national ones.

27 What action needs to be taken to ensure that no-one is disadvantaged by the proposals, and how do you think they can promote equality of opportunity and outcomes for all patients and, where appropriate, NHS staff?

Significant consultation with patients and practitioners is an absolute necessity, not only at the consultation phase but as mandatory practice throughout the creation of the NHS Commissioning Board, Health Watch Groups and Consortia. This can be done via specialist interest groups, whose involvement is the NHS Commissioning Boards responsibility, and whose involvement should be monitored. Boards should be held accountable when there is not adequate representation. This collaboration should continue throughout the evolution of the framework.

The DH also needs to acknowledge the overlap with social care and health. It is important that the NHS, Health and Social Services frameworks are clearly compatible and most importantly workable. This is particularly important if Local Authorities will be held responsible for the delivery of the outcomes. Finally, but very importantly, in view of the very recent proposals around children's health care, the Outcomes Framework must take note of the need to increase investment in services for children and young people to create a truly preventative and cost-effective NHS

28. Is there any way in which the proposed approach to the NHS outcomes Framework might impact upon sustainable development?

See covering letter

29 Is the approach to assessing and analysing the likely impacts of potential outcomes and indicators set out in the Impact Assessment appropriate?

See covering letter

30 How can the NHS Outcomes Framework best support the NHS to deliver best value for money?

The new changes to the structure will impact on delivery in a way not yet fully understood. Understanding how efficient the new model is going to be and measuring this should be key to the continued evolution of the framework, and essential if we are to understand how we achieve best value for money.

31 Is there any other issues you feel have been missed on which you would like to express a view?

See covering letter

“Liberating the NHS: Regulating Health Care Providers”

Introduction

As requested, the County Council has set out its responses below to the specific questions asked in the consultation document. However, this introduction seeks to ask some more fundamental questions about the regulation of health and social care provision in the medium to long-term.

With the Coalition Government’s stated intention of all NHS healthcare provision being governed in Foundation Trust bodies by 2013, it is clearly a major task ahead to ensure that all remaining NHS trusts acquire this status appropriately and that the authorisation process for this is one that is equitable but robust. The support previously available to NHS trusts from SHAs and PCTs to move towards FT status will diminish significantly during this period as they are downsized prior to their scheduled abolition, so there is a strong case for a single regulatory/licensing body to have this as its predominant if not singular focus during this period of change.

However, once this has been achieved, the case for Monitor as the separate, lighter-touch regulator (initially, Monitor was established as the ‘earned autonomy’ reward for the excellent amongst NHS trusts) is less compelling as, by definition, excellence becomes the norm. Also, as the Francis Report into events at Mid Staffs NHS Foundation Trust indicates, there are inherent risks from the splitting of the quality and economic regulatory functions – risks arising from the confusion of who does what as well as the risks of burdensome duplication.

There may be a superficial argument for one body being the economic regulator for both health and social care – but this consultation fails to make the case for it. The challenges to closer integration between health and social will not be overcome by the creation of a single economic regulator for them (or in the case of social care, the acquisition of an additional regulator). Nothing in the consultation paper indicates how Monitor becoming the economic regulator of social care could add value to what is currently already a mature, largely self-regulating market within the remit of OFT. Indeed, the maturity of the social care market is attributable in part to the strategic commissioning prowess of local authorities since the 1993 community care changes. The effect of this change would be counter to the policies of decentralization and would involve duplication of councils’ continuing market-shaping roles and the usurpation of some of their existing powers and responsibilities. Tellingly, there is nothing to explain what failings in the current system this change in Monitor’s role would be intended to tackle in adult social care.

We would suggest that Monitor is given the focused task of authorizing FT applications over the next 2-3 years, including licensing oversight of acquisitions, mergers and de-mergers during this period. Thereafter, we would suggest the BRE may wish to review Monitor’s regulatory functions with a view to their re-assignment to smaller dedicated units within other bodies such as CQC and strengthening the district audit/NAO role in respect of governance and risk-management audit.

One other key point we would like to emphasise is the need for public accountability for organisations who provide healthcare. As set out in our response to the Democratic legitimacy paper KCC proposes that the Health and Wellbeing Board (or local equivalent) has oversight of major changes proposed by local healthcare providers, such as proposals to merge or demerge, shed parts of their organisations etc. It is vital, especially during a potentially fragile transition period, that the freedoms proposed in this consultation document are balanced by the need for robust public accountability. The ambition of “putting patients and the public first” will not be achieved if healthcare providers can reduce local choice to suit their organisational needs without considering whether this is in the public interest

Responses to specific consultation questions

Q1. Do you agree that the Government should remove the cap on private income of foundation trusts? If not, why; and on what practical basis would such control operate?

Agreed. The principle will need to enshrine some safeguards to protect the public interest in ways that are proportionate and light touch. The issue in the public’s perception is often the fear that this might mark a first step in the “creeping privatisation” of ‘their’ NHS. Perhaps the best limitation to the removal of private income caps lies in governance arrangements that still require FTs to proactively engage with the public early in the development of proposals for change rather than in the financial ‘rules’ per se.

Another concern that has been expressed is that some Foundation Trusts might get so powerful that that they will be able, notwithstanding the tariff system, to ‘regulate’ the price they charge to the consortia rather than it being based on value for money principles ad/or stifle competition. This is of course a legitimate concern that strengthened economic regulation could be seen as countering this but our view is that this function could be discharged in the longer term by a small unit hosted **within** CQC and by effectively joining FTs into local discussions on commissioning pathways on a whole-system basis.

Q2. Should statutory controls on borrowing by foundation trusts be retained or removed in the future?

The current controls are somewhat arbitrary and inflexible. We agree there should be more flexibility. However if all controls were removed, how would a Government know that the borrowing is prudent? What is prudent at one point in time may turn out to be less so if economic circumstances change. The prudential borrowing arrangements for local authorities may offer a useful way forward. It is doubtful whether this can be dealt with satisfactorily in primary legislation the ongoing role of district should not be overlooked..

Q3. Do you agree that foundation trusts should be able to change their constitution without the consent of Monitor?

Yes. Any changes in constitutional arrangements are important by definition and therefore should be discussed with all those groups the Trust is accountable to, directly or otherwise. Therefore, local GP consortia, local HealthWatch, the local Health & Well-being Board (or equivalent) should be the prime consultees for FTs – but certainly not Monitor as the sole arbiter. This is a matter of public accountability, not regulatory detail.

Q4. What changes should be made to legislation to make it easier for foundation trusts to merge with or acquire another foundation trust or NHS trust? Should they also be able to de-merge?

This question indicates anticipation of a great deal of change in the landscape of NHS provision in the short-to-medium term. Another factor at work is the very different economics of a period of limited or no growth in the next 3-4 years and the applicability of financial criteria for FT financial ‘fitness’ that were drawn up in times of significant growth.

Given all the other changes happening simultaneously, there is an argument for greater stability on the provider side which might militate against making mergers, acquisitions and de-mergers simpler, especially during the transition. However, this is an unlikely course for the Government to take so an alternative may be to make legislative provision for a more federated approach between collaborative Trusts and FTs.

On the specifics, any such mergers should be only made if local public groups (Healthwatch), local consortia and local Health & Wellbeing Boards have signed the merger off. This is as much an issue of keeping a close eye on risk-management and business continuity during the turbulence of the transitional period as a systemic, ongoing regulatory issue. Monitor is well placed to undertake a key part of this role during the transitional period.

Q5. What if any changes should be made to the NHS Act 2006 in relation to foundation trust governance?

See above

Q6. Is there a continuing role for regulation to determine the form of the taxpayer’s investment in foundation trusts and to protect this investment? If so, who should perform this role in future?

Yes, there is a key role to be undertaken if the public are to be fully assured that it remains ‘their’ NHS. Given the current levels of mistrust, there needs to be some body to oversee Trusts and to oversee them in a way that is seen as at least semi-autonomous from ‘insider’ vested interests, to ensure that they are running effectively and to ensure that poor practice is not covered up. However, it is not necessary to crowd the market with regulators. Our view is that over time, the sole *regulator* should be CQC, with a clear focus on clinical quality and patient safety, and that safeguarding the taxpayer’s investment, governance and organisational

fitness is a matter of a more robust district audit regime, couple with that of the National Audit Office.

Q7. Do you have any additional comments or proposals in relation to increasing foundation trust freedoms?

Freedoms are good as long as they are coupled with responsibilities and are accountable. Clear accountability does not equate to heavy regulation. Trusts need to be accountable to their feeder consortia/ local HealthWatch/local Health & Wellbeing Boards and above all local public groups. Arguably, the greatest 'liberation' of healthcare providers has already been achieved by dismantling the top-down micro-management from Whitehall and the bureaucratic paraphernalia of targets and PIs – consolidating and preserving this slimming-down is important.

Whilst consortia offer new opportunities for local engagement and accountability, this is potentially at a risk of fragmentation, which could put the larger providers in a position of significant dominance and running risk of the provider tail wagging the commissioning dog!

That said, as long as the healthcare market remains immature and dominated by NHS providers to the disadvantage of private or third sector providers, there will, paradoxically, still be a legitimate complaint by FTs that when it comes to "failure", there is no level playing field and that they are much more exposed to the consequences of failure than small niche providers.

Q8. Should there be exemptions to the requirement for providers of NHS services to be subject to the new licensing regime operated by Monitor, as economic regulator? If so, what circumstances or criteria would justify such exemptions?

This is rather difficult to answer as the thrust of our argument is that licensing should rest with CQC – on a similar basis to the way in which they currently regulate social care providers.

The question also seems to ignore the circumstances that in a time of public finance restraint rather than growth, the current financial criteria for authorizing new FTs in the future may seriously disadvantage many would-be applicants so that they are more vulnerable to de-merger and acquisition. On the other hand, whilst lowering the threshold of the economic criteria in the interests of "equity" would meet the 'fairness' criteria, it might also increase risks of FT status being granted inappropriately, which is no-one's longer term interests.

Q9. Do you agree with the proposals set out in this document for Monitor's licensing role?

No. The case has not been made that, in the longer term, only Monitor can do something that others (eg CQC) could not with only a minor adjustment of their current role, although we do believe there is a strong case for Monitor in the interim. Unfortunately for Monitor's credibility, on the occasions it might have used its licensing powers more effectively (eg Basildon and Mid Staffs) it has failed to do so. It is difficult to see how strengthening its licensing powers by the addition of concurrent powers it seeks in relation to competition legislation would have any

bearing on its effectiveness, given its omissions with regard to its current powers. Concurrency would only mean further duplication.

Q10. Under what circumstances should providers have the right to appeal against proposed licence modifications?

We believe that all providers should have the right to one appeal only – whatever the circumstances. However, if in the view of the regulator the matter is of such a serious nature the regulator would have the power to suspend that service until the appeal was heard. Modifications would in any event need to be proportionate and decisions should never be taken by Monitor in isolation from other parties with an interest, such as commissioners or HealthWatch.

Q11. Do you agree that Monitor should fund its regulatory activities through fees? What if any constraints should be imposed on Monitor's ability to charge fees?

This question seems to be borne mainly of Monitor's aspiration to be perceived as another OfWat or OfGem, which are the singular regulator in their fields. If Monitor were to have a long-term future as a regulator, this would probably be the right way forward. However, for the interim role we would suggest – as FT authoriser – it would be more reasonable to see it as an NDPB, acting as an agency on behalf of DH to deliver a specific policy and costed and paid for accordingly by DH.

Q12. How should Monitor have regard to overall affordability constraints in regulating prices for NHS services?

Whilst the NHS Commissioning Board may be the best place to allocate the totality of NHS commissioning expenditure between consortia and other bodies charged with commissioning healthcare, no Government would wish to delegate the overall responsibility for deciding what resources are available to the NHS. Therefore, the responsibility for addressing issues of addressing affordability is inextricably bound up with that of responsibility for setting the budget. In this respect the price-regulation roles of Monitor and, for example OfWat, are quite different. The role of monitoring prices for healthcare services can be regulated through a combination of levers:-

- NICE sets standards upon which price are based;
- NHS Commissioning Board, with CQC support, monitors appropriate price nationally and if need be intervene/arbitrate;
- GP consortia, with the support of Health & Wellbeing Boards or equivalent will ensure a locally acceptable and affordable price can be set.

Q13. Under what circumstances and on what grounds should the NHS Commissioning Board or providers be able to appeal regarding Monitor's pricing methodology?

Given the answer to question 12 – question 13 not valid

Q15. Under what circumstances should Monitor be able to impose special licence conditions on individual providers to protect choice and competition?

We need to reserve our position at the moment. One of the main weaknesses of the 'boxed set' of consultations is the disconnect between the 'commissioning' paper on the role of the NHS Commissioning Board as resource-allocator (as well as commissioner) and the 'regulation' paper on Monitor's role in pricing methodology. Different parts of the DH/NHS seem to have different views and/or are working at cross-purposes, which are not clarified in the overarching paper. Since this will be a matter of the primary legislation the chances of unintended consequences are high.

Q16. What more should be done to support a level playing field for providers?

There is an argument that a level playing-field in healthcare provision is a laudable aspiration but something of a Holy Grail. On the one hand, larger providers will always tend have more 'clout' in the market place than smaller providers, new entrants or niche providers but on the other hand, with the present regulatory regime, it is more difficult for them to respond to changes in demand/clinical requirements and they are much more exposed to the consequential risks of regulatory 'failure'.

There is a danger of devising ever-more complicated "rules" at the expense of judgement and, importantly, transparency of decision-making.

Keeping regulation to the minimum allows space for responsible self-regulation.

Social care provides a good example. "Market management" of the social care market since 1993 has been most effective, it can strongly argued, when done via commissioning strategies, usually lead by local authorities, based on good information about demand and an inclusive engagement between commissioners and providers. Also, the introduction of personalisation into health care would provide another field-levelling approach, empowering the individual's choice.

Neither of these approaches, it should be noted, require anything other than a light-touch regulatory regime in the background.

Q17. How should we implement these proposals to prevent anti-competitive behaviour by commissioners? Do you agree that additional legislation is needed as a basis for addressing anti-competitive conduct by commissioners and what would such legislation need to cover? What problems could arise? What alternative solutions would you prefer and why?

For the following reasons, we would not support this as a longer-term role for Monitor:

1. Not convinced that Monitor necessarily has a long-term role.
2. OFT already have the necessary legislative powers – concurrency would mean duplication and/or double-jeopardy.
3. Such an approach to regulation of the social care market has the potential of being disastrous and could even see an unfunded increase in prices.
4. If the aim of the coalition government is one of deregulation, any increase in regulation would have to be evidence-based rather than ‘safety first’.
5. The problem will not solely be a risk of anti-competitive behaviour by commissioners – but the role of large Trusts in stifling fair pricing and crowding out competition.
6. Finally a drive toward personalisation, choice and ‘any willing provider’ will help to shift the power of commissioning increasingly towards individuals.

It is possible that checks and balances will be needed to safeguard against the risk of GPs being perceived as commissioning from themselves in an unwarranted way – as now, the best safeguards will lie in transparency of decision-making and local accountability.

Q18. Do you agree that Monitor needs powers to impose additional regulation to help commissioners maintain access to essential public services? If so, in what circumstances, and under what criteria, should it be able to exercise such powers?

For the following reasons, we believe these important aspects of service continuity are primarily dealt with as responsibilities for commissioners – GP consortia or the NHS Commissioning Board – rather than regulators:

1. we are not convinced that Monitor have a valid role in the longer-term.
2. in relation to social care, this would impinge on the statutory responsibilities of local authorities under a number of current social and community care enactments;
3. CQC already holds local authorities to account for service continuity as part of its inspection remit.

Q19. What may be the optimal approach for funding continued provision of services in the event of special administration?

In order for the market to work effectively those commissioning services need to be sufficiently empowered and understand the need in their communities. Personalisation offers opportunities to place commissioning decisions in the hands of individuals – this is beginning to deliver results in the social care market. As the financial as well as service risk is ultimately borne by the commissioners, they have the greatest incentive for an effective approach to risk-management that may entail combinations of consortia choosing to pool risk so whilst ‘special administration’ arrangements may always be needed as a measure of last resort, there is no a priori case for their invocation to be the sole responsibility or prerogative of Monitor, who in any event would be heavily reliant on the sector as a whole coming up with a whole-systems solution to minimise disruption.

Q20. Do you have any further comments or proposals on freeing foundation trusts and introducing a system of economic regulation?

As said earlier, the greatest 'freeing' has probably already happened with the cuts in centrally-imposed targets and their associated bureaucracy and the reduction in the number of quangos. On the face of it freeing up the FTs offers opportunities, but there do need to be checks and balances to ensure that they are working for their community. The public fear is that, if left unchecked, some FTs will focus on their development as autonomous organisations, developing their private markets instead of meeting the needs of their local communities. Therefore the consortia, Health & Wellbeing Boards and local public groups must play an extended role in the governance of the Trusts.

Q21. What action needs to be taken to ensure that no-one is disadvantaged by the proposals, and how do you think they can promote equality of opportunity and outcome for all patients, the public, and where appropriate, staff?

Proposals for this have already been outlined in the responses to the questions above, but in summary the following key factors need to be considered

- Don't overburden the market with regulators – which will cause confusion and distort the market
- Ensure local stakeholders have a key role in the governance of the trust as outlined above
- Keep alive the drive for personalisation which will empower individuals to have

Finally there is a contradiction between the White Paper and the consultation document on regulation. On page 38 of the White Paper it is stated: "Monitor will be turned into the economic regulator for the health and *social care* sectors..."

However on Page 12 para 4.5 of the Regulating Healthcare providers it is stated "Monitors power to regulate prices and license providers will only cover NHS services".

This suggests a contradiction in the powers being invested in Monitor. Furthermore, there is grave concern about Monitor becoming involved in the functioning of the well established social care market, which already has effective regulation. Finally what is proposed for shared health / social care providers – such as intermediate care?

ACHIEVING EQUITY AND EXCELLENCE FOR CHILDREN

Putting children, young people and their families first

1. Some interesting proposals are set out in this section. It would be helpful to have more information on the new 'maternity networks' referred to in 2.1 in order to understand how these will link with G.P Consortia and Children's Centres as they are a crucial part of local health provision and can play a key role in early intervention and prevention, both pre and post birth with vulnerable families.
2. We welcome the commitment to developing 'a coherent 24/7 urgent care service (2.3) which will make sense to families', is the intention that these would be developed within a national framework or left to local determination?
3. On 'Listening to the voice of children, young people and families' and the proposed role of local Health Watch (2.5) – and as detailed in the Democratic Legitimacy paper, Local Authorities need to be given the freedom and flexibility to make the most effective arrangements for how public engagement around health is carried out. In Kent, as I am sure is the case with other Local Authorities, there are many well-developed systems that represent the voice of children, young people and families and we would like to network these into the local HealthWatch This would both enrich the contribution of Health Watch and ensure an efficient approach to representing the voice of children, young people and families. We do have examples of good local best practice and would be delighted to provide these on request.
4. Health Watch England and the CQC would also be able to take account of local voice through dialogue with local authorities.
5. We are pleased to see acknowledgement of needs of vulnerable children and young people. Many local Authorities will already have commissioned advocacy services for children with additional needs. The issues are less around advocacy and more around **sufficient capacity** in relation to CAMHS and speech and language therapy. (2.8)
6. We welcome the move to providing choice so that children and young people can access treatment and care in age-appropriate settings. This is a particular issue for teenagers who fall between the provision in children and adult settings (2.12).
7. We strongly agree with the establishment of the right to register with any GP. The development of "specialist" practices needs to be carefully monitored to ensure geographical spread, and ease of access for all, including the most vulnerable (who are less likely to be mobile or take the initiative) and those in rural areas. It is hoped that the Health and Wellbeing Boards could take a

strategic overview of health provision across their area taking account of evidenced need and priorities within specific localities. (2.14).

8. We presume that the pilot of individual budgets for disabled children and their families will be reflected in the SEN Green Paper (2.15) and look forward to its publication.
9. We agree that information alone is not enough (2.22) and fully support the crucial role of Health Visitors. We would like to explore in more detail the important role of GP Consortia and Health Visitors in the context of changing expectations around Children's Centres.
10. Most local authorities, including Kent, already have strong relationships with voluntary, community and private sector partners and commission them to provide a range of services – from direct provision of services to advocacy, mediation, support and information related to children's services. HealthWatch and Health and Wellbeing Boards (or local equivalents) need the freedom to build on and link with the arrangements already in place for children's services. (2.23)
11. We support the idea of a national signposting service (2.26) and agree with the importance of good information sharing arrangements. We feel that an area that is not being addressed sufficiently at this stage is the sharing of any relevant information around the parents/carers so that a holistic family based approach can be implemented around a child or young person.
12. We welcome the greater voice for children and young people nationally, especially those of the most disadvantaged sectors of our communities. We would like to see more emphasis on growing local leaders in communities to really galvanise local areas to rise to the challenges of changing behaviours. You have mentioned internet feedback, and whilst this is positive, it must be recognised that many disadvantaged families do not have access to the internet at home, and do not access computers in community settings. Feedback from these parents needs to be facilitated by our third sector partners as they are an excellent interface with local communities and we should use them more in formal consultation.
13. The introduction of personalised budgets is welcome and we have seen the benefits of families being able to drive the decision making in their own and their children's care. However thought needs to be given to how local authorities can be supported to manage this expensive transition of allocating funds to families whilst maintaining services through central commissioning for those families who choose not to take up the initiative. This is especially important in the current economic climate where there is no slack in budgets. As detailed in the Democratic Legitimacy consultation response, there needs to be a period of reflection and learning in regards to the Personal Health Budget pilot programmes for adults that should inform how best to introduce this for children.

14. We welcome the focus on advice being available to adolescents and the profiling of Gillick Competence. Confidentiality remains a key concern for young people and your highlighting of this will be a good lever for those trying to implement policy at local level across the many different settings and services that young people access.
15. Your profiling of the need to share data is excellent. Although local data sharing agreements are becoming the norm there remains an anxiety amongst professionals about sharing data. Where this is for the good of the child or young person this should become the norm rather than the exception.

Improving Outcomes for Children and Young People

16. The move to evidence based outcome measures is welcomed and fits with the approach being taken across children and young peoples' services more broadly. We agree that payment should reflect outcomes but would welcome more clarity on where accountability will lie for poorly performing services and for decisions around closure or replacement? Greater clarity on this aspect of the performance framework and on ultimate accountability when a provider "fails" needs more thought and consultation. (3.1).
17. We fully endorse the overarching quality and experience themes set out in 3.9 and would like to recommend adding Young carers to those listed. We see it as crucial to reflect consideration of adult's needs as parents and carers in any quality standards around services for adults.
18. The proposals around local budgets, particularly as set out in 3.11 remain unclear. We look forward to more detail around future funding of Children's centres and the inter-relationship between funding of G.P. consortia, Children's Centres, community health services and CAMHS.
19. Kent has worked with PCT colleagues on the Health Joint Strategic needs assessment and Health colleagues have been involved in discussions around priorities for our Children's Trust work and CYPP based on a root cause analysis of presenting intractable problems for our most vulnerable children and young people in Kent. Any discussion and agreement on the alignment of outcomes needs to be set against this backdrop in order to support improvements around integrated working and beneficial impact for children, young people and families.
20. We welcome the proposals on training and education and look forward to the results of Professor Munro's review of child protection. If the government were to develop a common set of principles for all children's workers it would be excellent – so much time and funding is wasted providing additional training to children's workers when this could be integral to their core training, an example of this is confidentiality or adolescence and risk taking (sexual health and substance misuse).

Clear accountability, local autonomy and cutting bureaucracy.

- 21.** We look forward to engaging in the development of “the largest social enterprise sector in the world” and influencing the development and operation of a clear accountability framework (4.1).
- 22.** From experience, schools do not conform to one model or educational/health philosophy. Whilst many Head Teachers fit the description set out in 4.14, some struggle with the tension between keeping a primary focus on improving educational outcomes for their children and young people and managing the interface with partners to ensure that the important “wellbeing” needs around children’s development are met.
- 23.** We welcome the “strong strategic role” for local authorities as champions for greater equality, fairness and opportunities for all pupils and the role in “co-ordinating wider health and welfare services for all vulnerable children”. The approach taken will not only vary according to the local configuration of schools and services, they will vary according to the funding available and the impact of the Comprehensive Spending Review on funding for preventative services. The majority of our preventative services for children, young people and families in Kent are currently funded via grant. (4.15)
- 24.** We are eager to work with emerging G.P. Consortia to address the challenges we all face during transition and to facilitate relationship building with wider children’s services. A number of G.Ps are already engaged with our local planning and delivery arrangements around our Children’s Trust and we expect this to become much wider as our relationships grow. As mentioned in our Commissioning for patients response, KCC is setting up a series of workshops and conferences with GPs, PCTs and other stakeholders to start building up our new relationships and identifying new ways of working. We would welcome encouragement to G.P. consortia as they form, to engage with the local authority as we are able to provide support during transition. (4.18). In our response to the Democratic Legitimacy paper, we are also suggesting that there should be a statutory duty for Local Authorities to carry out the functions of the Health and Wellbeing Boards and a reciprocal duty for GP Consortia to attend and contribute.
- 25.** KCC is keen to help with the issues raised in paragraph 4.20, facilitating the pooling of expertise across consortia in the commissioning of specialised services, or in taking on delegated responsibility for commissioning of children’s services. We would be pleased to take on this commissioning role in Kent.
- 26.** We would prefer to have the freedom to develop our own relationship between the Health and wellbeing Board and our Children’s Trust arrangements in Kent. We are currently reviewing the operation and structure for our local strategic partnership and would want to develop these arrangements in line with the outcomes of this review.

“Equity and excellence: liberating the NHS” – a response from Kent County Council.

Executive Summary

- Kent County Council (KCC) strongly supports changes that will put patients and clinicians at the heart of decision-making in healthcare, emphasises the central importance of improving healthcare outcomes and reduces the burdens of performance-management and regulation.
- KCC applauds the Coalition Government’s enhancement of the role of local democracy in holding the NHS to local account and is committed to working with local partners to ensure that scrutiny arrangements continue to be proportionate, transparent and effective.
- KCC looks forward to the future White Paper on Public Health and calls for the Health Bill to create a legal framework that promotes local flexibility and incentivises collaborative working amongst ALL stakeholders on the preventative agenda.
- KCC has long supported innovation and personalisation in social care and looks forward to working with GPs and others on the closer integration that will help spread the benefits into healthcare services.
- KCC welcomes the establishment of HealthWatch: KCC set up its own version of HealthWatch in 2008 and looks forward to working with LINK and others to develop new commissioning arrangements that strengthen and broaden public engagement and ‘voice’.
- In recognising the leadership of the Department, KCC is clear that it too must show local leadership in developing new relationships with the embryonic consortia, at a pace that suits both parties – governance, in terms of the new Health & Well-being, GP consortia and Public Health functions need to be based on mutual trust and respect.
- The review of arm’s length bodies proposes some fundamental realignment of functions which are broadly supported. KCC will wish to be assured that this does not lead to an unintended recentralisation of functions that would be better devolved to local agencies, eg the commissioning of drug and alcohol rehabilitation services, or transfers additional but unfunded functions to local government.
- Whilst welcoming the direction of travel in lightening the regulatory burden on healthcare, KCC cautions against the potential for an inadvertent increase in the complexity of regulation for social care. There is still a risk that the inspection and regulatory framework could prove fragmented, confusing and burdensome.
- KCC endorses many aspects of the proposals freeing up Foundation Trusts but would caution against legislative proposals that free FTs

from all accountability to local communities especially during a potentially fragile transition period.

- The issues of safeguarding and patient safety are overlooked. There is only a passing reference to the Children's Safeguarding Board and there is little indication on how vulnerable adults will be protected. We look forward to this omission being addressed during the transitional period

Detailed commentary

1. This is a response from Kent County Council to the over-arching White Paper "*Equity and excellence: liberating the NHS*". This response has been prepared in order to meet the deadline of 5 October but we will be taking further soundings and will wish to supplement this response by means of:-
 - (i) detailed responses to the four additional and subject-specific consultation papers, by the 11 October deadline, and
 - (ii) a further supplement to this response following discussions at Cabinet (11 October) and full Council (14 October).
2. As requested in the White Paper, this commentary focuses on the issues of primary legislation and implementation although where we think it is important, we also comment on the findings of the report of the review of arm's length organisations which was published at the same time but is not part of the formal consultation even though the consequences of its changes will have significant impacts on matters covered in the consultations.
3. KCC wholeheartedly endorses the fundamental ambition of 'putting patients and public first' and welcomes the enhanced role for local government in making this happen. Achieving this will indeed necessitate real transformational change – operational and cultural, even more than organisational. Several aspects of the proposed changes will undoubtedly prove controversial amongst the many different stakeholders and our hope is that the ambition behind these far-reaching changes does not get watered down as the Bill progresses through Parliament.
4. Whilst it seems inevitable that the current health scrutiny function will need to change too, for the transition period itself, scrutiny of the proposed NHS changes as they impact locally will be of great importance in assuring local people and communities that 'their' NHS will be protected and improved. This is, in our view, of particular importance – providing key checks and balances, as it were – if, for example, one of the consequences of granting greater freedoms to Foundation Trusts over their governance arrangements were to be to

make them less accountable to and more remote from the people they serve.

5. Legislation can achieve much but successful implementation by 2013 will be largely dependent on confidence-building actions that foster trust between new and perhaps unfamiliar partners, such as GPs and local councillors. It is critical therefore that all transitional arrangements are carefully calibrated to address all partners' concerns. In this regard, it is absolutely critical that the Bill's provisions for the future Public Health Service are 'paving' and enabling and not prescriptive. There are several possible permutations for how the national-local and local-local configurations of the Public Health Service might work. It would not be wise, in the spirit of "form follows function", to lock us legislatively into a one-size-fits-all set of institutional arrangements ahead of a Public Health White Paper intended to shape the discussion on its precise purposes and functions. For similar reasons, the legislative proposals for GP consortia should not prematurely lock out possibilities that GPs may wish to pursue and it is probably unwise to delineate on the face of the Bill which services are to be commissioned by consortia and which by the NHS Commissioning Board.
6. To achieve this, we would strongly encourage a much closer dialogue between officials in the Department of Health with officials in the Department of Communities & Local Government, as well as with those directly representing the interests of local people, including their locally and democratically-elected representatives. It is also clear that the publication of Professor Sir Ian Kennedy's review of children's health services and the subsequent "*Achieving equity and excellence for children*" consultation report demand a concerted cross-Department effort. Therefore, a Health Bill with sufficient "plug-in points" to accommodate other changes still in the pipe-line is required. It is very important therefore that the Bill also goes with the grain of the forthcoming Localism Bill.
7. In promptly dismantling much of the inherited top-down targets-focused regime, the Coalition Government has already made significant progress in reducing the bureaucracy that has stifled the opportunity for creativity and the local flexibility of the NHS to work with its local partners. We look forward to helping build a system that rewards local responsiveness to meet local circumstances through better service-integration (for example, with both children's and adult's social care) and shared use of assets and back-office. The Health Bill may not be the right place to tackle legislatively the panoply of inter-Departmental blockages and disconnects (identified most recently by the Total Place pilots) that have held back closer integration of a wide range of public services. Therefore, it is to be hoped that the Localism Bill will address them systemically.

8. We do not underestimate the challenge of devolving decision-making on, for instance, service reconfigurations to closer to where the impacts are felt and we are positive about the role local democracy can play as an honest broker, seeking and promoting solutions on what are genuinely difficult and finely-balanced issues. This is distinct from our current scrutiny function and the County Council's response to the consultation on democratic legitimacy will set out our thinking in greater detail – suffice it to say here that changes to scrutiny functions will need to be step-changes, not evolutionary.
9. Performance-management remains everyone's responsibility and it is fully appreciated that the enhancement of local, including democratic, accountability must be matched by the ability for performance to be measured by the outcomes we achieve for patients and also to assess how those local outcomes measure up against outcomes in other places. This will best be done not by reference to league tables or postcode lotteries but by clear, publicly-accessible information that maximises people's opportunities to make intelligent, well-informed choices for themselves and their families about where is the best place to get the treatment they need. With the demise of the CPA, there is an opportunity to allow local partners more space to create their own locally-tailored frameworks.
10. Given the strong emphasis on *patient choice* in the White Paper, it is surprising perhaps that greater store is not placed on the potential for applying the lessons from *personalisation*. We know from our ground-breaking work in adult social care in Kent on 'self-directed care' and self-assessment (and the large-scale investment in both telecare and telehealth going back over several years) that whilst customer-satisfaction and care outcomes are both improved, costs are not increased by mainstreaming personalisation. Indeed, our evidence is that the smart application of technology to sustain people in their own homes has a beneficial impact on demand for (and the costs incurred in providing) healthcare interventions – this is particularly the case for people with long-term conditions or a combination of different debilitating conditions.
11. Kent has had its own version of HealthWatch which was set up in 2008. The patient and public voice in the NHS in England has had a chequered history since the abolition of the Community Health Councils in 2003. Kent is keen to work with the public and local partners to make sure that HealthWatch is a success at becoming what has been referred to as the "CAB of healthcare".
12. In order to do this, it is essential that the Bill is unambiguous about the roles, functions and accountabilities of the future HealthWatch bodies to the patients and public they serve and about the roles of the local authorities who will commission their services. Some of the statements on this aspect of the changes have created the misleading impression that LINKs will simply evolve into HealthWatch. The functions of GP

consortia, Health & Well-being Boards, health overview & scrutiny committees and HealthWatch all need to be considered in the round to make sure they are compatible and coherent at a local level.

13. Whilst LINKs have done some sterling work since being set up in 2008, HealthWatch will be much more than a simple evolution of LINK. Also, local authorities may wish to consider commissioning services from a range of potential providers. Whilst building on the goodwill and expertise LINK has helped establish, local authorities will not wish to be statutorily locked into a simple continuation of current LINK arrangements, albeit under a new name if 'voice' is to be further strengthened. For instance, we would anticipate that the effective engagement of children and young people in commenting on and co-designing health and social care services will be better achieved by commissioning from amongst services already in place and effective but not part of the local LINK.
14. It will be helpful to have early clarification of how the Health Bill will contain the necessary paving provisions for the establishment of the proposed National Public Health Service. It is essential the future NHS architecture is built with confidence and clarity about the statutory arrangements for ALL its component parts - and for that we need confidence that ALL the functions appropriate to the National Public Health Service are included, along with its relationship with the NHS Commissioning Board. Only in this way will it be possible to map coherently the totality of the complex commissioning relationships and financial flows between the NHS Commissioning Board, the GP consortia, local authorities and national Public Health Service (which will include the health improvement component being transferred into local government) with a view to securing greater efficiencies.
15. We are confident that the incorporation of the health improvement element of public health into local government will also help ensure public health expertise and intelligence better informs joint strategic needs assessments, upon which GP consortia and councils alike will draw for their commissioning strategies. Confidence will be further increased when we understand better the relationship envisaged between health improvement, the functions transferred from the National Treatment Agency and whether, where and how the drug and alcohol rehabilitation commissioning budgets are transferred to and fit within the ring-fenced Public Health Service budgets.
16. The strengthening of the status of the National Institute for Health and Clinical Excellence (NIHCE) as a non-departmental public body is welcomed. Even if at times its decisions have courted public and professional controversy, it has played an important role in establishing the connections between notions of *clinical effectiveness and cost-effectiveness*. With the anticipated sustained pressure on public finances this becomes more important. The extension of NIHCE's

remit to include social care is seen, in the light of our experience of the work on dementia pathways, as a very positive step.

17. We are not persuaded the case has been made for an *expansion* of Monitor's regulatory remit. There is a strong case, we believe, for tasking Monitor with a very focussed authorisation role during the transitional period to bring all remaining NHS bodies to the point of being – or becoming part of – a Foundation Trust. We think this would cover for the inevitably diminishing 'due diligence' role of SHAs as they are wound down and would also build on Monitor's existing body of expertise more effectively than by attempting to replicate it in a yet-to-be-established new unit in the Department of Health (as indicated in paragraph 4.23).
18. There seems to be no added value in creating Monitor as a national regulator for adult social care. The adult social care market is already mature and, except for the occasional light-touch intervention/inquiry by OFT, quite stable and it is unclear from the consultation document how Monitor could give effect to the role of economic regulator of social care without either duplicating the market-shaping activities that councils have carried on effectively since the community care changes of 1993 or by usurping councils' own discretionary powers on fees and charges.
19. We would strongly advise the Government to think again about the regulatory proposals for the role of Monitor, suggesting a phased approach which capitalises on their expertise in the authorisation and 'due diligence' processes on an intensive interim basis, with a VfM review beyond that to see whether their economic regulator functions could not be met by a combination of Care Quality Commission, National Audit Office and district audit, all of which will continue for the foreseeable future as relatively stable features in the inspection/regulation environment.
20. In paragraph 15, we referred to drug and alcohol rehabilitation services. In Kent, the commissioning budgets and functions for these services have been delegated by the PCTs to the Kent Drug & Alcohol Action Team, hosted by KCC, and have been widely recognised for the effectiveness of the outcomes that have been achieved in terms of quality, choice and responsiveness. We ask that the Bill contains no prescriptive provisions that would prejudice our building further on this. Undoubtedly, many councils will make similar 'special requests' – the over-riding point is that we must at all costs avoid new legislation that has the unintended consequence of stifling existing excellent practice.
21. It is timely to have an overhaul of the current flexibilities around S75 to enable a greater uptake of the range of joint arrangements. It is presumed that the legal provisions by which GP consortia will in future commission their own support functions will be new and separate.

KCC has a solid track record on commissioning a wide range of care services, including some on behalf of NHS partners (eg drug and alcohol rehabilitation, registered nursing care in care homes) and would wish to be in the position to continue and extend this, where appropriate and in agreement with GP consortia.

22. We request that the Bill deals with this explicitly. If it is to be a genuine level playing-field, we will need to know what the market entry requirements are and that the Bill classes local authorities as bodies that may bid for specified consortia-support business. This makes even greater sense in terms of helping to create an environment that facilitates, even incentivises, cost-reduction methods across the whole public sector, such as shared asset management and shared back-office services. We appreciate that PCTs can use the current FESC framework and would welcome an indication that this or an equivalent would be available on an equal basis for authorities who wish to go down this route.

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By: Alex King – Deputy Leader
Peter Sass - Head of Democratic Services and Local Leadership

To: Cabinet – 11 October 2010

Subject: Follow up items and Decisions from Cabinet Scrutiny Committee – 15 September 2010 and Recommendations from the Policy Overview and Scrutiny Committees – September cycle of meetings.

Classification: Unrestricted

Summary: This report sets out the decisions from the Cabinet Scrutiny Committee and items which the Committee has raised previously for follow up.

Cabinet Scrutiny Committee

1(1) Attached as Appendix 1 is a rolling schedule of information requested previously by the Cabinet Scrutiny Committee. If the information supplied is satisfactory it will be removed following the meeting, but if the Committee should find the information to be unsatisfactory it will remain on the schedule with a request for further information.

(3) The decisions from the meeting of the Cabinet Scrutiny Committee on 15 September 2010 are also set out in **Appendix 1**, together with the proposed response of the relevant Cabinet Member.

Policy Overview and Scrutiny Committees

2. At its meeting on 15 July 2010, the Scrutiny Board agreed that any specific recommendations to Cabinet arising from Policy Overview and Scrutiny Committees should also be fed back to the Cabinet. During the September cycle of meetings, all Policy Overview and Scrutiny Committees met and a large number of reports were considered with Cabinet and Deputy Cabinet Members present at those meetings. A number of specific comments were made by the Policy Overview and Scrutiny Committees and these have been taken forward by Directorates and Cabinet Members. No specific recommendations have been made to Cabinet during this cycle of meetings.

Recommendation that the Cabinet:

3. agree responses to these decisions, which will be reported back to the Cabinet Scrutiny Committee.

Contact: Peter Sass
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Background Information: *Nil*

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Appendix 1

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
Highways Business Plan IMG 10.12.08	To scrutinise the Highways Service Plan	Cabinet Member during 2008 – Mr Ferrin Managing Director – Mike Austerberry	Highways Business Plan IMG 02.12.08 - A list of gully schedules be supplied to all Members after the elections	21.07.10 – The gully emptying schedules would be issued to Members in the next few weeks. 15.09.10 – Members have received a map showing gully emptying routes and schedule information would be available in the next few weeks
Kent Design Guide 09.12.09		Mr N Chard Mr M Austerberry Mrs B Cooper Mr B White	Kent Design Guide Interim Guidance Note 3: Residential Parking	A report was presented to Environment Highways and Waste Policy and Overview Committee on this issue at its meeting on 29 July 2010. The following recommendations were agreed a) Endorse the testing of the robustness of IGN3 described in Section 4 and receive a report on the outcomes when they are available. b) Acknowledge the concerns of the Kent Developers' Group, and the work that is being undertaken to address these concerns, and encourage further dialogue at appropriate levels to understand the actual implications of and opportunities presented by IGN3, and its interpretation at local level. c) Note that public consultation on Ashford Borough Council's draft Residential Parking SPD offers developers and designers an

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
Page 526 Increasing the Number of Communities Receiving Warden Services 21.07.10				<p>opportunity to make further representations on the implications of 'IGN3 based guidance', having regard for the need to address the problems of some past approaches.</p> <p>d) Acknowledge the widespread concern among residents concerning parking in recent residential developments, and the social and cost implications arising from the problems caused, and welcome collaborative working approaches that are seeking to avoid replication of these problems in future developments.</p> <p>15.09.10 – The Chairman and Vice-Chairmen of the Cabinet Scrutiny Committee are due to discuss this issue with the Director of Environment, Highways and Waste</p>
		Mr M Hill Mr S Beaumont	<ol style="list-style-type: none"> 1. Thank Mr Hill and Mr Beaumont for attending the meeting and answering Members' questions 2. Request that any redeployment or service change to the Community Wardens be part of a formal Cabinet Member decision 3. Welcome the assurance given that there would be consultation with local Members and Parish and Town Council Members during the review process before any redeployment or service change is made, 4. Welcome the invitation for Members to request the deployment of a Community Warden to urban areas, subject to police 	<ol style="list-style-type: none"> 1. – 2. Policy decisions regarding changes to the wardens service will be in consultation with local Members and the communities served but deployment of individual wardens is an operational matter and will not be a formal Cabinet member decision. 3. Agreed 4. –

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
			<p>advice,</p> <p>5. Request that the Communities Policy Overview and Scrutiny Committee monitor the progress of the Community Warden Service following the redeployment of the wardens.</p>	<p>5. Arrangements will be made for the Communities Policy Overview and Scrutiny Committee to monitor the progress of the Community Warden Service following the redeployment of the wardens.</p> <p>15.09.10 - Discussions are ongoing with the Directorate about the deployment of wardens.</p>
<p>Transparency Programme: How We're Spending Your Money 15.09.10</p>		<p>Mr R Gough Ms K Kerswell Ms D Exall Mr P Francis</p>	<p>1. Thank Mr Gough, Ms Kerswell, Ms Exall and Mr Francis for attending the meeting and answering Members' questions</p> <p>2. Welcome the introduction of the Transparency Programme, as outlined in the report to Cabinet</p> <p>3. The Cabinet be asked to monitor the effectiveness of the various reporting mechanisms to ensure that they are cost-effective and delivering genuine value to KCC in terms of the objectives of the programme and that the Cabinet should receive regular monitoring reports; the first such report being in December 2010 and then six-monthly thereafter</p> <p>4. The Policy Overview and Scrutiny Committees should be involved in the monitoring process to ensure that they are given the opportunity to suggest improvements to the programme.</p>	<p>Agreed and will be actioned</p> <p>Agreed and will be actioned</p>
<p>Core Monitoring</p>		<p>Mr R Gough Ms K Kerswell</p>	<p>1. Thank Mr Gough, Ms Kerswell, Mrs Garton, Mr Fitzgerald, Mr Chard, Ms</p>	

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
Report 15.09.10		Mrs S Garton Mr R Fitzgerald Mr N Chard Ms C Mckenzie Mr J Burr Mrs J Whittle Mrs R Turner Mr C Feltham	<p>Mckenzie, Mr Burr, Mrs Whittle, Mrs Turner and Mr Feltham for attending the meeting and responding to Members' questions</p> <ol style="list-style-type: none"> 2. Welcome the assurance that the relevant parts of the Core Monitoring Report will be submitted to the Policy Overview and Scrutiny Committees at the most appropriate time, i.e. during the meetings cycle immediately after the report has been considered by the Cabinet 3. The Cabinet Member be asked to examine the format of the performance monitoring reports submitted to the Kent and Medway Fire and Rescue Authority, as it was felt that these reports were particularly clear and helpful to Members, to see if any improvements can be made in the format of the Core Monitoring Reports 4. The Managing Director, Children Families and Education be asked to ensure that the Council's responses to the areas for development and areas for priority action, contained in the letter from Ofsted dated 9 September 2010, are included within the report due to be considered by the County Council on safeguarding, so that they can be debated by all Members. 5. That comparative information on Ofsted's assessment of safeguarding in other Councils be supplied to Policy Overview and Scrutiny Committee Members. 	<p>Agreed and being actioned</p> <p>This has been actioned and is contained in the County Council report for 14 October.</p> <p>This will be provided to the Vulnerable Children & Partnerships POSC at the next meeting.</p>

Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
Review of SEN Units – Outcome of the Evaluation of the Lead School Pilot 15.09.10		Mrs J Whittle Mrs R Turner Mr C Feltham	<ol style="list-style-type: none"> 1. Thank Mrs Whittle, Mrs Turner and Mr Feltham for attending the meeting and responding to Members' questions 2. Ask the Managing Director, Children, Families and Education to ensure that the CFE (Vulnerable Children and Partnerships) Policy Overview and Scrutiny Committee is given a formal opportunity to monitor progress of the SEN review at all appropriate stages. 3. Ask the Cabinet Member Children, Families and Education to ensure that during the formal consultation process, consultees are made aware of the budgetary implications associated with the proposals as well as the policy implications, and that all headteachers are engaged in the consultation process. 4. Welcome the assurance given by the Managing Director, Children, Families and Education, that KCC will continue to lobby central Government to ensure that, where there are SEN units in mainstream schools, exam results of SEN pupils are disaggregated. This is to avoid these results affecting league table positions and disincentivising mainstream schools admitting SEN pupils. 	<p>A report will be taken to the CFE (Vulnerable Children and Partnerships) Policy Overview and Scrutiny Committee</p> <p>Full consultation on budgetary issues will be undertaken through the Schools Forum</p> <p>Full consultation on budgetary issues will be undertaken through the Schools Forum</p>

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item 15

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