



## AGENDA

### CORPORATE POLICY OVERVIEW COMMITTEE

**Friday, 26th September, 2008, at 10.00 am**  
**Darent Room - Sessions House, County**  
**Hall, Maidstone**

Ask for: **Denise Fitch**  
Telephone **(01622) 694269**

#### **Membership (17)**

- Conservative (12): Mr E E C Hotson (Chairman), Mr R H C Bliss, Mr R B Burgess,  
Mr B R Cope, Mr J A Davies, Mr C G Findlay, Mr R W Gough,  
Mr J E Scholes and Mr J D Simmonds
- Labour (4): Ms A Harrison (Vice-Chairman), Mr C Hart and Mr D Smyth
- Liberal Democrat (1): Mrs T Dean

#### **UNRESTRICTED ITEMS**

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

#### **A. COMMITTEE BUSINESS**

- A1 Substitutes
- A2 Membership  
To note that Mr R W Gough replaces Mr L B Ridings as a member of this Committee.
- A3 Declaration of Interests by Members in items on the Agenda for this meeting.
- A4 Minutes - 28 May 2008 (Pages 1 - 10)

A5 Dates of meetings in 2009

To note that the following dates have been reserved for the Committee's meetings in 2009:-

14 January  
26 March  
8 July  
25 September  
13 November

*All meetings will commence at 10.00 am*

**B. ITEMS FOR CONSIDERATION**

- B1 Draft Towards 2010 Annual Report (Pages 11 - 44)
- B2 Corporate Services Budget Monitoring 2008/09 (Pages 45 - 56)
- B3 CPA Corporate Assessment response and draft performance improvement plan (Pages 57 - 108)
- B4 Comprehensive Area Assessment: Joint Inspectorate Consultation (Pages 109 - 112)
- B5 Chief Executives Department Annual Complaints Complaints, Complements and Enquires Report (Pages 113 - 118)
- B6 Localism: A Strategy for Success (Pages 119 - 120)
- B7 KCC International Activities Annual Report 2007/08 (Pages 121 - 140)
- B8 A summary of progress towards delivering Kent County Council's Climate Change Action Plan (which implements Select Committee on Climate Change recommendations as adopted by Council in January 2007). An overview of the next phase of opportunities for Chief Executive's Department (CED). (Pages 141 - 154)

**C. SELECT COMMITTEE WORK**

- C1 Select Committees - update (Pages 155 - 160)

**EXEMPT ITEMS**

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

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

**Thursday, 18 September 2008**

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

## KENT COUNTY COUNCIL

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### CORPORATE POLICY OVERVIEW COMMITTEE

MINUTES of A meeting of the Corporate Policy Overview Committee held at Darent Room - Sessions House, County Hall, Maidstone on Wednesday, 28th May, 2008.

PRESENT: Mr E E C Hotson (Chairman), Ms A Harrison (Vice Chairman), Mr J A Davies, Mr C G Findlay, Mr J E Scholes, Mr J D Simmonds, Mr D Smyth, Mr C Hart, Mr L B Ridings, Miss S J Carey (In place of Mr B R Cope) and Mr C Hibberd (In place of Mr B R Cope)

ALSO PRESENT: Mr N J D Chard and Mr G K Gibbens

IN ATTENDANCE: Ms L McMullan (Director of Finance), Mr M Austerberry (Director of Property), Ms A Beer (Director of Personnel and Development), Mr R Fitzgerald (Performance Monitoring Manager), Ms J Hill (Performance Manager), Ms A Slaven (Director Youth Offending & Substance Misuse), Ms D Smith (Policy Manager), Ms P Smith (County Manager - Supporting Independence Programme), Mr N Vickers (Head of Financial Services), Mr A Wood (Head of Financial Management), Mr Gilroy (Chief Executive) and Mr M Lemon (Head of Policy KPHD)

### UNRESTRICTED ITEMS

**87. Minutes of the Meeting held on 27 March 2008**  
(Item. 3)

Under Minute Number 51(5) (Draft Communication Strategy) Miss Harrison emphasised the importance of ensuring that Members had information that related specifically to their role as elected Members in hard copy, for example information from the Standards Committee.. Other information that was not so directly related to their role, ie information from Directorates should be sent by email. It was noted that consideration of how information was supplied to Members was within the remit of the current IMG on Member information.

RESOLVED that the minutes of the meeting held on 27 March 2008 are correctly recorded and that they be signed by the Chairman.

**88. Financial Monitoring Report : Corporate Services 2007/08 and Business Unit Operating Plan Outturn Monitoring 2007/08**  
(Item. 1)

(1) The Committee considered a report which informed them of the forecast outturn against the budget for the Chief Executive's Department and the financing items budget for 2007/08. This report also included for the first time a provisional outcome analysis of the annual operating plan of each of the Chief Executive's Department Units. It was explained that similar reports on the annual operating plans would be submitted to the other Policy Overview Committee's in September.

(2) Mr Wood explained that the information provided on the analysis of the annual operating plan had been put forward by Officers and Members input was sought on how useful they found the way that the information was presented. He also stated that Officers were looking out how business plans were put together and the process for linking Best Value Performance Indicators and value for money. He stated that they were hoping to come back to Members at their September meeting with further ideas. Ms McMullan stressed that Members input into the exercise that they were going through to review the business plan was welcome.

(3) Mr Chard asked that his thanks be recorded to the Treasury Management Team for the excellent job they had done which had had enormous impact on the finances of the County Council.

(4) Members referred to the key performance indicators relating to the response to complaints. It was explained to Members that the reason this came under Democratic Services was that they acted as a post-box for Corporate complaints, and ultimately the responsibility lay with the Directorates to respond to the complainant.

(5) Prior to a report to the September meeting of the Committee on complaints across the authority, Members requested that they receive a paper setting out the process for dealing with complaints on behalf of the Chief Executive.

(6) Members asked questions around the cost of the localism agenda and the importance of balancing this against the benefits received. The Chief Executive replied that the Officer cost within Democratic Services to support this was approximately £1m but there were also Officer resources spread across Directorates as a whole.

(7) The Chairman reminded Members that in order to set the agenda for POC meetings a cross party meeting was held with himself, and the Spokespersons. If Members had any items that they would like included on the agenda they should contact their Spokesperson.

(8) RESOLVED That the projected outturn figures for the directorate as at the third quarter exception report be noted.

**89. CED Risk Register**  
(Item. 2)

(1) Ms Dawson presented a report which set out the refreshed Risk Register as at December 2007 for the Chief Executive's Directorate. She explained that this was an annual exercise timed to coincide with the preparation of business plans. It was intended that the register be presented to the Committee to inform Members understanding about the key risks facing the Directorate associated with objectives identified within business plan.

(2) A Local Member agreed that the medium level risk identified for the Ashford development was realistic.

(3) The issue of whether the Council provided services to the public in the way in which the public wanted them provided was raised, and whether this should form a risk area. Ms Dawson explained that the Directorate risk looked at the risk of the business objectives for the Chief Executive's Department. There was also a strategic risk register, which would cover the issue raised this was currently being refreshed and would be considered by the Governance and Audits Committee in June 2008

(5) RESOLVED that the refreshed risk register for the CED be noted.

## **90. Procurement Framework**

*(Item. 3)*

(1) Mr Vickers presented a report which updated Members on progress with the County Council's procurement framework. It was noted that in Paragraph 7.1 the figure for "MTP Savings identified from improved procurement" was £3.1m.

(2) Mr Vickers confirmed that 20% of the Kent Highways Services work had been put out to competitive tender and previously the alliance partners had been successful in tendering for a large part of this work. A new tendering exercise was underway.

(3) In response to a question on Page 50 - 12 categories of goods and services required to use the Countywide Framework contracts, Mr Vickers explained that up to until March 2007 there was no specific requirement across KCC to use Commercial Services. The spend mandate agreed last year by the Leader and the Chief Executive made use of Commercial Services or other countywide contracts mandatory for the 12 categories of goods and services. The Leader required Officers to regularly test for cost effectiveness.

(4) RESOLVED that the report be noted.

## **91. Consideration of the draft KCC Annual Plan 2008/09 and the process for publishing the final approved version**

*(Item. 4)*

(1) Mrs Garton and Ms Hill introduced a report which set out the background and processes for publishing the KCC Annual Plan 2008/9. A copy of the latest draft was attached to the papers to enable Members to make any comments they thought appropriate prior to the Annual Plan consideration at Cabinet on 16 June and at County Council on 19 June. The Annual Plan would then be published by the statutory deadline of 30 June 2008.

(2) Officers made comments which covered the following issues:

- It was noted that the Appendix related to the Local Area Agreement Two targets would be included before the Annual Plan was submitted to County Council in June.

- In relation to the section on staying safe which was still to be included, this would be discussed at Children, Families and Education Policy Overview Committee on 3 June.
- Page 91 - Target 18 - in relation to apprenticeships, a Member asked how the KCC apprenticeships scheme fitted in with apprenticeships already ongoing across the County. It was confirmed that the figures for this were in towards 2010 report and would be supplied to Members.
- It was emphasised that the Corporate Performance Assessment was different from the Comprehensive Performance Assessment and that this should be made clear within the report.
- Mention was made of the change in title from the Children, Families and Education Directorate to the Children, Families and Health Directorate and clarification was sought on how this impacted on the Health remit of other areas of the Councils work.
- Page 105 - Managing Kent's Waste - the impact that District Council Policies on green waste could have on Kent's waste strategy was mentioned, as was the importance of County working closely with Districts in relation to this issue.
- It was suggested that it would be helpful to map where the different types of wardens were across the County.

(4) The Chairman on behalf of the Committee thanked the Officers across the Authority who had compiled the Annual Plan.

(5) RESOLVED that the report be noted.

**92. KCC Health Inequalities Action Plan**  
(Item. 7)

(1) Mr Gibbens introduced the report on the Health Inequalities Action Plan. Ms D Smith explained that this was submitted to the Committee so that they could agree the progress and development of the Health Inequalities Plan since the report was last considered at the Corporate POC on 8 November 2007. The plan had also been considered at a Cabinet Meeting on 19 November 2007. The action plan had been amended to take account of feedback received.

(2) Members asked questions and made comments which included the following:

- In relation to life expectancy a comment was made on the usefulness of having information both across Kent and also at a sub-ward level, it was noted that work was being done to produce this information.
- The map in the Kent Public Health Annual Report showing coastal towns did not include the Isle of Sheppey.
- Childhood obesity - there should be lobby against the trend for clothing manufactures to make children's clothes larger for the age range, as this normalises the trend towards childhood obesity.
- The issue of whether there are adequate resources to carry out the actions – the importance of co-ordinating existing resources at local level was emphasised for example encouraging GP's to prescribe exercise.

- The Actimobs Scheme (a project sponsored by the Department of Health) was given as an example of using resources at a local level and involving people in activities and empowering them to decide what activities they wanted to do.
- In response to a discussion on resources it was stated that there is a perspective that generally 90% of necessary resources already existed and the extra 10% was needed to make the connections and make things happen. Ms P Smith confirmed that in her view there were resources in the County for Health Inequality matters but what was needed was co-ordination at a local level.

(3) It was emphasised by Officers that they welcomed Members input into this area and the sharing of their local knowledge and experience. Ms Smith confirmed that contributions should be submitted by 15 July 2008 so that the report and plan could be published and shared as guidance and be an informative resource.

(3) RESOLVED that comments made by Members on the KCC Health Inequalities Action Plan be noted:

**93. IDeA Healthy Communities Peer review: 10 - 12 October 2007**  
(Item. 8)

(1) Mr Gibbens and Mr Lemon introduced a report which updated the Committee on progress against the eleven recommendations made by the IDeA Peer Review of healthy communities in October 2007. The report also listed the contributions to public health and wellbeing identified by KCC Directorates.

(2) Members asked a number of questions which included the following:

- In response to a question on how this KCC compared with other County Councils on these issues, Mr Lemon replied that no other comparative reviews has been produced yet but the initial review team would be coming back in the Autumn to see what progress had been made
- It was emphasised by Officers that the Observatory was not an additional body but brought together and focussed information that already existed within the Authority.
- Page 215 - Paragraph 2.7 refers to District Councils, voluntary and community groups, it was suggested that Parish/Town Councils were also a useful source of information.
- It was confirmed that Healthwatch was not included within this as it was not a mainstream public health activity. It lay within the Directorate but was not seen as a public health intervention.

(3) RESOLVED that the progress made since the IDeA Peer Review be noted.

**94. Corporate Policy Overview Committee Select Committee on Alcohol**  
(Item. 9)

- (1) The Committee received a report informing them of progress towards implementation of the recommendations of the Alcohol Select Committee.
- (2) Mr Gibbens explained that a cross party Steering Group had been established to oversee progress on the implementation of the Select Committee report recommendations. He was the Chairman of this Steering Group which had held its first meeting.
- (3) The Chairman informed Members that the issue of publicising Select Committee reports, and in particular this report had been discussed at the meeting of the Policy Overview Co-ordinating Committee on 23 May 2008. Members at that meeting wished a more proactive approach to be taken to publicising such excellent reports so that they could reach a wider audience.
- (4) Mr Gibbens informed Members that there would be a launch/conference event on 10 July which would be held in partnership with GOSE, Kent PCT's, District Councils, Kent Police, a school and KCC. It was part of the new partnership arrangements formed to tackle alcohol issues called Kent Action on Alcohol.
- (5) Ms Slaven answered questions from Members and gave more details of the event of 10 July.
- (6) It was agreed that all Members of the Corporate Policy Overview Committee would be invited to attend the Kent Action on Alcohol event on 10 July 2008.
- (7) RESOLVED that the progress on the implementation of the Alcohol Select Committee Report and the approach proposed be agreed.

**95. New National Indicator Set**  
(Item. 5)

- (1) Mr Fitzgerald presented a report which informed Members that 2007/08 was the final year for Best Value Performance Indicators. They had been replaced by a new National Indicator set from April 2008. He submitted a report which sought to provide background information for Members on the development of the new National Indicator set as well as setting out those indicators which fell into the remit of this Committee.
- (2) In response to a question from a Member on what was being done about the elected Members Community Cohesion target. Mr Fitzgerald confirmed that civic participation information included a list of things involved within it which included work by voluntary organisations, Members of the Council etc.
- (3) A Member emphasised the importance of co-ordination of different groups, for example there were stronger, safer, communities groups, some districts had Ward Walks which involved Officers, Members and Partners, the Police had PACTs.

(4) The importance of the Olympic Games in relation to increasing volunteering was mentioned.

(5) RESOLVED that the report be noted

## **96. Property Disposals**

*(Item. 6)*

(1) Mr Austerberry presented a report which covered three areas of property disposal, the different types of disposals and the processes for handling them including, the consultation process in relation to local Members and Councils and an outline position for the year just ended and a commentary on the wakened market for disposals in the current year. Questions were invited from Members.

(2) It was clarified that once a piece of land was declared surplus to Highway requirements the next stage was for a decision to be made in relation to marketing the land.

(3) It was confirmed that the final decision on selling a piece of land was taken by the portfolio holder, Mr Chard, in consultation with the relevant offices. It was pointed out that the majority of sites sold were under the remit of the Children, Families and Education Directorate.

(4) The Chairman commented on the favourable outturn in 07/08 and asked in relation to the small parcels of land which KCC disposed, what had been learnt from this process. Mr Chard acknowledged that this had been contentious in some cases. Initially the consultation period had been set at four week, but this had been extended to six weeks to make sure that Parish Councils who, often met on a four weekly basis, had the opportunity consider the proposal.

(4) RESOLVED that the report be noted

## **97. Staff Survey - CED - Presentation**

*(Item. 10)*

(1) Ms Beer gave a PowerPoint Presentation on the 2008 Kent County Council Employee Opinion Survey as it related to The Chief Executives Directorate. The presentation included methodology, objectives, response rates, results relating to external benchmarking, KCC comparison, trend comparison and concluded with the next step.

(2) In relation to the issue of openness and honesty in communication, Ms Beer informed Members that the majority of staff felt that the dialogue was open and honest most of the time. Work would be done with staff and focus groups and they would be encouraged to give real time examples. She stated that many staff recognised that it was not practical to be open all of the time but they expected honesty.

(3) In response to a question on what Members could do to help improve these results, Ms Beer stated that communication was important to ensure that Members gave their views and feedback to Officers who work with them. It was also important that this feedback covered positive outcomes as well as areas for improvement.

(4) In response to a question, Ms Beer confirmed that the result had been submitted to the Corporate Consultative Forum and that staff would be formally notified of the outcomes and feedback taken into teams. This would not feed into appraisals as it was the collective view of staff but it was important that there were team discussions relating to this.

(5) In relation to the written survey of all staff which was going to be undertaken it was confirmed that many of the questions would be similar but would cover all staff. As it was a new survey it would not be bound by questions asked in previous surveys. Although some areas of questions would be the same, some questions would be different, this would form a new baseline set of trend-data.

(6) It was confirmed that the new questionnaire would take account of the new performance indicators.

(7) It was acknowledged that an interesting question to ask staff responding was whether they had actually worked for any other employers, as this sometimes changed their perception of the organisation which they were working for. Some employees who may have worked for KCC for the majority of their career may have unfounded perceptions of, for example, reward packages in other organisations.

(8) It was also important to identify the age range of the respondents and relate this to the views expressed.

(9) RESOLVED that the presentation and the comments made be noted.

**98. Select Committees - update**  
*(Item. 1)*

(1) The Committee received a report which updated them on the Select Committee Topic Review Programme relating to this Policy Overview Committee. This included the Alcohol Misuse Select Committee and the Accessing Democracy Select Committee.

(2) In relation to the meeting with the Policy Overview Co-ordinating Committee on 23 May 2008, the Chairman updated Members on the following issues:

- Mr Gilroy had been invited to attend the next meeting to discuss the issue of resources for Overview and Scrutiny.
- It had been proposed that when a Select Committee was established an IMG would be set up to scope the Select Committee Review at an early stage.
- The next Select Committee would be Activities for Young People under the remit of the Communities Policy Overview Committee.

- In relation to proposed review on domestic rail services it was acknowledged that there was not currently any available resources in the overview and scrutiny team to support a Select Committee topic review on this issue. Therefore Environment and Regeneration Directorate and the Leader were going to be asked to accept a focussed piece of work which could feed in to a larger piece of work at a later date.
- An IMG had been established to look at the process of launching Select Committees and the timetabling of the Policy Overview Committees in 2009.

(3) A Member raised the issue of looking at resources for Members across the organisation. The Chief Executive confirmed that there was going to be a review of all Staff Officer resources, both for Politicians and Officers across the organisation to ensure they were being used to the best effect.

(4) It was mentioned that training for new Members should be the time-tabling so that Members had the key training that they needed for their work as Elected Members. An example in relation to the Health Overview and Scrutiny Committee, it was essential that the induction training was held before the first meeting of the Committee.

(5) RESOLVED that the update be noted.

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By: Paul Carter, Leader of the Council  
Peter Gilroy, Chief Executive

To: Corporate POC – 26 September 2008

Subject: Draft *Towards 2010* Annual Report

Classification: Unrestricted

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## SUMMARY

This report sets out the process for finalising the second *Towards 2010* Annual Report prior to approval by County Council on 16 October and attaches a draft of the report (for the corporate-related targets) for Members' comment.

## FOR INFORMATION

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### 1. Introduction

*Towards 2010* was formally launched in September 2006. Annual reports on progress against all 63 targets are discussed and approved by County Council each autumn.

### 2. Format

Feedback from members from last year has been taken into account in finalising the layout of this year's Annual Report and the separate report for each target includes the following elements:

- Status of the target (Either 'More progress needed', 'On course' or 'Done and ongoing')
- List of partners with whom we are delivering this target
- Progress to date
- Work planned between now and 2010
- Measurable indicators (where relevant – as agreed at County Council in December 2007).

### 3. Summary

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

<b>Towards 2010 Target</b>	<b>Accountable officer</b>	<b>Status (Draft)</b>
Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition	Nick Vickers	On course
Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy	Tanya Oliver	On course

Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits	Pauline Smith	On course
Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors (joint with CFE)	Pauline Smith	More progress needed
Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects (joint with CFE)	Pauline Smith	On course
Target 20: Build strong business-education partnerships that benefit both employers and schools (joint with CFE)	Pauline Smith	On course
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	Tanya Oliver	On course
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV	Tanya Oliver	On course
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	Tanya Oliver	On course
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	Mike Austerberry/ Carolyn McKenzie	On course
Target 48: Increase opportunities for everyone to take regular physical exercise	Meradin Peachey	On course
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	Meradin Peachey	On course
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	Meradin Peachey	On course

Please note that where targets are cross-directorate they will be reported to all relevant Policy Overview Committees.

#### **4. Approval process**

The draft Annual Report will be discussed at Cabinet on 13 October prior to approval at County Council on 16 October.

The draft Annual Report will also be discussed at the September meetings of all Policy Overview Committees to enable Members to comment on the early draft prior to its finalisation for the Cabinet and County Council meetings.

Each Policy Overview Committee will receive the draft reports on the relevant targets relating to their committee's accountabilities. Attached at Appendix 1 is a draft of the reports for the corporate-related targets as set out in the above table.

#### **5. Recommendation**

Members are asked to COMMENT on the attached drafts.

Accountable officer:

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

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**Towards 2010 Annual Report  
(Extracts for Corporate POC)**

DRAFT as at 15 September

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>Target 5: Ensure KCC uses its significant purchasing power to allow fair and open competition</b>		
<b>Lead Cabinet Member:</b> Paul Carter	<b>Lead Managing Director:</b> Lynda McMullan	<b>Lead Officer:</b> Nick Vickers

**Status:** On course

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

Working across the whole of KCC and thus engaging with our supplier base.

**Progress to date on delivering this Towards 2010 target:**

KCC spends £860m per annum on goods and services with 90% of this spend in seven categories: Adult Social Care, Property, Highways, Waste, Information Technology, 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 has identified lots of examples of best practice and highly 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.

These procurement reviews also reinforce that our service provision depends upon our relationship with external suppliers and that our model of service delivery exemplified in Adult Social Care and Highways is based upon delivery of services by the private sector. Overall, we work with over 10,000 suppliers. Our analysis of spend shows that 67% of spend is with local Kent based companies and that 65% of total expenditure is with Small Medium Sized Enterprises (SME's).

A key to achieving this Towards 2010 target is to get better engagement with SME's. There are two major projects underway in the council to achieve this:

- Making Micros Matter – Micro companies are those employing fewer than 10 employees. A project with the Federation of Small Businesses is approaching completion looking at how micros can more effectively work together to compete for public contracts and the broader issue of how our procurement practices can be more SME-friendly.
- Small Community Services – Kent is one of two pilot areas in the country to identify the needs of existing and emerging micro-providers of care. The pilot is being managed within Kent Adult Social Services.

**Work planned between now and 2010:**

The main areas where we have identified more work to do are as follows:

- SME supplier workshops – we are looking to run a number of workshops, with support from the Federation of Small Businesses, so that potential suppliers can better understand our business needs and procurement processes.
- Promoting good procurement practice within KCC – our procurement practices can be seen as being bureaucratic. We will be improving the understanding of the publication 'Spending the Council's Money' through a large-scale training programme.

## **TOWARDS 2010 SECOND ANNUAL REPORT - 2008**

- Reviewing tender documentation – looking to both simplify and standardise it to help suppliers in their responses to tenders.
- Category specific procurement – this will focus on tendering 20% of the highways contracts outside of the Alliance contracts and the re-let of a range of property-related framework contracts.
- Implementing a county wide eTendering facility – building upon the supplier portal to allow for fully electronic tendering.

### **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:** Nick Vickers

**Date:** 23 July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

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

**Status:** On course

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

Screen South, district and borough councils, Maidstone Studios, Medb Films, National Trust, English Heritage, Visit Kent, Courtyard Studios.

**Progress to date on delivering this Towards 2010 target:**

Using Kent as a location for filming brings real advantages both economically and in raising its profile as a tourist destination. The UK film industry is worth £4.3 billion to the UK economy each year and the Kent Film Office aims to get a larger proportion of this expenditure in Kent.

In its second year, the Kent Film Office has secured the following productions:

The Calling starring Brenda Blethyn; Half Broken Things, ITV Drama starring Penelope Wilton; Is there Anybody There, movie starring Michael Caine; Eon's Winds of Change advert; Waitrose's 'Local' campaign; Morrisson's Christmas campaigns (starring Lulu amongst others); single days on Spooks; Hancock and Joan, period drama for BBC 4; Great Garden Detectives with Chris Beardshaw; Titty Titty Bang Bang Series 3; Big Barn Farm, pre-school. The Writers' Strike in America had a negative impact on the industry as a whole in the UK.

The biggest success for the Kent Film Office however was pulling together "The Other Boleyn Girl" Campaign. Partners included Universal Pictures, Kent Tourism Alliance, National Trust, English Heritage, Penshurst Place, Hever Castle, Knole House, Screen South and Heart of Kent. March 2008 saw the Kent preview in Kino Cinema in Sevenoaks secured by the Film Office and Visit Kent. A website and movie map were developed ([visithetheotherboleyngirl.com](http://visithetheotherboleyngirl.com)). See also Towards 2010 target 7. This is a key step in the drive to put Kent first on the filming map and secure Kent's fair share of the "set-jetting" trend with 40% of people saying they are "very likely" to book a holiday or trip based on a location they have seen on a film or television programme.

Meridian, BBC, Radio Kent, Invicta FM, KMFM, Newsshopper, Kent on Sunday, Kent Messenger and Kent TV have all covered the Kent Film Office and/or "The Other Boleyn Girl" and they have all been very positive and supportive of the role of KCC.

The Kent Film and Television Strategy has been developed, pulling together all the aspirations and targets for the Kent Film Office including working with the independent sector, increasing training, skills and employment, maximising the benefits of the link with tourism and developing a Kent Development Fund in partnership with SEEDA, the EU and the private sector in order to put Kent on a level playing field. "The Calling" acted as a pilot for this fund, with an investment of £75k securing a total spend in east Kent of £500k and retaining the presence of a local production company, Medb Films in Ramsgate. This money funded various trainees and apprentices and local employment.

The national vocational qualification (NVQ) system in Kent cannot provide for the film industry whose working patterns are too unpredictable. As a result, we have developed alternative systems:

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

- Medb Independent Film Focus funded six trainees (one now in employment after two years of not being able to secure employment). One has applied for camera assistant with Foundation based at Maidstone Studios, one has secured a university place, another three have been placed with visiting companies as runners and the feedback from the television companies has been very positive.
- KCC initiated talks around a Kent Film Academy, to show the full range of film and media education opportunities in the county. A booklet is being produced and visits to all colleges are taking place to find an effective way to place people in work experience/trainees and function as a link. The BBC, corporate production companies and Warner Bros have already participated in this.

Partnerships have been developed and/or strengthened with all those involved, including a successful seminar with all Kent district and borough councils.

### Work planned between now and 2010:

- Continue to deliver the Kent Film and Television Strategy.
- Secure more high profile filming in the county.
- Develop more joint campaigns with Kent Tourism Alliance, following the success of “The Other Boleyn Girl” in order to maximise the follow-on benefits from filming.
- Pull together, in partnership, a Kent Development Fund in order to secure more filming in the county (we lost some high profile television productions from Kent owing to the fact Kent does not have a development fund).
- Continue to work with all partners to ensure Kent is a film friendly county.
- Finalise details for the Kent Film Academy.
- Secure more training and apprenticeships in the industry in Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Direct spend into Kent via the Film Office * (cumulative since 2006/07)	£1.2m	£3.0m	£2.7m	£4.5m	£6.0m

\*Data revised following an audit to narrow the data down to confirmed known direct expenditure. Figures for pre- and post-production to be added in the future. 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.

**Monitoring completed by:** Tanya Oliver

**Date:** July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits</b>		
<b>Lead Cabinet Member:</b> Kevin Lynes	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officer:</b> Pauline Smith

**Status:** On course

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

Jobcentre Plus, Primary Care Trusts, Royal British Legion Industries, Learning and Skills Council, central government departments, Employers, Kent Economic Board, KCC directorates, Slivers-of-Time, Kent Top Temps, Connexions Kent.

**Progress to date on delivering this Towards 2010 target:**

Over 100,000 people in Kent claim one of three major welfare benefits with some wards having over 40% of working age people on benefits and caught in the benefits trap. KCC's Supporting Independence Programme (SIP) with the strategic lead for welfare reform, continues to address this situation both through preventative measures, working with young people to prevent them from slipping into a life of dependency, and remedial activities to try to reduce the burden of welfare benefit expenditure and lift significant numbers of working-age people out of worklessness and into meaningful, sustainable employment.

KCC's Supporting Independence Programme (SIP) has been working on a number of initiatives to try and combat the issue of worklessness in some of our most disadvantaged communities. We have worked with our partners to deliver a range of services for people who are furthest away from the labour market and supported them to help themselves back into full-time employment. Over 200 people with complex needs have been helped in this way over the last two years, either into work or supported to take significant steps back towards meaningful, progressive employment.

We have worked with local, regional and national partners to push for lasting change in the way that services are delivered to those most in need of support at a local level, arguing the case for a more devolved system of welfare-to-work services. This has led to audiences with senior government ministers and has put Kent at the front of the agenda for change in welfare reform. It also means that the needs of benefit claimants remain a priority for action with our local partners.

We have also managed to bridge the gap between preventative work with young people and responsive work with adults ensuring that there are positive routes into work or training and preventing them from moving onto welfare benefits, and helping to break down the cycle of dependency.

Preventative focus

The establishment of the KCC 14-24 Innovation Unit in September 2007 has created a focused, strategic approach in ensuring that we deliver a wide range of initiatives to support young people into positive preparation for employment. Focused task groups are working swiftly to review and evaluate the wide range of current provision for 14-24 year olds and priorities for areas of development and improvement are being established with all key partners.

Consultation and feedback from young people, partners and stakeholders is ongoing and is positively influencing, developing and shaping our vision, strategy, policy development and delivery of opportunities and exemplary provision of services to young people.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

Our innovative approach to improving services has already received very positive feedback from government inspection teams, other local authorities, and a large number of partners/stakeholders nationally and locally. Further information can be found in Towards 2010 targets 15-20.

### Responsive focus

A visit by the Shadow Minister for work and pensions in January provided a platform for the Supporting Independence Team to share KCC's vision and wide range of initiatives developed to increase the support and opportunities available to individuals who are dependant on benefits. Specific areas of progress include:

- Positive engagement with the Department for Work and Pensions (DWP), Local Government Association (LGA) and New Local Government Network (NLGN) to explore national policy on welfare reform and the opportunity for Kent to raise impact on individuals suggest freedoms and flexibilities that Kent requires for radical local request would welcome to really drive the change and improvements on improvements to local challenges.
- Launching Slivers-of-Time in March 2008.
- Ongoing delivery and involvement with Kent Agreement 1 (KA1) target 15 and PSA 2 target with long term Incapacity Benefit Claimants.
- Working with Royal British Legion Industries, KASS and other partners to bring about substantial results through the Pathways to Work programme.
- Work with NLGN in the publication of a pamphlet entitled 'The Local Journey To Work – Localism, Welfare and Worklessness' highlighting the wide range of welfare reform, innovation and strategy managed by SIP across Kent.
- High level discussions and engagement with government departments to tackle the challenges and barriers encountered with the delivery of effective welfare reform initiatives. These include LGA work on devolution of welfare reform to local authorities; data sharing; local freedoms and flexibilities.
- Work with the Kent Public Service Board (incorporating the major public sector agencies in the county) and the Kent Partnership (incorporating a range of public, private and voluntary organisations) to look at new ways in which all sectors can explore and develop opportunities for improving and increasing employment opportunities for the unemployed and those from vulnerable or marginalised groups or communities. An action plan is currently being developed.

### **Work planned between now and 2010:**

- Continue to manage and review the impact of national welfare reform changes on Kent and our residents.
- Work closely with the health authority, other associated agencies and GPs to review how they can help us 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.
- Work closely with Jobcentre Plus to make sure that our services are delivered in the best way to maximum benefit for the people of Kent.
- Develop a Kent Employment Engagement Strategy which will bring about a strategic, joined-up approach to local employers. This will enable them to engage more successfully with programmes and initiatives to bring most benefit to people who are further away from the labour market.
- Continue to bring together preventative strategies which stop people moving into a life of dependency with responsive work to support those already on benefits to more independent lifestyles.
- Ensure that individuals and employers are unencumbered by bureaucracy to make the transition to the workplace easier.
- Plan and develop the outcomes for KA2, which will have significant impact on this Towards 2010 target.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

- Support and co-ordinate MAA development.
- Act as a co-lead partner on Working Neighbourhoods Fund management in Thanet. This is preventative work with young people and responsive work with benefit claimants in Thanet's more disadvantaged wards with Thanet District Council, Jobcentre Plus, Connexions Kent and other local agencies.
- Continue the excellent partnership with Swale Borough Council in introducing an innovative employment engagement project for Swale, and KCC Communities Directorate, in their inspirational and unique project development in Folkestone.
- Further engage and influence Pathways to Work and Local Employment Partnerships through relationships with JCP, RBLI and other Pathways providers.
- Engage with local strategic partners (LSPs) on Local Employment and Skills Boards.
- Further work together with the LGA on devolution issues.
- Manage the delivery of innovative programmes such as Slivers-of-Time to give individuals a stepping stone to returning to permanent, sustainable jobs.

Measurable Indicator (s)	Aug 2006 Actual	Aug 2007 Actual	Aug 2010 Target
Average weekly benefit spend in Kent on working age benefits at 2006/07 prices (Incapacity Benefit, Income Support and Job Seekers Allowance)	£6.21m	£5.91m	To reduce
Number of claimants of key working age benefits (Incapacity Benefit, lone parents on Income Support, Job Seekers Allowance and others on income-related benefits)	83,040	79,860	To reduce

**Monitoring completed by:** Pauline Smith/Nick Moon

**Date:** July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors</b>		
<b>Lead Cabinet Member:</b> Mark Dance	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officers:</b> Pauline Smith/ Sue Dunn

**Status:** More progress needed

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

KEY Training, Connexions, Learning & Skills Council, District Councils, Kent Police, Chamber of Commerce, Train to Gain and Business Link

**Progress to date on delivering this Towards 2010 target:**

Within KCC placements are being offered across all directorates and departments including Legal & Democratic Services, Waste Management, the Youth Service, Adult Services as well as placements within KCC schools, nurseries and care homes. The young people are undertaking Apprenticeships in childcare, health and social care, customer service, business and administration and catering. KEY Training Services is currently delivering the training aspects of the Kent Success Programme within KCC. The young people are given a KCC Apprenticeship contract for the duration of their Apprenticeship and are paid £80 per week, the current Government minimum for Apprentices.

The young people who are participating on the programme are from a diverse range of educational and social backgrounds and this balance will be maintained to ensure that they are able to add value to the departments they are placed in and also reach their personal potential. To date, 138 young people have started on the Kent Success Programme and 45 are still currently studying for their Apprenticeship qualification. Of the 62 young people who have completed their qualification, 34 have remained employed by KCC and a further 19 have found permanent jobs with other public or private sector organisations and the remaining 9 young people are yet to find employment but are being supported to ensure that they move forward positively.

The Kent Apprenticeship Programme has been developed to provide much more than just an Apprenticeship qualification. The Apprentices are provided with structured training in confidence building, assertiveness, CV writing, KCC application forms and interview techniques. They are brought together for Peer Group Meetings which take place once a quarter and also provide personal development opportunities and a chance for the Apprentices to support each other and share their experiences. Placement Managers play a vital role in the development of the young people and the programme as a whole and as such are provided with support on an ongoing basis and receive a Manager's Guidance booklet when they take on an Apprentice that outlines their roles and responsibilities within the Programme.

Kent Success, KCC's apprenticeship scheme, forms part of KCC's workforce development plan and as such the Supporting Independence Programme (SIP) has been working closely with Personnel and Development to ensure that the Apprentices are given as much support as possible when they are applying for roles within KCC. The Apprentices are now guaranteed an interview if they meet the minimum criteria for a role, receive individual support from a Personnel Officer in the last three months of their contract and can take advantage of KCC's new directive to not ask for experience, unless for a good business reason, for the lower grade roles.

**Work planned between now and 2010:**

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

To further develop Kent Success, a cohesive strategy is being developed within KCC linking in with key departments across the Authority including Commercial Services, Early Years and Kent Adult Social Services to ensure that a diverse range of opportunities are available to the young people and that the apprentices who come into the organisation are meeting business needs. The possibility of re-engineering 'real' vacancies to Apprenticeship level and then training the Apprentice for that role is currently being looked at. There are also plans 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 access all the opportunities open to them.

Development of the Kent Apprenticeship Programme across the rest of the public and private sector in Kent is taking place in earnest in 2008/09, and initial discussions have taken place with several District Councils and Kent Police. To facilitate this development a model of best practice has been developed to showcase the programme and highlight what has worked within KCC so that it is straightforward for employers to implement the programme within their organisation. Work will be done with both local and national training providers to develop their existing post 16 Apprenticeship provision to ensure that the young people of Kent have a diverse range of Apprenticeship opportunities to move into. The next step is to engage the rest of the public sector in Kent in the Apprenticeship Programme. Initial discussions have already taken place with several District Councils and Kent Police and these will be developed further.

Through the 14-24 Innovation Unit employer engagement will take place to promote the programme and also to involve the employers in the development of the programme to ensure that it will meet the needs of the young people as well as address any skill shortages in Kent. Work is already underway as part of the 14-24 Innovation Unit to develop employer engagement in the roll out of apprenticeships. EDF energy, Abbots and Sheerness Steel are all actively working with us to introduce and explore a wide range of apprenticeship route-ways.

During December 2008 there will be a high profile Apprenticeship Showcase event to launch Kent Apprenticeships to private sector employers across Kent ensuring that they fully understand the programme and the benefits that apprentices can bring to their organisation. Promotion of apprenticeships will take place with schools, parents and young people in the lead up to the event through the 14-24 Innovation Unit, the 14-19 Planning Forums and Connexions through a high profile marketing campaign. Positive marketing is essential to ensure that all are receiving the most up to date information and that apprenticeships are seen as a positive route for young people. Particular links will be made with the Vocational Education Programme making sure that those undertaking Young Apprenticeships and vocational courses have access to appropriate post-16 apprenticeships.

Measurable Indicator (s)	2006/07 Actual	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Number of Kent apprenticeships taken on by KCC (cumulative since October 2006)	60	126	128	200	250
Number of Kent apprenticeships taken on by other public and private organisations (cumulative since April 2007)	0	175	0	400	750

**Monitoring completed by:** Lucy-Ann Bett

**Date:** 9 July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects</b>		
<b>Lead Cabinet Member:</b> Mark Dance	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officers:</b> Pauline Smith/ Sue Dunn

**Status:** On course

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

Kent Safe Schools, Pipeline, CADET, Connexions, YOS, KCA, Health, Learning & Skills Council.

**Progress to date on delivering this Towards 2010 target:**

The Kent Community Programme (KCP) has been established specifically for young people aged 16-19 who are Not in Education, Employment or Training (NEET). It is a programme, being delivered by Kent Safe Schools, that 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.

An individualised approach is used with the young people to raise their confidence and support them to re-engage and re-motivate themselves before they start on the KCP to ensure that they get the skills and tools they need to succeed further. Groups of 8-10 young people are taken on full time for a 3 month period, for 3 days a week working on community focused projects learning practical, hands on skills whilst developing their numeracy and literacy skills. For a further day a week the young people are completing an accredited ASDAN qualification in Community Volunteering and learning life and employability skills that have been tailored to meet their individual needs.

Projects have been run in Maidstone (horticultural), Thanet (mechanics and community involvement), Dover (repair, maintenance and water safety) and Sittingbourne (design and building of a community centre garden). A construction based project has also been established in Ashford where young people learn practical construction skills and then put them into practice in a community project in their local community. 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. Referrals have been received from Connexions, the Youth Offending Service, Children and Adolescent Mental Health Service, E2E (Entry to Employment) and there have also been self-referrals from young people.

To date the KCP has worked with 45 young people across the county, ensuring that the high level of support and quality of service is ever present and each young person has every opportunity to engage and succeed within the programme. The overall average attendance of the young people is 80%, with 32 of the young people averaging over 90 %. This emphasises the positive impact of the programme; historically the client group is one of the hardest to reach and work with successfully. These figures show a positive trend where that the young people who are becoming involved and inducted onto the KCP are becoming successfully motivated and fully engaged to complete the course and then moving into positive route of progressions 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, 78% of the young people involved have been guided and supported into either further education, employment or an extended work placement and out of the NEET group from where they were originally classified.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

### Work planned between now and 2010:

KCP is now an established programme of positive engagement and is embedded into the 14 -24 Innovation Unit. Further links will be made to establish the KCP as part of Kent's NEET strategy and therefore address its sustainability. Links are already made with the Youth Offending Service, 16+ teams, the Teenage Pregnancy Partnership and the Kent Apprenticeship Programme and these will be developed further to ensure that the young people can access the most appropriate opportunities for them.

Access and participation of the KCP is of particular interest to vulnerable young people and work is underway to increase participation and engagement of young people with additional challenges. The exciting opportunities which can be achieved by roll out of the KCP will assist in the action plan requirements (to increase participation) identified in some external inspection feedback e.g. youth offending.

Further projects will be run in Folkestone, Thanet, Dover and Swale to ensure that the KCP contributes to the reduction of the number of young people not in education, employment or training in Kent.

Further focus will be on developing the potential of a more focused community works programme that can possibly be established as a business model within the community. Current opportunities are being explored with an intention to pilot a model/s later in 2008/09.

<b>Measurable Indicator (s)</b>	<b>2006/07 Actual</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>
Number of young people completing the Kent Community Programme during the year	0	40	45	120	250

**Monitoring completed by:** Lucy-Ann Bett

**Date:** 9 July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>Target 20: Build strong business-education partnerships that benefit both employers and schools</b>		
<b>Lead Cabinet Member:</b> Mark Dance	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officers:</b> Pauline Smith

**Status:** On course

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

Secondary schools in Kent – 80 including Alternative Curriculum Programme, SEN; Employers in Kent engaged to deliver work experience and work related learning activity – 3,300 to end March 2008; Local Strategic Planning Forums across Kent; Connexions; Kent Association of Training Organisations (KATO); FE sector; Learning and Skills Council (LSC)  
Enterprise Kent; Canterbury Christchurch University  
University of Kent; University of Greenwich; Local District 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.

### **Progress to date on delivering this Towards 2010 target:**

Kent Works, established by KCC, was successfully awarded the Learning and Skills Council (LSC) contract to deliver quality Education Business Links across Kent.

Raising the skills and aspirations of young people entering the workforce is a key priority for KCC. Employers need a skilled workforce and young people need an understanding of the skills required in the workplace and the opportunities that are available to help fulfill their potential.

The involvement and commitment of employers is critical to the success of developing high quality work-related learning and curriculum development in Kent. Excellent progress has been made to develop, nurture and sustain relationships and partnerships between education establishments and the business sector which has provided a wide range of high quality and inspirational work-related learning and work experience opportunities across the county.

2007/08 was a challenging year for Kent Works and many other organisations, partners or stakeholders engaged in education business links (EBL) activities. The Department for Children, Schools and Families (DCSF) has undertaken a national review of work-related learning and EBL and has recently published a number of excellent guidelines and standards, all driven to improve provision.

KCC welcomes the significantly higher priority and focus now being displayed for EBL at a national and local level. Our vision and total commitment to improving EBL can only be enhanced and strengthened as the national agenda has embraced and endorsed the approach already adopted and underway in Kent.

Employers and schools have been 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. Inspirational focused activities have provided exciting and motivational opportunities for students to develop their understanding of the world of work.

## **TOWARDS 2010 SECOND ANNUAL REPORT - 2008**

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. Involving employers is the key to the success of each of these activities, which is delivered by Kent Works staff.

In addition to these events which are generally held in schools, projects also included a number of innovative programmes that involved students working off school sites and into the realm of the employer. 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.

Partnerships are already being developed with sectors embraced within the roll-out of diplomas. In particular, the Industry Champions programme has raised the profile of EBL activity and highlighted the changing needs of schools and students through the 14-19 education reform.

Kent Works is actively involved with each of the county's 14-19 Strategic Planning Forums and has made contributions to the Diploma Gateway bids submitted by each, and will work with schools involved with Diploma delivery on work experience placements, extended projects, professional development and other employer engagement activities.

Kent Works has exceeded the contracted outcomes with the LSC for employer engagement and work-related learning, and specific outcomes include:

- Industry Champions – 100 champions engaged including one employer representative on each of the nine strategic planning forums
- Kent Construction Skills Strategy – linking schools and colleges with employers undertaking work for KCC to provide work experience opportunities
- Work Ready Award – in conjunction with South Kent College and Denne Construction and Waites – for 106 people
- Work Experience Co-ordinators Conference – 45 coordinators from across Kent
- Careers Convention – Kent Thameside – for over 900 students visiting 23 exhibitors (local employers)
- Employability Skills – Unit from BTEC Level 2 in Employability Skills for 20 Young Apprentices at Thanet Skills Studio.

### **Work planned between now and 2010:**

The LSC contract held by Kent Works for the last three years expired at the end of the 2007/08 academic year. National changes for EBL funding are currently under review and the expectation is that all funding will be transferred from the LSC to the local authority with effect from April 2009.

Following a series of very positive discussions between the LSC and KCC it is now confirmed that the EBL contract in the transitional 2008/09 period has been successfully awarded to KCC and strategically managed within the 14-24 Innovation Unit.

The main priorities in terms of work planned are as follows:

- Continue to increase and extend the number and variety of very successful strategic meetings that are already taking place countywide with public and private sector employers to explore appropriate and relevant EBL links and workforce development initiatives.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

- Ongoing management of provision in the 2008/09 transitional year to maintain necessary commitments and opportunities for young people between now and April 2009, whilst making an effective and smooth transition to implementing the new strategy from April 2009.
- The development of a longer-term, coherent county-wide strategy from April 2009, involving all relevant strategic and delivery partners and stakeholders.
- Review and evaluation of EBL activity and to introduce a variety of new and exciting, and innovative approaches to work-related learning delivery.
- Extend the membership of the recently established employer engagement task group to include head teachers and employers, alongside other key stakeholders and partners.
- Deliver a variety of high profile business education events to inform, engage and increase the participation and development of education business partnerships.
- Work closely with the established infrastructure of local partnerships (including 14-19 Planning Forums, Local Children's Services Partnerships, Local Strategic Partnerships, Business Link etc) to define areas of responsibilities, accountabilities, funding and explore strengths, identify challenges, reduce bureaucracy, improve efficiency and maximise opportunities.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2009/10 Target
Percentage satisfaction rate of pupils	75%	*	88%	85%
Percentage satisfaction rates of businesses	56%	*	70%	75%

\* Available later in 2008

**Monitoring completed by:** Pauline Smith

**Date:** July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>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.</b>		
<b>Lead Cabinet Member:</b> Alex King	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officer:</b> Tanya Oliver

**Status:** On course

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

Ten Alps, KCC Communities directorate, district and borough councils, local community groups, voluntary groups, public sector partners.

**Progress to date on delivering this Towards 2010 target:**

This target transferred from KCC Communities directorate to Chief Executives Department in 2007 in order to maximise the links with Kent TV.

The ‘What’s On’ website will form part of the [www.KentTV.com](http://www.KentTV.com) website and is being launched in autumn 2008. ‘What’s On’ will be a key part of the homepage for Kent TV and will eventually cover all events from a countywide perspective down to local community level. It will include film, music events, festivals, sporting events, charity events, community and voluntary events, farmers’ markets, schools and much more.

The site will be interactive and individuals or groups will be able to upload information on their own events and the technology supporting this will also ensure out of date information is removed. Quality assurance is key on this part of the site and Ten Alps will be responsible for ensuring this is delivered at a high standard through the contractual arrangements.

The Kent TV crew will cover some of these events and individuals will also be able to upload video content from the event to Kent TV if they choose to.

A marketing plan is being developed in order to raise awareness of the ‘What’s On’ website. This will include targeting websites such as My Space and Facebook, sending regular e-newsletters to people who have signed up to receive Kent TV updates, contacting venues and events to raise awareness of the service and distribution of leaflets at events such as the Kent County Show.

**Work planned between now and 2010:**

- Launch the ‘What’s On’ section of the Kent TV website.
- Gather as much information on local events as possible in partnership with other organisations.
- Increase the number of hits on the ‘What’s On’ section of Kent TV incrementally once launched.
- Market and promote the site.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2009/10 Target
Number of website hits on “What’s on” section of Kent TV	N/A*		

\* Not yet launched, due for launch autumn 2008

**Monitoring completed by:** Tanya Oliver

**Date:** July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV</b>		
<b>Lead Cabinet Member:</b> Alex King	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officer:</b> Tanya Oliver

**Status:** On course

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

Ten Alps, district and borough councils, NHS, Police, Fire, Maidstone Studios, Visit Kent, Locate in Kent, business community, media community, community groups, voluntary groups.

**Progress to date on delivering this Towards 2010 target:**

Kent TV was launched in September 2007 and the viewing figures so far have shown the success of this channel. In the first quarter of 2008, there were over 230,000 visits to the site, almost hitting the target for the whole year. There are now over 1,200 videos on the site, with some of the most viewed videos include: Ebbsfleet FC Glory, Thanet Earth, Radio One – Big Weekend and the County Show.

As the site has been running for several months, Ten Alps have refreshed the look and now have 15 channels. The new channels include food, politics, emergency and creative. Kent TV has also launched the ‘How To’ channel, covering a range of issues from how to access social care, go through an appeals process, access benefits, complete various forms etc. This channel will be a key part of our public information service, linking with other public sector partners. The refreshed site has become more interactive, with voting ability, and it has become easier to upload comments and video content.

Kent TV is also being streamed in a number of public places, for example KCC reception areas and Gateways and discussions are underway with the NHS to stream Kent TV in hospital waiting areas.

Kent TV located to new offices in Maidstone Studios in April and has used their new location to forge new links with other creative businesses in Kent.

A marketing plan is in place and has begun in earnest with an advertising campaign encompassing radio, newspapers and billboards.

**Work planned between now and 2010:**

- Links are also underway for Kent TV to partner with a regional channel in West Flanders. This partnership will involve sharing content (translated) and supporting tourism links and promoting each region.
- There are several exciting programmes planned for autumn 2008 which include hosting debates on the big issues affecting Kent.

<b>Measurable Indicator (s)</b>	<b>2007/08* Actual</b>	<b>2008/09 Apr-June</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>
Viewer numbers for Kent TV	198,210	231,260	250,000	300,000

\* Started in Sept 2007

**Monitoring completed by:** Tanya Oliver

**Date:** July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>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</b>		
<b>Lead Cabinet Member:</b> Alex King	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officer:</b> Tanya Oliver

**Status:** On course

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

District and borough councils, NHS, Police, Fire, voluntary sector, central government, community groups, private sector.

**Progress to date on delivering this Towards 2010 target:**

Gateways offer a convenient public service point in a retail-based location using the latest innovative technologies and working with district and borough councils, Police, Fire, Health, voluntary sector, Job Centre Plus, Department of Work & Pensions and a range of other partners, including the private sector. The focus is on shaping services to fit around customer need.

Gateway has attracted a lot of national and international attention and was one of the 16 front-office innovations showcased nationally at the FOSS (Front-Office Shared Services) Event in May 2007 by the Cabinet Office, IDeA and the LGA. Gateway also made it into the top 10 out of hundreds of entries in the Innovation category for the IDeA and Audit Commission awards in March 2008 and is showcased on their website.

The Mobile Gateway, which covers rural Mid Kent in its widest sense from Shepway to Ashford to Tunbridge Wells, is currently being used to raise awareness and understanding of Gateways amongst customers in areas where new “fixed” Gateways are being opened in 2008 (Thanet, Tunbridge Wells, Maidstone & Tenterden) and amongst staff from the partner organisations involved. It is also supporting various projects and initiatives, such as Adult Learners’ Week and the Kent County Show.

Gateway is working in strong partnership with KCC Libraries on a number of future Gateways and this combination is proving very successful in terms of expanding the offer available and reaching a wider customer base.

Latest developments include:

- Thanet’s Gateway Plus (including the library) opened on 7 January 2008 and in its first day had 2,500 customers. The anticipated footfall is 400,000 a year.
- Tenterden Rural Gateway is planned to open in autumn 2008. This Gateway will be the first to have a rural Post Office within it. It will also be the site for the local library.
- Maidstone Gateway opens autumn 2008. This is sited on Kings Street next door to the Chequers Centre and the bus depot. The anticipated footfall is 350,000 a year.
- Tunbridge Wells Gateway opens autumn 2008. This is sited near the main pedestrian entrance to Royal Victoria Place. The anticipated footfall is 300,000 per year.
- Dover Gateway plans are underway and the planned opening is expected in March/April 2009.
- Ashford Gateway Plus, the expansion of Ashford Gateway into a new, larger site, is being planned for 2010. This will be located on the current library site and is part of the wider library project that is being undertaken.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

Specific performance highlights include:

Ashford Gateway:

- KCC Adult Education Skills Plus became the most successful outlet in Kent and saw enrolments increase so much that annual targets were revised from 300 per annum to 450 per annum. In the first six months of the current academic year 265 students have enrolled on courses and a further 297 have been given advice about other more suitable courses
- 22% of enrolees have English as a second language and are accessing skills plus to improve their job opportunities
- Students have also carried out a cultural day in the Gateway to celebrate the diversity of the Ashford Area
- Students also used the video conferencing facilities to give a presentation to similar students in Edinburgh about Ashford
- We are currently negotiating with a French based employer who run a company in Ashford as they want to train 100 of their employees in basic skills before the end of 2008
- Ashford Volunteer Bureau saw a 300% increase in volunteer recruitment
- In November 2007 Gateway staff delivered 3,500 transactions from 5,000 visits and the ratio of transactions to visits has increased steadily since opening
- Sustained group of partners include the Borough Council, NHS, Voluntary sector, Business Link, Community Wardens
- Successful delivery of pilot Health Prevention programmes such as Diabetes and Blood Pressure through Pharmacy commissioning.

Thanet Gateway:

- Library footfall has increased by at least 26% over January 2007 figures from 23,000 to 29,000 (even though January 2008 is an incomplete month due to relocation)
- Increased membership for the library service
- 8,455 people have been seen by Thanet District Council service advisers since opening with very few people leaving the queue. In their old customer service centre fewer people could be seen each day and many more people abandoned the queue as a consequence (3,127 clients were seen last January by service advisers)
- Average waiting time for Thanet District Council services has been dramatically reduced from 90 minutes to around 22 minutes
- Public services are now available on Saturdays
- Partners already include NHS, CAB, Isle of Thanet Credit Union (Wantsum Savers), KCHT
- Vastly improved customer experience.

### **Work planned between now and 2010:**

Pre-planning for phase two of Gateway (April 2009 to March 2012) has highlighted keen interest in:

- Canterbury – options around Herne Bay regeneration
- Sevenoaks/Swanley – options around the Swanley Information Point and Stag Theatre
- Gravesend
- Tonbridge & Malling
- Shepway (Folkestone)

The planned redevelopment of Dartford town centre and new community hubs in Thames Gateway present strong opportunities.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

KCC, Medway and all 12 district and borough councils are working in partnership with Pas de Calais to develop a joint Interreg bid to explore “customer profiling”.

<b>Measurable Indicator (s)</b>	<b>2006/07</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>	<b>2008/09 Target</b>	<b>2009/10 Target</b>
Number of Gateways operating in Kent (cumulative since 2006/07)	1	3*	3	6**	7

\* Ashford, Thanet and Mobile Gateway

\*\* Maidstone, Tunbridge Wells, Tenterden

**Monitoring completed by:** Tanya Oliver

**Date:** July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

**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:**  
Paul Carter

**Lead Managing Director:**  
Peter Gilroy/Adam Wilkinson

**Lead Officers:**  
Mike Austerberry/Carolyn McKenzie

**Status:** On course

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

SEEDA, Arts Council, Kent Archive Centre, SECE, joint working with districts on projects such as The Beaney and The Marlowe Theatre.

### **Progress to date on delivering this Towards 2010 target:**

New build projects that KCC's Property Group is responsible for managing are designed to the BREEAM 'very good' standard. In order to ensure a consistent approach for all new KCC buildings a Sustainable Construction Group has been set up. This group, led by Property Group, is developing a sustainable construction policy that will set minimum environmental standards that need to be met, as well as ensuring sustainable measures are fully considered and adopted, where appropriate, for all KCC construction projects.

The cross-directorate Sustainable Estates Taskforce is key to maintaining a focused approach toward the sustainable construction agenda and identifying opportunities for further progress. The taskforce will also help ensure the new policy, when agreed, is fully embedded in project delivery.

Discussions have been held between Property Group and Environment & Regeneration Directorate to identify how best to ensure environmental issues are given proper consideration during the procurement process. A new approach is being agreed and this will be incorporated into procurement for Property Group's new approved contractor list and consultant framework agreement.

### **Work planned between now and 2010:**

- KCC will continue to ensure designs deliver sustainable buildings which are energy and water efficient and incorporate built-to-last materials and minimise waste. Breakthrough projects are currently being identified which when taken forward will build upon existing knowledge and further develop good practice.
- BREEAM has been revised and a post-completion check is now required to verify that a completed build has met the required standard. Investigations are being made about which projects should have a BREEAM assessment, how these will be funded and if there is a business case for an in-house assessor. The finalised proposal will be presented to KCC's Environment Board.
- Property Group and Laser will be working closely together to identify where opportunities exist for renewable technologies to be funded for inclusion in new build projects.
- The Kent Design Guide will be reviewed to build upon the minimum standards, advice and good practice currently included.
- Further use of KCC's mass buying power will be explored to bring down the cost of energy-efficient and sustainable materials and technologies for use in its construction projects.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

Measurable Indicator (s)	2006/07	2007/08 Target	2007/08 Actual	2008/09 Target	2009/10 Target
Percentage of new KCC buildings designed to least BREEAM 'very good' standard*	60%	80%	80%	90%	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:** 14 July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>Target 48: Increase opportunities for everyone to take regular physical exercise</b>		
<b>Lead Cabinet Member:</b> Alan Marsh	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officer:</b> Meradin Peachey

**Status:** On course

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

Many partners have enthusiastically joined together to promote opportunities for exercise across the public services including the private and voluntary sector. The key partners are:

‘Activmobs’

Charlton Athletic FC

Kent Sport Development Unit (KSDU)

Environment & Regeneration

Eastern Coastal Kent PCT

West Kent PCT

KCC Adult Education

Private Sector Leisure Industry

District Councils

KASS (Older Persons Strategy)

CFE (Schools Sports, Healthy Schools, Extended School Hours programmes).

### **Progress to date on delivering this Towards 2010 target:**

KCC Environment and Regeneration directorate has had a major impact on delivering this target through their work on projects including the following:

- ‘Naturally Active’ and ‘Walking for Health’ programmes delivering hundreds of country walks within Kent’s country parks.
- Nordic walking through ‘Activmobs’, extending the fitness of people with a number of groups now operating
- Fund raising walks, healthy and in a good cause.
- Maidstone Borough Council has initiated well attended ‘Outdoor’ programmes.
- New outdoor skills are being taught through ‘Branching Out’ programmes.
- Cycling and walking to school is being actively encouraged with enthusiastic take up by pupils.
- Healthy travel through walking and cycling programmes, and more physical activity in everyday life are key messages for all organisations of the Kent Obesity strategy.
- The Countryside Access Improvement Plan emphasises the health benefits from use of our natural areas (see also Towards 2010 target 45).

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

- ‘Return to Sport’ including sport specific and community sport
- Adult Education sports delivering increased participation to users of their centres.
- Active support for adults with mental health problems through a part-time officer to help and assist people.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

- More sports opportunities for disabled people through the Associate Officer Scheme.
- Expansion of the Outdoor Pursuits project in Ashford.

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

- Working with Charlton Athletic FC to increase physical activity for those over 50, working closely with the community to ensure people can do the things they really want and with others in the leisure industry (identified through Fit2Gether) including Adult Education.
- Making new partnerships involving the private sector and others to help provide local activity for local people, especially those who do not use current facilities.
- More 'Activmobs', which enables people to be involved in physical activities at a time and place that suits them. 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.
- New partnerships schemes to tackle obesity (such as Don't Sit-Get fit', MEND, Bus Club etc).
- The development of new opportunities for people to remain active and independent through the 'Kent strategy for Later Life'.
- Implementation of the Kent Healthy Weight strategy following its publication and launch.

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 improve access to and enjoyment of the countryside and open space.

### **Work planned between now and 2010:**

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

- The 'Fit2Gether' programme is popular with the private sector leisure industry and further work will develop more activity where we have shown the need such as encouraging more females aged 16-24 to participate in physical activity.
- Charlton Athletic FC partnerships, particularly through 'Physical Activity for Adults' (for adults aged 50+), will start in 2009 and run for 26 weeks in the areas which have the lowest levels of physical activity.
- In north Kent, a cycling activity centre is planned.
- 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.
- 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.

### **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:** July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>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</b>		
<b>Lead Cabinet Member:</b> Alan Marsh	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officer:</b> Meradin Peachey

**Status:** On course

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

This target requires action from a range of organisations. The main partners are:

Primary Care Trusts (PCTs)  
District Councils  
'Activmobs'  
Private sector leisure industry  
Voluntary organisations

### **Progress to date on delivering this Towards 2010 target:**

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

- The Kent Obesity strategy, the Healthy Weight Strategy, based on the KCC Select Committee report and produced by Eastern and Coastal PCT in partnership with KCC has been published for consultation.
- The PCTs have committed all the 'Choosing Health' funding allocation (£4.1m) to public health priorities and have made local application for this funding for projects and programmes much clearer and easier.
- PCT Health Promotion Teams educate and support people trying to reduce their weight and be more active (see also Towards 2010 target 48).
- A Big Lottery partnership bid of nearly £1 million was secured by KCC and partners for projects across Kent including £50k on the 'Whole School Meals' project.
- 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.
- Dietary advice is now available in the Tunbridge Wells area and Weight Management Clinics are now established in Maidstone.
- 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.
- Adult Education Centres often offer similar support to HLC's in other parts of the county.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

- Kent Healthy Schools Programme has had a 100% sign up in Thanet, which is our most deprived area, and is on target to reach 100% of all Kent schools by December 2009. 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.
- Exercise and diet programmes in the workplace and childhood obesity programmes are being established by the Health and Wellbeing Partnership.
- Health Action Gravesham (Gravesham Borough Council, KCC and WK PCT) is offering food production and community cooking sessions with dietary/nutritional advice, a physical activity instructor for those in sheltered accommodation and residential homes and a young people's programme (Don't Sit – Get Fit!) that works in schools, after school and out of school times running weekly swimming lessons.
- KCC, Canterbury City Council, and Eastern and Coastal PCT are working together to increase participation by children and young people in youth and community activities that tackle obesity.
- 'Active Canterbury', the Community Sports Partnership brings sports sectors together to increase participation in physical activity.
- Sports and leisure partnership schemes in Swale are in place to tackle obesity such as Don't Sit – Get Fit!, MEND; and Bus Club.
- KCC has appointed 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. 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) in 2008 is on course.
- A new smoking policy for KCC aimed at promoting giving up smoking and assisting those that want to has been adopted.
- Work is continuing, funded through the Communities for Health Programme, to promote partnerships with private sector pharmacies to develop new stop smoking initiatives.
- 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', launched in July 2008.

### **Work planned between now and 2010:**

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

- Implementation of the Kent Healthy Weight Strategy is a key priority of all partner organisations.
- Implementation of the Health Inequalities Action Plan across KCC, districts and other partners.
- Development of initiatives listed in Towards 2010 target 48 (Increasing physical activity for all).
- Working with the community in Betteshanger Ward to improve lifestyles and health.
- This target also links with Target 50 – a public health campaign aimed at young people to prevent risky behaviours.

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

**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:** July 2008

## TOWARDS 2010 SECOND ANNUAL REPORT - 2008

<b>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</b>		
<b>Lead Cabinet Members:</b> Alan Marsh	<b>Lead Managing Director:</b> Peter Gilroy	<b>Lead Officer:</b> Meradin Peachey

**Status:** On course

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

Teenage Pregnancy Partnership  
Kent Drug & Alcohol Action Team (KDAAT)  
East & Kent Coastal Kent PCT  
West Kent PCT  
Kent Police  
Kent Fire Service  
Gravesham Borough Council  
Connexions  
M&C Saatchi  
KCC's Youth Service, Children, Families and Education Directorate, Youth Offending Service and Communication & Media Centre

**Progress to date on delivering this Towards 2010 target:**

The areas covered by this campaign to young people are to reduce the risk of:

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

The campaign will target those who are most vulnerable to such risky behaviours and will be launched by the Leader of Kent County Council in November 2008.

The Kent Director of Public Health (KDPH) has formed a steering group of stakeholders who have an interest and/or an expertise in delivering campaign messages to young people.

M&C Saatchi have been awarded the contract to design the campaign aimed at young people working with a wide range of agencies to deliver the 'Kent Campaign' message through specialised 'shops' for young people, leveraging interest and participation through a unique 'Awear' branding. Agencies are working together to utilise resources available for young people throughout the campaign which will be delivered across all districts in Kent. Saatchi will also be engaging young people in the design and marketing of the campaign and campaign materials in order to ensure that there is the maximum potential for behaviour change and that services and resources are accessible to all young people.

The campaign is on course to be launched in November 2008 and will be disseminated through each of the 12 Kent districts throughout the year to October 2009. Further work is progressing to systematically monitor and evaluate the success of the campaign to ensure that it can continue to be delivered up to and beyond April 2010 in a variety of flexible and sustainable ways. These may be through the Kent Gateways, Internet Cafes, drop-in centres, youth centres etc.

## **TOWARDS 2010 SECOND ANNUAL REPORT - 2008**

Other local campaigns relevant to this 'Kent Campaign' are being identified to ensure that the delivery is timely and resources are mobilized and supported in partnership where this is possible and practical.

Youthbytes (creative pop-up links accessed through College Personal Computers) have 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 will also be used to promote the Towards 2010 Campaign for Young People within these institutions.

£50K from each of the Kent PCTs (£100K in total) will be made available to contribute towards this work.

### **Work planned between now and 2010:**

It is anticipated that the campaign will have commenced by November 2008.

### **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:** Debbie Smith

**Date:** July 2008

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By: Paul Carter, Leader  
 Alex King, Deputy Leader  
 Nick Chard, Cabinet Member for Finance  
 Alan Marsh, Cabinet Member for Health  
 Peter Gilroy, Chief Executive

To: Corporate Policy Overview Committee – 26 September 2008

Subject: Corporate Services Budget Monitoring 2008/09

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Classification: Unrestricted

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For Information

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## 1. Introduction

- 1.1 This is the first report to this Committee on the forecast outturn against budget for the Chief Executive's Department and the Financing Items budget for the year 2008/09.

## 2 First-Quarter monitoring report

- 2.1 Attached are the monitoring reports for the first quarter for the Chief Executive's Department and the Financing Items budget. These are copies of the annexes included in the budget monitoring report to Cabinet on 15 September. The main points to highlight are:

a) Chief Executive's Department

The forecast variance at year-end is an underspend of £278k. The attached report details the reasons for this forecast underspend. The main reasons for the forecast underspend, after the implementation of management action, can be summarized as:

Unit	£'000	Reason
Legal Services	-218	Additional internal and external legal work
Kent TV	-200	Reflects the anticipated re-phasing of second year spend following confirmed profile of £1.2m cost over 2 years. Initial cash limits based on £600k per annum.
Democratic Services	118	Delayed staff savings
Personnel & Development	22	Reduced levels of income resulting from staff vacancies
Total	-278	

b) Financing Items

The net forecast underspend is £0.6m. This reflects:

<b>Unit</b>	<b>£'000</b>	<b>Reason</b>
Debt charges and interest on cash balances	-2,266	Lower levels of borrowing in 07/08 and 08/09 and better rates for new borrowing than assumed
Commercial Services	300	Shortfall on income from roundabout sponsorship
LABGI	1,349	Reduction in estimated LABGI grant
<b>Total</b>	<b>-617</b>	

### 3 Recommendations

- 3.1 Members of the Corporate POC are asked to note the projected outturn figures for the directorate as at the first quarter

#### **Background Documents: Cabinet 15 September 2008 – Revenue and Capital Budgets, Key Activity and Risk Monitoring**

Officer Contact:

Andy Wood, Head of Financial Management. Ext 4622

## CHIEF EXECUTIVES DIRECTORATE SUMMARY JULY 2008-09 FULL MONITORING REPORT

### 1. FINANCE

#### 1.1 REVENUE

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

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the budget was set to reflect a number of technical adjustments to budget and the addition of £0.602m of roll forward from 2007-08, as agreed by Cabinet on 16 June 2008.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 2 to the executive summary.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Public Health portfolio</b>							
Kent Department of Public Health	1,401	0	1,401	0	0	0	
<b>Corporate Support &amp; External Affairs portfolio</b>							
Personnel & Development	10,208	-4,458	5,750	-406	427	21	vacant posts leading to reduced spend & income from courses; HCI Scheme ends Jul09
Information Systems	22,411	-6,976	15,435	1,806	-1,805	1	Costs & income of additional work
Corporate Communications	1,307	-94	1,213	0	0	0	
International Affairs Group	461	-113	348	0	0	0	
Strategic Development & Corporate Management	2,674	-14	2,660	-197	-3	-200	Kent TV contract runs to Aug09.
Dedicated Schools Grant		-2,789	-2,789	0	0	0	
<b>Total CS&amp;EA</b>	<b>37,061</b>	<b>-14,444</b>	<b>22,617</b>	<b>1,203</b>	<b>-1,381</b>	<b>-178</b>	
<b>Policy &amp; Performance portfolio</b>							
Policy & Performance	1,149	-340	809	45	-45	0	
Kent Partnerships	456	0	456	0	0	0	
Kent Works	940	-740	200	-16	57	41	
Legal Services	5,326	-5,726	-400	888	-1,106	-218	Costs & income of additional work
Democratic Services	4,648	-18	4,630	194	-76	118	Delayed staff savings
<b>Total P&amp;P</b>	<b>12,519</b>	<b>-6,824</b>	<b>5,695</b>	<b>1,111</b>	<b>-1,170</b>	<b>-59</b>	
<b>Finance Portfolio</b>							
Strategic Management	1,530	-184	1,346	-43	43	0	
Finance Group	20,554	-15,722	4,832	-131	131	-1	
Property Group	16,930	-7,693	9,237	19	732	751	Corp Property Unit change in accounting treatment
<b>Total Finance</b>	<b>39,014</b>	<b>-23,599</b>	<b>15,415</b>	<b>-155</b>	<b>906</b>	<b>751</b>	
<b>Total Directorate Controllable</b>	<b>89,995</b>	<b>-44,867</b>	<b>45,128</b>	<b>2,159</b>	<b>-1,645</b>	<b>514</b>	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Assumed Management Action:</b>							
- CS&EA portfolio						0	
- P&P portfolio					-41	-41	Attract additional income
- Finance portfolio				-751		-751	Review of MRP
<b>Forecast after Mgmt Action</b>				<b>1,408</b>	<b>-1,686</b>	<b>-278</b>	
<b>Memorandum Item</b>							
<b>Property Enterprise Fund</b>	<b>0</b>	<b>-12</b>	<b>-12</b>	<b>561</b>	<b>-249</b>	<b>312</b>	See section 2.2 Annex 5

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

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

#### **Corporate Support & External Affairs portfolio:**

1.1.3.1 Personnel & Development: Variances on gross spend (**-£410k**) and income (**+£430k**) are caused by current vacancies of Learning Account Manager posts which, until filled, is leading to a reduced number of courses offered and therefore reduced expenditure on delivering courses and a reduced level of income generated.

1.1.3.2 Information Systems: Variances on gross spend (**+£1,780k**) and income (**-£1,780k**) reflect the increased demand for additional IT services and projects, a demand which is difficult to predict during budget setting.

1.1.3.3 Strategic Development: (**-£200k**) relating to the Kent TV contract which will need to be re-phased into 2009-10 as the profile of spend finishes in Aug09.

#### **Policy & Performance portfolio:**

##### 1.1.3.4 Legal Services:

- Variances on gross spend (**+£370k**) and income (**-£570k**) reflect the additional work that the function has taken on over and above that budgeted for, responding to both internal and external demand.
- Variances on gross spend (**+£450k**) and income (**-£450k**) are a result of additional disbursements incurred. Costs of disbursements are recovered from clients but they are difficult to predict during budget setting.

1.1.3.5 Democratic Services: Variance on gross spend (**+£118K**) as the staffing reductions assumed in the budget have not yet happened.

#### **Finance portfolio:**

1.1.3.6 Property Group: Variance on income (**+£732k**) and gross spend (**+£19k**) is due to a change in the accounting treatment of some staffing costs of the Corporate Property Unit, which were previously capitalised but upon latest guidance, these costs must be charged to revenue.

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

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CS	Information Systems costs of additional services/projects	+1,780	CS	Information Systems income from additional services/projects	-1,780
FIN	Change in accounting treatment of some staffing costs of Corporate Property Unit, previously charged to capital	+751	P&P	Legal income resulting from additional work (partially offset by increased costs)	-570
P&P	Legal services cost of additional disbursements	+450	P&P	Legal services costs of disbursements recovered from clients	-450
CS	P&D vacant Learning Account Manager posts resulting in reduced income generation from courses	+430	CS	P&D vacant Learning Account Manager posts resulting in reduced courses and expenditure on course delivery	-410
P&P	Legal services cost of additional work (offset by increased income)	+370	CS	Confirmed profile of Kent TV revenue spend to Aug09 (roll forward proposal)	-200
P&P	Democratic Services delay in budgeted staff savings	+118			
		+3,899			-3,410

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

N/A

**1.1.5 Implications for MTP:**Finance portfolio:

The consequences of the change in the accounting treatment of the indirect staffing costs of the Corporate Property Unit have been reflected as a pressure in the MTP for 2009-10.

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

The following projects are re-phasing into 2009-10:

Strategic Development: **-£200k** for Kent TV, to meet the contractual commitment through to Aug09.

Personnel & Development: **+£21k** Home Computing Initiative. Due to the accounting treatment of this scheme, a scheduled overspend of £21k will be required to roll forward into 2009-10 to be met from staff salary deductions to July 2009, when the scheme is due to complete.

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

Kent Works is continuing to review its contracts with Schools and aims to attract additional income to offset the current forecast pressure of £41k.

Finance portfolio:

Corporate Property Unit: It is envisaged that a review of the regulations around the minimum repayment of outstanding debt, known as the Minimum Revenue Provision (MRP), the full

implications of which are currently being assessed, will release funds to cover the revenue shortfall of £751k.

## 2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

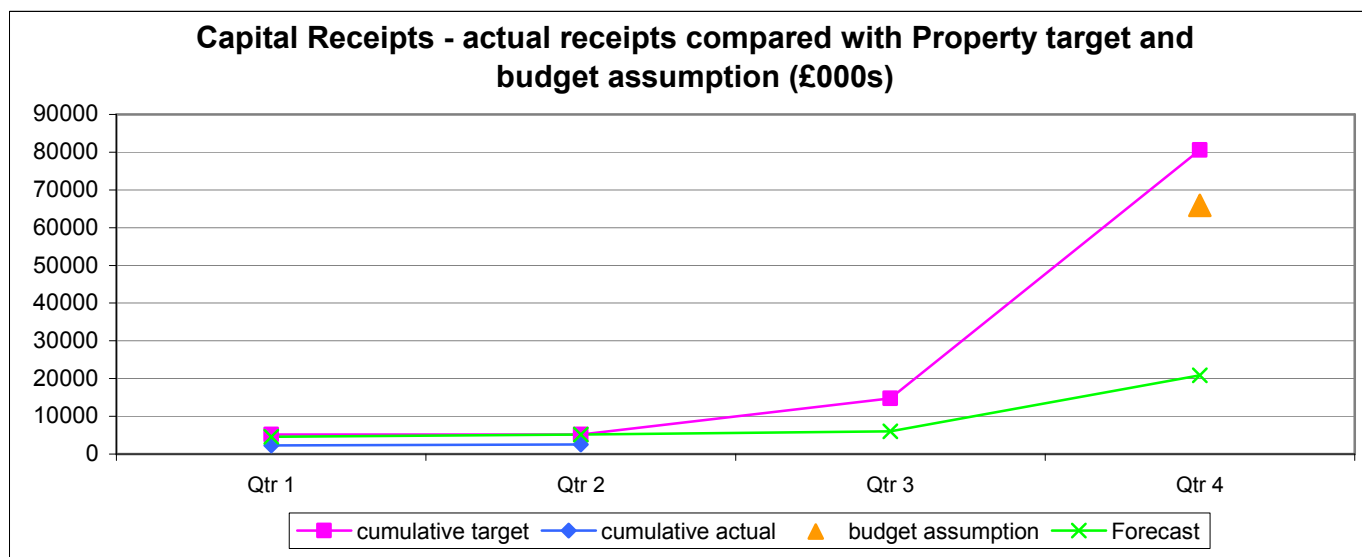
### 2.1 Capital Receipts – actual receipts compared to budget profile:

	2008-09			
	Budget funding assumption £000s	Cumulative Target profile £000s	Cumulative Actual receipts £000s	Forecast receipts £000s
April - June		5,156	2,314	4,590
July - September		5,156	**2,524	5,192
October - December		14,742		6,019
January - March		80,556		20,849
<b>TOTAL</b>	<b>*65,950</b>	<b>***80,556</b>	<b>2,524</b>	<b>20,849</b>

\* figure updated from 2008-09 budget assumption to reflect roll forward from 2007-08

\*\* actuals to 31 July 2008

\*\*\* The cumulative target profile shows that at the start of the year anticipated receipts for 2008-09 totalled £80,556k. The variance between this and the budget funding assumption is due to timing differences between when the receipts were anticipated to come in and when the spend in the capital programme to be funded by these receipts was due to occur. This shows that an element of the receipts due to come in during 2008-09 were not needed for funding the capital programme until 2009-10 or later.



#### Comments:

- The decrease in forecast receipts for 2008-09 is as a direct result of the instability and downturn in the property market due to the global credit crunch. Most housebuilders (who have been the mainstay of KCC's earmarked sales in recent years) have now withdrawn from acquisitions at the present time. Due to the lack of transactions in the market it is difficult to predict a percentage fall in values overall.

- 
- The table below shows we are currently forecasting a potential deficit of £39,866k for the current year. KCC is currently exploring options in an effort to manage the impact of reduced capital receipts on the progression of the capital programme in the current and future years.

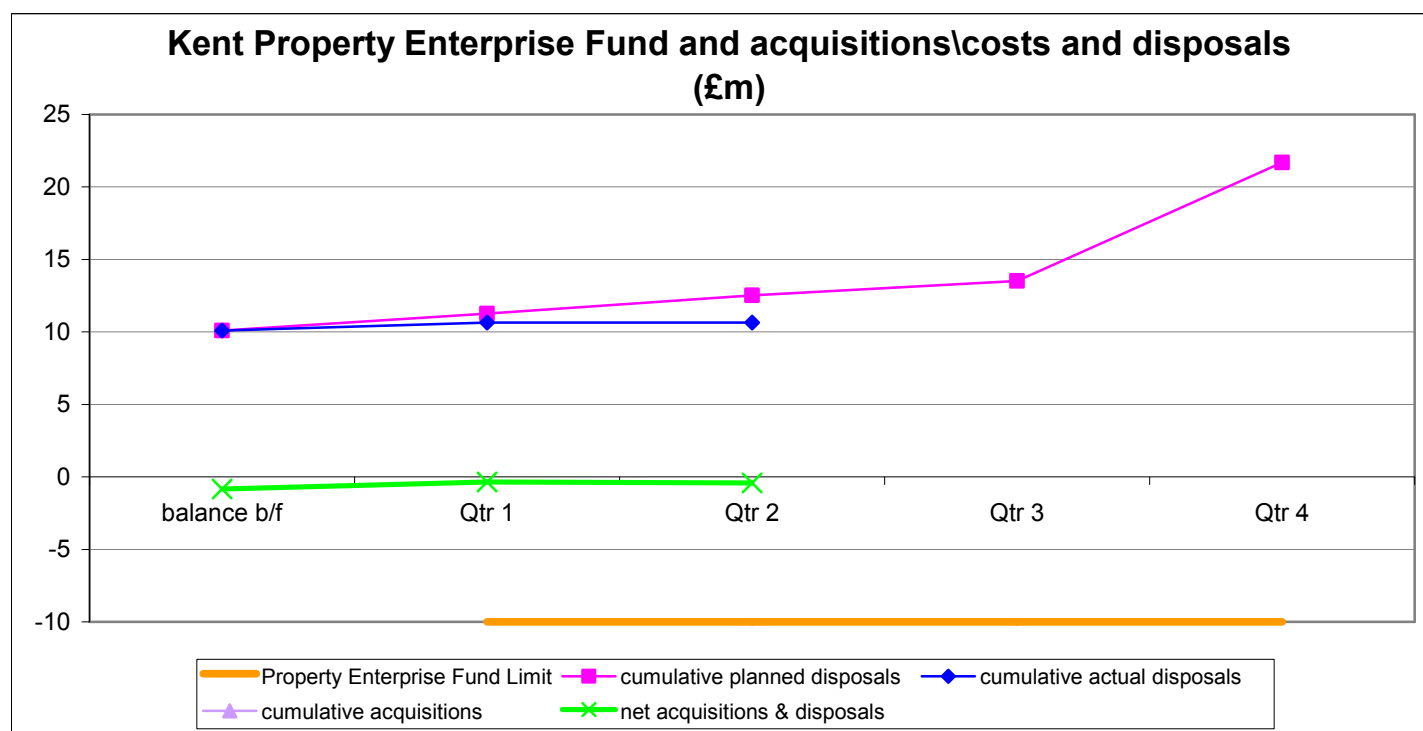
	2008-09 £'000
Capital receipt funding per 2008-11 MTP	65,950
Property Group's forecast receipts	20,849
Receipts banked in previous years for use	1,739
Receipt funding from other sources	1,051
Sites identified by Directorates for Property to work up for disposal*	2,445
<b>Potential Surplus\Deficit Receipts (-)</b>	<b>-39,866</b>

\* Timescale for delivery uncertain until worked up by Property Group

## 2.2 Capital Receipts – Kent Property Enterprise Fund:

	<i>Kent Property Enterprise Fund Limit £m</i>	Cumulative Planned Disposals (+) £m	Cumulative Actual Disposals (+) £m	Cumulative Actual Acquisitions (-) £m	Cumulative Net Acquisitions (-) & Disposals (+) £m
Balance b/f		10.096	10.096	-10.924	-0.828
April - June	-10	11.259	10.642	-10.995	-0.353
July – September *	-10	12.526	10.642	-11.067	-0.425
October - December	-10	13.507			
January - March	-10	21.695			

\* reflects position to the end of July



### Comments:

- County Council approved the establishment of the Property Group Enterprise Fund, with a maximum permitted deficit of £10m, but self-financing over a period of 10 years. The cost of any temporary borrowing will be charged to the Fund to reflect the opportunity cost of the investment. The aim of this Fund is to maximise the value of the Council's land and property portfolio through:
  - the investment of capital receipts from the disposal of non operational property into assets with higher growth potential, and

- the strategic acquisition of land and property to add value to the Council's portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council's resources.

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

#### Balance brought forward

In 2005-06, £0.541m of capital receipts were realised from the disposal of non-operational property. The associated disposal costs of £0.054m were funded from these receipts, leaving a balance of £0.487m available for future investment in the Kent Property Enterprise Fund.

In 2006-07, £3.065m of capital receipts were realised from the disposal of non-operation property giving a balance of £3.606m for investment. The Fund was used to acquire land at Manston Business Park. Together with the costs of acquisition and disposal, costs in the year totalled £5.864m, leaving a deficit of £2.312m to be temporarily funded from the £10m borrowing facility.

In 2007-08, £6.490m of receipts were realised of which £3.3m was used for revenue budget support, £1.110m was used to fund expenditure on the Eurokent Access Road and there was £0.596m of acquisition and disposal costs, leaving a balance of £1.484m to offset against the £2.312m deficit brought forward. Therefore the deficit carried forward to 2008-09 was £0.828m.

#### Actual Disposals

At the start of 2008-09 Property Group identified **£11.599m** worth of potential non-earmarked receipts to be realised this financial year.

Disposals to date this year have been **£0.546m** from the disposal of 3 non-operational properties, but as a result of the credit crunch, the market has hardened affecting the ability to achieve the original target. Property Group is now working to a revised target of **£3.491m**.

#### Acquisitions\Costs

At present there are no committed acquisitions to report, however forecast outturn for costs of disposals (staff and fees) is currently estimated at **£0.400m**.

#### Other Fund Commitments

The 2008-09 revenue budget includes £0.7m of receipts to be generated by the Fund in the current year.

The Fund has also been earmarked to provide a further £4.193m of funding for the Eurokent Access Road, £1m for Ashford Library (currently forecast for 2009-10) and £2m for Gateways over the MTP (currently forecast at £0.587m in 2008-09, £1.4m in 2009-10 and £0.013m in 2010-11).

#### Forecast Outturn

Taking all the above into consideration, the Fund is expected to be in a deficit position of £3.217m at the end of 2008-09.

<b>Opening Balance – 01-04-08</b>	-£0.828m
Planned Receipts (Risk adjusted)	£3.491m
Costs	-£0.400m
Acquisitions	-
Other Funding:	
- revenue budget support	-£0.700m
- Eurokent Access Road	-£4.193m
- Gateways	-£0.587m
- Ashford Library	-
<b>Closing Balance – 31-03-09</b>	<b>-£3.217m</b>

### Revenue Implications

The Fund also generated £0.096m of low value revenue receipts during 2007-08 but, with the need to fund both costs of borrowing (£0.107m) against the overdraft facility and a small deficit on the cost of managing non-earmarked properties held for disposal (£0.001m), the PEF carried forward a £0.012m deficit on revenue which has been rolled forward to be met from future income streams.

In 2008-09 the fund is currently forecasting £0.032m of low value revenue receipts but, with the need to fund both costs of borrowing (£0.161m) against the overdraft facility and the cost of managing properties held for disposal (£0.159m), the PEF is forecasting a £0.300m deficit on revenue which will be rolled forward to be met from future income streams.

## FINANCING ITEMS SUMMARY JULY 2008-09 FULL MONITORING REPORT

### 1. FINANCE

#### 1.1 REVENUE

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

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the budget was set to reflect a number of technical adjustments to budget; a virement of £0.250m from the underspending on the debt charges budget to R&SI portfolio for the development of the A2 outdoor activity centre and park and ride scheme; a virement of £0.750m, also from the underspending on the debt charges budget, to Communities portfolio to reflect the agreed recovery plan for Adult Education to balance their budget and the addition of £1.004m of roll forward from 2007-08, as agreed by Cabinet on 16 June 2008.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 2 to the executive summary.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Corporate Support &amp; External Affairs portfolio</b>							
Contribution to IT Asset Maintenance Reserve	2,424		2,424			0	
PFI Grant		-656	-656			0	
<b>Total Corporate Support</b>	<b>2,424</b>	<b>-656</b>	<b>1,768</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Finance Portfolio</b>							
Insurance Fund	3,479		3,479			0	
County Council Elections	255		255			0	
Workforce Reduction	1,468		1,468			0	
Environment Agency Levy	359		359			0	
Joint Sea Fisheries	264		264			0	
Audit Fees & Subscriptions	800		800			0	
Interest on Cash Balances / Debt Charges	125,295	-29,896	95,399	-3,064	798	-2,266	savings on debt charges due to lower levels of borrowing in 07-08 & 08-09 & better rates for new borrowing
Contribution from Commercial Services		-6,210	-6,210		300	300	roundabout sponsorship shortfall
Public Consultation	100		100			0	
Member Community Grants	848		848			0	
Local Priorities	595		595			0	
Local Scheme spending recommended by Local Boards	656		656			0	
Transferred Services Pensions	22		22			0	
PRG	6,176	-7,902	-1,726			0	
Contribution from Reserves	-2,400	0	-2,400			0	
Income from Kings Hill	-1,000	0	-1,000			0	
ABG Safer Stronger Communities	1,384		1,384			0	
LABGI income	-1,851	-1,349	-3,200		1,349	1,349	reduced level of LABGI income
<b>Total Finance</b>	<b>136,450</b>	<b>-45,357</b>	<b>91,093</b>	<b>-3,064</b>	<b>2,447</b>	<b>-617</b>	
<b>Total Controllable</b>	<b>138,874</b>	<b>-46,013</b>	<b>92,861</b>	<b>-3,064</b>	<b>2,447</b>	<b>-617</b>	

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

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

#### 1.1.3.1 Interest on Cash Balances and Debt Charges

Due to the re-phasing on the capital programme in 2007-08 a lower level of new borrowing was required resulting in a reduction in the debt charges compared to the level assumed when the 2008-09 budget was set. In addition, new market borrowing has been arranged for January 2009 at 3.95% per annum which is 1.55% below budget. No other new borrowing has yet been taken or arranged therefore making further savings against the budget.

This is partially offset by lower interest receipts as a result of reductions in the base rate since the budget was set but this has been mitigated in part by an increase in the duration of short-term lending which has provided an improved return.

#### 1.1.3.2 Local Authority Business Growth Incentive (LABGI)

The Government has reconsidered all aspects of the approach used to distribute the resources available for year 3 of this scheme. As a result, the worst case scenario is that we will receive £1.349m less income than we previously expected. However, the Government has retained some funding to cover the potential outcomes of existing Judicial Reviews against the LABGI scheme. It is possible that not all of this will be required and that we will receive a further distribution, if so our position could improve to a best case scenario of a £0.595m shortfall.

#### 1.1.3.3 Commercial Services Contribution:

We are currently reporting a £300k shortfall in the budgeted contribution from Commercial Services. This is due to problems with obtaining planning consent from the Districts for the erection of signs for sponsorship of roundabouts; we will therefore not achieve all of the expected income from this initiative this year.

The £250k current estimated impact of increasing fuel and electricity prices, which mainly affects Transport Services and Landscape Services, is expected to be offset by attracting new business.

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

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
FIN	Reduction in LABGI income	+1,349	FIN	Savings on debt charges due to lower level of borrowing required in 2007-08 and less new borrowing in 2008-09 than anticipated, together with new borrowing arranged at lower interest rate than budgeted and increase in duration of short term lending	-3,064
FIN	Lower interest receipts due to reduction in base rates since budget was set	+798			
FIN	Commercial Services - Shortfall in income from sponsorship of roundabouts	+300			
		+2,447			-3,064

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

N/A

#### 1.1.5 Implications for MTP:

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

N/A

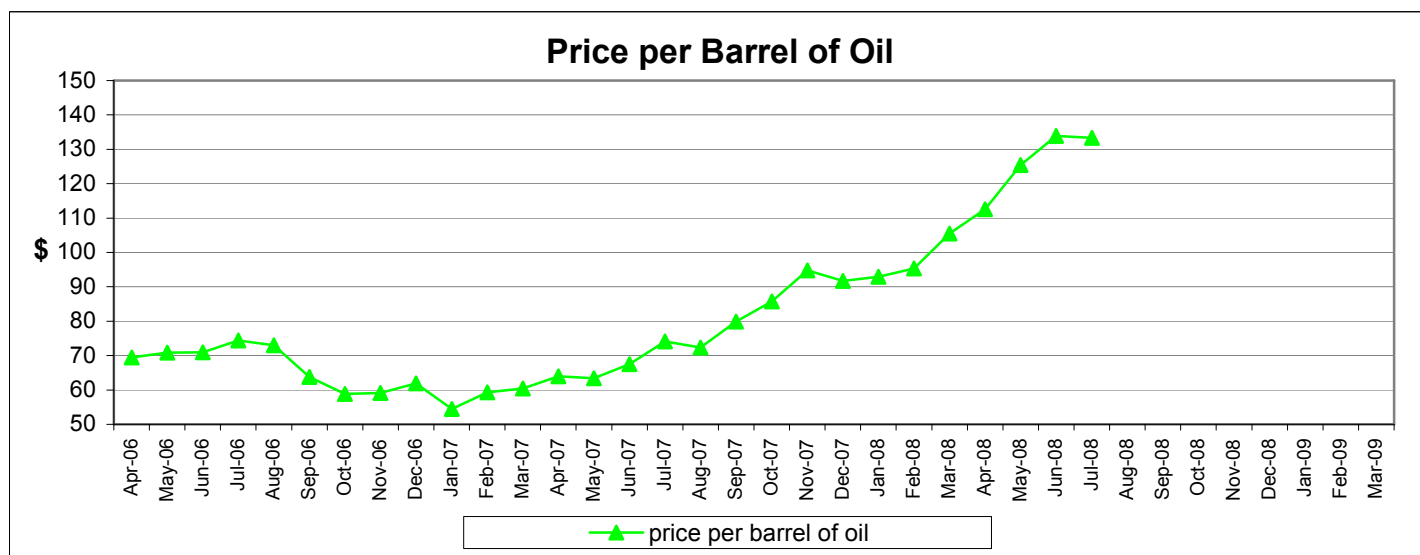
## 1.1.7 Details of proposals for residual variance: [eg roll forward proposals; mgmt action outstanding]

N/A

## 2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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

	Price per Barrel of Oil		
	2006-07	2007-08	2008-09
	\$	\$	\$
April	69.44	63.98	112.58
May	70.84	63.45	125.40
June	70.95	67.49	133.88
July	74.41	74.12	133.37
August	73.04	72.36	
September	63.80	79.91	
October	58.89	85.80	
November	59.08	94.77	
December	61.96	91.69	
January	54.51	92.97	
February	59.28	95.39	
March	60.44	105.45	



## Comments:

- The figures quoted are the monthly average of the West Texas Intermediate Spot Price in dollars per barrel.
- The inflation busting increases in the price of oil are having a huge impact of KCC budgets, especially home to school transport and highway maintenance. This impact has been mainly offset for 2008-09 by the allocation of the £5.111m contingency for the current economic situation set aside from the 2007-08 rolled forward underspend.

**By:** Paul Carter, Leader of the Council  
Robert Hardy, Head of Performance Improvement and Engagement

**To:** Corporate Policy Overview Committee 26th September 2008

**Subject:** CPA Corporate Assessment response and draft performance improvement plan

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## 1. Summary:

In response to the CPA Corporate Assessment report, published on June 3<sup>rd</sup> 2008, a draft Performance Improvement Plan relating to the comments and conclusions of the CA report is attached as Appendix 1 to this report. Appendix 2 is the Corporate Assessment report itself.

Despite the CPA Corporate Assessment framework having been made a 'harder test' by the Audit Commission, Kent County Council emerged with an overall score of 4 out of 4 – one of only two County Councils to have done so in both rounds of Corporate Assessment – Hampshire being the other. The Lead Inspector from the Audit Commission stated that a 4 in 2002 was worth only a 2 under the 'harder test', so the 2008 score is a reflection of continued improvement over the last 6 years.

The Executive Summary of the report begins with –

*Kent County Council (KCC) is performing strongly. It has, with its partners, been early and active in developing clear and appropriate ambitions and priorities to meet the strategic challenges facing the county. The Council often leads beyond the norm for local government and is an outstandingly effective advocate for Kent at all levels including internationally. Well-established partnership work is bringing real improvements to quality of life for local people. Ground-breaking recent pilot projects embrace new technology and aim to personalise services. The Council has for ten years been seeking excellence and its organisation is impressive, high-quality, responsive and gives good value-for-money.*

Throughout every section of the report there are comments and conclusions on the strengths of KCC, of the vision, drive, ambition and delivery, not just of KCC but of its work with partners. Nevertheless there are always ways in which KCC can improve what it does, as was acknowledged in KCC's self assessment and in the evidence shared with inspectors.

## 2. Improvement Plan: Building on Success

The attached Improvement Plan sets out in summarised form the inspectors comments and the proposed response, including the means of monitoring

future progress. In the majority of cases, the proposed actions and monitoring relate to existing commitments and processes so as to avoid additional bureaucracy solely for the purpose of responding to the report.

Many of the inspectors' comments reflect issues which KCC identified as requiring improvement and the PIP simply provides a means of tracking progress. Detailed implementation will be set out in the relevant service unit business plan or strategy, with overall impact and progress monitored via the headline Improvement Plan attached.

KCC continues to disagree with a small number of the comments of the inspectors which are not considered to require further additional action at this stage and do not feature as detailed actions in the PIP. The following paragraphs set this out in more detail.

### **3. Areas of difference:**

#### **3.1 Overview and Scrutiny (paragraphs 56 and 68 of the report)**

The report summarises the contents of the above paragraphs in the section on Areas for Improvement as follows –

*In the Council's membership, better-supported and earlier engagement of opposition and backbench councillors in decision-making and performance monitoring is needed, to build trust and openness and to ensure the views of all communities are fully heard before decisions are made.*

This conclusion and the detailed comments in the body of the report are based on a fundamental difference of view between the Audit Commission and the KCC Director of Law and Governance over where responsibility lies for the effectiveness of Overview and Scrutiny.

The KCC view is as follows –

The rights of all Members, including those from the Opposition and backbenches and especially those members of Overview and Scrutiny committees, to access any information held by the Council, is well-established and enshrined not only in law (Part 5A of the Local Government Act 1972 as amended and the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000) but also in the Council's own Constitution and Convention on Member: Officer Relations.

Members' rights of access to information are unfettered, except for very specific restrictions in relation to child protection. Officer support to Members, especially the Opposition Groups allows ample opportunity to obtain any data they wish and is being reviewed by the IMG on Member Information, whose recommendations need to be considered. There are already plans to give strengthened officer support and additional resources for Scrutiny and Overview, underlining the fact that officers serve the whole authority and not the Executive alone. Moreover, Executive Members view Scrutiny and

Overview as a valuable policy development resource and a basis for identifying the key priorities of the Council, as well as a way to engage with the local community. This is likely to link directly to the report and recommendations from the Accessing Democracy Select Committee, so proposed actions should be based on this report and its conclusions.

The Constitution lays down detailed and extensive provisions that provide opportunity to all Members - Executive, Opposition, Backbench/Local - to be fully engaged in the decision-making process, policy formulation, and scrutiny and overview functions of the Council. These range from formal routes, such as through Council, Cabinet and committees, to the more informal channels, such as Officer Briefings, Cabinet Member briefings, IMGs and personal research and report writing.

With regard to access to information, the legal and constitutional provisions are extremely broad, and permit any Member of the council to inspect any document that is in the possession or under the control of the council, which contains material relating to any business to be transacted at any meeting of the council or a committee or sub-committee of the council. This subject has been the topic of an Informal Member Group and its report and recommendations need to be fully considered before action is agreed.

It is important to note that members are under a common law duty to keep themselves informed of council business that relates to their role as elected representatives. As such, they have a right to inspect documents which are addressed to the council and which they have 'a need to know'. This is universally respected by officers across the whole of the Council's business areas. In particular, officers appreciate that they are required to support both the Executive and Overview and Scrutiny equally and impartially, by providing information, confidential briefings, advice and support on request to all 84 Members.

The role of agenda-setting meetings for Policy Overview Committees is a critical one in formalising the means whereby Opposition and backbench members identify and place onto meeting agenda issues of interest and concern. Efforts to reinforce and support the independence of agenda-setting and to encourage identification of issues by non-Executive Members will continue.

However, it is equally important to note that not all Opposition and backbench Members avail themselves of the legal and constitutional opportunities open to them, including the advice, information, briefings, support and training that is readily accessible.

Whilst the necessary training and support is available to deal with these issues, there has been unwillingness or a lack of interest shown by many Members in the take-up. All Members newly elected in 2005 went through an induction process, details of which were provided to the inspectors during the fieldwork fortnight, which explained Member roles and responsibilities and the opportunities to get involved. We need to use the Member Development

Charter as an active means to support Members' wider roles on an ongoing basis not just rely on one-off induction.

**Any proposed action will follow full consideration of the reports and recommendations of the Select Committee on Accessing Democracy, the Informal Member Group on Member Information and further consideration of actions needed following the adoption of the Member Development Charter**

### **2.1 Relationships with Regulators (paragraph 67 of the report)**

The CA report comments –

*In its relationships with regulators the Council is unexpectedly defensive for an organisation of such high repute. This discourages early advice and means that stronger messages about areas for improvement are not always heard clearly and acted upon quickly, because the immediate response is often to expend much energy, unproductively, on rebuttal.*

The KCC view is as follows –

No evidence was presented to KCC to substantiate this conclusion, it was simply stated that this view was expressed to the Inspectors by our regulators.

This is not a view that any of these regulatory bodies have previously shared with KCC and we know that Price Waterhouse Coopers, who were our external auditors for the period under review, were not invited to attend the 'round table' of regulators, nor contacted separately in any other part of the process

There is continuous constructive dialogue with our external auditors, with CSCI in the ARM process, and OfSted through APA. There is also the example of the adoption by CSCI of the Kent-piloted CRILL framework for quality in residential care and joint working with regulators for example in our support to Swindon, where we and CSCI worked alongside each other in a close and productive relationship.

None of the regulators who spoke to the inspectors about this had raised these issues directly with us. There should always be a degree of mutuality in the relationship between KCC and its regulators, and KCC has always sought to act in accordance with that. We accept (and expect) that regulators will question and challenge us as part of a healthy dialogue and of course we will do the same.

As well as the examples above, we can point to changes in national policy, in legislation and in the practices of regulators themselves that have changed as a result of this dialogue, just as we can point to improvements within KCC on the basis of past inspections and ongoing relationships. The response to the recent 'Supporting People' inspection typifies the positive way KCC as a whole works with regulators.

What is described in the report as 'rebuttal' is just KCC seeking to understand the evidence basis on which regulators are making their judgements and how can we plan for improvement if we don't fully understand the issue?

**We regard this approach as a strength not an area requiring improvement, but will seek to encourage regulators to give us feedback on their view of the working relationship**

### **3.3 Relationships between KCC and District & Borough Council Chief Executives (paragraph 57 of the report)**

The report is full of positive comments about KCC's partnership working, including in this statement at the start of para. 57 - *KCC's relationships with partners are generally good and improving.*

Despite the fact that the assessment is focused on outcomes, these comments about relationships appear to be based on opinion not evidence and there remains a fundamental disagreement with the inspectors over these comments. The report states –

*However relationships between KCC and District and Borough Council Chief Executives, which should be a key resource in shaping joint priorities and smoothing the path to implementation, are not as effective as they might be. But places the onus for action only on KCC –  
The Council needs to manage these relationships more strategically so as to promote a higher level of trust...*

The KCC view is as follows –

There is an overwhelming weight of evidence in the report that KCC and its partners have achieved radical change to improve outcomes for Kent as evidenced in both PSA1 and LAA1 as well as in ongoing service delivery across Kent. These achievements are commented on repeatedly throughout the report. This therefore calls into question the comment about *relationships not being as effective as they might be*, since the inspectors' own conclusions about what partnership working has delivered contradict this conclusion.

This is particularly serious in that this judgement appears to have adversely affected the overall assessment of the section on 'Capacity' and ignores completely the difference between poor relationships which damage or prevent delivery and the necessary 'creative tension' which underlies all forms of transformational working.

The second part of their conclusion is expressed somewhat confusingly. Given how many different interactions there are between Members and senior officers of KCC and District & Borough Chief Executives, it's difficult to see how these could be 'managed strategically' – what is most important is that the right results and outcomes are being delivered and the evidence in the assessment report is that in vast majority of cases this is the case.

The development of trust within working relationships is of course a mutual responsibility not something that KCC can deliver on by itself, but something all partners must continue to strive for.

**On this basis no further action is proposed in response to the inspectors' comments, since all partners (inc KCC and the Districts/Borough Councils) need to continue to strive together for improved outcomes, just as we have all done in the past.**

#### **4. Conclusions**

The Corporate Assessment process has been an extensive exercise, with a high impact on the reputation of the council and on the morale of its staff. It is important that the overwhelmingly positive comments and conclusions in this report are not overlooked in the understandable desire to act on the areas where improvement is still needed.

It is also important to ensure that the framework for Comprehensive Area Assessment (CAA) learns from the flaws in the corporate assessment and CPA framework and does not repeat them. Local Government needs to have confidence in the process, in its evidence base and in its focus on outcomes to ensure that its judgements are reflective of actual achievements, not subjective assessments of organisational 'style'.

#### **5. Recommendations**

Members are asked to comment on and agree the draft Performance Improvement Plan attached as Appendix 1 to this report.

# **BUILDING ON SUCCESS - KCC Draft Performance Improvement Plan**

## **Areas for Improvement**

For the purposes of this report the comments and recommendations of the inspection team are grouped under seven themes -

- 1. Community engagement**
- 2. Communications**
- 3. Relationship management**
- 4. Member roles**
- 5. Workforce development**
- 6. Corporate practice/processes**
- 7. Service improvement**

## **The nature of the work suggested**

In each theme the following tables distinguish between –

- |                        |   |
|------------------------|---|
| <b>A - Monitoring</b>  | <i>Work currently being done where the changes suggested affect how the work is monitored</i> |
| <b>B - Improvement</b> | <i>Work currently being done that needs improving to be more effective</i>                    |
| <b>C - New</b>         | <i>Work that isn't currently being done, that we may choose not to do</i>                     |
| <b>D - In hand</b>     | <i>Work that KCC already has underway or has completed since the assessment took place</i>    |

## **Lead Director**

In all cases the lead officer is shown at Director-level or above in the following tables. More detailed accountabilities will be reflected in the individual strategies and Service Unit Business Plans.

**AREA FOR IMPROVEMENT 1 – COMMUNITY ENGAGEMENT**

**CATEGORY A - MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CEA1	Para 68 Ensure consultation responses and their influence on policy/service development are recorded and reported to POCs/Members		Managing Directors/ David Cockburn	- All Directorates record consultation carried out, the responses received and how these have been taken into account	- All POCs receive a detailed annual report on the above  - Annual Report to County Council

**CATEGORY C – NEW**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CEC1	Para 43 Review recent approaches to engagement and consultation; identify what sections of society are not being engaged; agree actions		David Cockburn	- Action taken across all Directorates to include those previously missed out of consultations – link to SIP archetypes and diversity	Comprehensive Engagement Strategy annual report
CEC2	Paras 42, 43 & 73 Develop a comprehensive engagement strategy		David Cockburn	- Comprehensive engagement strategy to provide common framework and corporate standards - Key elements of CES to be shared across Kent Partnership, not just internally to KCC	Comprehensive Engagement Strategy annual report
CEC3	Para 42 Ensure all Directorates engage regularly with the general public over service priorities, not just		David Cockburn/ Managing Directors	- Evidence of regular consultation by all Directorates with people beyond their current service users	Comprehensive Engagement Strategy annual report

	defined service users				<ul style="list-style-type: none"> <li>- Evidence of views of minority groups being part of this</li> <li>- Evidence of engagement with the general public being used to inform KCC priorities</li> <li>- Evidence of views of minority groups being part of this</li> </ul>	Clear evidence published showing how people's views have and haven't been translated into priorities
CEC4	Para 9 Feed in customer and general public's views into KCC's discussions and decisions on priorities and be able to clearly map this process			David Cockburn		

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CED1	Para 64 Ensure consistent practice across all Directorates in monitoring and responding to complaints from the public		David Cockburn/ Resource Directors	<ul style="list-style-type: none"> <li>- All Directorates use the same definition of 'complaint'</li> <li>- All Directorates have the same timescales for acknowledging and responding to a complaint</li> <li>- All Directorates use and publish common core standards</li> <li>- All Directorates collect and report on trends from complaints and other customer feedback.</li> </ul>	<ul style="list-style-type: none"> <li>- By the Corporate Complaints Review Group</li> <li>- An annual report to Corporate POC and County Council on trends from complaints and other customer feedback.</li> </ul>
CED2	Para 66 Ensure consistent practice regarding use of complaints to drive service improvements		David Cockburn/ Resource Directors	<ul style="list-style-type: none"> <li>- All Directorates adopt a consistent approach to using information from complaints in service planning processes</li> </ul>	<ul style="list-style-type: none"> <li>- All Directorates regularly report complaints information to senior managers and to POCs, including action being taken to remedy</li> </ul>
CED3	Para 74 Engage in regular public satisfaction surveys to assess the quality and effectiveness of services and make changes as necessary		David Cockburn/ Managing Directors	<ul style="list-style-type: none"> <li>- Maintained or increased public satisfaction with KCC and other public services</li> <li>- Evidence of changes to services being made following surveys</li> </ul>	<ul style="list-style-type: none"> <li>- Regular public satisfaction surveys carried out by all Directorates</li> <li>- New KCC citizens' panel in place and regularly used</li> </ul>

**AREA FOR IMPROVEMENT 2 – COMMUNICATIONS**

**CATEGORY A – MONITORING**

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CMA1	Para 32 <i>KCC's strong brand image and able self-promotion can create an unintended impression that the Council is over-keen to claim credit</i>		Geoff Wild		There is no reason to act on these comments, given the recognition that this is 'unintentional' and in view of the next comment and actions
CMA2	Para 8 Ensure local partners are given credit for joint initiatives in the media		Geoff Wild	- All press releases are clear about work being delivered in partnership - Joint press releases/media interviews with partners	Ongoing media monitoring reports
CMA3	Para 32 Develop a better working relationship with the local media		Geoff Wild	- More balanced reporting on KCC activities in local media - KCC welcoming constructive criticism from local media	Ongoing media monitoring reports

**CATEGORY B - IMPROVEMENT**

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
CMB1	Para 46 Improve document control for published documents i.e. policy, strategy, leaflets etc		Geoff Wild	- Out-of-date versions of publications removed from public buildings and the KCC website - KCC staff are aware when new versions of documents have been published	- Regular document audit carried out - Spot checks and sample surveys, using KCC staff to 'mystery shop' in services and buildings other than their own

**CATEGORY D – IN HAND**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CMD1	Para 43 Ensure KCC maintains a commitment to a wide range of communication to enable it to reach all sections of the community		Geoff Wild	<ul style="list-style-type: none"> <li>- Commitment enshrined in communication strategy</li> <li>- Evidence of use of a wide variety of communication</li> <li>- Evidence of use of forms of communication specifically targeted at less engaged groups</li> </ul>	Annual updates to Corporate POC

**AREA FOR IMPROVEMENT 3 – RELATIONSHIP MANAGEMENT**

**CATEGORY A - MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
RMA1	Para 52 Exploit opportunities to harness input of the VCS in delivery and build VCS organisations' capacity to deliver		Managing Directors	<ul style="list-style-type: none"> <li>- Significant and appropriate VCS involvement in service delivery</li> <li>- Evidence of VCS capacity building including via the Kent Partners Compact</li> <li>- Evidence of collaborative working through county-level partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Annual report of Kent Partners Compact</li> <li>- Publication of annual figures showing cost of services procured from VCS providers</li> <li>- Annual report by VCS members of Kent Partnership and its working groups</li> </ul>

**CATEGORY B - IMPROVEMENT**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
RMB1	Para 8 Adopt an improved approach to relationship management with local partners, ensuring their viewpoints and concerns feel appreciated		Managing Directors	<ul style="list-style-type: none"> <li>- Local partners are consulted and engaged by KCC in relevant priority-setting and service changes</li> <li>- Evidence of working with local partners where KCC is not in the lead</li> <li>- The majority of local partners feel positive about their relationship with KCC</li> </ul>	<ul style="list-style-type: none"> <li>- LAA annual report</li> <li>- Annual report to G&amp;A Committee on Partnership risk and governance</li> <li>- Annual CAA Use of Resources assessment</li> </ul>

**CATEGORY C - NEW**

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
RMC1	Para 63 Develop effective joint performance management and monitoring systems for all key partnerships building on that already done for the Kent Partnership and Community Safety Partnership		David Cockburn	- Effective performance management and monitoring systems in place for all key partnerships KCC is involved in	- Annual report to G&A Committee on Partnership risk and governance - Annual CAA Use of Resources assessment
RMC2	Para 63 Consider further sharing of KCC performance information with key partners and vice versa		David Cockburn	KCC and partners performance information regularly shared on a formal basis via – - Kent View - Kent Crime View - Kent Public Health Observatory	- Gaps in data sharing identified and acted on by the Kent Partnership support group - Annual CAA Use of Resources assessment
RMC3	Para 57 <i>Strategically manage District Council relationships at senior management level, promoting a better level of trust to make them more effective</i>		Chief Executive		<b>See covering report</b>
RMC4	Para 67 <i>Adopt a less defensive approach to advice and guidance from regulators and local partners on areas of improvement and ways of doing things</i>		Chief Executive		<b>See covering report</b>

**AREA FOR IMPROVEMENT 4 – MEMBERS**

**CATEGORY A - MONITORING**

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMA1	Para 68 Ensure 6-monthly POC performance monitoring role is carried out effectively and consistently across all POCs		Geoff Wild/ Lynda McMullan	- All Directorate POCs follow same process for 6-monthly performance monitoring - Evidence of thorough scrutiny of performance by POCs	- Compliance with Performance Reporting Cycle for 08/09 - Member development training reinforces the need to pro-actively carry out this role

**CATEGORY B - IMPROVEMENT**

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMB1	Para 68 Engage Opposition and backbench Members more in performance management		David Cockburn	- Regular up-to-date summary performance information available for all Members to access - Review of Members' training carried out - All Members receive training on equalities and diversity, including as part of Members' induction	Member access to/use of InPhase  - Annual review of implementation of Member Development Charter - Training take-up as part of Member annual reports
MMB2	Para 55 Review current provision of equalities and diversity training for Members		Geoff Wild/Amanda Beer		
MMB3	Para 56 <i>Provide more resource to support Opposition and backbench Members</i>		Geoff Wild		<b>See covering report</b>

### CATEGORY C - NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMC1	Para 33 Ensure Members have real public engagement and debate with all sections of the community		Geoff Wild	- Regular Member attendance at District(s) LSPs - Wider implementation of the Neighbourhood Forum model of Local Boards	Member annual reports
MMC2	Para 99 Develop the role of the older people's champion to have more influence		Leader and Chief Executive	- Role developed beyond adult social care - Evidence of involvement in and influencing policy development	Equality Strategy review and updates
MMC3	Para 56 <i>Make POCs more independent of the Executive to allow for better and more effective scrutiny</i>		Leader		<b>See covering report</b>
MMC4	Paras 9 and 56 <i>Engage Opposition and backbench Members earlier in policy development, priority-setting and performance monitoring</i>		Leader		<b>See covering report</b>

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
MMD1	Para 33 Make Local Boards more engaging and inclusive		Geoff Wild	- Increased attendance from partners, local organisations and members of the public	Proposals on 'Localism' agreed at June 2008 full council

**AREA FOR IMPROVEMENT 5 – WORKFORCE DEVELOPMENT**

**CATEGORY A - MONITORING**

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
WDA1	Para 54 Ensure good equalities practice is applied consistently across all Directorates through staff training and in service delivery		Amanda Beer/ Managing Directors	- KCC achieves EFLG 'excellent' rating by the end of 2010/11 - All staff receive relevant training as part of induction, customer focus, management and leadership training	- Equality Strategy review and updates - Reports to the KCC Workforce Strategy Board and the Strategic Equalities Group
WDA2	Para 55 KCC is (ambitiously) working towards achieving new Equality Framework for Local Government 'excellent' status		Amanda Beer/David Cockburn	KCC achieves EFLG 'excellent' rating by the end of 2010/11	Equality Strategy review and updates

**CATEGORY D – IN HAND**

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
WDD1	Para 55 Take steps to increase the diversity of the workforce to reflect changing local demographics		Amanda Beer	A KCC workforce which reflects the make up of the communities of Kent	Targets set and measured in relation to senior management and the workforce as whole
WDD2	Para 53 Continue development of workforce planning both internally and jointly		Amanda Beer	- Joint recruitment and retention initiatives across public services in Kent (and Medway)	Reports to Kent Public Service Board

**AREA FOR IMPROVEMENT 6 – CORPORATE PRACTICE/PROCESSES**

**CATEGORY A - MONITORING**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CPA1	Para 65 Improve quality checking of business and delivery plans to ensure carry-through of priorities and appropriate target-setting		Resource Directors/ Lynda McMullan	- Clear golden thread from V4K/T2010 and/or KCC Annual Plan in all business and delivery plans - All business plans contain SMART targets and focus on outcomes rather than activity - All delivery plans have clear timescales and milestones	Quality and consistency scrutinised at annual and half-year monitoring

**CATEGORY B - IMPROVEMENT**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CPB1	Para 66 Improve public satisfaction with complaints-handling		Managing Directors/ David Cockburn	-Independent survey shows improved satisfaction with complaint-handling	Covered by the 'Place Survey' or its Kent equivalent

**CATEGORY C - NEW**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CPC1	Para 54 Improve the effectiveness of all cross-directorate corporate boards		Chief Executive	Outcome-based assessment of the impact of the work of the Boards	Annual reports to COG and Cabinet by all Boards

**CATEGORY D – IN HAND**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
CPD1	Para 65 Ensure business plans are refined to produce consistency across KCC and meet the corporate standard		Lynda McMullan	- All KCC annual operating plans (business plans) meet the corporate standard	Adherence to business planning guidelines
CPD2	Para 65 Introduce new service planning guidance and quality assurance processes for 08/09 (and ensure they are followed)		David Cockburn	- Planning guidance and quality assurance processes in place by the end of 2008 - All service plans follow the guidance and processes	Adherence to guidance and processes

**AREA FOR IMPROVEMENT 7 – OUTCOMES**

**CATEGORY B - IMPROVEMENT**

<b>Code</b>	<b>Inspectors' comment</b>	<b>Timescales</b>	<b>Lead Director(s)</b>	<b>Evidence of Improvement</b>	<b>Monitoring</b>
OCB1	Para 93 Show improved outcomes for health inequalities		Meradin Peachey	<ul style="list-style-type: none"> <li>- Life expectancy gap between the best and worst Kent wards is narrowed</li> <li>- Evidence that health needs of vulnerable and minority groups are being met</li> </ul>	<ul style="list-style-type: none"> <li>- Kent Agreement 1 final monitoring report</li> <li>- Kent Agreement 2 six-monthly progress reports re NI 120</li> </ul>
OCB2	Para 81 Show improved outcomes for environmental performance		Adam Wilkinson	<ul style="list-style-type: none"> <li>- Improvement in bio-diversity indicators</li> <li>- Reduction in the number of declared Air Quality Management Areas in Kent</li> <li>- Improvement of Air Quality in remaining AQMAs</li> </ul>	Review and update of the Kent Environment Strategy
OCB3	Para 80 Show improved performance in relation to waste management and recycling rates through the Kent Waste Partnership		Adam Wilkinson	<ul style="list-style-type: none"> <li>- Increase in recycling rates across the county</li> <li>- Decrease in waste levels across the county</li> <li>- Demand for landfill reduced</li> </ul>	Kent Agreement 2 six-monthly progress reports re NI 191
OCB4	Para 88 Show improved performance of KDAAT		Amanda Honey	Increased retention rates for adults entering drug treatment	<ul style="list-style-type: none"> <li>- Kent Agreement 2 six-monthly progress reports re NI 39 &amp; 40 and CSCI Annual Self Assessment Survey</li> </ul>
OCB5	Para 103 Increase the take-up of the Kent Card		Oliver Mills	<ul style="list-style-type: none"> <li>- Greater number of providers able to receive payments via Kent Card</li> <li>- Greater number of service users using the Kent Card</li> </ul>	Six-monthly progress reports on Towards 2010 target 52

### CATEGORY C - NEW

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
OCC1	Para 92 Develop a strategic approach to community cohesion, particularly around perceptions of migrants and asylum seekers		Amanda Honey	A clear framework of services across the Kent Partnership support the 'Stronger Communities' element of the Vision for Kent and KA2	Kent Agreement 2 six-monthly progress reports
OCC2	Para 84 Show progress on improving KCC's corporate sustainability		Amanda Honey/ Managing Directors	<ul style="list-style-type: none"> <li>- Baseline for KCC's total carbon footprint established and then regularly monitored</li> <li>- Increased awareness in staff, managers and Members of action to improve environmental performance</li> <li>- Evidence of action to adapt to climate change</li> </ul>	<ul style="list-style-type: none"> <li>- Progress against T2010 target 41</li> <li>- Kent Agreement 2 six-monthly progress reports re NI 188 and NI 197</li> </ul>

### CATEGORY D – IN HAND

Code	Inspectors' comment	Timescales	Lead Director(s)	Evidence of Improvement	Monitoring
OCD1	Para 87 Finalise the anti-social behaviour strategy		Amanda Honey	<ul style="list-style-type: none"> <li>- Final strategy produced and endorsed by all community safety partners</li> </ul>	Undertaken by the Kent Community Safety Partnership
OCD2	Para 99 Develop a more strategic approach to older people, across all services and not just adult social care		Meradin Peachey	<ul style="list-style-type: none"> <li>- Kent partnership's overarching older people's strategy produced</li> </ul>	Undertaken by the Kent Public Health Board

# Corporate Assessment

**Kent County Council**

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high quality local services for the public. Our remit covers around 11,000 bodies in England, which between them spend more than £180 billion of public money each year. Our work covers local government, health, housing, community safety and fire and rescue services.

As an independent watchdog, we provide important information on the quality of public services. As a driving force for improvement in those services, we provide practical recommendations and spread best practice. As an independent auditor, we ensure that public services are good value for money and that public money is properly spent.

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For further information on the work of the Commission please contact:

Audit Commission, 1st Floor, Millbank Tower, Millbank, London SW1P 4HQ

Tel: 020 7828 1212 Fax: 020 7976 6187 Textphone (minicom): 020 7630 0421

[www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

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## Introduction

Comprehensive Performance Assessment (CPA) is the means by which the Audit Commission fulfils its statutory duty under section 99 of the Local Government Act 2003 to make an assessment, and report on the performance, of local authorities. Corporate assessment is one element in the overall assessment that leads to a CPA score and category.

The purpose of the corporate assessment is to assess how well the Council engages with and leads its communities, delivers community priorities in partnership with others and ensures continuous improvement across the range of its activities. It seeks to answer three headline questions which are underpinned by five specific themes.

What is the Council, together with its partners, trying to achieve?

- Ambition
- Prioritisation

What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- Capacity
- Performance management

What has been achieved?

- Achievement

Considered against the shared priorities of:

- sustainable communities and transport;
- safer and stronger communities;
- healthier communities;
- older people; and
- children and young people.

Corporate assessments are normally aligned with a joint area review of services for children and young people (JAR). In practice this means that the Council's achievements in relation to children and young people are assessed using the evidence provided from the JAR. In addition, examples of outcomes and activity, which are relevant to the other themes and which are identified through the JAR, are considered within the corporate assessment.

The JAR covers specific services for children and young people that are directly managed or commissioned by the Council, as well as relevant health and youth justice services provided by other bodies. It focuses on the contributions made by services to improving outcomes especially concerning safeguarding; services for looked after children; and services for children with learning difficulties and/or disabilities. The separate JAR report also covers the leadership and management of services for children and young people and, in particular, the way that such services work together to improve outcomes. The description and judgement in respect of children and young people in this report is summarised from the JAR report and the most recently published Annual Performance Assessment from Ofsted which covers all of the Council's children services.

## Executive summary

- 1 Kent County Council (KCC) is performing strongly. It has, with its partners, been early and active in developing clear and appropriate ambitions and priorities to meet the strategic challenges facing the county. The Council often leads beyond the norm for local government and is an outstandingly effective advocate for Kent at all levels including internationally. Well-established partnership work is bringing real improvements to quality of life for local people. Ground-breaking recent pilot projects embrace new technology and aim to personalise services. The Council has for ten years been seeking excellence and its organisation is impressive, high-quality, responsive and gives good value-for-money. But this has required a drive and firmness of direction that is seen by some as over-dominant. The Council recognises that it has reached a stage of maturity where further gains will depend on a more inclusive approach, internally and externally. It has taken early steps, but needs to do more to achieve its ambition of fully-integrated public services that are well-targeted on the needs of the people of Kent. A minority of services under-perform, and in some shared priorities work is at an early stage.
- 2 The Council is unusually outward-looking, which gives it important strengths. Horizon-scanning is high. It provides a strong voice for Kent, building high-level alliances, including with government departments where its drive for innovation is creating interest in testing new ideas jointly, despite having a different ruling party. It has well-developed strategic partnerships including internationally. It gives more time and attention to learning from other types of organisation, such as retail, than is usual in local government. It translates this learning effectively through the organisation into an alertness and willingness at the front line and by operational management to develop new solutions. It extends its influence and learning by using secondments and joint leadership training with national and regional organisations.
- 3 KCC is value-driven, principled and strategic. It concentrates on tackling disadvantage in its communities according to need, particularly by improving access to, and skills for, employment. Values and ambitions have stayed constant through recent changes in leadership. The previous nationally-recognised Leader and Chief Executive both stood down in 2005. The new Leader has brought a highly-regarded, team-working approach to the Cabinet and a strong, altruistic focus on improving the life chances of less academic young people. He has worked with district councils to create a joint approach to localism, although knows there is more to do. He has improved the operation of overview and scrutiny but recognises that there is more room to develop. The Chief Executive has brought a passion and drive for innovation that re-echoes through the organisation, and is fostering a more corporate approach to local well-being. His leadership is recognised and appreciated internally at all levels, and his work at central government level brings useful cross-fertilisation of ideas.

- 4 The Council has a strong focus on users, finding new ways of giving better-tailored outcomes for individuals and better value. It researches and analyses Kent's needs thoroughly, and interprets and shapes national priorities confidently to meet them. It is prepared to take risks to achieve a step-change in outcomes. It is ambitious and active in facing the challenges to quality of life of a sharply-increasing population and the ever-widening London-to-Europe corridor.
- 5 The organisation is well-informed, intelligent, lively and responsive. Its performance and depth of resource is impressive. It uses delivery partnerships and procurement very well to increase its reach and capacity. It transfers knowledge diligently from commercial partners and its own councillors, many of whom have top-level business-management skills, but with no blurring of the line between governance and management. Relationships are high in trust and respect. The Council has recently been awarded level 3 in the Equalities Standard for Local Government and is aiming for Level 5 by 2010.
- 6 Good internal controls are an effective counter-balance to the Council's free-thinking innovation, with particular strengths in financial management. The Council achieves good value-for-money and is particularly effective at increasing its financial capacity by attracting funding and using its assets astutely. Performance management is solid, but the Council knows there is room for improvement and is taking appropriate action.
- 7 The Council achieves very well in priority areas, including social care, economic development, improving education and skills-development, increasing public transport use and promoting exercise. It is open to new ideas and active in trying them out, for example in developing Kent TV as a community resource and to web-cast Council meetings. It maintains impetus and uses innovation to achieve good value-for-money while maintaining service quality. Although the Council is performing well against the basket of performance indicators used for Comprehensive Performance Assessment (CPA), in the indicators used for Corporate Assessment it is below average for county councils. The Council and its partners are at an early stage in showing improved outcomes in some important shared priorities - such as tackling high levels of health inequality, reducing the carbon footprint of services, and developing a planned approach to sharply-increasing numbers of healthy older people - but are taking action on all of these.
- 8 The Council's capacity to deliver its ambitions would be stronger if it adopted a more inclusive, listening approach - particularly with local partners and, internally, with opposition parties. This is needed for the full development of localism and of inclusive decision-making that reflects fully the needs of all communities. Although KCC's strengths are widely-appreciated, there is some alienation at what is perceived by some to be an over-dominant style with some local partners that does not take enough time to listen and build consensus. KCC's branding is active and strong, but this can be misconstrued as an over-inclination to take credit for partnership work. Opposition councillors have fewer opportunities for their views to be heard at a formative stage of policy than is usual. The Council can be unproductively sensitive to external criticism. By changing these aspects of its style, the Council could be even more effective.

## Areas for improvement

- 9 Further progress in delivering excellent, integrated, well-targeted services for local people would be strengthened by a more inclusive and listening approach. To achieve this, the Council should tackle the following areas for improvement.
  - The Council should be more sensitive to the perceptions of some partners about aspects of its style. With voluntary and community organisations the Council needs to tell less and listen more. It also needs to be more generous to other partners in its external communications.
  - In the Council's membership, better-supported and earlier engagement of opposition and backbench councillors in decision-making and performance monitoring is needed, to build trust and openness and to ensure the views of all communities are fully heard before decisions are made.
- 10 Within the organisation corporately, and the Council's membership, equalities practice needs to be driven harder to reach the level of the best directorates.
- 11 In addition, the Council needs, with local partners, to deliver improvements in areas of lower performance such as recycling, refuse volumes and air quality. It also needs to understand and continue to address issues raised by the latest public satisfaction measures, including with complaints-handling.

## Summary of assessment scores

Headline questions	Theme	Score*
What is the Council, together with its partners, trying to achieve?	Ambition	4
	Prioritisation	4
What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?	Capacity	3
	Performance management	3
What has been achieved?	Achievement	3
<b>Overall corporate assessment score**</b>		<b>4</b>
<b>*Key to scores</b>		
1 – below minimum requirements – <b>inadequate performance</b>		
2 – at only minimum requirements – <b>adequate performance</b>		
3 – consistently above minimum requirements – <b>performing well</b>		
4 – well above minimum requirements – <b>performing strongly</b>		

### \*\*Rules for determining the overall corporate assessment score

Scores on 5 themes	Overall corporate assessment score
Two or more themes with a score of 4 None less than score of 3	4
Three or more themes with a score of 3 or more None less than score of 2	3
Three or more themes with a score of 2 or more	2
Any other combination	1

## Context

### The locality

- 12 Kent is the most populous county in England, with 1.38 million people, an increase of 3 per cent since 2002. The population is ageing and is predicted to have one of the UK's highest increases in the number of people aged 85 over the next few years, together with a fall in under-18s. The county has significant and growing numbers of new arrivals, both economic migrants and asylum-seekers.
- 13 Kent is a mix of rural communities and urban areas, with no dominant centre of population but a network of 18 towns, the largest of which is Maidstone. It has the longest coastline of any English county. It is widely known for the quality of its countryside, landscape and historic building. The Thames and Medway estuaries have significant areas of post-industrial decline, though they are also ecologically important. Seaside towns have also suffered long-term economic decline.
- 14 Population growth is creating pressures. Kent contains two of the government's major growth areas, with over 120,000 new households planned over the next 20 years. Three districts - Dartford, Gravesham and Swale - are part of the Thames Gateway, and Ashford has been designated because of its fast rail connection to mainland Europe. Housing growth presents challenges for planners and causes concern for residents. Demand for affordable housing, transport infrastructure, waste management, social, recreational and educational services and water supply are all challenging, and urbanisation is increasing flood risk.
- 15 Transport is a major strategic challenge. Kent is the main link between the UK and mainland Europe, with two international rail stations, the world's busiest passenger ferry port, two growing airports, the Channel Tunnel and the newly-constructed international high-speed rail link. HGV traffic through Kent is growing at 8 per cent each year, placing a strain on infrastructure. Proximity to London results in large commuter volumes. A higher than average proportion of people live in rural areas and car ownership is above average.
- 16 Kent has a £19.3 billion service-based economy and prosperity is growing overall, with significant tourism, thriving small and medium-sized businesses and a growing base in creative industries, pharmaceuticals and bio-science. Agriculture, fruit-growing and mineral extraction remain important to the character of the county but are no longer significant employers. The former coalfield area suffers deprivation. The workforce is less well-qualified than nationally and regionally. There is polarisation of prosperity: 19 wards, largely in the east of the county and around the coast, are among the 10 per cent most deprived in England, but there is also considerable affluence, particularly in the west, closer to London.
- 17 The health of people in Kent is generally good but there is a large, 17-year gap in life expectancy between some wards. Kent is relatively safe but violent crime is becoming a bigger factor. Public perception is that crime and anti-social behaviour related to excessive alcohol is the biggest problem.

- 18 Kent has lower than average numbers of people with black and minority ethnic (BME) heritage but also a large, established Sikh community. BME groups are on average better qualified and healthier than the population as a whole with around average economic activity. Migration is high, potentially contributing to the economy, but also putting demands on education and other infrastructure and leading to possible challenges to community cohesion. There are significant numbers of unaccompanied asylum-seeking children.

## The Council

- 19 There are three tiers of local government in Kent: the County Council, 12 district councils and more than 300 parish and town councils. Medway, formerly part of Kent, became a unitary council in 1998.
- 20 The Local Strategic Partnership (LSP) is the Kent Partnership, set up in 2002 and chaired by KCC. It has five working groups: the Children's Trust, Safer Stronger Communities Group, Health and Wellbeing Group, Kent Economic Board and The Kent Public Service Board. Districts, additionally, have their own LSPs.
- 21 KCC has 84 councillors, (57 Conservative, 20 Labour, 6 Liberal Democrat and 1 Independent), governed by a Leader and Cabinet. The Cabinet has nine portfolios for: Corporate Support; Finance; Operations, Resources and Skills; Children, Families and Educational Achievement; Adult Social Services; Environment, Highways and Waste; Public Health; Community Services and Regeneration and Supporting Independence. Policy Overview Committees match service directorates rather than Cabinet portfolios and have chairs appointed from the ruling group. Task-and-finish cross-party Select Committees and working groups support policy-development. The Leader of the Opposition chairs the Cabinet Scrutiny Committee and there is an NHS Overview and Scrutiny Committee. There are the usual regulatory committees, an Audit Committee and a Standards Committee.
- 22 The officer structure was revised in 2006 into four service directorates headed by Managing Directors: Adult Social Services, Children, Families and Education, Communities, and Environment and Regeneration together with a Chief Executive's Department. The Council employs around 45,000 people, including school staff. The gross revenue budget for 2007/08 is £2,114 million, net £ 741.7 million. Band D Council Tax was £964.17 in 2007/08, the fifth lowest of the 20 county councils without fire services. The capital budget is £1 billion over the three years of the Medium Term Plan.

## What is the Council, together with its partners, trying to achieve?

### Ambition

- 23 The Council is performing strongly in this area. The Kent Partnership and the County Council have clear, challenging ambitions that are very well-matched to the strategic challenges facing the county. The Council is making progress with localism but this work needs a more inclusive approach.
- 24 The Community Strategy, *The Vision for Kent (V4K)*, is an excellent, inspiring document that identifies strategic needs clearly. V4K was first published in 2002 and reviewed during 2005/06. Ambitions are set out under eight themes designed to tackle the strategic challenges facing the county over the next 20 years. The themes are: Economic success - Opportunities for all; Learning for everyone; Improved Health, Care and Well-Being; Environmental Excellence; Stronger and Safer Communities; Enjoying Life; Keeping Kent moving and High Quality Homes. Each theme has a set of priorities and action plans.
- 25 These themes include a targeted approach to improving access to quality education, skills and employment, and a broadly-based approach to reviving coastal towns - for example with the arts quarter in Folkestone and the Turner Contemporary in Margate. There is a strong and successful approach to public transport, to improving access to green space around the Thames Gateway and to helping old people stay independent including through new technologies.
- 26 The consultation process for both versions of V4K was extensive. In 2005 it involved over 800 people from 240 public, private, voluntary and community organisations, an online questionnaire and special youth conference. Partners have researched needs using ward-level, and increasingly postcode-level, cross-matched research data. Ambitions and plans are shared and understood across partnerships, councillors and staff and well-communicated externally.
- 27 The Partnership and the Council are highly-focused on tackling deprivation through targeted action to improve access to employment and to employment skills. They have a full understanding of the importance of cultural development to making the county attractive to high-quality employers and raise the accessibility of better local career-paths, with some good early outcomes. The Council remains committed to educational selection at 11+, but has been active over the last five years in improving the life-chances of less academic young people by federating secondary schools and driving new approaches to developing employment skills, in partnership with employers, for the 14-24 age groups.
- 28 The Council and its partners are acutely aware of the strategic opportunities and challenges of the 'Corridor to Europe' transport links that cross the county from London to Dover and the Channel Tunnel. They have adopted early, active and successful horizon-scanning and wider lobbying to ensure that benefits accrue to the people of Kent to offset the adverse impact on their environment.

- 29** The Council is unusually outward-looking for new ways of achieving better outcomes for local people, using extensive European and wider partnership projects, including with the US States of Virginia, Washington and Massachusetts, and adopting commercial approaches to customer service and contact. A high proportion of the Council's middle managers have had opportunities to see practice elsewhere, including abroad, and feel enabled and encouraged to apply that experience in suggesting better ways of doing things in their own work.
- 30** KCC is ambitious for itself and raises the ambitions of its partners. It was an early and effective advocate of greater freedoms and flexibility in the application of public funding to its area, influencing government thinking on local public service agreements and Local Area Agreements (LAAs). Partners can already point to improved quality of life for local people, including new employment, more accessible green space and better support for independent living. The Council uses its wellbeing powers broadly, for example in the new 'Gateway' retail-style public service shops and in promoting electronic individual health monitoring.
- 31** In community leadership the Council is a very effective voice for Kent, widely recognised and appreciated by partners for its sub-regional, regional, national and Europe-wide activity in promoting the interests of the county. This has brought large amounts of national and European funding to support initiatives, and successful lobbying over various transport issues. KCC was early in recognising the potential of the Olympic Games, whether in London or Paris, and had a strategy ready to be tailored, when the decision was made. The Council is felt by other local partners to be generous and principled in its lobbying support and advocacy.
- 32** The Council's external communication is effective, with exceptionally well-produced public documents, and, recently a multi-channel approach including text-messaging and its own web-based Kent TV. Key Council meetings are web-cast, achieving much higher viewing figures than public attendance. KCC is a national leader in exploring new ways to get its message across and giving community groups a powerful voice on the web, but needs to take care not to alienate or undervalue legitimate independent voices, for example the local press. KCC's strong brand image and able self-promotion can create an unintended impression that the Council is over-keen to claim credit for joint initiatives, and it needs to keep working to change this impression.
- 33** KCC has made some progress with its Going Local agenda but is aware that there is more to do. It set up councillor-led local boards in district council areas in 2006 and negotiated the Kent Commitment, an agreement between the County and District Leaders in 2007. County Councillors have a budget to use in support of local projects. In Dover the Board has evolved into smaller, neighbourhood forums that are starting to produce genuine dialogue between all three layers of local government, creating public interest and real engagement. In other areas lack of dialogue at the set-up stage and a decision that, initially, boards would be chaired by a county councillor of the ruling group have contributed to variable, but often slight, local buy-in and engagement. A further review is intended.

## Prioritisation

- 34 The Council's prioritisation is strong with a focus on individual user needs. Priorities are clear, well-established and widely-understood. Community strategy priorities within V4K are clear. Succinct action plans draw out partners' specific contributions. Within that established framework the Council's priorities are clearly-articulated, well-communicated and actively incorporated into strategies and plans. Mechanisms to ensure delivery are good, and many priorities are already making a difference to quality of life in Kent.
- 35 Kent has been in the national vanguard of developing and delivering joint priorities with public sector partners. It was the first area to set up a Public Services Board and negotiate a Local Public Service Agreement (LPSA). It was a pilot for Local Area Agreements (LAAs). Its first LPSA (2001-2004), entitled *Reducing dependency, increasing employment and fulfilment* contained 12 specific targets centred on the *Supporting Independence Programme*. LPSA2 (2005-2008), *Supporting Independence – Promoting Opportunity and Wellbeing*, includes 14 targets covering children and young people, vulnerable adults, environment and health and safety. LPSAs were incorporated into the Local Area Agreement (LAA1) in 2005. Progress is well-advanced on agreeing targets for LAA2, due to start in 2008.
- 36 The Council has been, for the last ten years, agreeing, planning and delivering strategic targets in partnership and is practised at incorporating these into strategies and plans. It has published in turn *The Next Five Years* (1998-2003), *The Next Four Years* (2002-2006), and currently *Towards 2010* (2006-2010). There is continuity and consonance, and clear, up-to-date links with other strategies and plans. The Leader's focus on young people is visible in the detail of the *Towards 2010* priorities, which are increased prosperity 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, and improvements in services while keeping council tax down.
- 37 The Council is robust in its decision-making. Within clear priorities its value-based approach provides a strong strategic framework for making choices and it does not get tempted into parochialism or sectional interests. It is very effective at attracting and generating money, and its strengths in financial management and planning ensure that it can resource its priorities. So far the Council has, through strenuous efforts, funded the costs of priority developments from efficiency savings (more than £90 million over five years), by attracting high levels of external funding, from asset-realisation and through partnership. It recognises that increasing financial pressures may mean painful disinvestment in valued services in future but has the robustness of decision-making to face that squarely.
- 38 KCC and its partners have a strong record of delivery. LPSA1 achieved 83 per cent of the targets set, well above the national average and attracting Performance Reward Grant (PRG) of over £21 million. LPSA2 is on course for PRG of at least £23 million. In the stakeholder survey for this assessment, Kent scored near the top of county councils for its delivery of priorities.

- 39 There are many examples of priorities being translated into action and having an impact on quality of life. These include a large apprenticeship scheme, freedom bus passes for school pupils and targeted skills development for 4,000 14-16 year-olds in partnership with employers. School attainment, attendance and participation post-16 are improving and numbers of young people not in employment, education or training are reducing. Serious road accidents have reduced sharply despite rising traffic. Bus transport is increasing, against the national trend. The Council works especially well with unaccompanied asylum-seeking children. It is maintaining coverage in adult social services by innovation, partnership working and focusing on independence. The *Green Grid* of joined up countryside spaces is providing new opportunities for recreation and exercise for people in the Thames Gateway where planned housing development is high. Opportunities for exercise are increasing across the county, especially in schools.
- 40 The Council can take hard decisions to stay on track, such as its reviews of adult services involving closure of popular facilities for longer term gains for service-users. Another example is its unpopular decision to cancel the original prize-winning design for the new Turner Contemporary gallery in Margate when costs spiralled, proceeding with the concept but changing the design model.
- 41 A few targets need strengthening and focusing more strongly on community outcomes rather than activity. A minority of 2010 targets are not specific, measurable, achievable, realistic and time-bound (SMART). Examples are target 3 on town centre regeneration, target 4 to support rural business and communities to build a strong entrepreneurial culture, and target 54 on reducing avoidable admissions to hospital. Although priorities generally cascade well into team plans, there are a few gaps that the Council's current work on strengthening its quality assurance on business planning is designed to deal with.
- 42 The Council consults well with its own clients to shape its people-based services, with some excellent examples of work with less-heard groups on specific service development. Young people are enabled to contribute to broad policy. Equalities impact statements have recently been incorporated routinely into policy changes. Recent budget consultation has used a professional polling organisation to good effect. Sexual orientation is treated sympathetically.
- 43 Nonetheless there is scope for better regular engagement of some less-heard groups over broad Council priorities, for example house-bound people who are not receiving social care, and recent migrants. Some local communities and groups, including voluntary and community organisations, do not feel listened to and there is scope for local boards to make more contribution. The recent focus on electronic communications helps in engaging some people well who were less well-heard previously, for example young people and some BME groups, but the Council needs to maintain a commitment to other forms of communication to reach all sections of the community.

## What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

### Capacity

- 44 The Council is performing well in this area. The strength of its organisation is exceptional and capacity is increased by extensive external funding and by high-volume trading. It is unusually outward-looking, trying constantly to find better ways of doing things. Able and enthusiastic staff are skilled and motivated to deliver customer-focused services in an innovative and supportive environment. Internal controls are effective and value for money is high. Councillors are of high calibre and the internal culture is one of mutual respect. Overview and scrutiny are improving but pre-decision scrutiny is underdeveloped and not independent enough of the executive. The approach to equalities and diversity is improving but the Council knows there is more to do. Extensive delivery partnerships continue to develop well, but some aspects of relationships with district councils and voluntary organisations need improvement.
- 45 Political leadership is strong, setting a principled and altruistic tone. The Cabinet is an effective team. Roles and responsibilities are clear and councillors are high calibre and understand their strategic role. Ethical standards are high and decision-making processes are clear and well-ordered. Managerial leadership is aimed at transforming the organisation to promote a culture of innovation, challenge and risk taking with a focus on service-users. This is successful, with the Chief Executive's emphasis on fresh thinking about service-users' experience re-echoing through the views of managerial and staff groups.
- 46 Internal communication is effective, with well-developed team-briefings coupled with a multi-channel approach that includes newsletters and emailed briefings. Staff consider the Chief Executive and senior officers to be accessible. For example, the Chief Executive is reported to answer emails from individual staff members reliably, fully and promptly. Written communications, including policy documents that in many councils are dry and bureaucratic, are excellently-produced and refreshing to read in plain English. However, document control could sometimes be improved.
- 47 Council staff are highly skilled and equipped to deliver high quality services. There is a culture of continuous improvement, an atmosphere of openness and honesty, high job satisfaction and a committed workforce. Training and development is very good and a high quality leadership development programme ensures continuing development. Joint top-level leadership training, supported by two business schools, has recently started with other public sector and business partners. Human Resources policies and strategies are good. The whole council has Investors in People accreditation.

- 48 Financial management is excellent. The Council received one of the best Use of Resources assessments nationally, with the maximum score overall and in four out of the five individual themes. It offers good value for money. Risk is managed effectively - for example in provisions for exit strategies from externally-funded projects. The Council has for some time been expert at augmenting its financial capacity through astute asset and service-management. It is extremely successful at attracting funding and making the best use of the money it attracts. For example only half of the £100 million budget in the Communities Directorate is funded directly, the rest being supported by income.
- 49 The Council uses ICT effectively throughout its activities and partnerships. Criticisms in an Audit Commission assessment in 2002 have been addressed and ICT strategy now aligns with strategic objectives and is supporting transformation in service delivery. Unit costs are low and directorate confidence in ICT is high. Managers have devolved responsibility and more flexibility to suit ICT to their business needs. ICT investments support a wide range of community benefits such as Kent Connects (a single public service network which enables partners to share information securely), Explore Kent, Cluster Web, Kent Card, Telecare and Telehealth. Kent Community Network provides schools with high speed, high capacity broadband. Customers have 24-hour access to many of the Council's services and Cabinet and key Council meetings are web-cast. Parish portals enable each of Kent's parish councils to produce their own web and email facility.
- 50 Asset management is strong. The Council works in partnership to manage its substantial assets, for example working with district councils on joint property rationalisation, using proceeds of sale effectively to fund new front line assets, and in some cases to invest and bring a return. Large capital schemes are currently planned, including a very large Building Schools for the Future (BSF) programme. These are challenging, with some funding gaps being met through planned slippage. Nonetheless the size of the Council's asset base and its financial acumen mean it is well-placed to manage its way through.
- 51 Procurement is effective and continues to improve. The Council hosts the South East Centre of Excellence and is recognised and used as a national good practice exemplar. It has revised governance to give tight corporate control and produced a particularly good plain English guide for staff. It has made £42.4 million savings over the last four years, with strengthened diversity and environmental provisions. There is unusually wide and well-managed use of delivery partnerships, with over 45 per cent of non-schools spending used to procure services. The Council's very large Commercial Services arm (£350 million turnover) spreads overhead costs and improves value for money by providing functions externally to an unusual extent, including back-office functions to district councils and other public sector bodies including government departments. Delivery partners are mostly very positive about joint working, a number reporting that they feel better-engaged with KCC than with other councils.

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- 52** The Council is building the capacity of some voluntary sector partners in supporting its delivery. For example, libraries use 600 local volunteers and the Council supports volunteer bureaux to improve their media skills. In adult social care the Council is active in recruiting young volunteers with a view to future recruitment. Delivery partnerships with this sector are growing in effectiveness, but as previously mentioned, the Council does not fully exploit opportunities for harnessing their input through listening and engagement.
- 53** Workforce planning is developing internally but is at an early stage. The Council has good data and is adopting a more strategic approach. It is commissioning joint workforce planning with its main partners to overcome skills shortages, although this is not yet in place. It is improving the diversity of its workforce, for example by recognising the ageing profile and developing graduate and mentoring programmes to attract younger workers. The number of women in senior positions is increasing. Staff networks for BME staff, disabled, LGBT and young people offer support to each other. The Council is in Stonewall's top 30 gay-friendly employers nationally and has the Two Ticks symbol as a good employer of disabled people.
- 54** The Council is better-focused on some cross-service priorities as a result of restructuring, although it is still essentially service-based. Mechanisms to ensure a more corporate approach are at an early stage of development but are starting to have an impact. There is good cross-departmental working in LAA priorities. The cross-directorate resource managers group is effective in supporting and enabling cross-directorate work. Its members report reduced departmental defensiveness and a newly collegiate approach. Greater collaboration brought success in delivering the challenging 2008/09 budget with little inter-directorate conflict. There are high-level cross-directorate boards on selected corporate development areas, although progress is variable and the Council is aware that there is further to go in some areas to achieve consistency, for example in Freedom of Information, equalities and personalisation of services.
- 55** The staff profile does not fully reflect changing demographics and there is wide variation between departments. The experience of staff members who are in a minority is mixed and is too dependant on the attitudes of individual managers and departments. Training on equalities is not compulsory for staff or councillors, although modules are included in induction and management training. At the time of this assessment the Council was being assessed at level 3 of the Equality Standard for Local Government, (since confirmed), not as high as some high-performing councils, but it is, ambitiously, aiming for Level 5 by 2010.

- 56 Scrutiny is improving but there is considerable scope for a more inclusive approach. Policy Overview Committees are now normally attended by Portfolio-holders, which allows more opportunity to hold the Cabinet to account, and they have recently started to get six-monthly performance monitoring reports for their areas. Task and finish Select Committees and working groups are highly valued by councillors of all parties and have made important contributions to policy. But currently Overview is not independent enough of the Executive to be fully-effective in performing a wider scrutiny of policy development and ensuring this work has impact. The constitution is operated to clear the way for Cabinet decisions but in the process dissipates opposition input into over-used, and often ineffective, post-decision call-ins. Officers' capacity to support overview and scrutiny appears unusually small and can be a limiting factor in pre-decision debate. As a result opposition views are formulated and considered too late in the process to help the robust and inclusive development of policy and priorities.
- 57 KCC's relationships with partners are generally good and improving. The current Leader has worked hard and successfully to improve relationships with local councils at Leader level, reaching an agreement, *The Kent Commitment*, for joint working and action-planning in early 2007. There are many effective and innovative initiatives mentioned elsewhere in this report. Relationships with Medway Council have greatly improved. However relationships between KCC and District and Borough Council Chief Executives, which should be a key resource in shaping joint priorities and smoothing the path to implementation, are not as effective as they might be. KCC's innovative drive is seen, on occasion, as impatient in building joint ownership and in meeting district councils' concerns about identity and consultation. The Council needs to manage these relationships more strategically so as to promote a higher level of trust, in view of the growing importance of local partnerships and national expectations for their future delivery of big and complex issues.

## Performance management

- 58 The Council is performing well in performance management. Systems are clear, well co-ordinated and well-linked to business planning. A comprehensive appraisal system is in place for officers. Performance management is established and effective in most established partnerships, although is less developed in others. The Council uses information to drive improvement and has turned round some under-performing areas. It uses external review actively. There is scope for improvement, albeit from a solid base, in target-setting, business planning, service standards and complaints-handling, and the Council is working in these areas. It needs to be more active in giving backbench members ready access to relevant, up-to-date performance information in summary form.
- 59 There is a clear, accessible performance management system in place, with effective performance monitoring arrangements at cabinet, corporate management and directorate levels. Senior officers and councillors use reporting systems effectively to identify under-performance. Portfolio-holders and directors meet frequently to discuss and account for service performance. Most staff understand and use their departmental systems well.

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- 60** Reporting is generally appropriate, with monthly performance monitoring at directorate level and quarterly at Chief Officers' Group and Cabinet. Performance against a selected group of national performance indicators (PIs) is included on an exception basis through a well-established *Staying Excellent* reporting process to ensure a targeted focus on key areas for improvement.
- 61** The Council uses performance management systems effectively to drive improvement. Monitoring leads to intervention to correct underperformance, for example for Youth Offending Service referral times to Child and Adolescent Mental Health, where the rate of meeting the target timescale rose from 20 per cent of cases in 2005 to all cases by 2007. Similarly, there has been a reduction in the average number of days to complete streetlight repairs following a sustained focus. For road accidents, a key LPSA target, a disappointing performance in autumn 2007 prompted an active publicity campaign, resulting in better than average figures for the past three months.
- 62** The Council has a well-established, reliable annual appraisal process. Appraisals are backed by good management processes, and staff and managers feel they have free upward access. Staff and managers understand the culture they are expected to model and the outcomes expected of them. They feel empowered to deliver services flexibly to improve outcomes, and to suggest improvements. Staff development is well-targeted on need and takes many forms in addition to conventional training. Councillors and Cabinet members have to produce an annual report about their activity, and Cabinet Members are appraised by the Leader. The Council is aware that evaluation of development needs strengthening and is taking steps to do so.
- 63** There is a mix of established and developing performance management and monitoring arrangements with key partners. Clear performance management systems are in place for established partnerships, including the community safety partnership and the Kent Agreement, and there are developing arrangements for other partnerships such as the children and young people's partnership. The Cabinet receives quarterly performance information on LAA and *Towards 2010* targets that is shared between the partners and is used effectively, for example to monitor LAA1 and develop the new LAA2 agreement. However, other partnerships have yet to develop effective joint systems. The quality of the information shared between partners is variable but the Council is working actively with partners to improve it.
- 64** The Council is active in seeking out innovative ideas and using them to learn and improve. There are a number of examples where it has visited councils and other organisations within the UK and internationally to seek out notable practice. For example, it developed the family group conferencing service based on learning from New Zealand via Hampshire CC. Telehealth and Kent TV resulted from seeing innovative practice in the USA. It uses secondments from other organisations well, for example a climate change expert from DEFRA is helping to reduce its carbon footprint. The Council is also developing frameworks and structures internally to share learning, for example the senior managers' cross-directorate forums. It uses external peer evaluation extensively to drive improvement.

- 65 Although the links between decisions and actions are generally solid and well-established, the Council is aware that there is scope for improvement. For example it is refining its business plans to ensure consistency and to meet the corporate standard, with revised service planning guidance and quality assurance processes for 2008/09. The carry-through of priorities into business and delivery plans, although generally good, has some gaps and needs better quality-checking. Targets tend to be over-focused on achieving planned activity rather than on outcomes for local people, and are not always SMART. A minority of delivery plans lack timescales and milestones for some of their activities.
- 66 The Council's use of and response to complaints as a resource to drive improved services is being further developed, but currently - although statutory requirements are met - directorates have inconsistent approaches, and mechanisms for monitoring and using complaints are underdeveloped. This inconsistency is reinforced by the mixed quality and availability of service standards. Public satisfaction with complaints-handling is in the worst 25 per cent compared with other councils.
- 67 In its relationships with regulators the Council is unexpectedly defensive for an organisation of such high repute. This discourages early advice and means that stronger messages about areas for improvement are not always heard clearly and acted upon quickly, because the immediate response is often to expend much energy, unproductively, on rebuttal.
- 68 Performance monitoring by the wider body of councillors is under-developed although improving. Presentation of performance monitoring information to councillors outside the Cabinet, while it has increased recently, remains unusually limited. Policy Overview Committees have in recent months taken on a six-monthly performance monitoring role, although their approach to and rigour in this is, so far, inconsistent. This is the only formal mechanism for presenting backbenchers with in-year performance information. There is no electronic 'dashboard' or regular reports for backbench and senior opposition members to monitor areas of individual interest, or performance more generally. The ability of backbench and opposition councillors to be alerted at an early stage to areas meriting scrutiny and challenge is therefore hampered. The new IT system will put the Council in a position to remedy this.

## What has been achieved?

- 69 KCC is performing well in achieving with partners its priorities for local people. The Council was in the forefront of developing the national-local shared priorities, and is confident in shaping national priorities to local need and taking advantage of opportunities for pilot funding. Leadership for and commitment to shared priorities and major strategic challenges is strong, and mechanisms to ensure delivery are good. There is notable practice, but some work is at too early a stage to show results. The Council achieves generally good improvement in priority areas, However, performance is weak in a few service areas and at a very early stage in some of the shared priorities.
- 70 With its partners the Council is tackling some major strategic challenges, including improving educational participation and performance, making major population growth sustainable, targeting improvements in local skills and jobs, tackling post-industrial and seaside town decline, supporting healthy living, mitigating the effects and maximising the opportunities of the London to Europe corridor. There is notable practice in a number of these areas. Work on other shared priorities is in hand, but at too early a stage to show results, including on health inequalities, the over-50 agenda and climate change.
- 71 The Council and its partners are delivering improvements in priority areas on the ground. Achievements include a significant reduction in road accidents, reduced crime and anti-social behaviour, traffic congestion, teenage conceptions and impact of drug misuse, and improvements in educational participation and achievement, employment and public transport use. Regeneration is starting to transform coastal towns. These achievements are improving life-chances and quality of life in the County.
- 72 Focus on the user experience is exceptional and the Council and its partners are in the forefront of experimental approaches to personalising services. These include developing retail-type shop-fronts for public sector services provided by County, District, NHS and voluntary-sector which promise to help contain costs as well as provide better, more-integrated access for local people. The Council is a national leader on large-scale trialling of assistive technology, including health monitoring, to help maintain people's independence.
- 73 The Council's people-based services do excellent work in engaging less-heard groups and service-users with disabilities in service design, but some council services have more to do in engaging diverse groups to help shape them.
- 74 Despite strong focus on, and notable practice in, priority areas, and good value-for-money overall, Kent's performance in some areas is less strong, for example in recycling and volume of waste, and below-target air quality. Under the standard methodology now used for the public satisfaction figures, which have removed the option for direct interviewing, KCC's results have moved from the best, with an improving trend, to the worst quarter of councils, as they have for satisfaction with complaints-handling. Nonetheless surveys performed on behalf of the Council for individual services continue to show high levels of satisfaction.

## Sustainable communities and transport

- 75 The Council is effective in stimulating employment growth in Kent. It maintains a strategic overview of employment issues, engaging effectively with regional agencies and districts to ensure that sufficient land is available for development. It is helping to open up new employment sites, including by using its own land, and providing infrastructure for economic development and regeneration. The inward investment partnership, Locate in Kent, secures about 2,500 jobs per year in sectors with good prospects for further growth. KCC supports many projects to help excluded or vulnerable residents into work, particularly in areas of disadvantage. It supports the rural economy through its draft *Rural Delivery Framework* and tourism initiatives.
- 76 The Council engages well with partners in the regeneration of north and east Kent. It promotes broadly based approaches through local partnerships and works across services. It targets specific employment issues in vulnerable wards through its *Supporting Independence Programme*, and young people's skills development in areas where youth disaffection is high. It uses its own procurement to support the local economy, also procuring goods and services at competitive rates for local firms that supply it with services.
- 77 However, significant disparities remain. Although employment is growing faster in Kent than the south east as a whole, unemployment remains higher and skills levels and earnings lower. The proportion of employment in the growing 'knowledge' economies is also lower. The earnings gap is widening slightly. Three quarters of the jobs attracted through Locate in Kent over the last four years went to west Kent and the Thames Gateway, though the level of new investment in East Kent has improved recently.
- 78 KCC has shown leadership on housing development through the regional planning process and the Local Area Agreement. Housing completions are meeting regional plan requirements, though affordable housing performance has been poor in some districts. The Council is an active partner in the national housing growth areas at Ashford and Thames Gateway. It is working with east Kent districts on an empty homes initiative, committing staff resources and capital funding to support a loan scheme for property refurbishment. In 2006/07 the partnership brought 170 empty properties into use and is on track to exceed its LPSA2 target of 372. It also supports housing projects for vulnerable households.
- 79 The Council has put infrastructure in place to improve waste management and made budget provision for further investment, but there are risks for the next decade. A major waste-to-energy plant and materials recycling facility is currently being commissioned at Allington and an in-vessel composting facility is under construction in west Kent. These will increase overall recycling levels by about nine per cent and reduce the demand for landfill. But to avoid landfill tax penalties the Council needs to introduce further new waste facilities by 2014. Strategic decisions are urgent but the Waste Development Framework has been delayed. As a result, sensitive planning decisions for waste facilities may have to be taken before its adoption with the risk that they will not be guided strategically, or not be agreed and penalties incurred.

- 80 The Kent Waste Partnership (KWP) has been slow in developing effective local collection schemes that integrate with disposal arrangements to produce high levels of recycling. Recycling rates across the county are improving but are low compared with others and there is disparity between collection authorities in practice and performance. KWP is drafting a new action plan and memorandum of understanding, but it is too early to say how effective these will be. Partners are stemming waste growth using a variety of education programmes across the County. Waste levels are above average compared to other counties but have stabilised after a long period of increase.
- 81 Progress on environmental protection and enhancement is mixed. The Council supports a number of successful countryside management projects that encourage volunteering and promote sustainable tourism. It has opened a major new visitor centre at Shorne Country Park, with interpretation and conference facilities in an innovative, sustainable building. It has invested in Kent rural footpaths and bridleways and supported them with guidebooks for walkers, cyclists and riders, self guided walks and an Explore Kent website. However some biodiversity indicators are deteriorating, and air pollution is off-target.
- 82 The Council is helping to encourage high standards of design in new development through Kent Design, a partnership of planning authorities and developers. Sixty per cent of new KCC buildings are currently built to BREEAM Standard 'very good', and the Council co-sponsors the *Kent Design Guide* and *Kent Design Awards* to promote good sustainable design.
- 83 The Council is making good progress against most of its transport priorities. Its Local Transport Plan is assessed as excellent, and delivery as good. The number of people killed or seriously injured on its roads has reduced significantly. The Council has improved the cycling network, with a 53 per cent increase in cycle trips, and has increased the number of children walking to school. It has supported improvements in public transport, securing an impressive 19 per cent increase in bus use through a number of measures. Sophisticated traffic management systems are reducing congestion and prioritising buses in towns. Road maintenance has been challenging, but the condition of principal roads is improving and now compares with that of the best councils. The Council has developed a new customer care culture through the Kent Highway Alliance and this is helping it to improve its speed of response.

- 84 The Council is showing a new awareness about improving its own sustainability, but progress is not consistent across the organisation and senior managers' awareness is variable. The Council has not established and is not monitoring its total carbon footprint. However policy targets for 2010 have been set out and a £1.5 million internal energy and water investment fund established. There has been some success with CO2 and small-to-medium scale water and energy savings. The eco-schools programme is helping many schools to improve environmental performance and awareness by competing for national flag awards. The Council has not, however, evaluated the overall impact of the programme on the sustainability of the service. The Council is procuring goods and services in a more sustainable way. It is supplying bio-diesel to its extensive vehicle fleet, installing biomass boilers and developing a supply chain to secure fuel from local coppiced woodland. But it does not have a comprehensive view of its baseline performance and cannot show the full, cumulative effect of these initiatives.

## Safer and stronger communities

- 85 The Council is working well with its partners to improve community safety. Levels of overall crime are reducing, especially vehicle crime and burglaries. While violent crime is reducing it remains higher than average, and a particular challenge in East Kent. The Council and its partners have a good understanding about this and reducing violent crime is a target in the emerging LAA2. The Council provides good leadership on community safety and is innovative and creative but backbench councillors and opposition leaders are not kept as well-informed as they need to be to be fully-engaged. The Council is improving its approach to domestic violence, trialling special courts and setting up a domestic abuse forum, albeit later than many.
- 86 The Youth Offending Service has contributed to a year-on-year fall in first time entrants to the youth justice system and a fall in re-offending for young people. The service works well with young people who are at risk of getting involved in crime, anti social behaviour or being excluded from school.
- 87 Fear of crime is reducing as a result of effective measures to reduce anti social behaviour. A Community Warden Scheme complements neighbourhood policing and over 100 wardens cover rural communities and urban fringes. Wardens work well with local police teams and respond to a wide range of community concerns. The HandyVan and HomeSafe schemes help to make elderly and vulnerable people feel safer at home and have made safety checks and security installations in the homes of 15,000 older and vulnerable people. However, the anti-social behaviour strategy is in draft and is not yet driving a multi-agency approach.

- 88 The Council is working to reduce drug and alcohol misuse. It participates in the local delivery of the National Drug Strategy through its membership of Kent Drug and Alcohol Action Team (KDAAT). The performance of KDAAT does not currently compare well nationally but the Council has invested to increase its capacity. New leadership, a greater focus on user involvement, improved performance monitoring systems and more collaborative working arrangements have put KDAAT in a good position to improve.
- 89 The Council understands how fear of crime is driven by environmental factors as well as by crime and anti social behaviour. Clear guidance is available to staff about how to mainstream community safety into all council services. Operation Cubitt is an effective multi-agency approach to deal more effectively with abandoned cars and untaxed vehicles. The Clean Kent Campaign focuses on reducing fly-tipping, littering and graffiti and has contributed to a 20 per cent increase in the public perception that Kent is clean. These projects are contributing to a better environment and quality of life for local communities.
- 90 The Council works effectively with other agencies to reduce accidents. Road accidents are reducing significantly and are on track to meet the national target of a 40 per cent fall in the number of people killed or seriously injured well before the 2010 deadline. Multi-agency campaigns target drink driving, mobile phone use, speeding and non-use of seat belts. A combination of education, publicity, training and enforcement has been successful. Projects such as Operation Cubitt and Clean Kent are reducing deliberate fires, fire deaths and casualties.
- 91 Emergency planning arrangements are fit for purpose. Multi-agency arrangements are in place, with KCC providing support to District Councils. The Local Resilience Forum co-ordinates information- and resource-sharing effectively. Arrangements were put to the test in the fuel crisis in 2000, the Foot and Mouth Disease outbreaks in 2001 and 2007, flooding in 2000 and the east Kent earthquake of 2007, and have worked well. Evaluation and review is systematic.
- 92 The Council works well in improving community cohesion in local areas, for example the Positive Futures project with Charlton Athletic Football Club and the multi-agency Gypsy and Travellers Forum. Rural wardens strengthen community cohesion and there is good work to support asylum seekers and economic migrants. However, the Council does not have an overarching strategic approach to cohesion and this is resulting in a lack of co-ordination and some gaps, for example the lack of a county-wide approach to promoting the contribution of migrants and countering myths.

## Healthier communities

- 93 KCC and its partners understand health inequalities well but progress in meeting them is not yet delivering measurable results. Life expectancy overall is higher than average but between the best and worst wards there is an unusually high 17 years difference. Thanet has the lowest life expectancy, well below the national average.

- 94 Joint work with the NHS on health inequalities has until recently been slow to develop, but in 2006 the Council and the Primary Care Trusts (PCTs) jointly appointed a Director of Public Health. The resulting public health strategy was agreed by partners in 2007 and has clear, appropriate priorities. Local action plans are now being developed in each district, supported by the 'Choosing Health' budget.
- 95 Councillors are committed to addressing health inequalities and KCC has a Cabinet member for Public Health. The Council is leading on a public health observatory, to promote health and reduce inequality through sub-ward-level public health intelligence and knowledge management. Health scrutiny is well developed, for example commissioning a wide-ranging report into physical activity and obesity that is contributing to a strategy across PCTs, District Councils, the private leisure industry and the voluntary sector.
- 96 The Council is vigorous in promoting healthy lifestyles for all age-groups. It has for some years been developing with partners the 'Green Grid' near the Thames Gateway, where recreational space is short, to provide a network of woods, heath-land and country park, connected by foot, cycle and bridle paths. Walking, cycling and riding routes across the county are well-promoted. East Kent Health Walks for people diagnosed as needing physical activity attract around 550 participants weekly. 'Activmobs' provides the infrastructure to help local people organise their own group physical activity. The Council promotes healthy eating and exercise to staff and offers health checks to non-schools staff.
- 97 The number of school pupils taking part in high-quality sport and physical exercise for at least two hours a week has climbed from 64 per cent in 2005 to 84 per cent in 2007 as a result of Big Lottery Fund projects for activities on school sites outside hours. In 2006/07, KCC secured £4 million of external funding, trained 1,300 teachers, coaches and volunteers, and supported 138 community sports events and programmes. A new, biennial Kent-wide School Games starts in 2008. The Healthy Schools initiative in partnership with the PCTs and KDAAT has been exceptionally successful, focusing first on schools in the most deprived areas. The Kent Agreement target of 50 per cent of schools was reached in July 2006 and 90 per cent are now involved, with 100 per cent in Thanet. There are two European-funded projects for joint work between children in Kent and North France on aspects of healthy living. Teenage pregnancies have reduced, although so far by less than target.
- 98 The 'Gateway' joint shop-front initiative brings health prevention closer to people's daily lives, although this is still at an early stage. The Ashford Gateway, the first to open in 2007, found a health screening event with a local pharmacy so popular that ongoing free checks for diabetes, blood pressure and *Chlamydia* infection are planned. However, there is limited focus within the Council on working with more vulnerable minority ethnic communities, for example adult asylum seekers and migrant workers, to identify needs and promote understanding of how to access health and support services.

## Older people

- 99 Kent is at a very early stage in developing a strategic approach to engaging with and providing for its increasing numbers of healthy, independent people over 50. It has recognised this gap and has appointed an older people's champion recently, but this is not a Cabinet role and routes to influence mainstream policy are not yet established. There are many impressive individual services and projects that promote a healthy and productive lifestyle, some described in sections above and others offered within cultural, arts and education services. But they are not pulled together into a targeted offering for older people.
- 100 Adult social care services are good, judged three-star by the Commission for Social Care Inspection. The Council is now one of few councils that still sets eligibility criteria at moderate, focusing its efforts on maintaining independence. It provides and commissions effective care to help people to return to their homes from hospital, with several impressive new partnership projects. It works effectively in partnership with the Department for Work and Pensions to promote benefit take-up. Its guidelines on working with older people from BME backgrounds have been recognised by the Department of Health (DoH) as a good practice exemplar.
- 101 There are notable developments. The Council is rolling out proposals to allow people over the next ten years to personalise their care through a responsive market place. The proposals are to meet need earlier by giving better information about community-based services; to make access easier by being more local; to extend self assessment so that people with less complex needs have no-fuss access to basic aids; to develop online assessment for more complex needs; and to provide brokering services that will help people procure their own services and develop a market place that makes real choice possible.
- 102 Kent has actively promoted a Whole System Demonstrator scheme to support older people, and is one of three areas in the country to pilot it. The DoH has awarded £5.1 million to make assistive technologies available to 1,000 people in five Kent areas. Electronic health and care monitoring will be a major part of the project, and social and health services will work together closely. If successful, tele-health is expected to be mainstreamed through health and tele-care through social care. Early pilot work suggests these technologies may bring significant help to vulnerable people living at home, reducing home-visits, visits to the doctor, hospital admissions and residential care as well as giving reassurance.
- 103 Until 2006 the Council was lagging in its use of direct payments but has now increased them to expected levels. It has developed the Kent Card, in partnership with a high street bank. Direct payments are credited to the card for recipients to buy their own home care support. This reduces administration, but has had a slow take-up as most providers are not set up for card payments. Nonetheless it has potential, particularly if extended to other types of assistance, to give more choice and control to service users.

## Children and young people

- 104** Outcomes for children and young people in Kent are generally good and there is outstanding potential to improve.
- 105** Children and young people enjoy and achieve in education. Looked after children have closed the gap with their peers at GCSE achievement. Unaccompanied asylum-seeking children receive a particularly good service in identifying their educational needs and then being placed to meet them. Children and young people are safe. They are generally helped well to make a positive contribution. The Youth Service plays a very significant role and many young people make an excellent contribution to civic life and local politics as a result. The Council contributes well to the ability of children and young people to achieve economic well-being.
- 106** Services are changing, to give more priority to prevention. The Kent Children's Trust (County Board) and four local 'pathfinder' trusts have agreed new structures and working practices to deliver better assessments of need and more coordinated services. The *Kent Children and Young People's Plan* identifies clear targets with realistic identification of the resources needed. The ambitions and priorities of the Council are based on extensive research, analysis and consultation. Weaknesses are prioritised and strategies put in place to improve.
- 107** The Council and its partners have successfully focused on under-achieving and vulnerable groups and have narrowed the participation and attainment gaps at ages 16 and 19. Participation in education and training post-16 is now good, having risen every year from 2004 to 2007. The variation between the highest and lowest areas within the county is low, noticeably so given very different levels of deprivation. There have been improvements at both level 2 and 3 as a result of clear strategic objectives, strong local planning structures and good, local and flexible implementation plans as part of the 14-19 strategy.
- 108** The Council and its partners have very good and wide-ranging safeguarding arrangements in place. Preventative work is effective and fewer children are being referred for social care. The large majority of those that are referred receive good services following good, timely assessments. Children on the child protection register are case-managed well, with council services operating very effectively in a planned way with partners. Quality assurance arrangements are strong and ensure that good outcomes are achieved wherever possible.
- 109** Looked after children are a priority for the Council. There has been significant reduction in the need for care services through good preventative interventions, and effective work in placing children who cannot return home with extended family and friends or adoptive families. Excellent foster carers, including specially trained carers, receive good support and offer increasingly stable placements.

- 110 Children with learning difficulties and/or disabilities are being well safeguarded, benefiting from good quality early years education, day care services, and schooling. Children with learning difficulties and/or disabilities are increasingly involved in planning and reviewing services, and transition planning is good. Children and young people are helped to make the necessary changes at key stages in their lives. However, some parents described difficulties in obtaining information about, and access to, specialist provision.
- 111 The Council works closely with partners to improve health, particularly by promoting healthy lifestyles. Teenage conception is lower than elsewhere in the country but local variation and a modest rate of reduction mean that it needs to stay as a priority. The 2010 target of a 50 per cent reduction against the 1998 figure remains challenging, not helped by insufficient IT capacity to monitor progress. The Council's approach with partners to wider sex and relationship education and sexual health provision shows early evidence of encouraging outcomes. Young people are very positive about what is available to them.
- 112 The capacity to improve is outstanding. The quality of service management and leadership are very strong and partnership working is very effective. There is political support and strong evidence of ability to deliver significant improvements.

## Appendix 1 - Framework for Corporate Assessment

- 1 This corporate assessment was carried out under section 10 of the Local Government Act 1999, under which the Audit Commission has power to inspect local authorities' arrangements for securing continuous improvement. The results of the corporate assessment contribute to the determination of the overall CPA category for an authority, which the Audit Commission is required to assess and report on under section 99 of the Local Government Act 2003.
- 2 The Council's self assessment provided a key resource in focusing the assessment activity which included consideration of:
  - key documentation;
  - updated performance indicators and performance data;
  - a comparative review of the Council's website;
  - a survey of local partner and stakeholder organisations undertaken in November 2007 that received a 55 per cent response rate (78 responses); and
  - interviews and meetings attended.
- 3 The assessment for Kent County Council was undertaken by a team from the Audit Commission and took place over the period from 28 January to 8 February 2008.
- 4 This report has been discussed with the Council, which has been given the opportunity to examine the Audit Commission's assessment. This report will be used as the basis for improvement planning by the Council.

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By: Paul Carter, Leader of the Council  
Robert Hardy, Director of Improvement and Engagement

To: Corporate Policy Overview Committee 26<sup>th</sup> September 2008

Subject: Comprehensive Area Assessment: Joint Inspectorate Consultation

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## 1. Summary

1.1. A joint consultation paper on the new assessment framework for Comprehensive Area Assessment (CAA) was published on 29<sup>th</sup> July by the Audit Commission, the Commission for Social Care Inspection, the Healthcare Commission, HM Inspectorate of Constabulary, HM Inspectorate of Prisons, HM Inspectorate of Probation and Ofsted (hereafter 'the inspectorates').

1.2. The consultation period closes on 20<sup>th</sup> October. A KCC response is currently being prepared. Member feedback on the proposals and contribution to the response would be welcome.

## 2. Background

2.1. CAA was set out in the *Local Government White Paper: Strong and Prosperous Communities* and will be the new performance management framework for public bodies in England and Wales. It is set to be introduced in April 2009, and will replace the current Comprehensive Performance Assessment (CPA), Joint Area Review of children's services, APA of services for children and young people and social services star ratings. Performance frameworks for specific services (e.g. schools, colleges, police, probation and health and social care) will continue.

2.2. CAA will focus on a particular area, as oppose to just assessing individual services and organisations. The inspectorates will combine together to form a joint assessment of outcomes for people within an area and the area's prospects for sustainable improvement.

2.3. Assessment will be comprised of two main elements. The *area assessment* will look at how well local public services are delivering results for local people, taking the Local Area Agreement (LAA) as its starting point. This will be underpinned by *organisational assessments* of individual public bodies within that area. For County Councils, this will involve an assessment of organisational effectiveness, combining a use of resources and performance management assessment.

2.4. The current consultation paper sets out proposals for what these assessments will look like and what they will cover. An outline of the proposals and the issues of concern are set out below.

## 3. Outline of the proposals

### 3.1. How will it work?

3.1.1. CAA will be a joint assessment, with the inspectorates sharing evidence and information to form a judgement on the performance of an area and the

organisations within it. Audit Commission appointed CAA Leads covering each LAA area will help to co-ordinate local assessments and local teams.

3.1.2. CAA will be based on a more on-going relationship between the inspectorates and localities, with fewer structured on-site inspections than at present.

3.1.3. Evidence will be gathered throughout the year from a range of sources, such as the National Indicator Set, findings from inspections of direct services and the information used by councils and their partners to manage their own performance. The views and experiences of local people, including those whose circumstances make them vulnerable or hard to hear, will be a key source of evidence.

### 3.2. The area assessment

3.2.1. The area assessment will be a qualitative assessment (and therefore not scored), taking the area covered by the Local Area Agreement (LAA) as its starting point and focusing on the prospects for better outcomes within that area.

3.2.2. The assessment will consider 3 main issues: how well local priorities express community needs and aspirations; how well the required outcomes and improvements are being delivered and what the prospects are for future improvement. The focus will not be on the quality of the process arrangements within the area, but on the actual impact local services are having on improving outcomes for people.

3.2.3. The inspectorates will use a flag system to highlight both positive and negative issues. Red flags will be used where there are significant concerns about outcomes, performance or future prospects that are not being adequately addressed by local partners. Green flags will be used to indicate innovative or exceptional success, which others could learn from.

### 3.3. Organisational assessments

3.3.1. Underpinning the area assessment will be organisational assessments of councils and fire and rescue services. These will focus on the organisation's effectiveness, assessing how well it delivers value for money (VfM) and how well it manages its performance.

3.3.2. The organisational assessment will look at how well a council:

- (i) *Manages finances* – how effectively the council manages its finances to deliver VfM
- (ii) *Governs the business* – how well it governs itself and commissions services that deliver VfM and better outcomes for people
- (iii) *Manages resources* – how well natural resources, physical assets and people are managed to meet current and future needs and deliver VfM
- (iv) *Manages performance* – how well the council is delivering services, outcomes and improvements in its priorities that are important locally. This will include assessing the council's leadership, capacity and capability to deliver future improvements.

3.3.3. Given the central role it plays in leading communities, the organisational assessment will also comment on the council's effectiveness as a community leader and its contribution to local partnership arrangements.

3.3.4. The report proposes 3 different scoring models for organisational assessment. Two models propose having 1 overall organisational score within a range of 1-4. The other model proposes publishing separate 1-4 scores for use of resources (strands i – iii in para 3.3.2. above) and for managing performance (strand iv above).

#### 3.4. Reporting CAA

3.4.1. The inspectorates will publish jointly an area assessment for every LAA area in November each year. There will be a summary report providing an overview of key priorities, overall successes and challenges and future prospects and a more detailed report with links to the underlying information and evidence.

3.4.2. Organisational assessments will be published alongside the relevant area assessment. Where an issue has been raised as either red or green flag in the area assessment, appropriate links will be made to the relevant organisational assessment to support accountability.

3.4.3. Performance against the National Indicator Set will also be published alongside area and organisational assessments.

#### 3.5. Inspection and improvement planning

3.5.1. Rolling programmes of inspection will cease from April 2009 (with the exception of programmes for youth offending teams and children in public care).

3.5.2. Instead, inspection activity will be triggered at any point during the year by the emerging findings and reports from area and organisational assessments. It is intended that the number of inspections and inspector days will be no more than the current level.

3.5.3. The inspectorates are committed to working in partnerships with each other, Government Offices, Regional Improvement and Efficiency Partnerships and Joint Improvement Partnerships to ensure efficient inspection planning is co-ordinated with wider improvement planning.

### **4. Issues of concern**

#### 4.1. Framework for area self assessment

4.1.1. Area self assessment (ASA) is not a requirement of CAA, but the process assumes that it will be done and will use ASAs as a large part of the evidence base for area assessment. If an area chooses not to do an ASA then the evidence base will be only that provided by individual services or the inspectorates' own evidence base alone.

4.1.2. A draft framework for ASA is currently being trialled between now and late October. KCC's intention is to get involved in the trial, help shape the methodology and influence the final framework so we end up with a workable practical process, which allows us to concentrate resources effectively across ASA and the annual LAA review.

#### 4.2. Lack of clarity on organisational assessment

4.2.1. The organisational assessment element is largely based on the current use of resources framework but there is only a generalised statement of principle on the additional element of 'managing performance'.

4.2.2. Further definition and explanation of the proposed structure is required. We would have concerns were it to be based solely on the new National Indicator Set PIs, as these would not necessarily be fit for purpose in determining organisational performance on key KCC services or on organisational and political priorities as set out in *Towards 2010*.

#### 4.3. Level of burden/additional bureaucracy

4.3.1. With the considerable quantity of detail still lacking from this consultation – in relation to area self assessment, the 'performance management' element of the organisational assessment and the lack of clarity about the relationship of both to the annual review of the LAA, it is safe to assume that there is likely to be an increased burden on local authorities as a result of CAA, not a reduction.

4.3.2. Where in theory there may some change proposed in shifting the burden from service-based assessment (APA, JAR, ARM etc) to a corporate focus on the organisation as a whole, it is already proposed that there will be rolling programmes of inspection for youth offending and children in public care and we consider it unlikely that direct scrutiny of other children's' services and social care will not continue.

#### 4.4. Subjectivity of judgement by inspectors

4.4.1. The consultation states that the main purpose of the area assessment is to provide a view of "what are the prospects for future improvement?" This introduces a considerable element of subjectivity into the assessment process as there can be no evidence base for speculation about the future. The framework and rationale for this aspect of the area assessment will need to be very clearly defined to mitigate this and give confidence to councils that they are being judged fairly.

### 5. **Recommendations**

5.1. Members are asked to:

- (i) provide comment on the proposals and contribute to the response; and
- (ii) agree to the Chair and Opposition Spokespeople for this Committee signing off the final response alongside the responsible Cabinet Member.

Contact details

Robert Hardy, 26<sup>th</sup> September 2008

Tel: 01622 221343

Email: [robert.hardy@kent.gov.uk](mailto:robert.hardy@kent.gov.uk)

By: Peter Gilroy – Chief Executive  
To: Corporate Policy Overview Committee –  
26 September 2008  
Subject: CHIEF EXECUTIVES DEPARTMENT ANNUAL COMPLAINTS,  
COMMENTS AND ENQUIRES REPORT  
Classification: Unrestricted

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Summary: This report provides Members with information about the operation of the Chief Executives Department complaints and representations procedure between 1 April 2007 and 31 March 2008.

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## **1. INTRODUCTION**

- 1.1 The report contains information on complaints, comments and enquires received and dealt with by the Chief Executives Department during 2007/08. The report has been compiled by the Performance Management Group and is based on the information provided by departments. Departments have their own arrangements for reporting trends to the appropriate management team.
- 1.2 The report outlines the number of complaints received by departments, complaint trends, the source of complaints and the performance on handling complaints. Information, where available, is also provided on improvements taking place as a result of complaints.

## **2. What is a complaint?**

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

## **3. Who can make a complaint**

- 3.1 Any individual or organisation who uses or receives a Council Service can make a complaint if they are dissatisfied with the service. This definition includes:-
  - Statutory or non statutory services provided to individual customers
  - Services provided on a commercial basis (eg Home to School transport)
  - Services provided to schools

- 3.2 The Complaints Procedure does not cover complaints from members of staff, trainees, apprentices or persons on work placements, involving working conditions, pay or other internal grievances.

#### **4. Stages of the complaints procedure**

- 4.1 The first step in the complaints procedure is a stage 1: Local Resolution. This is where an attempt to resolve the complaint at a local level is made.
- 4.2 If the customer remains dissatisfied then they can ask for their complaint to be considered at stage 2. The complaint is directed to the Managing Director/Director/Head of Service. The customer themselves would usually make the decision on whether they want their complaint to be investigated at stage 2 and (this option is openly published) they are made aware of this option in a variety of ways.
- 4.3 The third stage is for the customer to take the complaint to the Local Government Ombudsman.

#### **5. The Number of Complaints and Compliments Received**

- 5.1 In 2007/08, 44 complaints were received compared with 42 for 2006/07. The number of complaints, comments and enquires needs to be seen in the context of the number of people accessing services and the number of complaints, the number for the Chief Executives Department therefore, is relatively small compared to the number of people accessing the services.
- 5.2 A cautious approach is needed to the analysis of complaints as an increase or decrease in the number of complaints can not be assumed to reflect a change in the standard of service provided. An increase might indicate that the organisation is more receptive to complaints and may reflect how well informed people are about the complaints procedures. There is a correlation between articles in the media and press and the number of complaints, comments and enquiries.
- 5.3 The emphasis in the complaints procedure is to try to resolve complaints at a local level. If the complaint is not resolved at Stage One (problem solving) or if it is particularly serious, then the complaint can progress to Stage Two (Formal Complaint),

#### **6. Learning Lessons/Practice Improvements**

- 6.1 Customers have the right to complain. However, there are not always wider lessons from complaints. Some complaints often involve one off administration or human errors. However, services are encouraged to understand and apply the lessons from complaints in terms of service or procedural improvements where clear trends emerge from individual complaints. There have been no policy changes as a result of these complaints.

## 7. Complaint Handling Performance

### 7.1 Number of Complaints at Stage 2

Business Units	How complaint was received			
	Total	e-mail	phone	letter
Business Solutions & Policy	1			1
Commercial Services	16	2		14
Corporate Finance	16			16
Legal & Governance	5			5
Personnel	4	3	1	
Property Group	1			1
Strategic Development & Public Access	1			1
<b>TOTAL</b>	<b>44</b>	<b>5</b>	<b>1</b>	<b>38</b>

Complaints acknowledged within 3 working days		Actual	%
Business Solutions & Policy	1	1	100
Commercial Services	16	16	100
Corporate Finance	16	16	100
Legal & Governance	5	5	100
Personnel	4	4	100
Property Group	1	1	100
Strategic Development & Public Access	1	1	100
			<b>100%</b>
Responses to complaints within 10 working days		Actual	%
Business Solutions & Policy	1	1	100
Commercial Services	16	16	100
Corporate Finance	16	15	94
Legal & Governance	5	4	80
Personnel	4	4	100
Property Group*	1	0	
Strategic Development & Public Access	1	1	100

### 7.2 Business Solutions and Policy

There has been a complaint regarding information on a consultation with the public.

### 7.3 Commercial Services

The majority of complaints received are from parents who are not satisfied regarding the mode of transport to school provided for their child.

There have also been a number of complaints in the press by the private sector regarding Commercial Services activity, which have resulted in an on-going dialogue with the Federation of Small Businesses'.

#### 7.4 Corporate Finance

Within Corporate Finance there were 12 complaints that our insurers had declined legal liability for paying out on claims for compensation made against the Council and 4 connected to council tax. These related to comments about: multiple council tax leaflets; compensation for a faulty street light; pensioner complaining about overpaid officials; and local facilities - tax paid compared to services personally received.

Finance have also dealt with over 100 enquires about council tax or county spending. The majority of these complaints are received by e-mail. Following articles in the press a number of enquires have been received regarding the Chief Executive's salary and the non-disclosure of senior staff salaries. The majority of these queries have been generated by the Taxpayers' Alliance publicity.

#### 7.5 Legal & Governance

Complaints to Legal and Governance are mainly to do with delays in responding to correspondence.

#### 7.6 Personnel

Between April 1st 2007 - March 31st 2008 a total of 1765 posts were advertised and over 24,000 application forms from candidates from candidates. During this period 4 complaints were received regarding issues such as no response from application process, feedback after the interview and information on KCC website.

#### 7.7 Property Group

A complaint was received by a householder concerning building work being carried out a nearby school. \*This was an on-going complaint during the time work was carried out. In total, we sent 7 letters and made approximately 12 telephone calls to answer this complaint.

#### 7.8 Strategic Development and Public Access

KCC Gateways are managed by Strategic Development and Public Access department. Complaints about the Gateways service are dealt with by the relevant business service using the Gateway and will not be reported here. As from April 2008 complaints received about the Contact Centre and public access will be reported within the Chief Executives Department complaints report.

### **8. Valuing Diversity**

- 8.1 The Council provides complaint leaflets for adults, children and those with learning difficulties. We continued to advertise and promote access into the scheme for people with disabilities.

8.2 Monitoring information is used to inform practice, however due to the relatively low number of complaints received and the current low response rate to our equality and diversity monitoring forms it has not been feasible to make judgments and set specific objectives or actions from the feedback received.

## **9. Vexatious and Repetitious Complainants**

9.1 The Council can review a complaint and give a decision without formal Investigation where it considers it to be deliberately repetitious or vexatious.

9.2 The number of such complaints is increasing to such an extent nationally that the Local Government Ombudsman published last Autumn a Guidance Note on 'Unreasonable and persistent complainants'.

## **10. Compensation**

10.1 No compensation has been paid to complainants within the Chief Executives Department during 2007/2008 under the complaint procedure.

## **11. Corporate Assessment - Comprehensive Performance Assessment**

11.1 The Corporate Assessment highlighted a number of areas for improvement in the way the Council handles complaints:

'The Council's use of and response to complaints as a resource to drive improved services is being further developed, but currently - although statutory requirements are met - directorates have inconsistent approaches, and mechanisms for monitoring and using complaints are underdeveloped. This inconsistency is reinforced by the mixed quality and availability of service standards'.

11.2 Public satisfaction with complaints-handling is in the worst 25 per cent compared with other councils'.

11.3 These areas are being addressed by the County Complaints group. All Directorates now produce an annual complaints report covering the following areas:

- Number of complaints
- How we received them; phone, letter, e-mail
- % answered within our standards
- % why complaints are being received
- What we have learnt and what we have changed and improved
- Equality and diversity information

and will ensure consistent practice across all Directorates in monitoring and responding to complaints from the public and regarding use of complaints to drive service improvements

- 11.4 The Corporate complaint leaflet and the website are also being updated to improve information to the public.
- 11.5 Progress will be monitored via the Performance Improvement Plan which is item on the agenda B3 at today's meeting.

## **12. Compliments**

- 12.1 From April 2008 we will also be monitoring the number of compliments received by the departments. This information is not currently collected.

Janice Hill  
Performance Manager  
Performance Management Group  
Ex 1981

By: Leader of the Council

To: Corporate Policy Overview Committee – 26 September 2008

Subject: Localism: A Strategy for Success

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## **Introduction**

1. (1) Members will recall that when I presented the report to the County Council on 19 June 2008 I informed Members of the ongoing discussions with the Local Authority family of authorities (Borough/District and Parish Councils) on the preferred models of engagement with the local community.

(2) Members will be aware that the Comprehensive Performance Assessment undertaken in late January/early February recognised the Dover model of local forums worked well, which is why I commissioned a piece of work for each Cabinet Member together with Mr Davies, Mr Gough and Mr Wells to engage all members for each Borough/District Council area to be consulted on their preferred option for taking the Localism Strategy forward. I have always been clear that “one size does not fit all”. This consultation which will result in a preferred way forward for each Borough/ District area will be completed early in October.

## **Models of Localism**

2. Early indications are that a range of models are emerging. For example:-

- (a) Gravesham, who are well advanced with a Neighbourhood Forum model with two rounds of the new fora Gravesend East, Gravesend West and Gravesend Rural (which includes Parish Council Forums) planned to take place prior to the County Council elections in 2009;
- (b) Productive discussions with Swale Borough Council around a model of mini local strategic partnerships; and
- (c) Maintaining the Thanet Local Board but being inclusive in its representation of District and Parish Councils; and
- (d) In Ashford, each member who represents an Ashford electoral Division having a Neighbourhood Forum, but from time to time those Members who represent in the urban centre of Ashford coming together for a joint meeting.

## **Conclusion**

3. I will be keeping all Members of the County Council informed of the outcomes of the ongoing discussions Cabinet Members and other Lead Members are conducting on my behalf with the local authority family for each Borough and District

area. I will notify all Members of the County Council of the pilots I intend to role out across the County Council prior to the County Council elections in 2009.

**Recommendation**

4. That the report be noted

Paul Wickenden  
Overview, Scrutiny and Localism Manager  
01622 694486  
[paul.wickenden@kent.gov.uk](mailto:paul.wickenden@kent.gov.uk)

Background Information: nil

By: Alex King, Deputy Leader  
Peter Gilroy, Chief Executive

To: Corporate Policy Overview Committee - 26 September 2008

Subject: KCC International Activities Annual Report 2007/08

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**For Information**

**1. Introduction**

- 1.1. This International Activities Annual Report is the third annual report covering the diverse range of international work in which KCC is involved.
- 1.2. The report uses the headlines contained in the recent Audit Commission Corporate Assessment report relating to International work i.e. 'An outward-looking authority'; 'Promoting the interests of the county'; 'The opportunities and challenges of the Corridor to Europe transport links' and 'Encouraging best practice'.
- 1.3. The report provides an overview of the international work across the whole of the County Council ranging from staff exchanges in adult social care with Seattle, the Kent campaign for the 2012 games, working towards the reintroduction of Eurostar services to and from Ashford through to showcasing best practice in Kent such as Gateways and Telehealth on an international stage.
- 1.4. The intention is to formally publish the report following debate at this Committee incorporating the views of Members and other comments, observations.

**2. Recommendations**

- 2.1 Corporate Policy Overview Committee is invited to:
  - NOTE the 2007-8 Annual Report and to comment on its contents and the future challenges it has identified.

# **KCC INTERNATIONAL ACTIVITIES**

## **ANNUAL REPORT 2007/8**

## Foreword

This is the third International Activities Annual Report covering KCC's diverse range of International work across all Directorates over the past year which, in June 2008, saw the publication of the Audit Commission's Corporate Assessment Report as part of the CPA exercise. This paid particular tribute to KCC's participation in the international arena which was seen as:

- 'unusually outward-looking for new ways of achieving better outcomes for local people using extensive European and wider partnership projects, including with the US States of Virginia, Washington and Massachusetts'
- 'widely recognised and appreciated by partners for its sub-regional, regional, national and Europe-wide activity in promoting the interests of the county. This has brought large amounts of national and regional funding to support initiatives and successful lobbying over various transport issues'
- 'acutely aware of the strategic opportunities and challenges of the 'Corridor to Europe' transport links that cross the county from London to Dover and the Channel Tunnel'
- 'adopting commercial approaches to customer service and contact. A high proportion of the Council's middle managers have had opportunities to see practice elsewhere, including abroad'.

The following month also saw the celebration of Kent's 21 years of involvement in Europe at the Kent Brussels office in International House. The event recalled as 'pioneering and visionary' the decision in 1987 to sign a formal Co-operation Agreement with the region of Nord-Pas de Calais ahead of the opening of the Channel Tunnel.

Maintaining this outward-looking focus will however, be a key challenge in the coming year in the face of an increasingly difficult overall domestic economic climate, a tough three-year settlement from the Government and growing demands for services.

One way of ensuring this will be through the continuing delivery of real benefits to the people of Kent from our International activity. This year, for example, saw the launch of a number of EU programmes which have the potential to make a significant contribution to the achievement of the corporate and local priorities within 'Vision for Kent' and 'Towards 2010'. Provided KCC is prepared to invest sufficient time and resources, a realistic funding target in the next programming period 2007-13 should be of the order of €100 million, matching and perhaps exceeding the performance of recent years.

International activity is however about more than access to funding sources, however valuable. It also offers opportunities for strategic relationships, new ideas, exchange of knowledge and experience. As the Audit Commission recognised, the wider benefits provided by our strategic perspective and role in International Affairs is where the real added-value lies for the County.

Alex King  
Deputy Leader of the Council

Peter Gilroy  
Chief Executive

## **Key Milestones in 2007-8**

- Anniversary celebrations on 16 July 2008 of 21 years of Kent working in Europe;
- Closure of Kent's 2000-6 projects and launch of new EU Structural Funds programmes for 2007-13 – includes KCC success in Pre-qualification Questionnaire (PQQ) process for South East ERDF Competitiveness Programme;
- Announcement by Eurostar on 31 July 2008 of the reintroduction of a daily direct Eurostar service between Ashford International and Brussels from 14 December 2008;
- Successful hosting by KCC of EBN Congress 2007 in Canterbury on 20-22 June 2007;
- KCC leads UK participation in Virginia's US 400<sup>th</sup> Anniversary Commemorations May-June 2007;
- KCC has significant presence at the Smithsonian Folklife Festival in May 2007, showcasing Kent to 1,006,195 visitors;
- KCC organises a successful trade mission to Washington and Virginia in June 2007m, £20,000 worth of business secured and estimated orders of around £300,000 are expected;
- Establishment of new International Advisory Board on 30 July 2008

## **Themes, Challenges and Opportunities for the coming year**

Including those arising from activities undertaken during 2007/8, the key issues identified for the authority's International and European work in the coming year are:

- Maintaining the authority's outward looking international focus in the face of a difficult domestic economic climate;
- Developing the profile, services and client base of the new Kent Brussels Office facilities in International House;
- Securing external funding in support of KCC and Kent strategic and local priorities;
- Continuing to develop strategic partnerships in Europe and Internationally toward concrete projects of mutual benefit;
- Maintaining KCC's International profile and influence against an increasingly 'regional agenda' and lack of democratic accountability;
- Taking a leadership role, including through a new International Advisory Board, and other fora, to achieve a coherent and consistent approach to International activity across Kent;
- Learning from Best Practice.
- Olympics
- China

# Summary of Activities

## 1 An outward-looking authority

### *Celebrating 21 years of Kent working in Europe*

1.1 KCC celebrated the 21<sup>st</sup> Anniversary of its involvement in Europe with a reception and conference at the Kent Brussels Office in International House on 16 July 2008. The event recalled as 'pioneering and visionary' the decision in 1987 to sign a formal Co-operation Agreement with the region of Nord-Pas de Calais ahead of the opening of the Channel Tunnel. This had brought considerable economic and social benefits to Kent and, indeed, led directly to KCC becoming the first county in the UK to secure funding under the EU's Interreg programme.



1.2 The event encompassed a range of contributions, including from KCC Chief Executives, past and present; Nord-Pas de Calais; the UK Permanent Representation to the EU and Richard Ashworth, Conservative MEP for South East England, as well as a media perspective from the 'Ten Alps' company responsible for 'Kent TV'. A consistent theme from speakers was that local authorities and the people they represent, are not immune or isolated from global issues such as mass inward migration, demographic change, international transport corridors or climate change. KCC Chief Executive Peter Gilroy stressed that 'we must keep our doors open and let the fresh air of the global world in.'



1.3 The move of the Kent Brussels Office to new premises also provides a platform for reinvigorating Kent's future presence on the European stage and internationally, for influencing decision-makers and representing the county's strategic objectives. The 21 Years' celebration similarly helped to launch a forward programme of events, policy seminars, partnership meetings, exchanges of best practice and Kent 'showcases'. The key challenge over the next year will be to develop the profile,

services and client base of the new Kent Brussels Office facilities in International House.

### *Kent-Virginia Project*

1.4 Virginia's 400<sup>th</sup> Anniversary in 2007 provided a focus for raising Kent's profile in the US and to support the development of long term links. KCC's significant presence at the Commemorations (in particular the Smithsonian Folklife Festival and the Queen's State Visit in May 2007), followed on from its establishment of the Jamestown 2007 British Committee and Jamestown UK Foundation, both high profile national and international groups.



1.5 Since the signing of a renewed Memorandum of Understanding between the Governor of Virginia and the Leader of KCC on 14 November 2006, other project achievements in 2007/08 have included:

- Locate in Kent (see below) signed a cooperation agreement with Greater Richmond Partnership in February 2007.
- A successful trade mission (Trade Force) organised in partnership with Essex CC and part-funded by UK Trade & Investment visited Washington and Virginia in June 2007. £20,000 worth of business was secured along with two significant Letters of Intent. Estimated orders of around £300,000 are expected.
- Following a Statement of Intent signed between KCC and the Virginia Department of Human Resources in July 2006, initial staff exchanges took place in May and June 2007.
- Following the establishment of initial links and the identification of the most viable opportunities, ongoing activities will be for individual KCC Directorates to take forward within their own resources and Business Plans.
- A strong link has been forged with Virginia Tourism Corporation and Kent continues to increase its share of US tourism against the national trend.

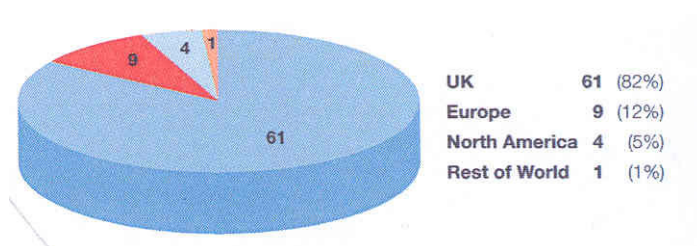
### *Inward Investment*

1.6 Locate in Kent (LiK) is Kent's investment promotion agency and one of the most successful in the UK. As outlined in its Annual Report for 2007-08, the company has had a good year in which there were 75 successes compared with 72 in 2006/07 and 2,356 jobs created – a 42% increase on last year – and 1,296 retained.

Jobs created and retained were of a high quality – 50% were in knowledge based sectors, up by 24% on 2006-07.

- 1.7 Although successes are still predominantly from the UK, this year the percentage of overseas successes was up from 14% to 19% with the number of successes originating from Europe up from 4 to 9 (including, for example, the relocation of French company Commedia, a supplier of credit card payment systems and software, to a 12,500 sq ft distribution facility at Northdown in Eureka, Ashford creating 50 new jobs and retaining 80 jobs). However, the importance of overseas investment becomes more evident when looking at jobs and capital investment, with 51% of all jobs and 87% of investment coming from overseas. LiK this year also launched a three year campaign in North West Europe involving events, PR and lead generation. As a result the percentage of overseas projects in the pipeline now stands at 21.4% compared to 16.9% last year.

Successes by Country of Origin 2007-8



- 1.8 The Deputy Leader is developing links with the International Economic Development Council, speaking at its annual conference in Phoenix, Arizona in a joint presentation with the Fairfax County Economic Development CEO on international trade and investment.

### ***Emerging links with China – Threats and Opportunities***

- 1.9 Over the past year, several opportunities for links with China have been investigated. Meetings have been held between officers in the Chief Executive's Department and business consultants who specialise in working with China. Oxford University also conducted some research on behalf of KCC to provide an introduction to the potential opportunities and issues of working with China. It was decided not to pursue the various opportunities discussed at this time, but to monitor the situation and identify future opportunities.
- 1.10 However, various other activities relating to China have taken place over the last year including:

- Olympics – KCC’s Head of Sport, Leisure and Olympics visited Beijing and Macao during the 2008 Olympics. The aim of his trip was primarily to develop links with other nations offering pre-games training camps for 2012 (see Section 1.10 for further details.) As part of this trip, he also attended the China Travel Trade and Media Conference, on behalf of Visit Kent to create new links for Kent with the China travel trade.
- Links with the Chinese Ambassador - Ambassador Fu Ying is a former student of the University of Kent, and the university has strengthened its links with China through this relationship. Ambassador Fu Ying expressed interest in forming a relationship between Kent and her home region of Inner Mongolia. International Affairs Group have had a meeting with the Chinese Embassy about this, and work is on-going to further investigate this proposal. A stakeholder dinner with Ambassador Fu Ying is being organised by UKC/KCC.

***Kent Campaign for the 2012 Games - International activities and benefits***

1.11 The Olympic Games and Paralympic Games are a truly international affair, with some 206 countries taking part. As London prepares to host the 2012 Games, the Kent Campaign for the 2012 Games, led and managed by the Communities Directorate through the Sport, Leisure and Olympics service, is working to maximise the international opportunities for Kent as below:

- Approximately 30% of the anticipated visitors during the six week period of the Games will be international. The Campaign, through KCC and Visit Kent, have been working with Visit Britain to ensure we are well placed to capture our share of that market. More importantly is the nine year tourism window around the Games, which Kent has been using since 2006 as a catalyst to enhance Kent tourism. This includes programmes such as the Greeters programme, Big Day Out and the London campaign (hitting international visitors to the capital.)
- The Games provide an opportunity to stage Pre Games Training Camps, which generate long term relationships with nations to achieve educational, sporting and cultural exchanges over the longer term. This will raise Kent’s international profile, and pride within local communities. Packages are being developed to maximise the support we can provide for Pre Games Training Camps to include best

value accommodation, transport, and sports science. Kent has 31 officially recognised Olympic Pre Games Training Camps in the County, more than any other English county, and more than each of Scotland, Northern Ireland, and Wales. We also have 7 officially recognised Paralympic Pre Games Training Camps. The Kent Campaign will be supporting all 38 camps plus visits of international sports squads already taking place. Kent has recently hosted the Saudi Arabian judo team, the Slovenian gymnastics team, and sports teams from Iceland, France, Canada, America and New Zealand. A Kent Pre Games Training Camp DVD has been produced to promote the county as a destination for international teams.

- The Kent Campaign is campaigning for the Olympic Torch to enter the UK through Dover come 2012, as it did in 1948 when London last hosted the Games. Cross channel discussions have taken place about how we can work together with French partners to further the campaign, and we are working with Dover Local Children's Strategic Partnership on cross channel schools' elements of the campaign. The Campaign is also staging a high profile event in Dover to support the national launch of the Cultural Olympiad, and again this is being used as an opportunity to proactively promote international activity.
- Additionally the Campaign is exploring how best to maximise the international elements around the Cultural Olympiad per se, as well as joint working with Locate in Kent and the UKTI to discover how best to exploit the Inward Investment opportunities.
- Finally, the Head of the Sport, Leisure and Olympics service spent a week in China during the Olympic Games, as part of an official South East delegation with Visit Britain. A range of international opportunities were fruitfully explored including the areas above, as well as gaining a better understanding of how Kent can go about delivering real international profile through the 20,000 to 30,000 accredited and non-accredited media that will attend London 2012.

### *EBN Congress*

1.12 The European Business Network (EBN) is a non-profit making association based in Brussels which represents Business Innovation Centres across Europe. The "Global Innovation Bridges" EBN Congress was held in Canterbury from 20-22 June 2007. This focused notably on encouraging the engagement of

the various levels of government in the EU with small businesses and international partners and driving innovation in the public sector. England had never before hosted this prestigious event nor had EBN featured the transatlantic connection with the United States. Kent's bid to welcome the Congress in 2007 was won against stiff competition from several European capital cities, including Budapest (which hosted it in 2008).



EBN Opening Ceremony

1.13 The keynote speaker, Shadow Technology Minister Charles Hendry, told delegates that securing the conference was a great testimony to KCC's work in the 'Kent Year of Innovation' as one of the most dynamic and successful counties in the country. The event has firmly placed Kent on the international map as a place for SMEs interested in working internationally to do business and relocate. Delegates became aware of Kent's proximity to both London and Continental Europe and the benefits to business that this could bring. The event also marketed Canterbury as a business tourism and international conference venue and EBN was the first large international multi-venue conference the city has hosted. As well as longer term tourism, trade and business opportunities for the city and county, spend by delegates is estimated at £150,000 during their 3-day stay.



EBN Exhibition Stands

### *International Advisory Board*

1.14 A new International Advisory Board including representatives from leading organisations in Kent such as Locate in Kent (LIK), Kent Tourism Association (KTA) and the University of Kent has been established and met for the first time on 30 July. The aims of the Board, which will meet 3 or 4 times a year, will be:

- 'to provide a Forum to share experiences/work on International activity in Kent to achieve a coherent and consistent approach';
- 'to take advantage of new opportunities and to 'stay ahead in a changing game';
- 'to ensure Kent emerges from the economic downturn in a strong position to take advantage of new opportunities'

## **2 Promoting the interests of the county**

### *European Structural Funds 2000-06*

- 2.1 This is the last year of spending running to 31 December 2008 for the range of programmes for which Kent has been eligible in the 2000-2006 EU Structural Funds programming period, and for which some £100 million has been secured for the county. These include Objective 2, Interreg IIIA, Interreg IIIB, Interreg IIIC, Urban II, and Leader+ under the European Regional Development Fund (ERDF) as well as the European Social Fund (ESF).
- 2.2 At the last meeting of the South East's Joint Europe Committee (see below) the Head of European Programmes at GOSE had reported a current total potential underspend in ERDF-funded SE programmes of £31.9 million out of a total budget of £153.8 million, i.e. over 20%.
- 2.3 GOSE has advised that it was working to avoid decommitment of this funding, including by recycling unspent funds, However, this does raise additional concerns over the future effectiveness of the regional management of the Funds in the new programming period 2007 - 2013, as exemplified in GOSE's unsatisfactory handling of committee arrangements (see below) and delays in agreeing the new programmes.

### *The new programmes 2007-2013*

- 2.4 Most of the new EU Structural Funds programmes for 2007-13 for which Kent is eligible were due to be approved this year by the European Commission. These include the Interreg IVA France (Channel) England and '2 Seas' cross-border cooperation programmes launched respectively in Rouen on 24 January 2008 and Dunkerque on 24 April 2008. The South East ERDF Competitiveness Programme was launched in Winchester on 14 May 2008. KCC's International Affairs Group has been actively influencing and providing input to these new programmes. In particular, KCC was the only UK local authority representative on the Member State Working Group developing the '2 Seas' programme, otherwise comprised of UK central government and regional bodies. KCC recently learnt that it was successful in SEEDA's Pre-Qualification Questionnaire (PQQ) process and will now be invited to submit projects to the Competitiveness Programme against specifications approved by the Steering Committee.

- 2.5 Under the European Social Fund (ESF), KCC has also been awarded a contract by the Learning & Skills Council to deliver innovative learning and development in particular to employees of small companies in the Kent and Medway area. The contract is worth £761,000 over three years.
- 2.6 IAG has also been seeking to ensure that KCC is properly represented on the Programmes' decision-making bodies, the Programme Monitoring Committee (PMS) and Programme Steering Committee (PSC). KCC is a member of the S.E. Competitiveness Programme PMC, but continues with the support of French partners, to seek permanent representation on the Interreg Committees rather than the unsatisfactory part-time representation allocated by GOSE under its 'rotational' system.
- 2.7 Despite previous efforts at 'simplification' the European Commission's administrative requirements for the new programmes have become even more onerous. In particular, 'Lead Partners' (and as a strategic authority, KCC might be expected to assume this role in many cases) will now be directly responsible for the overall delivery and sound financial management of projects. Not least to avoid 'claw back' of funding it is therefore especially important that participating KCC Directorates understand the new rules applying to programmes and adhere to a corporate approach to submitting and delivering projects. Following an IAG Information Seminar for Directorates on 12 June 2008 to outline the new requirements, a Guidance Note has been produced and endorsed by KCC Resources Directors, setting out the way in which projects should be implemented (inc. claims, control procedures, use of the Euro, match-funding etc.).
- 2.8 Previous reports to this Committee have outlined the opportunities available to KCC from the new programmes in support of the authority's priorities and a target of €100 million of EU funding into Kent for 2007-13 has been proposed. In this regard, a number of significant KCC projects (summarised at Annex 1) seeking a total of €4.7 million in ERDF funding were submitted in July 2008 to the First Call for projects under the Interreg '2-Seas programme. These include in particular projects aimed at the further expansion of personalised public services and tourism development. A proposed project between Kent TV and Focus TV in West Flanders is expected to be among those KCC projects submitted to the Second Call to be launched in October 2008.

## *Joint Europe Committee*

- 2.9 The South East Joint Europe Committee (JEC) was created in 2000 as a joint regional committee between the Assembly and SEEDA in order to provide a common focus for influencing European policy. The JEC subsequently became a three-way joint committee with representation from four sub-regional partnerships.
- 2.10 The last meeting of the JEC on 4 June 2008 announced the ending of the Assembly's participation in, and administration of, the JEC from 16 July 2008 and therefore of the existence of the JEC in its current form.
- 2.11 There is however a desire from both SEEDA and the other SE local authorities to maintain such an EU network at S.E. level. This is therefore also an opportunity for KCC to lead and set the European agenda for the South East by establishing a new grouping, building on the positive references to the authority's European and International work in the Corporate Assessment Report.

### **3 The opportunities and challenges of the 'Corridor to Europe' transport links**

#### *The Ashford Eurostar Campaign*

- 3.1 Since the opening of Ebbsfleet International Station and the ending of direct train services from Ashford to Brussels in November 2007, the County Council has worked long and patiently with passengers, the business sector, public sector bodies, MPs and MEPs to make the case for the reintroduction of Ashford to Brussels services in 2008.
- 3.2 This culminated on 31 July 2008 in an announcement by Eurostar of the reintroduction of a direct daily service between Ashford and Brussels from 14 December 2008, the date of the international winter timetable change. Whilst Eurostar will be monitoring the take-up and viability of the new service, this announcement is clearly excellent news in the shorter term for business and tourism in Kent, especially in the run-up to the 2012 Olympics. However, in the longer term, KCC and its European



Ashford International Station

partners have been seeking to secure a more equally balanced relationship with the rail operators and an understanding of the needs of intermediate stations.

- 3.3 In this regard, at meetings in Brussels on 10 October and 12 December 2007 between KCC, Nord-Pas de Calais and the City of Breda (NL), it was agreed to establish a new European network focussed on the Paris-Brussels-Cologne-Amsterdam - London high-speed line. The network would provide a collective platform for contacts with governments and rail companies and be open to European local authorities with intermediate stations and will provide additional support for the maintenance of the Ashford-Brussels service. In advance of a planned meeting with the European Commission In November 2008, a Declaration of Intent and celebration of the official launch of the European Cities and Regions with intermediate stations will be signed in Breda on 25 September 2008.

## **4 Encouraging best practice**

### *International Professional Development*

- 4.1 The Teachers' International Professional Development (TIPD) programme, funded by the Department for Children, Schools and Families (DCSF), offers teachers a unique opportunity to get first hand experience of education internationally. Participants visit schools, meet teachers, educationalists and policy makers and get the opportunity to reflect on and examine their own practice in the light of international experience. Visits are organised during school holidays. Kent has an allocation of 54 places each year, but is often offered extra places, unused by other local authorities. In 2007-2008 Kent had 67 places and visited Turkey, Switzerland, Egypt, Sweden, Canada and Latvia.



- 4.2 Visits arranged as part of the 'Link:Ed' project, which was a very successful three-year cross-border Interreg IIIA project, finished in December 2007. Professional development was a key element of this project and provided an excellent opportunity for Kent Teachers and Educationalists to exchange best practice with colleagues and counterparts in France. Over the three-year period 16 study visits were arranged for Kent Delegates to visit Nord Pas de Calais (59 teachers took part in 2007-2008).

- 4.3 In addition, other CFE Directorate visits were organised to observe good practice on issues such as teenage pregnancy and to forge links aimed at shared policy making or to attend conferences to update professional thinking. Many of these opportunities were grant funded. Kent Head Teachers take opportunities to join visits organised by the National College of School Leaders and the Specialist Schools and Academies Trust. During the summer, 12 schools participated in a study tour to Singapore, visiting education establishments and attending the International Conference on Teaching and Learning with Technology.

#### *International Staff Exchange Programmes*

- 4.4 The Seattle exchange programme, which has a focus on mental health and adults with learning disabilities, continued to make a valuable contribution in 2007-8 to the staff care package, notably around the motivation and retention of staff. Opportunities were made available to four members of staff from KASS during this financial year, offering personal and professional development and best practice exchange.
- 4.5 The 'Chemin de Vie' Interreg IIIA project, part financed by ERDF, closed this year tallying over 900 cross-border beneficiary and staff contacts with partner organisations in northern France. For KASS staff, this project has been a valuable platform from which to observe and discuss each other's socio-professional context, and the techniques and procedures adopted. Opportunities for operational staff to meet with their counterparts in Pas de Calais were postponed due to the restructuring of social services within the French local authority. However, the desire remains to develop a programme of visits centred around service provision for older people and adults with learning disabilities.
- 4.6 Following an inaugural visit to King County Council, Washington by a member of staff in the Democratic Services Unit in September 2006, KCC hosted a reciprocal exchange from Council Member Larry Gossett and County Auditor Cheryle Broom in May 2008. The purpose of the visit was for our American partners to learn about the priorities facing Kent County Council, how we are being strategic and cutting edge in addressing them and gathering information on best practice that could be of value to King County.

It was also a relationship-building visit to develop understanding and strengthen the links between the two Counties, which have many ancestral linkages and similar contemporary challenges. Within King County Council is the City of Kent and work is just

starting to look at how we might foster KCC's relationship with this city to our mutual benefit.

### *PASCAL International Observatory*

4.7 KCC is a founding member of the PASCAL International Observatory, along with the Scottish Executive, Victoria State Government, University of Stirling and the Royal Melbourne Institute of Technology. The purpose of the PASCAL alliance is to share research and policy development initiatives on an international level with a specific focus on social capital, place management and learning regions. The start-up phase of the PASCAL International Observatory project ended with the commencement of subscription services in summer 2007. KCC will continue to be involved as a PASCAL Executive Board member helping to steer the future direction of the alliance.

In addition to raising KCC's profile internationally across the key themes of the alliance, the project has also produced a number of key achievements to date. These include the delivery of six international conferences focusing on information sharing and best practice - all of these sessions have included representation/speakers from Kent. Contribution was also made at the Kent Thameside PASCAL event, and a team will be taking forward the project to set up an advisory group to support delivery. In addition, KCC has been heavily involved in producing both online and hard copy literature pertaining to PASCAL, with a series of three books published by NIACE including a forward from KCC's Leader in the most recent publication.

KCC continues to participate in a range of engagement activities including the OECD 14 Region Pure Study which focuses on the role of universities in regional development. The council has also successfully established links with the Victoria State Government with a number of ministerial visits to Kent.

### *Showcasing Kent Innovations*

4.8 KCC is committed to learning and sharing best practice internationally in order to continually improve its services. This year, there has been a lot of interest in Gateways and Telehealth. One of the KASS Managers responsible for implementing the Whole System



Demonstrator programme in Kent addressed the UK-Taiwan Telehealth conference in September 2007 to exchange views and ideas on improving public health and social care through integrated technology and innovation. The conference highlighted the similar challenges facing the UK and Taiwan in managing an ageing population.

KCC was also the only local authority invited to speak at a United Nations seminar 'Citizenship in Future Cities and Settlements' in New York in February 2008. The emphasis of the seminar was on improving the quality of cities for older people and carers in the future, and the KCC speech suggested how Gateways could promote better public access to achieve this.

Bringing Telehealth and Gateways together, in August 2008 the Director of Strategic Development and Public Access visited Toronto, Canada on a fact-finding exercise to see examples of Telehealth technology being used in community sites, with the aim of introducing Telehealth into Gateways. The trip also showcased best practice in using Telehealth technology to monitor the health of staff members, and new technology being used in contact centres to automatically alert members of the public to road works, school closures etc. These examples of best practise are currently being explored to see how they could be implemented in Kent.

In October 2008, the Chief Executive will be addressing the International Canadian Health Conference to share KCC's latest developments in innovation and best practice.

- 4.9 Following a visit from the Royal Canadian Mounted Police Force (RCMP) to KCC, a delegation from KCC Communities and Kent Police was invited to Richmond, Canada by the RCMP in April 2008. The purpose of the visit was to gain frontline understanding of Richmond's approach to community wellbeing, crime prevention and their Youth and Restorative Justice systems. A further objective of the visit was to present the Kent model of neighbourhood policing and Community Wardens. Following the visit, various actions are being put into place to develop in Kent the successful approaches that the delegation observed in Richmond, building on best practice. Staff exchanges are also being discussed.

Annex 1 :Examples of new KCC projects under the Interreg IVA Cross-border Programme 2007-13

<b>Project Title</b>	<b>Project Summary</b>	<b>Partner Details</b>	<b>Budget</b>
Cross – Border Observatory to Optimise Public Service Delivery	In support of the development of personalised public services, partners will work together to understand communities and localities through the use of sophisticated software tools such as customer profiling and segmentation, mapping and access to public facilities. The aim is to improve customer satisfaction with public sector services, to gain further understanding of customers wants and needs, and how services can be positioned to meet these needs.	KCC Strategic Development Unit (CED)  Conseil Général du Pas de Calais  All Kent Districts	Total Budget: £3.2m  KCC Budget: £960K  KCC ERDF requested: £480K
Coast	A tourism project which aims: - To reinvigorate tourism in the coastal areas of Kent and West Flanders, resulting in increased visitor spend and additional employment opportunities - To capitalise, in sustainable tourism terms, on the unique coastal environments and maritime traditions and characteristics of both regions	KCC Tourism (E&R)  Visit Kent Ltd.  Westtoear (West Flanders Tourism Authority)	Total Budget: £5.3m  KCC/Visit Kent Budget: £3m  KCC/Visit Kent ERDF requested: £1.5m
TTRIP	A tourism research project which aims to: - To share research knowledge and expertise to best effect - To work together to produce research which will help to guide destination marketing and development decisions across the Region Transmanche - To map out future directions for making the best possible use of new technology in support of sustainable tourism development - To improve intelligence on current and potential tourism industry performance to help to underpin investment decisions	KCC Tourism (E&R)  Comité Régional de Tourisme Nord-Pas de Calais	Total Budget: £1.5m  KCC Budget: £600K  KCC ERDF requested: £300K
EARTH	A tourism project aiming: - To develop and embed a responsible approach to tourism destination development and marketing centred on sustainable	- KCC Tourism (E&R) - Visit Kent Ltd - Comité Régional de	Total Budget: £12.4m

	<p>tourism and taking equal account of visitors, the industry, the community and the environment</p> <p>- To make Region Transmanche an exemplary destination in terms of sustainable tourism to in preparation for the 2012 London Olympic and Paralympics Games, thereby maximising the potential visitor benefits of the Games</p>	<p>Tourisme Nord-Pas de Calais</p> <p>- Comité Départemental Tourisme Nord</p> <p>- Comité Départemental Tourisme Pas de Calais</p>	<p>KCC/Visit Kent Budget: £5.5m</p> <p>KCC/Visit Kent ERDF requested: £2.75m</p>
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**By:** **Cabinet Working Group on Climate Change (Alex King (Chairman), Keith Ferrin & Kevin Lynes)**  
 Cabinet Member for Chief Executive's Department (Alex King)  
 Managing Director for Chief Executive's Department (Peter Gilroy)

**To:** Corporate Policy Overview Committee, 26 September 2008

**Subject:** **A summary of progress towards delivering Kent County Council's Climate Change Action Plan (which implements Select Committee on Climate Change recommendations as adopted by Council in January 2007). An overview of the next phase of opportunities for Chief Executive's Department (CED).**

**Classification:** Unrestricted

**Summary:** The Select Committee on Climate Change published its recommendations in October 2006. Kent County Council produced its first response in January 2007 in which it committed to a series of actions since drawn together in a Climate Change Action Plan, overseen by the Cabinet Working Group on Climate Change. This report summarises progress and outlines further opportunities for CED to contribute to the next phase of the programme.

**Recommendation:** That Members:

- a. Note progress made to date;
- b. Agree proposed next steps for CED (see **3.2, 4.4 and 5.6**);
- c. Invite CED officers to report back progress to the POC at six-monthly intervals.

## **1. Introduction**

- 1.1. The Select Committee on Climate Change published wide-ranging and ambitious recommendations in October 2006. The Council approved action in response to the 12 sets of recommendations in January 2007. This action was a first response to the recommendations, focused on immediate priorities and on bringing together several existing areas of work into a coherent strategy.
- 1.2. The climate change agenda is moving rapidly. A reconvened review meeting of the Select Committee on Climate Change in March 2008 recognised that significant progress had been made and identified the next phase of work now needed in each Directorate in KCC, which has been further supplemented by an independent review from Climate South East and the outcomes of KCC's recent CPA review.
- 1.3. In response, the Cabinet Working Group on Climate Change has asked that each Policy Overview Committee considers a next set of opportunities for their respective Directorate, in order to further raise awareness and embed action across KCC.
- 1.4. The purpose of this report is to bring Members up-to-date with progress relevant to the CED portfolio; and to present proposed next steps for CED, focusing on win-wins between climate change objectives and the vision for the Directorate.

## 2. An overview of KCC's Climate Change Action Plan

- 2.1. KCC's Climate Change Action Plan is grouped into three workstreams as defined in the Nottingham Declaration Action Pack (this is the definitive source of good practice for local government on tackling climate change to which KCC signed up in 2001), underpinned by cross-cutting leadership, governance and communication.
- 2.2. The three workstreams are:
- a. **KCC as an estate manager: Mitigation and carbon management:** We are leading by example to reduce our own carbon emissions to meet a series of targets; 10% reduction by 2010, 20% by 2015, working towards the Government's current UK-wide target of a 60% reduction by 2050.
  - b. **KCC as a service provider: Adaptation and resilience:** We are working to ensure all the services we deliver understand the impacts of climate change and make provisions to adapt as necessary, reflected in business planning across KCC from 08/09 onwards. We are also making sure our policies and decisions support adaptation across Kent.
  - c. **KCC as a community leader:** We have agreed new Kent Agreement 2 targets to take action across Kent, both to reduce carbon emissions and to ensure businesses, infrastructure, services, communities and landscapes across Kent are able to adapt to the opportunities and challenges presented by climate change.
- 2.3. Further information is attached in case of interest:
- **Annex 1** summarises current KCC policy on climate change.
  - **Annex 2** summarises the Climate Change Action Plan, some successes so far, and next steps as identified by the Select Committee on Climate Change (asterisked\* in the table), an independent review by Climate South East and the emerging regulatory framework on climate change.

The remainder of this paper focuses on action CED may wish to take to contribute.

## 3. Specific action owned directly by CED

- 3.1. CED takes a specific lead in implementation of Select Committee on Climate Change Recommendations 1/11 on corporate leadership. In 2007 the Chief Executive took on an overarching role as climate change champion, further supported by Director-level champions from Property Group, Finance and the Kent Partnership for each workstream respectively. Further details are at **Annex 3**.
- 3.2. Significant progress has been made; the next set of opportunities for CED includes:
- a. Further to the Climate South East review, to support delivery of “**breakthrough project case studies**” through two high-profile and transformational areas of work (Better Workplaces Programme and Building Schools for the Future, both of which have significant potential benefits for carbon management and wider climate change objectives). These will inject some focused training, awareness-raising and expertise into these teams; test what is feasible in terms of direct carbon savings, climate change adaptation and broader sustainability issues; identify barriers and consider how these could be addressed; communicate lessons learned as a high-profile case study within KCC in order for other staff and projects to benefit from the experience; and leave a legacy of project team

members who worked on a high-priority, high-profile project for KCC who now have a deeper understanding of the issues that they can take into their next role. Work is just beginning to engage with these projects. Some limited funding is available from the Climate Change Programme and from the Carbon Trust to support this work.

- b. To continue a **corporate leadership** role in developing and embedding KCC's organisational capacity to tackle climate change, in line with feedback from the recent CPA report. This includes leading by example, taking relevant climate change challenges and opportunities to a range of KCC Boards for action (e.g. Property Board, Procurement Board, ICT Boards, Resource Directors), being prepared to invest-to-save where there is a sound business case, and asking challenging questions in order to "climate-proof" decisions. To reach a stage of organisational maturity on climate change issues where we regularly influence our strategic partners in Kent to do the same.
- c. To ensure that the **financial costs and benefits** of tackling climate change across KCC are well reflected in MTP and MTFP processes, including appropriate use of Directorate-level carbon budgets and polluter-pays principles as and when this is appropriate under the Carbon Reduction Commitment regulations.
- d. Now that use of the new KCC Environment Policy and Decision Report Form are well-established, it may be appropriate for the Climate Change Programme to work more closely with Performance and Democratic Services colleagues to assess the quality of implementation, in order to evaluate success and identify any areas where service areas need further support to "climate-proof" decisions.
- e. For **Personnel** to work to further embed an understanding of climate change into all management training and other relevant opportunities. To endorse and support a range of further upcoming **communication and awareness-raising** initiatives.
- f. To consider a further reconvening of the Select Committee on Climate Change at a future date in order to continue to provide constructive challenge in shaping further phases of the programme.

#### **4. Mitigation and carbon management in CED**

- 4.1. Representatives from Property, Procurement and Commercial Services attend the KCC Environment Board, which has agreed a prioritised strategic action plan on environmental performance for KCC. The Directorate is also well represented on a range of cross-Directorate sub-groups.
- 4.2. CED has recently achieved ISO 14001 environmental management system accreditation, and is therefore increasingly committed to tackling all aspects of environmental performance, including making a proportionate contribution to the KCC-wide carbon reduction targets.
- 4.3. Specific highlights to date include:
  - a. Initial implementation of **greener office practices**, such as reducing wasted energy, using recycled paper, reduced printing and reducing staff travel.
  - b. Use of the KCC Energy Loan Fund to fund **capital investment in energy efficiency measures** in some KCC buildings. CED has so far received £70,072 of loans that has so far resulted in annual savings of £18,600 and 119 tonnes carbon dioxide.
- 4.4. Looking forward to March 2009 and beyond, the next set of opportunities for CED are:

- a. To **invest-to-save** in further carbon-saving and energy-saving measures across the Directorate, taking advantage of high energy prices and increasingly attractive payback periods. This includes, but is not limited to, making full use of the corporately-funded Energy Loan Fund and of upcoming Energy Performance of Buildings analysis where feasible;
- b. To lead a corporate drive to significantly reduce costs and carbon emissions arising from KCC's business and commuter **travel**. Travel makes up some 40% of the organisation's carbon footprint and continues to be a challenging area to address.
- c. The rising carbon emissions associated with increased **ICT** use across KCC risks counteracting carbon savings made elsewhere. There are a range of opportunities and solutions for both reducing costs and improving the energy efficiency of ICT and work is ongoing to explore these, for which corporate support is encouraged.
- d. To further develop understanding of the impacts of the Carbon Reduction Commitment on the Directorate, and indeed for KCC as a whole;
- e. To consider opportunities for monitoring and reducing more of the Directorate's wider carbon footprint, including exploring whether or not it is appropriate and practical to include those arising from some outsourced functions and services, in such a way that supports both corporate objectives and future CAA performance monitoring on carbon emissions.

## 5. Service adaptation and resilience in CED

- 5.1. KCC is taking a risk-based approach to identifying vulnerabilities and opportunities for its services arising from the changing climate. A standard methodology has been developed based on national good practice, which the corporate Climate Change team has been using successfully to engage both senior managers and frontline staff across service areas, often as a supplement to the standard business planning process.
- 5.2. The method reveals some interesting relationships between the changing climate, service delivery and the resilience of wider "receptors", for example patterns in service demand, impacts on staff and customers, implications for all long-term policies, strategies and decisions, implications for local budget structures, insurance, logistics and management structures. These are often subtle, but are critical to understand and respond to on a risk-based basis in order to maintain high standards of service delivery, not least when it is critical to retain continuity of service during extreme weather events. In many cases, business models are not yet optimally adapted to the current climate, let alone any future changes.
- 5.3. Extreme weather events, nested within longer-term trends, cause the most disruption and economic impact. An innovative initiative is being taken forward by Kent partners to develop a **Kent Local Climate Impacts Profile**, with support from the UK Climate Impacts Programme and a national network of pilot projects. This quantifies the impacts of recent extreme weather events on services, communities and businesses in Kent, establishes thresholds, and combines these with predicted climate and weather trends in order to improve decision-making about what adaptive response is appropriate. Products from this will continue to inform the risk-based approach.
- 5.4. Some further information about the analysis process, including some possible impacts and adaptive responses is at **Annex 4**.
- 5.5. The KCC Climate Change Action Plan as agreed by Cabinet requires each Directorate service area to demonstrate an understanding of climate change impacts and begin to deliver appropriate adaptive responses from 08-09 business plans onwards. With the exception of Property Group, where a very useful initial workshop has already

produced a first outline adaptation plan, there has been relatively little work on this within CED to date.

5.6. The next set of opportunities are:

- a. The Climate Change Programme offers to hold workshops for senior managers across the rest of CED, with a view to supporting CED in developing a more comprehensive climate change adaptation strategy in time for 09/10 business plans. There are certainly implications for a range of CED teams as well as Property Group, for example the Communications & Media Centre, Finance and Risk Management.
- b. To participate fully in the development of the Kent **Local Climate Impacts Profile** upon request.
- c. In line with the KCC Environment Policy, to build capacity towards developing a clear approach within the Directorate for “**climate-proofing**” all decision-making and policy work.

## 6. CED’s community leadership role

- 6.1 CED has an important community leadership role in tackling climate change across the county, in particular in influencing partners to take action on climate change through the Kent Agreement 2. It will be important that the final shape of the revised Kent Partnership governance arrangements are such that the economic, social and environmental challenges and opportunities are addressed, enabling some real progress during the 2008-11 period and beyond.

## 7. Conclusion

- 7.1. Kent County Council has made good progress towards delivery of the Climate Change Action Plan in the last 18 months. However, as the economic, regulatory, public opinion and scientific drivers become stronger, CED will wish to demonstrate a further significant contribution towards the next phase of the Action Plan as outlined above. This in turn will be a sound basis upon which the Directorate can also support delivery of Kent-wide targets on carbon reduction and climate change adaptation under Kent Agreement 2.

## 8. Recommendations

8.1 Members are asked to:

- a. Note progress to date and the general shape of the Climate Change Action Plan going forward;
- b. Agree the proposed next steps for CED, in particular as outlined at **3.2, 4.4 and 5.6** above;
- c. Invite CED officers to report back progress to the POC at six-monthly intervals starting March 2009.

Lead officer contact:

Alison Cambray  
Climate Change Project Manager  
Corporate Policy Unit, CED  
[alison.cambray@kent.gov.uk](mailto:alison.cambray@kent.gov.uk)  
01622 221979

## Annex 1: Current KCC policy on climate change

**Kent County Council recognises that climate change is happening and that KCC has a critical role in helping Kent's businesses, communities and individuals understand and prepare for the impacts of climate change, as well as playing their part in reducing those impacts. Some climate change is already unavoidable and will require us to adapt to the inevitable as well as reducing emissions to minimise future climate change.<sup>1</sup>**

- KCC has been signatory to the *Nottingham Declaration on Climate Change* since 2001 (now signed by most local authorities in the UK, including most in Kent)<sup>2</sup>.
- The implications of climate change cut across all work areas of KCC's work and services, and as such require a corporate, organisation-wide response across the themes below<sup>3</sup>. KCC will ensure staff are aware of the relevance of climate change for all its services and activities<sup>4</sup>.
- KCC's vision, as stated in the KCC Environment Policy<sup>1</sup>, is to stabilise and progressively reduce the Council's environmental footprint; to progressively reduce carbon dioxide emissions and make sure the KCC estate and services are adapted to the future impacts and opportunities of climate change. KCC will 'climate proof' decisions to ensure it reduces its contribution to climate change and help to prepare for the impacts and opportunities of unavoidable climate change.
- Tackling climate change has been identified as a priority for 2008-09 in KCC's Annual Plan<sup>4</sup>.

### ***Climate change mitigation & carbon management within KCC***

- Through implementation of the KCC Environment Policy and the ISO 14001 environmental management system, KCC will make continuous improvements in reducing the impact of KCC's buildings, vehicles and operations on the environment<sup>5</sup>.
- KCC has a special responsibility to lead by example and will ensure that carbon emissions arising directly from the delivery of its services are minimised. KCC is committed to reducing carbon emissions arising from its own estate by 10% by 2010 and 20% by 2015 (from a 2004 baseline), in line with current Government targets towards 60% by 2050<sup>6</sup>.
- KCC is extending its carbon reduction work to include emissions from arising from business travel, commuter travel, outsourced services and other sources, in line with the approach in the *Cabinet Paper on KCC Energy Reduction Targets (2007)* and the new Government national indicator on carbon emissions from local authorities.
- These will be real reductions arising from increased energy efficiency and use of on-site renewable energy. Carbon offsetting will only be considered as a last resort when all other options have been explored – e.g. for some essential car use<sup>6</sup>.
- KCC is committed to continuing the Energy Loan Fund (which funds capital investment for energy-saving, water-saving and renewable energy measures across the KCC estate)<sup>5,6</sup>.
- KCC is preparing for the impact of the Carbon Reduction Commitment on KCC from 2010 onwards by joining the Local Government Information Unit (LGiU's) innovative *Carbon Trading Councils* scheme for 2008-2009. This stimulates the idea of operating within carbon budgets and trading with other councils<sup>4</sup>.
- Towards 2010 Target 41: KCC will ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying an evidence-based approach to sustainability using energy-efficient, robust and built to last materials<sup>5</sup>.

### **Climate change adaptation and resilience**

- KCC will ensure that the impacts of climate change on all KCC work areas and services are understood and that appropriate adaptive responses are identified in business planning from 2008 onwards<sup>3</sup>.
- KCC is committed to continuing development of a Kent Local Climate Impacts Profile in order to inform a risk-based approach<sup>4</sup>.

### **Community leadership**

- KCC will develop plans and projects with its partners and local communities to progressively address the causes and impacts of climate change, according to local priorities and securing maximum benefit for communities.
- KCC will lead work through the Kent Partnership and Kent Public Service Board to deliver the Vision for Kent, which contains a goal to reduce Kent's contribution to climate change by reducing energy use and increasing energy efficiency and to prepare for its impacts<sup>7</sup>.
- Specifically, KCC will continue to lead activities under the *Kent Agreement 2* to help the county to reduce carbon emissions and adapt to the changing climate, moving towards creation of a low-carbon and climate change resilient economy<sup>4</sup>.
- On Kent-wide carbon reduction, KCC will play its part towards achieving an 11.2% ( $\pm 2.5\%$ ) reduction in per capita CO<sub>2</sub> emissions across Kent by 2011 in line with National Indicator 186<sup>8</sup>.
- KCC will play its part towards planning to adapt to climate change across Kent by 2011 in line with National Indicator 188<sup>8</sup>.
- **Energy policy<sup>9</sup>**: KCC will take an evidence-based, case-by-case approach to influencing decisions about the future energy mix in the UK, following the energy hierarchy<sup>9</sup>:
  1. **Reduce**: We will support energy efficiency measures thereby reducing the need for new power stations and sources;
  2. **Renewables**: We will support new opportunities for renewable energy sources where practical and in the best interests of the people of Kent;
  3. **Rethink**: Where there is a need, for the best interests of the people of Kent, to build new fossil fuel / nuclear power stations as part of the energy mix, we will support the most efficient technologies possible.
- **Biomass and biofuels<sup>9</sup>**: KCC is exploring opportunities for using biomass and biodiesel.
- It is important that the source of biofuels and biomass is sustainable and each proposal will be considered on a case-by-case basis with the aim of balancing locally-sourced sustainable supply and demand for biofuels.
- KCC recognises that there are opportunities in Kent to make better commercial use of our own available biomass, notably coppiced woodlands. KCC supports such schemes where they are of benefit to the people of Kent.
- **Water policy<sup>3</sup>**: KCC recognises that supporting efforts to ensure the maintenance of a healthy water environment is central to its community leadership role.
- KCC will adopt and adhere to a *water policy hierarchy* based on an evidence-based, case-by-case approach:
  1. **Reduce**: We will support a reduction in the use of water and leakages thereby minimising the need for the development of new resources
  2. **Rethink**: Where there is a business need for recycling water or developing new resources we will call for further work to compare the feasibility and sustainability of options and support those which offer the best practicable environmental outcome.

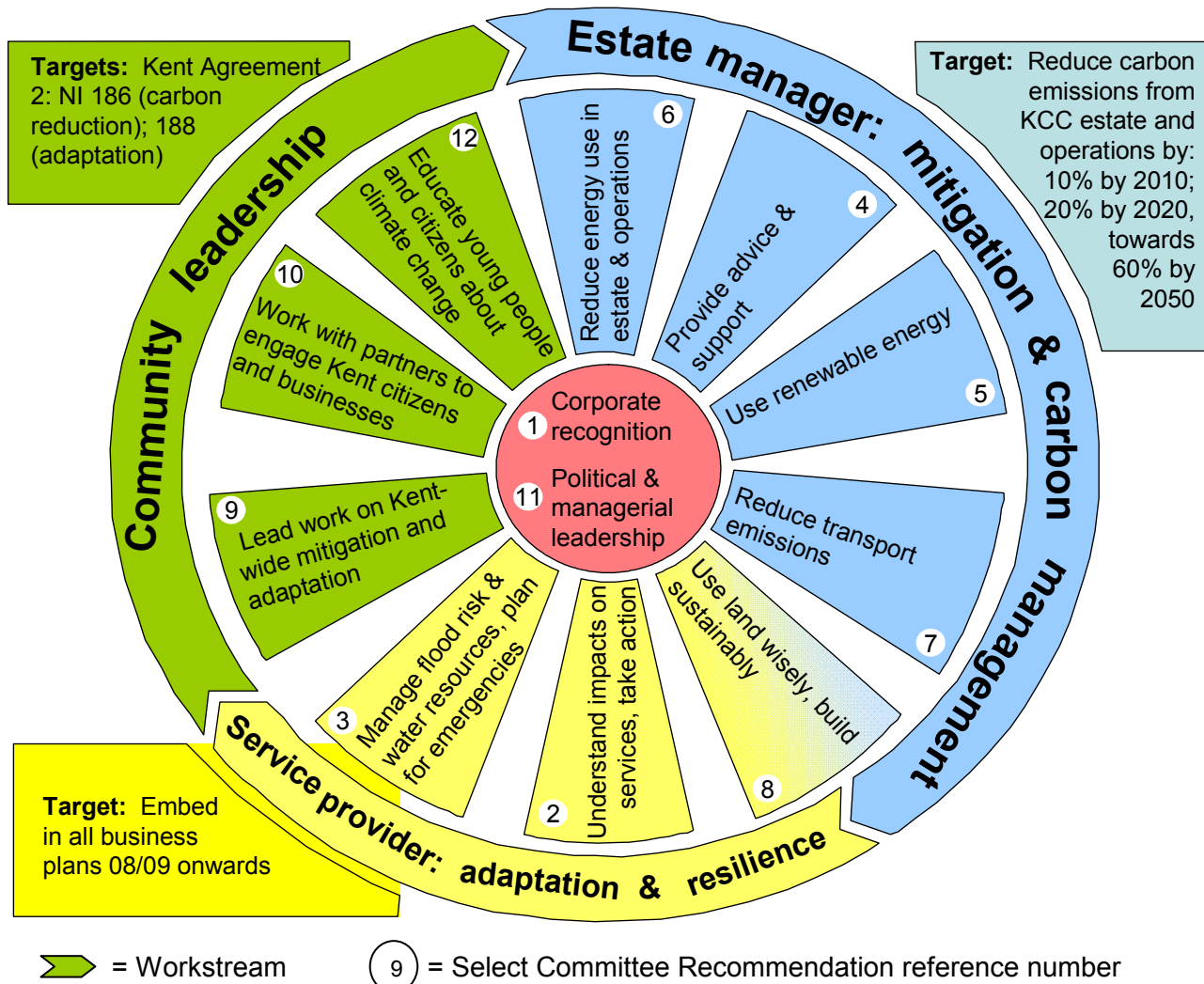
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1. Revised KCC Environment Policy (2007)  
 2. KCC's Nottingham Declaration on Climate Change commitment (2001)  
 3. Council response to Select Committee on Climate Change Report (2007)  
 4. KCC Annual Plan 2008-2009  
 5. Towards 2010 targets (2007 update)  
 6. Cabinet paper on KCC energy reduction targets (2007)  
 7. Vision for Kent (2006)  
 8. Kent Agreement 2 (2008)  
 9. Agreed by Cabinet Working Group on Climate Change (2008)

## Annex 2: KCC Climate Change Action Plan overview

### Overview

The following diagram shows the Select Committee recommendations grouped into 3 strands of action, together with the high-level targets for each strand:



### Benchmarking

An independent assessment of the KCC Climate Change Action Plan by Climate South East in February 2008 concluded that:

- Full implementation of all the outcomes intended by the Select Committee on Climate Change would position KCC at Level 5 on a scale of 1 to 6, and therefore amongst the leading public and private sector organisations responding to climate change.
- Significant progress has been made in the first phase of the Climate Change Action Plan; a strong foundation upon which to build. KCC is now averaging Level 3, with some leading edges into Level 4.
- Implementation of next steps identified above and in the full range of papers going to all Directorate POCs will enable KCC to make significant further progress towards Level 5 and even beyond.

Several of our Climate Change Action Plan projects and initiatives are now being held up as exemplars across the South East, the UK as a whole and internationally.

## Highlights to date and next steps

The full plan runs to some 30 pages. Some brief highlights only are listed here.

Some selected highlights	Important next steps <sup>1</sup>
<b>Corporate leadership</b>	
<ul style="list-style-type: none"> <li>▪ Governance arrangements established, including Cabinet Working Group on Climate Change</li> <li>▪ Programme team established</li> <li>▪ Programme funding baselined</li> <li>▪ New KCC Environment Policy</li> <li>▪ Energy-saving measures for Directorates embedded into ISO 14001 accreditation programme</li> <li>▪ Targets embedded in Towards 2010, business plans, Annual Plan</li> <li>▪ New sustainability appraisal for decisions</li> <li>▪ KCC climate change officers are leading and actively participating in several regional and national good-practice networks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stronger Directorate-led ownership of next steps through Policy Overview Committees*</li> <li>▪ Further corporate improvement on climate change and sustainability through CPA Improvement Plan and linked to audit processes*</li> <li>▪ New internal “hearts and minds” engagement on climate change and environmental issues, including staff training, regular written briefing for Members, Kent Graduate Programme project on climate change autumn 2008 (with Carbon Trust funding)*</li> <li>▪ New external and internal webpages on climate change autumn 2008</li> <li>▪ New “breakthrough” projects to be scoped around which to focus staff development, testing what is possible: Better Workplaces and Building Schools for the Future projects*</li> </ul>
<b>Estate manager: mitigation &amp; carbon management</b>	
<ul style="list-style-type: none"> <li>▪ Carbon reduction targets agreed by Cabinet</li> <li>▪ Carbon emissions reduced by ~3% so far</li> <li>▪ Energy Loan Fund extended, achieving significant carbon savings</li> <li>▪ Set of working groups established to drive progress in estates, travel &amp; transport etc.</li> <li>▪ Participating in Carbon Trading Councils initiative 2007-08 to help prepare for Carbon Reduction Commitment (mandatory cap and trade scheme from 2010)</li> <li>▪ Commitment in principle to BREEAM “very good” design standard for KCC buildings. Government now requires all new buildings to be “excellent / zero carbon” by 2019.</li> <li>▪ Ongoing training programmes for energy management for facilities managers, school caretakers etc.</li> <li>▪ KCC commercial fleet now runs on 5% biodiesel.</li> <li>▪ Most schools now have travel plans.</li> <li>▪ Switch to low-energy traffic signals, streetlighting pilot.</li> </ul>	<ul style="list-style-type: none"> <li>▪ New drive for energy efficiency and take up of renewable energy across KCC directorates (due to energy price rises, improved progress towards carbon targets, “early action” credit for Carbon Reduction Commitment, regulatory requirements under Energy Performance of Buildings legislation*)</li> <li>▪ Develop and implement (as opportunities arise) expanded breadth of KCC’s measured carbon footprint to include all forms of travel, IT, operations, outsourced services, procured goods (also CAA requirement). Review and extend KCC’s internal carbon targets in line with this*</li> <li>▪ Develop and implement sustainable procurement strand (an outline sustainable procurement action plan has now been agreed that starts with a few pilot projects across KCC spend areas, including ways to incorporate carbon management into assessment criteria)*</li> <li>▪ Travel and transport remains about 40% of KCC’s carbon footprint. New drive to reduce emissions / costs of transport and travel across KCC, new policies to be</li> </ul>

<sup>1</sup> Those steps that are **asterisked\*** were identified or re-emphasised in the 12-month review of progress by the Select Committee on Climate Change in March 2008.

Some selected highlights	Important next steps <sup>1</sup>
implemented by March 09*	
<b>Service provider: adaptation &amp; resilience</b>	
<ul style="list-style-type: none"> <li>▪ All 2008-09 business unit operating plans had some initial reference to developing an understanding of how the changing climate will impact service delivery and what action to take in response.</li> <li>▪ KCC-specific methodology (based on good practice) established for all service areas to use to climate-proof their services. Now an exemplar.</li> <li>▪ Report published and implementation in progress about impacts of climate change in Kent on biodiversity.</li> <li>▪ Separate Select Committee on Flood Risk convened summer 2007, recommendations adopted by Council March 2008 (together with Pitt Review actions). Significant work now being taken forward in KHS, Kent Resilience Forum and elsewhere.</li> <li>▪ Water policy adopted by KCC in 2007.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Significant further work to be completed during 2008-09 to support each service area in developing a comprehensive climate change adaptation plan.</li> <li>▪ Now that PPS1 (climate change) and other guidance is available, a new focus is needed in KCC to ensure planning decisions in Kent are “climate-proof”, including district LDFs.*</li> <li>▪ Ensure sufficient up-to-date guidance available for new development and retro-fitting, including updating Kent Design Guide if needed*</li> <li>▪ Further work on Kent flood risk management</li> <li>▪ Further work to influence water company plans including re. balancing supply and demand, water efficiency, carbon emissions arising from water treatment</li> </ul>
<b>Community leadership</b>	
<ul style="list-style-type: none"> <li>▪ Climate change mitigation and adaptation targets for the county agreed under the Kent Agreement 2 (2008-11), under both the Environmental and Economic themes. Comprehensive yet pragmatic delivery plans created, opportunities for drawing in external funding being pursued.</li> <li>▪ Initial pilot Kent Local Climate Impacts Profile project a significant success and best practice exemplar</li> <li>▪ Kent Low Carbon Communities pilot project has created significant public interest, has the potential to make real carbon savings, and has produced what is probably the most comprehensive and practical community toolkit currently available</li> <li>▪ Kent Schools Climate Change Action Pack completed and will be published October 2008.</li> <li>▪ Work has started with several district councils to help them develop their climate change programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Secure extension of Energy Loan Fund to support Kent district councils too as far as possible*</li> <li>▪ Programme of workshops and activity to share good practice between and further support action in district councils</li> <li>▪ To provide further advice to parish councils</li> <li>▪ Extension of Kent Low Carbon Communities pilot project (wider reach of resources into other communities, revision of toolkit, Kent-wide challenge fund and related activity)</li> <li>▪ Broader citizen and business-focused engagement, communication and support (with other Kent partners)</li> <li>▪ Kent-wide Local Climate Impacts Profile next phase project involving range of key partners. Preparation for release and use of new UK climate scenarios to be issued November 2008</li> <li>▪ To improve how Local Boards can continue to support Kent-wide climate change objectives.*</li> <li>▪ To continue work and engagement with young people in Kent*</li> <li>▪ To consider how best to apply the Sustainable Communities Act to deliver Kent Agreement 2 climate change objectives.</li> </ul>

# Annex 3: Action for which CED has specific responsibility

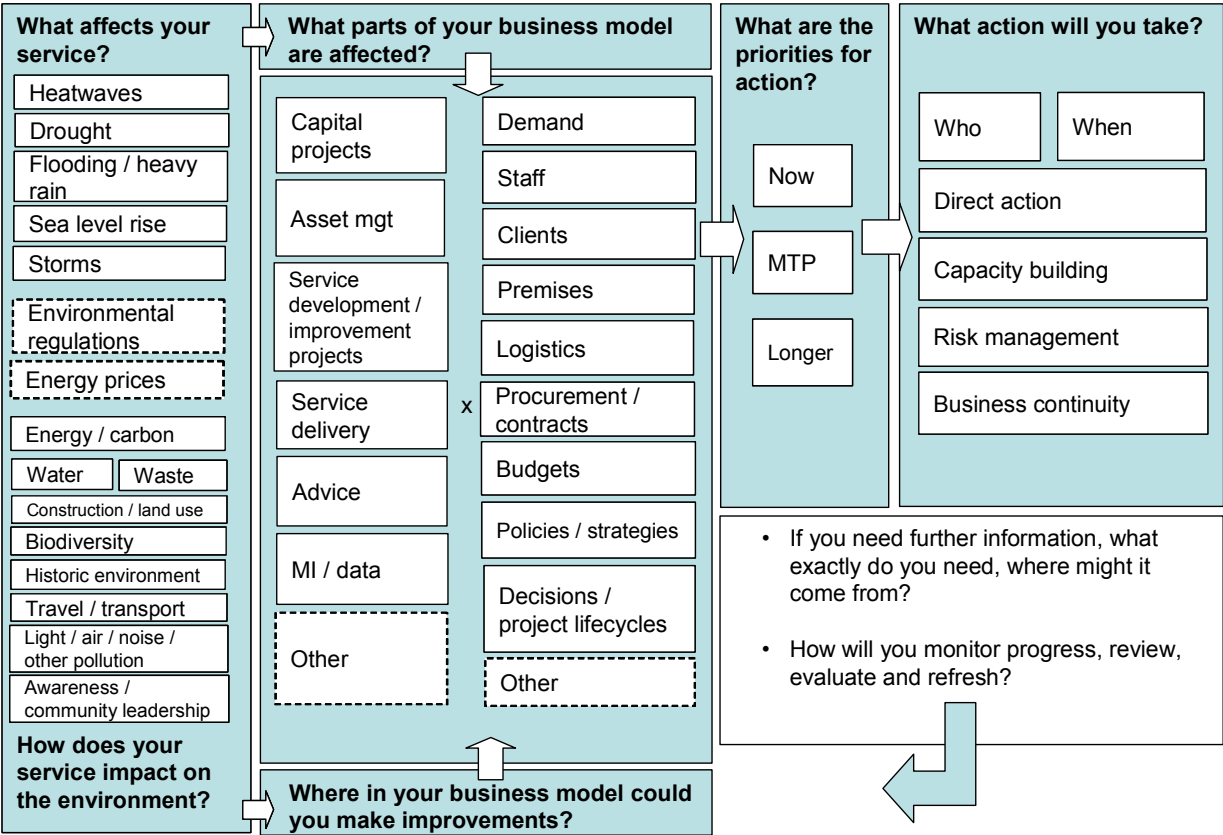
Progress updated to best of knowledge as at 28 August 2008

Recommendation "KCC should..."	Council response "KCC will..."	✓ Summary of progress to date ➔ Next steps
<b>Recommendation 1: Corporate recognition / Recommendation 11: Political and managerial leadership</b>		
<p>The Select Committee recommends KCC explicitly acknowledges:</p> <ol style="list-style-type: none"> <li>i. Climate change over and above that which can be explained by natural variation is happening and accelerating.</li> <li>ii. The impacts of climate change pose significant risks to the services provided by KCC and to Kent's communities</li> <li>iii. KCC has a responsibility for Kent's residents and future generations to adapt to and mitigate climate change.</li> </ol> <p>KCC should:</p> <ol style="list-style-type: none"> <li>1. Identify a leading member of the Administration to be responsible for climate change policy.</li> <li>2. Ensure climate change is included in corporate risk planning, business continuity and all directorate plans and policies.</li> <li>3. Challenge management arrangements for addressing climate change within KCC to ensure directorates:               <ul style="list-style-type: none"> <li>▪ Recognise climate change is an issue for all.</li> <li>▪ Dedicate resources to climate change issues.</li> <li>▪ Co-ordinate climate change activity</li> </ul> </li> <li>4. Communicate to staff the impact of climate change and the need to adapt and mitigate.</li> </ol>	<p>We recognise that climate is happening and that:</p> <ul style="list-style-type: none"> <li>• KCC has a critical role in helping Kent's businesses, communities and individuals understand and prepare for the impacts of climate change, as well as playing their part in reducing those impacts.</li> <li>• The implications of climate change cut across all work areas of KCC's work and services, and as such require an organisation-wide response.</li> <li>• KCC has a special responsibility to lead by example and ensure that emissions arising directly from the delivery of our services are minimised, and that the impacts of climate change on those services are being taken into account.</li> <li>• Some climate change is already unavoidable and will require us to adapt to the inevitable as well as reducing emissions to minimise future climate change.</li> </ul> <p>We will ensure KCC staff are aware of the relevance of climate change for all our services and activities.</p>	<ul style="list-style-type: none"> <li>✓ Council approved first set of actions in response to Select Committee</li> <li>✓ Chief Executive communicated to all staff and has taken on climate change champion role</li> <li>✓ Cabinet Working Group on Climate Change established to oversee implementation of actions meets</li> <li>✓ Project manager recruited and in post within Chief Executive's Department. Continued funding secured and baselined for 2008/09 onwards. 2 additional project officers in post autumn 2008</li> <li>✓ Director-level leads identified to champion action on each of the 3 workstreams</li> <li>✓ Lead officers identified for each action within each workstream</li> <li>✓ Additional governance in place where needed (e.g. working groups reporting into KCC Environment Board)</li> <li>✓ Carbon reduction targets, related Towards 2010 targets now agreed</li> <li>✓ KCC led work to secure Kent-wide carbon reduction and climate change adaptation targets in Kent Agreement 2 as a platform for partnership working across the county to tackle climate change (link also to Recommendation 9)</li> <li>✓ KCC emissions reductions embedded in Corporate Environmental Performance and ISO 14001 delivery with continued improvements in baseline data</li> <li>✓ Revised KCC Environment Policy (including carbon emissions reduction and climate-proofing all decision, policies and strategies) launched Jan 2008</li> <li>✓ 2008/09 business plans for all service areas include objectives on environmental performance and initial work on adapting to climate change; further work ongoing to prepare for 2009/10 round.</li> <li>✓ Revised Cabinet Report template includes a section on sustainability implications of decisions, including climate change mitigation and adaptation (issued Nov 2007)</li> <li>✓ Environmental performance and climate change now covered as part of all KCC induction</li> </ul> <p>➔ Embedding next phase of Directorate-level engagement, including through Policy Overview Committees</p> <p>➔ Further internal staff engagement and awareness to continue (e.g. improved KNet pages, using national campaign weeks to help raise staff awareness, Kent Graduate Programme project (autumn 2008), securing additional funding</p>

Recommendation "KCC should..."	Council response "KCC will..."	✓ Summary of progress to date → Next steps
		from Carbon Trust for staff engagement activity) → Work with Personnel to further embed climate change mitigation and adaptation throughout staff training, development and performance management processes. → Applying a key recommendation from the recent Climate South East organisational behaviour change review, to focus organisational awareness-raising, learning and agency for change through some high-profile "breakthrough" projects (Better Workplaces Programme, Building Schools for the Future) → As our understanding of climate impacts improves, further work on corporate risk registers, business continuity planning and insurance → Further work on the economic costs and benefits of energy-saving and adapting to climate change in KCC, in order to continue to feed into MTP and business planning processes → Further work at decision points, including possible work with ISG Business Analysts at the project specification stage

# Annex 4: Climate change and environmental performance in CED: analysing service impacts

A simple flowchart aligned to business planning:



Some further selected climate change adaptation opportunities and challenges for CED:

Higher summer temperatures affect thermal comfort	Upgrade energy efficient heating and ventilation and ensure operation to maximum efficiency. Consider stating maximum working temperature for staff. Reduce solar heating using recessed windows, roof overhangs and shades
Wetter winters cause damp, condensation and related problems	Upgrade weather-proofing systems and manage internal environment
High risk to buildings in floodplain/coastal areas	Consider flood-proofing or relocation
Increased frequency and severity of extreme weather events causes increased direct damage and indirect service impacts	Consider implications for current KCC insurance regime and whether any changes need to be made (e.g. other local authorities are considering a move away from self-insurance) Consider implications for business continuity and corporate risk register management
Changing climate results in changing demand for a range of KCC services	Consider ways in which organisation can become more agile at anticipating and responding to these, aligned to broader service transformation agenda

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By: Overview, Scrutiny and Localism Manager

To: Corporate Policy Overview Committee  
26 September 2008

Subject: **SELECT COMMITTEES - UPDATE**

Classification: Unrestricted

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Summary: This report updates Members on the Select Committee Topic Review programme.

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### **Select Committee: Accessing Democracy**

1. This Select Committee under the Chairmanship of Mrs Angell has produced its report which was considered by Cabinet on 15 September 2008. The report was well received by Cabinet. Cabinet recognised that the County Council needed to consider this important piece of work as part of a package of outcomes from related strands of work which includes the IMG on Member Information and the IMG on Member Development. A copy of the Executive summary is attached for your information. A copy of the full report is available on the web <http://www.kent.gov.uk/publications/council-and-democracy/selcom-accessing-democracy.htm> . If you would like a hard copy of the report please contact Angela Evans on 01622 221876 or email [angela.evans@kent.gov.uk](mailto:angela.evans@kent.gov.uk)

### **Policy Overview Co-ordinating Committee**

2. The Policy Overview Co-ordinating Committee met on 10 September 2008 to discuss the topic review programme and other issues including, publishing and launching Select Committee topic review reports and programming of POCs in 2009. The outcomes from this meeting were:-.

(a) A draft protocol for publicising Select Committee Topic reviews was approved this will be submitted to Selection and Member Services for approval to pass it to the County Council so that it can be embedded in the Constitution.

(b) A suggested process for launching Select Committee topic reviews via County Council was agreed and is to be discussed with the Chairman of the County Council and Cabinet prior to consideration at Selection and Member Services Committee.

(c) Progress of the Select Committee Topic Reviews on Accessing Democracy and Provision of Activities for Young People was noted

(d) The Chairman and Spokesmen agreed to meet informally to discuss Member capacity to cover the number of ad-hoc Member Committees and Select Committees which were not part of the agreed work programme and report back to the February 2009 meeting of the Committee.

**Recommendation**

4 Recommended that the update be noted.

Denise Fitch  
Assistant Democratic Services Manager (Policy Overview)  
01622 694269  
[denise.fitch@kent.gov.uk](mailto:denise.fitch@kent.gov.uk)

Background Information: *Nil*

# ***ACCESSING DEMOCRACY: SELECT COMMITTEE***

## ***Executive Summary and Recommendations***

1.0 In January 2008 an eight Member Select Committee was established to carry out a review on Accessing Democracy with the following terms of reference:

- To understand why many people do not participate in and influence decision making in Kent
- To discover what would/could encourage more people to participate in and influence decision making in Kent
- To discover what Kent County Council can do to increase participation

1.1 The Members of the Accessing Democracy Select Committee were:

Mrs Christine Angell (Chair)  
Mr Mike Snelling  
Mr David Brazier  
Mrs Ann Allen

Mrs Eileen Rowbotham  
Mr Roland Tolputt  
Mr George Koowaree  
Mr Bill Hayton

1.2 This report considers the steps needed to revive involvement in local decision making. It looks at the use of new technology and participation methods to facilitate two way communications with the public on local service policies and priorities, the localism agenda and structures and the role of elected members within a mix of representative and participative democracy. The review focuses on the themes of how to get people interested, how to encourage people to participate and improving knowledge and understanding of the opportunities to participate. The Select Committee used a number of evidence sources to inform the investigation, including hearings, discussion groups, insight gathering with local residents, written evidence, key documents and national research. This is written in the context of Kent County Council (KCC) and KCC elected members, with recognition that as a two-tier authority in Kent there is similar debate with District partners.

1.3 Our report contains a number of recommendations, which if agreed by Cabinet and the County Council will hopefully reinvigorate local democracy in Kent and result in people becoming more involved and influencing decision making, in both the short and longer term.

### **1.4 Key points are**

- Empowering elected members to be as accessible and responsive as possible is key and needs the imaginative use of both traditional methods and new technology.
- Two-way communication is a key component if we are to successfully engage with local people in local democracy.

- Elected member roles are fundamental to the development of effective local involvement.
- There needs to be greater opportunity for the further development of the role of frontline elected members, empowering them to make locally evidenced based decisions.
- There needs to be an enabling of Local Forums to become increasingly targeted on local priorities and outcomes, through dialogue, action planning, joint commitment and the ability to respond.
- Need to use new technology and opportunities presented by e-democracy to broaden input into local decision making processes, making it easier for some and develop dialogue with local people, and support the development of a range of tools. These won't necessarily engage uninterested people and an outreach approach may still be needed – a combination of tools is essential.
- Need positive, adaptable and flexible approach.
- Whilst there are diverging views amongst members, it is clear that one key factor is that however challenging, representative and participative processes are both key components of a healthy local democracy.
- Also need to consider how local people would like to take this agenda forward - One size does not fit all – within the framework Kent County Council and elected members should use innovation and flexibility to achieve best outcomes.

### *Recommendations*

*R1: Raise profile of elected members and use other strategies to change public perception.*

#### **R2:**

- a) **A 'menu of options' of how local people can get involved in local democracy in Kent should be promoted.**
- b) **All proposals taken through County Council or Overview and Scrutiny should be required to state the degree of public involvement to date. This would improve accountability and demonstrate how information from consultations is used (especially the effect on decision making).**
- c) **Existing good practice should be advertised and promoted, identifying future priority issues for local action/campaign with elected members and/or highlight possible areas for review.**

**R3: The Member Charter, and programme of member development to help ensure Kent has high calibre effective community leaders, should incorporate media training and public speaking skills.**

**R4: As part of the Communications Strategy KCC should actively promote the role of elected members as community leaders and advocates within their community using a range of communication tools.**

**R5:**

- a) Embrace democracy in secondary schools and school councils should be encouraged to operate through age range - advocate school councils in primary school.**
- b) All elected members should be involved in schools democracy week.**
- c) Ensure all teaching staff are firmly encouraged to undertake Continuous Professional Development on democracy.**
- d) Linkage between School Councils, Kent County Council and District, Town and Parish Councils should be promoted.**

**R6: Citizenship pack should include information on how to register to vote, the role of local elected members and how to contact local member at District, County and National level.**

**R7: Need to ensure that induction and information pack for new staff includes information on how to have your say and get involved in local decision making and how public involvement has made a difference.**

**R8: KCC should provide subtitles and British Sign Language option on all DVDs produced.**

**R9:**

- a) Elected members should have a hard copy summary of all the planned KCC consultations.**
- b) Information regarding consultations and the need to inform and involve elected members needs to be highlighted and included within future plans to develop a discreet section of information for members on the web and clear commitments reflected within the Consultation and Engagement Strategy.-**
- c) Information on consultations should include note on method of engagement to be used.**

**R10:**

- a) Facilities for video conferencing should be utilized, maximizing opportunities in Kent with KCC and partners.**
- b) Elected members should be supported in using this service through current resources, training and support mechanisms.**

**R11:**

- a) Need effective promotion of E-consultation and decision making to raise profile and encourage local people to have their say and voices heard.**
- b) All engagement activities and weblinks should be brought under easily recognisable umbrella and portal e.g. 'Ask Kent' , to ensure two way interactive communication.**
- c) Facilities for blogs, emails, online surgeries, plus training and support should be available for elected members.**

**R12: In promoting the role of elected members and interaction with communities KCC should embrace e-democracy/ technological solutions to**

make elected members activities more visible and to open up dialogue and debate, for example e-petition, e-campaigns generated by Local Boards and local people, and e-debate.

**R13:** Raising interest in both the opportunity and how to become an elected member needs to be clear and transparent. Agree more diversity in elected members is seen to be beneficial but is complex and worthy of separate study.

**R14:** 'Top tips' and contact details on making contact with seldom heard/perceived hard to reach communities should be included in all new ward packs.

**R15:**

- a) The introduction of role descriptions for all elected members needs to be supported.
- b) The IDEA Councillors guide should be actively promoted and need to ensure all elected members have a copy.
- c) Training for elected members in ways of local government and ongoing training to help elected members carry out their role effectively should be actively supported.

**R16:** To effectively strengthen local structures for community engagement and encourage involvement in local decision making need

- a) Localism to be more outcome focussed.
- b) mechanism for prompt feedback to the public on specific issues.
- c) to explore further with District, Town and Parish Councils and other local partners what they believe would improve community engagement.
- d) to devolve power and resources to support local priorities and action, from discretionary funds being delegated to local forums for decision making.
- e) Chief Officers and Cabinet should identify which services can be delegated to local level and be influenced by members in their representative capacity based on views of community priorities and preferences.

**R17:** The opportunity for participatory budgeting from devolved discretionary funds should be provided within the next budget year, with delivery mechanism to be determined, and a sum of underpinning monies to enable local people to determine how the resource should be spent.