

**CUSTOMER AND COMMUNITIES POLICY OVERVIEW
AND SCRUTINY COMMITTEE**

Thursday, 15th September, 2011

10.00 am

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





AGENDA

CUSTOMER AND COMMUNITIES POLICY OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 15 September 2011 at 10.00 am Ask for: **Denise Fitch**
Darent Room, Sessions House, County Telephone: **(01622) 694269**
Hall, Maidstone

Tea/Coffee will be available 15 minutes before the meeting

Membership (12)

Conservative (11): Mrs E M Tweed (Chairman), Mr A R Chell (Vice-Chairman),
Mr R B Burgess, Mr H J Craske, Ms A Hohler, Mrs J P Law,
Mr J M Ozog, Mr R Tolputt, Mrs C J Waters Mr A T Willicombe

Liberal Democrat (1): Mr I S Chittenden

Labour (1) Mrs E Green

Webcasting Notice

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UNRESTRICTED ITEMS

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

Item No

A. COMMITTEE BUSINESS

- A1 Introduction/Webcasting
- A2 Substitutes
- A3 Declarations of Interests by Members in Items on the agenda
- A4 Minutes - 8 July 2011 (1 - 10)
- A5 Dates of Meetings 2011and 2012

The Committee is asked to note its meeting dates for the remainder of 2011 and for 2012.

Friday 11 November 2011
Friday, 20 January 2012
Wednesday, 21 March 2012
Wednesday, 4 July 2012
Wednesday, 19 September 2012
Wednesday, 14 November 2012

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

B. ITEMS FOR CONSIDERATION

- B1 Portfolio Holder and Corporate Directors update (11 - 12)
- B2 Youth Service Transformation (13 - 26)
- B3 Kent YOS Improvement Plan resulting from the HMIP CCI report (27 - 36)
- B4 Kent YOS Annual Operating Plan - 2011/12 (37 - 52)
- B5 Update on the New Structure for Engagement Managers (53 - 54)
- B6 Vision for Kent 2011-2021 consultation draft (55 - 130)
- B7 Kent Partners' Compact - Refresh (131 - 136)
- B8 Financial Monitoring - to follow
- B9 Customer & Communities Annual Complaints, Comments and Compliments Report 2010/11 (137 - 158)
- B10 Consultations (159 - 170)

C. SELECT COMMITTEE UPDATE

- C1 Select Committee - update (171 - 174)

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
(01622) 694002

Wednesday, 7 September 2011

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

**CUSTOMER AND COMMUNITIES POLICY OVERVIEW AND
SCRUTINY COMMITTEE**

MINUTES of a meeting of the Customer and Communities Policy Overview and Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Friday, 8 July 2011.

PRESENT: Mrs E M Tweed (Chairman), Mr R B Burgess, Mr A R Chell, Mr I S Chittenden, Mr H J Craske, Mrs E Green, Ms A Hohler, Mrs J P Law, Mr J M Ozog, Mr C P Smith (Substitute for Mr A T Willicombe), Mr R Tolputt Mrs C J Waters

ALSO PRESENT: Mr P M Hill, OBE

IN ATTENDANCE: Ms L A Bett, Mrs M Blanche (Policy Manager), Mr S Carter (Extended Services Lead Manager), Mr D Crilley (Director of Customer Services), Ms D Fitch (Assistant Democratic Services Manager (Policy Overview)), Ms C Herbert (Arts and Regeneration Officer, West Kent), Ms A Honey (Corporate Director, Customer and Communities), Ms C McKenzie (Sustainability and Climate Change Manager), Mr M Scrivener (Business Information Manager), Ms S Staples (Head of Kent Arts Development Unit) Mr K Tilson (Head of Finance for Policy and Resources)

UNRESTRICTED ITEMS

3. Minutes - 5 & 6 April 2011

(Item A4)

RESOLVED that the minutes of the meetings held on 5 and 6 April 2011 are correctly recorded and that they be signed as a correct record.

4. Portfolio Holder and Corporate Director's update

(Item B1)

(1) Mr Hill and Ms Honey updated Members on the issues listed in the paper circulated with the agenda and answered questions from Members.

Libraries Update

(2) Mr Hill referred to the ongoing review of Library provision which was taking note of significant developments across the County. Progress with this was dependant upon the Localism Bill which included the right to transfer assets to communities and would give them the right to buy. There would be a report on this to the next meeting of the Committee.

(3) Mr Chittenden asked for confirmation that there was not a draft strategy on the Libraries Service. Mr Hill confirmed that there was no formal plan, they were looking

at provision across the county and awaiting the passing of the Localism Act, before producing a strategy.

(4) Mr Hill reported that Gravesend Library was due to open on 4 October 2011 and good progress was being made. Ashford Library would be opening on 18 July 2011 and he was pleased with what had been achieved there. He encouraged Members to visit the Library. The formal opening would take place in October 2011.

(5) Mr Hill stated that he was pleased with the progress with the implementation of the Radio Frequency Identification (RFID) system which was halfway through its roll out. The response from the public, including the elderly, had been good and positive comments had been received about the improvement in speed of service.

(6) Mr Hill informed the Committee that work on the Kent History and Archive Centre was ahead of schedule and the building was due to be handed over by Christmas and would open in Spring 2012.

(7) In response to a question on whether RFID had led to an increase in books being stolen, Ms Honey confirmed that she was not aware of any increase but it was something that would be monitored.

Registration of births and deaths.

(8) Ms Honey reported on the possibility of Kent taking over Bexley Councils registration service, this was awaiting approval from the General Registration Office. Ms Honey confirmed that the intention was for Bexley to come under Kent for registration purposes and that Bexley Council would be making a contribution towards the cost of the service. She also highlighted the issue that had arisen with the closure of Queen Mary's Hospital in Sidcup leading to an increase in births at Darent Valley Hospital. An agreement had been reached with Bexley Council to manage the increase in registration of births.

(9) Ms Honey referred to the pilot work being carried out for Libraries to take on responsibility for the registration of births. The pilot had shown that this was a sensible way forward.

Vulnerable Learners

(10) Ms Honey mentioned the recent vulnerable learners project, involving 80 vulnerable learners who were traditionally difficult to place in employment and training. A full review of this project was currently being carried out.

Restorative Justice

(11) Ms Honey explained that the pilot had now been rolled out across the Kent. As part of phase 1 the Police had trained 1,600 officers to carry out restorative justice. Over 1,200 crimes and 350 incidents had been dealt with via this method. She referred to the EU Restorative Justice Conference at Canterbury Christ Church University on 13 July 2011 and undertook to inform Mrs Law whether District Council Cabinet Members had been invited to this non KCC event.

(12) Mr Hill reported that the first meeting of this Ambition Board (putting citizens in control) had taken place. The County Council were represented by Ms Honey, Mr Sweetland and himself. It was early days for the Board but Mr Hill offered to bring a report on Ambition Boards, which were the link between the Kent Forum and Locality Boards, to a future meeting of the Committee when more information was available.

Annual VCS conference

(13) Ms Honey referred to the Annual Voluntary and Community Sector Conference which had been held on 7 July 2011 in East Kent. The consultation on the Kent Partners Compact had been launched at the Conference. The Compact was crucial for the voluntary sector and their relationship with statutory partners including District Councils. She offered to supply information to any Member on request.

Turner Opening Previews and Actual 13th – 16th April 2011

(14) Mr Hill reported that since its opening in April the Turner Contemporary had received 148,000 visitors. Its annual target of visits was 150,000. The feedback had been very good and there had been a positive effect on the old town. He emphasised the importance of sustaining this success.

Paralympics Announcement – 20th May 2011

(14) Mr Hill informed the Committee that Kent would be the venue for the Paralympic Road Cycling in 2012.

Visit by John Hayes to Sittingbourne Skills and Centre – 24th May 2011

(15) Mr Hill reported that the Minister of State for Further Education, Skills and Lifelong Learning (John Hayes MP) had visited the Sittingbourne Skills Centre. He had expressed a particular interest in the work being carried out with Vulnerable Learners and had asked for a briefing note.

Meeting with Kent MPs -8th June 2011

(16) Mr Hill stated that the meeting with Kent MP's had been constructive and provided an opportunity to discuss options for the future on issues such as libraries.

(17) RESOLVED that the update be noted

5. Current developments in Community Learning and Skills (CLS) including changes to reduced fees for older learners in adult education

(Item B2)

(1) Mr Forward presented a report which provided an overview of the challenges faced by Community Learning & Skills, including information on the way in which the unit was responding to National developments in post -16 education and changes to concessionary fees for those over 60 in adult education classes.

(2) Mr Forward answered questions from Members and noted comments which included the following:-

- It was confirmed that the Skills Funding Agency's key role was funding.
- Mr Forward explained that the concession regime for older people applied to a wide range of subject areas.
- It was confirmed that lip reading courses would continue to be provided free of charge and that a partnership had been formed with Hi Kent.
- Regarding online enrolment, Mr Forward explained that it was a much more cost effective way of dealing with course applications. Colleagues in libraries' were able to offer free advice to the public about registering for adult education courses on line. Officers were aware that there were a small group of older learners who were likely to be resistant to using IT, and therefore they would continue to offer alternative ways to register for courses.
- Mr Forward confirmed that all members of the focus groups were over 60 years old.
- Mr Forward stated that he believed that the 36 day consultation period was adequate and that he was happy with this arrangement.
- Mr Forward explained that one of the reasons why consideration was given to setting up membership schemes was the reluctance of older people to claim income related concessions.
- Mr Forward undertook to supply Mrs Green with details of the consultation carried out in Thanet and also which benefits gave access to concessions and to supply Mr Chittenden with the details of the consultation carried out across Kent.
- A view was expressed that the prioritisation of courses designed to improve people's work-skills was the right thing to do.
- The potential for people to share skills, which was a recommendation of the Select Committee on Extended Services, was mentioned.
- Regarding access to further education loans, Mr Forward explained that there was a working group considering how this might operate. This would impact on some vocational course but there was no detailed information available yet.
- It was confirmed that there was currently no discount for booking online, however this would be introduced in the near future.

(3) RESOLVED that the Committee's comments on the response of Community Learning & Skills to national changes to Learning & Skills funding and policy and the changes to concessions for older learners, the mitigations and potential benefits of the membership scheme be noted.

6. KCC Apprenticeships (Item B3)

(1) Ms Bett updated the Committee on the latest position regarding the employment of Apprentices following the completion of their Apprenticeship within KCC.

(2) Ms Bett answered questions from Members and noted comments which included the following:-

- The detailed report made it clear that a KCC apprenticeship was a good career opportunity.

- Ms Bett confirmed that there was a small drop out rate but that 76% of KCC apprentices had completed their apprenticeship, of the rest some had moved on to Further Education and others had left for personal reasons.
- Ms Bett explained that the scheme did not duplicate the work of Connexions, as Connexions worked with those not in Education, Employment, or Training (NEETs). The apprentice scheme aimed to enhance, not duplicate, the work of Connexions who often refer young people in to the Apprenticeship scheme
- A Member pointed out that poor transport links in certain areas of the county should not be a barrier to young people being able to access apprenticeships. Ms Bett mentioned that she was part of a working group looking at assistance with travel young people of 16 – 19.
- Ms Bett confirmed that more than 133 KCC apprentices had obtained permanent employment. She also explained that some young people after completing NVQ level 2 went on to take level 3.

(3) RESOLVED that the latest position regarding the employment of Apprentices following the completion of their Apprenticeship within Kent County Council be noted.

7. Locality Boards

(Item B4)

(1) Ms Blanche presented a report which informed the Committee of the early development of the Programme to deliver the vision for bespoke Locality Boards in Kent. The report also looked at the steps Kent County Council need to take in order to operate effectively as partners in the Locality Boards.

(2) Mr Hill and Ms Blanche answered questions and noted comments from Members which included the following:-

- In response to a questions on whether District Council were going to be asked to contribute to the funding of Locality Boards, Ms Blanche confirmed that in due course they would be looking at funding. In Swale and Gravesham the District Council had provided all the secretarial support and KCC had provided support at senior manager level.
- Ms Blanche explained that no pressure was being put on District Councils to establish a Locality Board for their area, it was important to move at an appropriate pace for the District.
- In relation to a question on the progress with establishing a Locality Board in Thanet, Ms Blanche reported that discussions were being held with the Leader of Thanet District Council.
- Mr Hill stated that it was still early days for Locality Boards, they provided a real opportunity for District and County Members to work together. There was not a one size fits all. The aim was to have all Locality Boards up and running by the end of 2012.
- There were positive comments about the potential for Locality Boards to bring together Members from District and County for the benefit of the area.

- The importance of Locality Boards being effective and not just discussion bodies was emphasised.
 - It would be interesting to have a progress report on the Locality Boards that have met e.g. Swale and Gravesham, and to know who attended, what was on the agenda and outcomes and timescale.
 - Mr Hill explained that the core Members of the Locality Boards were District and County Members. He gave the example of Ashford which had decided to have a core board and then a functional board under that consisting of Officers.
 - There had been a meeting with the Leader of Shepway Council with another meeting scheduled, things were moving in the right direction, in that District.
 - Concern was expressed about what would happen with certain things in the interval between the Local Strategic Partnerships being disbanded a Locality Board established.
- (3) RESOLVED That Members comments on the substance of this report and the development of a Members briefing to demonstrate the emerging Locality Board function be noted.

8. Cultural Baton and Cultural Spend in Kent (Item B5)

- (1) Ms Staples and Ms Herbert presented a report which gave an overview of the Kent Cultural Baton and plans for the new phase to be launched in spring 2011.
- (2) Ms Staples and Ms Herbert answered questions and noted comments from Members which included the following:
- Ms Herbert confirmed that the Cultural Baton was due to visit Dover and Folkestone. Information on the location of the Cultural Baton was circulated to Members via the weekly Members Information Bulletin.
 - Further information was requested on the outcomes from young people not in education, employment or training referred to in the report.
 - Officers stated that the Cultural Baton was very popular and that there was a waiting list of organisations/areas that wished to host it.
 - Regarding engaging with young people, the Youth Arts Manager had a line management relationship with the Youth Service which helped to identify opportunities.
 - In relation to the cost of the Cultural Baton, Ms Staples explained that it had been purchased for £30,000 and was a rare 1950s Airstream caravan, which had been adapted for use as the Baton, it has a drop down side so that it can open and be a performance space or be a closed work space. It has a re-sale value and post 2012 consideration will be given as to whether to continue to use it to or to re-sell it to offset the original cost.
 - Ms Staples confirmed that the Cultural Baton received a lot of local press coverage, as the Baton was hosted in areas there was also a lot of word of mouth publicity for it prior to its arrival.

(3) Ms Staples gave an update on the financial performance of the Arts Development Unit for 2010/11. Ms Staples answered questions and noted comments from Members which included the following:

- Ms Staples explained that the unit worked to attract funding from the Arts Council and advised on and supported a range of bids from £5,000 to £90,000.
- Members noted the good job done by the unit to attract national funding in a challenging climate and that they had been successful on behalf of Kent compared to other areas.
- In response to a question on the range of arts covered by the unit, Ms Staples stated that although visual arts had been identified as a particular strength, there also worked on other areas such as outdoor arts. As Kent was not a County with one built venue to serve every resident it was important to ensure that there were events that residents across the County can attend. Theatre was also a very significant element, and she referred to the new Marlowe theatre opening in Canterbury in October. She was confident that arts provision in Kent was reaching all age groups.
- The important work that the unit carried out with District Councils on integrated projects was mentioned.

(4) RESOLVED that the success of the Kent Cultural Baton, and its continuing contribution to maximising opportunities around London 2012 Games and the financial performance of the Kent Arts Development Unit be noted.

9. Communities Services Portfolio Financial Outturn 2010/11

(Item B6)

(1) Mr Tilson introduced a report which summarised the 2010/11 financial outturn for each of the service units within the Communities Services Portfolio. Previously outturn reports to POSCs had included performance outcome information but this was now covered in the separate Core Monitoring report

(2) Mr Crilley undertook to provide Mrs Green with information on the modernisation of Broadstairs Library including the partnership work with Community Learning and Skills regarding a shared facility and the consultations with staff and users.

(3) Mr Tilson confirmed that if some areas of the Directorate exceeded their savings target this did not mean that other areas did not have to achieved their savings targets. It was his responsibility at the end of the year to have a balanced budget across the Directorate, but every part of the Directorate were required to find efficiencies and it was recognised that some area had more scope for delivering savings than others.

(4) It was noted that the first meeting of the POSC budget IMG would be held on 26 July 2011 and that there was one vacancy on the Group.

(5) RESOLVED that the revenue and capital financial outturn for 2010/11, including rollover of funding for committed projects and changes to capital programme and the potential impact of variations since the 2011/12 budget was approved be noted.

10. Savings Monitoring Report

(Item B7)

- (1) Mr Tilson introduced a report which set out the process to ensure the delivery of the 2011/12 budget savings allocated to the services overseen by this POSC and illustrated this with a PowerPoint presentation.
- (2) RESOLVED that progress against the delivery of the savings covered by the Committee be noted.

11. Core Monitoring

(Item B8)

- (1) Mr Scrivener introduced a report which informed the Committee about key areas of performance and activity across KCC, with a particular focus on indicators within the Customer & Communities Directorate. The report included headlines from 2010-11 performance outturn monitoring.
- (2) A Member commended the “tell us once” service which been very helpful during a recent bereavement.
- (3) Reference was made to the success of the Community Wardens, and Mr Hill stated that he would do his best to protect this service for as long as he could.
- (4) Ms McKenzie presented a report which summarised the progress towards delivery of the KCC corporate commitments under the Kent Environment Strategy, emerging issues and gaps in delivery.
- (5) In response to a question from a Member, it was agreed that information be provided to Members of the Committee on the use of front facing services to inform the public how they could save money through energy efficiencies.
- (6) Ms McKenzie confirmed that Canterbury City Council was one of the few Districts that had produced a Green Audit.
- (7) Regarding the figures for energy use in Schools, Ms McKenzie pointed out that the data included a severe winter period.
- (8) RESOLVED that the overall progress made by KCC and the Customer and Communities Directorate, especially the reaccreditation to ISO14001 be noted and celebrated and that the priorities and recommended approach outlined in Section 3 and 4 be approved.

12. Single Performance Framework

(Item B9)

- (1) Mr Fitzgerald introduced a report which reminded the Committee that KCC was currently developing the performance framework for delivering ‘Bold Steps for

Kent' which would go to County Council for approval on 21 July 2011. The report set out the steps being taken to finalise the performance framework.

(2) RESOLVED That the draft milestones and measures of success and the next steps as set out in section 3, above be noted.

13. Select Committee - update

(Item C1)

(1) The Committee received an update on the current Select Committee topic review programme and were invited to submit suggestions for future Select Committee topic reviews.

(2) RESOLVED that the Terms of Reference of the Select Committee on the Student Journey be endorse and that Members advise the Democratic Services officer of any items that they would like to suggest for inclusion in the Select Committee topic review programme.

14. Extended Services Select Committee - Action Plan

(Item C2)

(1) Mr Carter introduced a report which provided Members with a proposed action plan for the recommendations of the Extended Services Select Committee which had been produced in the context of the current resource environment. It was noted that the Select Committee would be reconvened later in the year, or early 2012, to receive a report on progress with the recommendations.

(2) Mr Burgess, the Chairman of the Select Committee, made some comments about the proposed actions. In relation to recommendation 3 relating to the Kent Children's Trust, and the proposal that no further action be taken, he stated that it was important to continue to try to persuade groups of schools to form consortiums to provide extended services. He referred to the potential to use the pupil premium for extended services. Mr Burgess acknowledged that recommendation 14 was aspirational and that no funding was available. He encouraged Members to use some of their Members grant for projects which would raise the profile of extended services.

(3) RESOLVED that the report and the accompanying action plan, in response to the Extended Services Select Committee, be noted.

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To: Customer and Communities Policy Overview and Scrutiny Committee

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

Date: 15 September 2011

Subject: Portfolio Holder and Corporate Director's update

Classification: Unrestricted

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

FOR INFORMATION AND COMMENT

Items of Interest

- Paralympics and Brands Hatch
- Libraries & Archives
- Edenbridge Community Centre
- Archeological Resource Centre

Events

- Open Golf : July 2011
- County Show : July 2011
- Opening of Ashford Gateway : July 2011
- Opening new Visitor Centre, Trosley Country Park : August 2011
- Opening Gravesend Library : August 2011
- Community Budgets
- Open Public Services : Consultation
- Turner Contemporary

Recommendations

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

Contact Officer: Jo Weatherly

Title: Executive Officer to Cabinet Member for Communities Services

Contact Number: 01622 221883

Email Address: margaret.harkup@kent.gov.uk

Contact Officer: Catherine Catt

Title: Interim Staff Officer to Amanda Honey

Contact Number: 01622 694645

Email Address: Catherine.catt@kent.gov.uk

To: Customer and Communities POSC

By: Mike Hill, Cabinet Member Communities Services and
Amanda Honey, Corporate Director – Customer and
Communities

Date: 15th September 2011

Subject: Youth Service Transformation

Classification: Unrestricted

Summary: There will be a presentation which summarises the proposal for the Youth Service Transformation.

Members are asked to **COMMENT** on the proposals as part of the consultation process

1.0 Introduction

Members will receive a presentation from the Head of Integrated Youth Services which outlines the national context for Youth Service provision and the proposal to transform the Youth Service in Kent..

2.0 Summary

Members are asked to COMMENT on the proposals as part of the ninety day consultation process.

Director:

Name: Angela Slaven

Job Title: Director of Service Improvement

Telephone Number: 01622 221696

Email: angela.slaven@kent.gov.uk

Contact Officer:

Name: Nigel Baker

Job Title: Head of Integrated Youth Services

Telephone Number: 01622 696569

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Kent Youth Service: New Operating Model

Page 15

Policy, Overview & Scrutiny Committee
Customer & Communities
15th September 2011



Introduction

“power and influence must be in the hands of local people and local communities so they are more able to take responsibility for their own community and service needs, such as creating new social enterprise”.

Bold Steps for Kent, 2010



The Challenge

- The changing relationship between citizen and state, allowing local communities to take greater control of their services;
- Unlocking the potential of Kent's local communities to grow their economy through the development of social enterprises;
- Combining excellence in direct delivery with commissioned providers to deliver creative youth work opportunities in local communities;
- The need to make financial savings across the local authority.

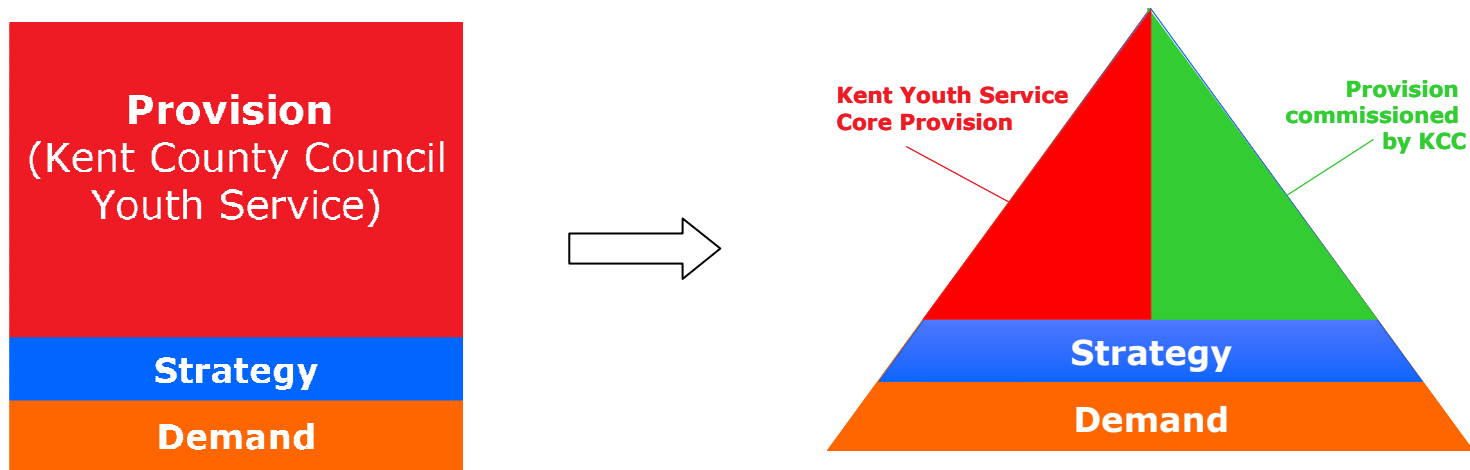


The Proposal

- A new model of service delivery
- Combines excellence in direct delivery with commissioned local providers
- Aim to deliver creative approaches for young people to engage in youth work opportunities
- Opportunity for local communities to have a greater role in shaping and delivering services for young people
- The new model comprises two key elements:
 - a **core KCC offer** in each district/borough of Kent
 - the replacement of existing Partnership Award Grants with a much increased budget for **commissioned youth work**



The Rationale



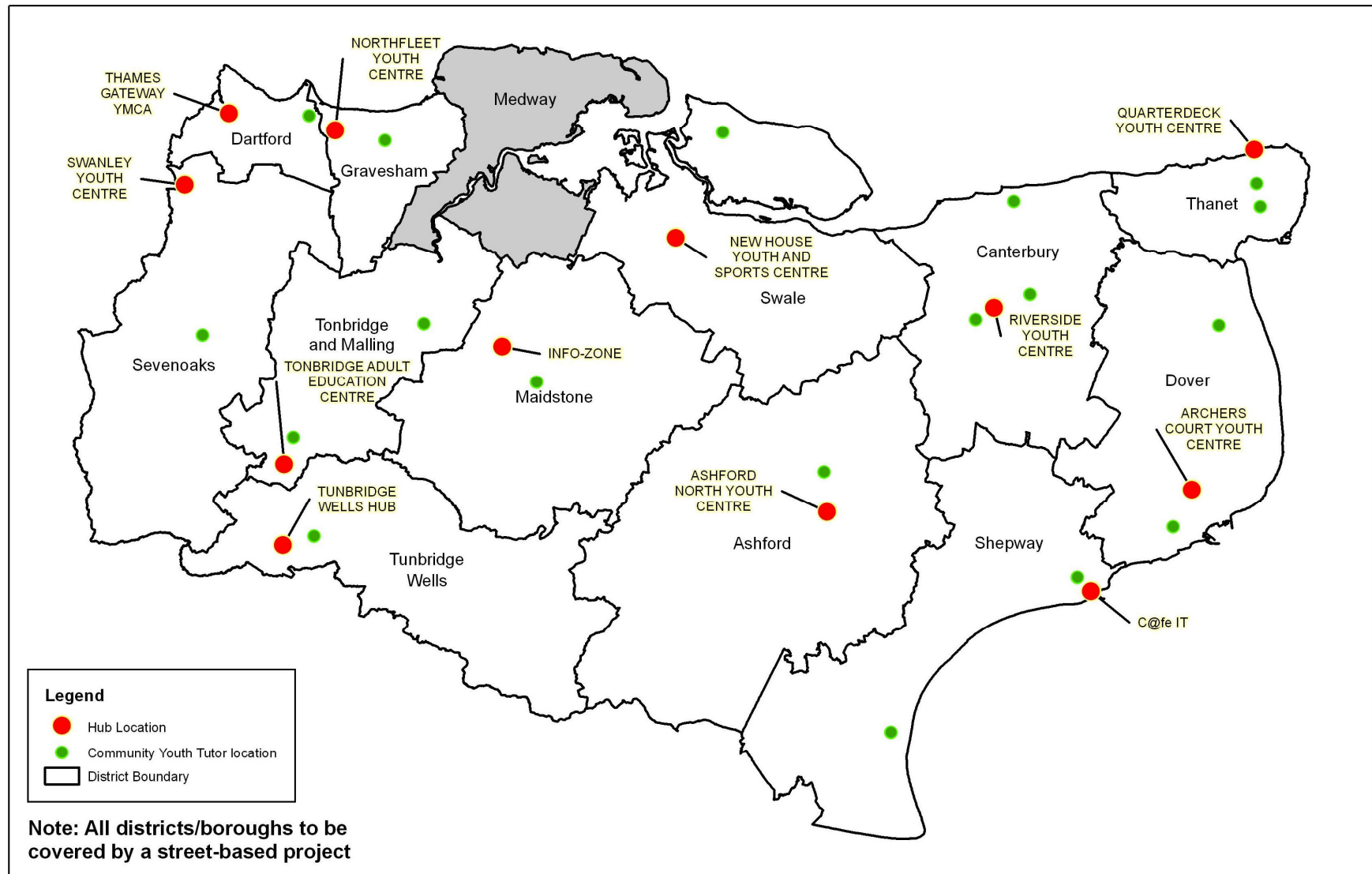
The Offer

Every borough and district of Kent will benefit from Directly Delivered Services, thus:

- **Youth 'Hub'** – a centre of excellence for youth work and resources
- **Street-based project** – district wide, flexible provision
- **Community Youth Tutor(s)** – school based youth workers
- Access to **county-wide services** including Duke of Edinburgh's Award, Youth Participation and Outdoor Education centres



The Plan – Direct Delivery

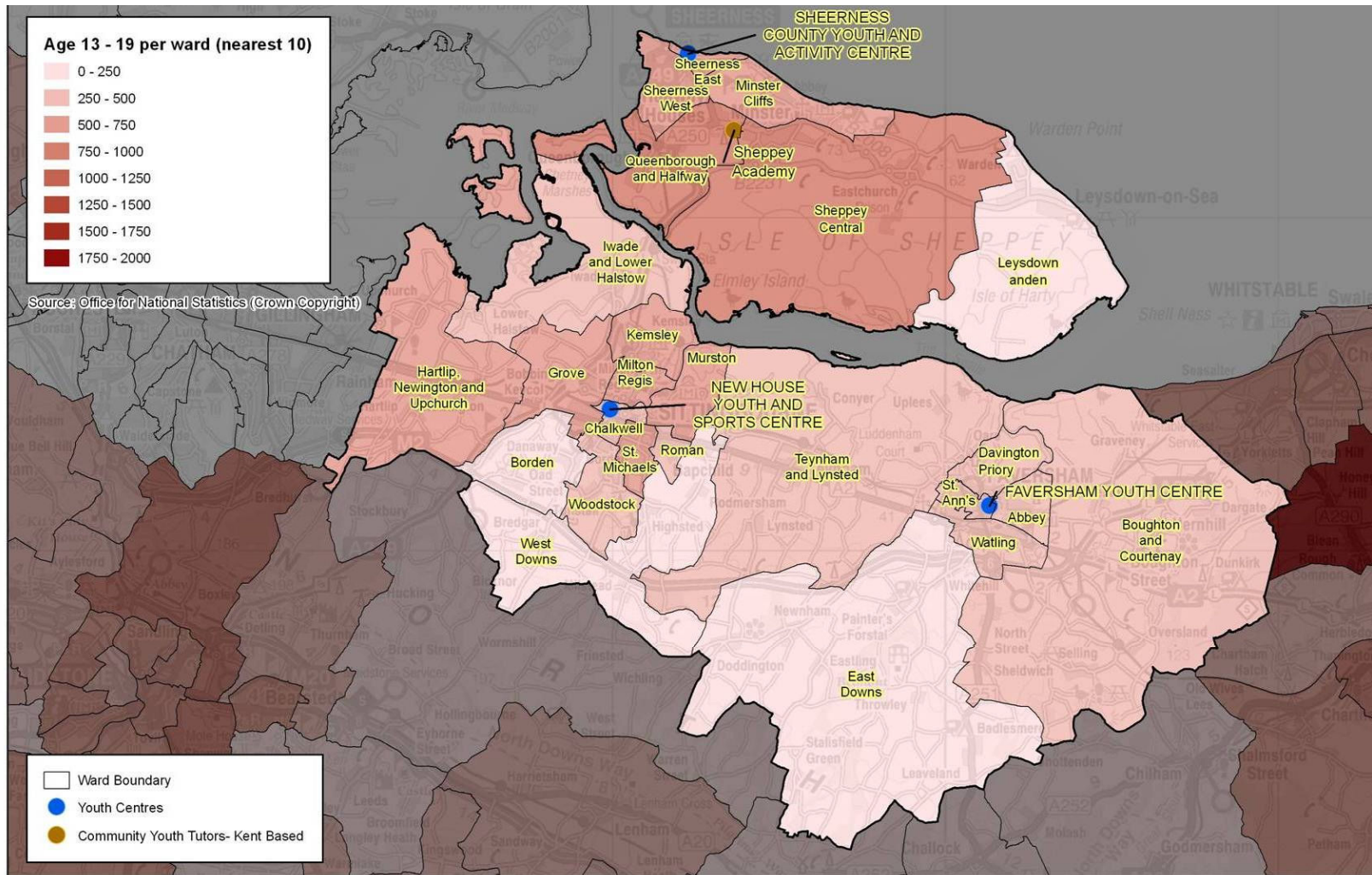


The Plan - Commissioning

- Minimum youth work commissioning budget of £1.2M spread across 12 boroughs/districts – enhanced with other local resource?
- Driven by needs analysis and outcomes framework
- Providing opportunities for local groups to develop/deliver youth projects designed for local needs
- Opportunity for existing voluntary youth organisations and also new social enterprises
- Building a strong & vibrant youth work sector in Kent



District Example - Swale



Produced by the KCC GIS Team

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Ref: ma1810_F0925351_Swale

The National Context

COMMENTS FROM EDUCATION COMMITTEE REPORT ON 'SERVICES FOR YOUNG PEOPLE' (PUBLISHED 23 JUNE 2011)

- All Council run youth services suffering very significant and disproportionate cuts, ranging from 20% - 100%
- Government urged to announce its intention to retain the statutory duty on local authorities to secure access to educational/recreational leisure-time activities
- Majority of evidence received emphasised the need to preserve open-access services
- Little doubt that good youth services can have 'transformational effect on young people's lives'
- Trend toward new business models, including significant commissioning involving larger bodies and smaller community based providers



The Consultation

- Young people, local providers, localities, local Members and wider stakeholders
- Comments via dedicated e.mail kysconsultation@kent.gov.uk
- Kent Youth Service Staff - Formal Consultation
- Specific Focus Groups with targeted users
- On-line questionnaire
- 90 days = 1st August to 29th October 2011



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

To: Customer and Communities Policy Overview and Scrutiny Committee

Date: 15th September 2011

Subject: Kent YOS Improvement Plan resulting from the HMIP CCI report

Classification: Unrestricted

Summary: This report details the nature and outcome of the recent Core Case Inspection of the work of the Kent Youth Offending Service and the improvements which are already underway and are contained within the Improvement Plan. The Improvement Plan has been submitted to Her Majesty's Inspectorate of Probation and the National Youth Justice Board to monitor its' implementation.

Members are asked to NOTE and COMMENT on the contents of the Improvement Plan.

Introduction

1. Kent YOS was subjected to an inspection by Her Majesty's Inspection of Probation in April 2011, part of a national inspection programme for all youth offending teams. This involved an inspection of 85 current and closed cases from across the county and interviews with the relevant caseholders. In addition, information relating to the operation of YOS was submitted in advance and questionnaires were sought in order to capture the views of victims and young people.
2. The report detailing the outcome of the inspection was published by HMIP on 3 August 2011 and contained five recommendations for improvement. The report stated that Kent achieved a higher than average rating around the reduction of the likelihood of re-offending. When re-offending did occur, the seriousness of the offence was not as grave as second-time offences elsewhere in the country. Another positive finding was that the views of the young people contained in the 138 questionnaires which were returned: over 98% stating that YOS workers were really interested in helping them while 74% stated that the work of YOS had made their lives better. Kent YOS was required to submit an Improvement Plan covering the following five areas:
 - i. A timely and good quality assessment and plan, using Asset, is completed when the case starts;

- ii. A timely and good quality assessment of the individual's vulnerability and *Risk of Harm to others* is completed at the start, as appropriate to the specific case;
 - iii. The record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified *Risk of Harm to others*;
 - iv. The plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services; and
 - v. There is a regular and effective oversight by management, especially of screening decisions, that is clearly recorded within the case record, as appropriate to the specific case.
3. The actions detailed in the Improvement Plan are all in progress and Members are asked to review the Plan.

Conclusion

4. The Improvement Plan will be monitored by the Kent County Youth Justice Board and any action required to deliver improvement will be reported to this Partnership Board.

Recommendations

5. Members are asked to note and comment on the contents of the Improvement Plan.

Director:

Name: Angela Slaven

Job Title: Director of Service Improvement

Telephone Number: 01622 221696

Email: angela.slaven@kent.gov.uk

Contact Officer:

Name: Andy Birkin

Job Title: Interim Head of Youth Offending Service

Telephone Number: 01622 696370

Email: andy.birkin@kent.gov.uk

Background documents:

YOS Improvement Plan – attached

Kent YOS Inspection Report: www.justice.gov.uk/about/hmi-probation

| Recommendation | What will be done? | Who will do it? | Timetable for completion: | Review date and progress: |
|---|--|---|---|--|
| | <p>(c) require case managers to focus strongly on the protective factors in a child / young person's circumstances so that the interventions seek to build on the strengths in their situation that are identified during the assessment (NB research is indicating the effectiveness of this approach)</p> <p>(d) Practice Supervisors are supported within the Service to enable them to spend a greater percentage of their time with case managers (including via supervision) on both practice development and on their responsibilities for quality assuring assessments and intervention, risk and vulnerability management plans</p> | <p>EPPM / Effective Practice Group (EPG)</p> <p>Acting Head of Service and YOS Management Team (Team Managers, Practice Supervisors and the EPPM)</p> | <p>31.12.11</p> <p>31.12.11</p> | <p>13.09.11</p> <p>13.09.11</p> |
| <p>2. A timely and good quality assessment of the individual's vulnerability and Risk of Harm to others is completed at the start, as appropriate to the specific case</p> | <p>(a) Publication of revised Risk & Vulnerability Management Procedures (following consultation with each of the Teams)</p> <p>(b) Two Risk & Vulnerability Management workshops – the objective being to develop approaches to ensure that the practice of case managers when assessing vulnerability and the potential for a risk of harm to others meet best practice standards. The learning will be cascaded in the Teams by Team Managers and Practice Supervisors</p> <p>(c) targeted training for case managers</p> | <p>EPPM / EPG</p> <p>External Trainer – attended by Team Managers (TM), Practice Supervisors (PS), Workforce Development Co-ordinator (WDC)</p> <p>Team Managers and Practice Supervisors will identify the case managers requiring training</p> <p>External Trainer, the EP&</p> | <p>31.08.11</p> <p>31.10.11</p> <p>03.02.12</p> | <p>06.10.11 (NB date for the first workshop)</p> |

| Recommendation | What will be done? | Who will do it? | Timetable for completion: | Review date and progress: |
|----------------|---|---|---|-------------------------------|
| | <p>(d) the programme of monthly case audits will monitor progress made towards the best practice benchmarks and National Standards – these will be organised thematically:</p> <ul style="list-style-type: none"> • the quality of the Core ASSET – the addressing of safeguarding and public protection issues within the text boxes for each of the dynamic factors included in the assessment • the relationship between the information provided within the text boxes and the indicators for risk of serious harm and for vulnerability so that the necessity for the completion of a Risk of Serious Harm ASSET and a Vulnerability Management Plan is correctly recognised • the effectiveness of the link between the outcomes from individual assessments and the objectives set out in the combined plan (Intervention, Risk Management, Vulnerability Management) as they relate to safeguarding the child / young person and the need to manage any risk of harm they may pose others <p>(e) report twice yearly to the County Youth Justice Board on the findings from the audits</p> | <p>PM and the WDC will deliver the training (YOS training budget)</p> <p>EPPM will co-ordinate. Case Managers and specialist staff will participate</p> <p>Effective Practice & Performance Manager</p> | <p>Ongoing</p> <p>Ongoing but 2 reports during 2012</p> | <p>Post each CYJB meeting</p> |

| Recommendation | What will be done? | Who will do it? | Timetable for completion: | Review date and progress: |
|---|---|------------------------------------|---|---------------------------|
| <p>Page 32</p> <p>3 the record of the intervention plan is specific about what will now be done in order to safeguard the child or young person from harm, to make them less likely to reoffend, and to minimise any identified Risk of Harm to others</p> | (a) agree a format for a combined plan so integrating the intervention, risk & vulnerability management | Effective Practice Group with EPPM | 31.08.11 | |
| | (b) implement the new template and place on the case management system) | TMs and PSs | 01.04.12 | 02.02.12 |
| | (c) the individual plans will be informed by the outcomes from the use of the What Do You Think? ASSET and of the Learning Styles Questionnaire | TMs and PSs | Ongoing | |
| | (d) fully implement the quality assurance checklists for those Team Managers and Practice Supervisors chairing planning and review meetings | TMs and PSs | 03.10.11 | 02.02.12 |
| | (e) gatekeeping procedures and staff supervision in Teams will be used to monitor that there is an explicit link between the assessment outcomes (including those of the ROSH where one is completed) and the objectives in the combined plan | TMs and PSs | Ongoing | 02.02.12 |
| | (f) the monthly county audit process will be used to review the effectiveness / quality of the combined plan format | EPPM | January 2012 will focus on this practice area | |
| | (g) the report to the County Youth Justice Board on the findings from the monthly case audits will include details of: <ul style="list-style-type: none"> • the impact of the change in the planning format • the assessed degree of clarity of the objectives included in the combined plans | EPPM | Twice yearly | Post each CYJB meeting |

| Recommendation | What will be done? | Who will do it? | Timetable for completion: | Review date and progress: |
|--|--|---|---|---------------------------|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 33</p> <p>4 The plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services</p> | (a) the publication of a Practice Note on revised assessment and planning procedures for the Service – with emphasis on the planning and review processes following the completion of the Start ASSET | EPG & the EPPM | Implementation on 03.10.11 | 02.02.12 |
| | (b) those cases assessed as high / very high in terms of risk of harm to others / vulnerability to continue to be reviewed at the monthly risk & vulnerability management meetings held by the Teams | TMs and PSs | Ongoing but first review at each of the October workshops | 02.02.12 |
| | (c) establish clear guidance as to the management of the above meetings and promote with Team Managers and Practice Supervisors | EPG & the EPPM | 02.02.12 | |
| | (d) APIS training to use previously prepared exemplars for the updating of ASSET where there has been either a positive / negative development | External trainer with support from the EPPM and the WDC (YOS training budget) | 31.12.11 | 31.10.11 |
| | (e) findings from the monthly county audits are included in a twice yearly report for the County Youth Justice Board with respect to: <ul style="list-style-type: none"> • the review and planning processes • the processes for the management of risk and vulnerability • the outcomes being achieved | EPPM | Ongoing | Post each CYJB Meeting |

| Recommendation | What will be done? | Who will do it? | Timetable for completion: | Review date and progress: |
|--|---|------------------------------------|---------------------------|---------------------------|
| 5 there is regular and effective oversight by management, especially of screening decisions, that is clearly recorded within the case record, as appropriate to the specific case | (a) ensure the checklists designed to support the preparation of Chairs prior to a planning / review meeting are routinely used | EPPM | 30.09.11 | |
| | (b) establish the practice that Team Managers / Practice Supervisors chair reviews of cases being managed at either an Enhanced or an Intensive level. This will enable them to prioritise their involvement in cases on those children and young people where management oversight is most likely to be required | Team Managers Practice Supervisors | Ongoing | |
| | (c) the guidance (see above) for the conduct of Risk & Vulnerability Management meetings is adopted by all Teams | EPPM and EPG | | |
| | (d) Team Managers and Practice Supervisors will develop processes for ensuring the work they have requested from individual case managers is completed | EPG and the YOS Management Group | 31.10.11 | |
| | (e) guidance will be provided on the wording within individual case records to be used in recording management action / requests for action. This will be included in a Practice Note | EPPM & EPG | 31.10.11 | 02.02.12 |
| | (f) the monthly case audits will on occasions focus on: <ul style="list-style-type: none"> • the management oversight provided in individual cases (enhanced and intensive) • how effectively the oversight has been recorded • the impact the more tightly controlled | EPPM | | 02.02.12 |

Page 34

| Recommendation | What will be done? | Who will do it? | Timetable for completion: | Review date and progress: |
|--|--|-----------------|--|-------------------------------|
| | <p>processes will have had</p> <p>(g) the findings on the effect of the changes to the processes for management oversight will be reported to the County Youth Justice Board in one of the two reports to be submitted in the next twelve months</p> | EPPM | During 2010 | <p>Post each CYJB meeting</p> |
| Name of person completing this plan: Andy Birkin | | | Designation: Acting Head of Service | Date: 17.08.11 |

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

To: Customer and Communities Policy Overview and Scrutiny
Committee

Date: 15th September 2011

Subject: Kent YOS Annual Operating Plan – 2011/12

Classification: Unrestricted

Summary: This paper seeks approval for the Kent YOS Annual Operating Plan to be submitted to the National Youth Justice Board as its Youth Justice Plan for 2011/12.

For comment prior to submission for County Council approval.

Introduction

1. The Crime & Disorder Act 1998 established multi-agency Youth Offending Teams nationally and Section 40 of the Act sets out responsibilities in relation to the production each year of a Youth Justice Plan which following consultation with partner agencies sets out:
 - a) how youth justice services in their areas are to be provided and funded; and
 - b) how the Youth Offending Team is composed, how it will operate and what functions it will carry out.

Structure of the Plan

2. The structure for the Youth Justice Plan was prescribed by the National Youth Justice Board (YJB) using a template which they supplied. At the beginning of 2010, the Youth Justice Board informed all Youth Offending Teams, in response to the central government initiative to reduce the burden on local services, that while they still needed to forward Annual Plans to the Youth Justice Board (YJB) they no longer needed to follow the previously prescriptive format and that Youth Offending Services in future could submit plans which were prepared for local purposes, provided they covered the information previously required.
3. The three key elements of the YJB template included a self assessment, the plan in response to the findings of the self assessment and the resources that were being made available to the Youth Offending Service by its five statutory partners, Health, Education, Children's Social Care, Probation and Police:

4. The self assessment and the objectives in the Youth Justice Plan related to the following service areas and responsibilities:
 - Reducing first time entrants into the youth justice system and reducing any disproportionality with reference to issues of diversity;
 - Reducing proven re-offending by children and young people and reducing any disproportionality with reference to issues of diversity;
 - Reducing the use of youth custodial remands and sentences and reducing any disproportionality with reference to issues of diversity;
 - Addressing the risk of serious harm to the public through local application of YJB risk of serious harm procedures;
 - Keeping children and young people safe from harm;
 - Improving public confidence in the fairness and effectiveness of dealing with youth crime in the Criminal Justice System; and
 - Improving satisfaction in the Criminal Justice System for those who have been victims of youth crime.
5. The areas of attention with respect to the use of resources and achieving value for money were:
 - the youth justice services to be delivered
 - any identifiable risk to the delivery in the future of these services
 - how the above risks would be addressed by the Youth Offending Service and its partners
 - the budget for the Service with the contributions from each of the partners clarified
 - the staffing of the Service

The Kent Response

6. Kent Youth Offending Service through the County Youth Justice Board and with advice from Legal and Democratic Services took the decision to submit the Annual Operating Plan as its Youth Justice Plan to the YJB, which is produced for KCC monitoring and scrutiny purposes.
7. The key difference between the requirements of the two planning processes is that the YJB template expected commentary on the contribution of all partners within the Youth Offending Service whereas the Annual Operating Plan focuses primarily on how the Local Authority is meeting its responsibilities with respect to the principal aim for the youth justice system, “the prevention of offending by children and young people”.
8. With the exception of this difference, the information requirements of the two templates are similar with the focus in the KCC template for the Annual Operating Plan being:
 - a risk analysis for the business
 - a performance review against national and local performance indicators
 - planned activities and new service developments

- the budget for the coming financial year and the KCC contribution to the staffing of the Service
9. This template has been accepted by the YJB as fulfilling its' requirements and it forms the basis of the work from the Kent YOS in 2011/12. The Operating Plan is submitted to the Policy Overview and Scrutiny Committee as the Annual Youth Justice Plan for Kent for comment prior to submission to the County Council for approval.

Recommendations

10. Members are asked to comment on the sufficiency of the YOS Annual Operating Plan for 2011/12 and to note that it will be submitted to County Council for approval in October

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Communities Directorate (Customer & Communities Directorate from April)

Youth Offending Service (YOS)

Annual Operating Plan 2011/12

EXECUTIVE SUMMARY

The gross controllable expenditure for the services included in this business plan is:

£6.604m (£3.592m net)

And will deliver:

- Multi-agency initiatives including Youth Inclusion Support Panels, responsible for preventing young people entering the youth justice system in the county. This includes joint working with partners such as Children's Services, the Youth Service, Community Safety and the Anti Social Behaviour Teams based in the Districts.
- Work to prevent young people already in the youth justice system from re-offending by addressing key risk factors such as interventions to ensure they are in full-time education, training & employment and live in suitable accommodation.
- Provision, with partners, of effective community supervision to minimise use of the Secure Estate for remand and sentencing purposes, involving prioritising of intensive interventions for those most likely to re-offend or be a risk to themselves or others.
- Parenting Services that engage parents and carers to assist their development of the necessary skills to provide safe supervision of the children and young people for whom they have responsibility.
- Support for the victims of youth crime via opportunities available for them to participate in restorative processes designed to resolve any conflict between them and those who have offended against them

And will be staffed by

123.15 FTE

Head of Service – Andy Birkin (Interim)

Portfolio Holder – Mike Hill

Director – Angela Slaven

1. INTRODUCTION: RESPONSIBILITIES AND OUTLOOK

The Youth Offending Service (YOS) is a statutory multi agency partnership with representation provided by Specialist Children's Services, Health & Education from Children's Services and the Police and the Probation Service from Criminal Justice. The primary responsibility of the Service is to meet the principal aim for the youth justice system (Section 37, Crime & Disorder Act 1998) which is to prevent offending by children and young people. The Act places a duty on the Chief Executive to ensure, firstly, that the five statutory partners contribute to its costs and staffing and, secondly, that it is adequately resourced. The responsibilities of the Service are framed by legislation concerned with promoting the welfare of children and with reducing the level of crime and its adverse consequences in local communities.

With respect to the welfare of children the key legislation is:

- the Children Acts of 1989 & 2004
- the Homelessness Act 2002
- the Children (Leaving Care) Act 2000

The most relevant criminal justice legislation is:

- the Criminal Justice Act 1991 which established the Youth Court for 10 – 17 year olds
- the Crime and Disorder Act which sets out the structure for Youth Offending Teams and the range of youth justice services which must be provided
- the Youth Justice & Criminal Evidence Act 1999 which introduced the Referral Order, the most frequently used disposal in the Youth Court
- the Criminal Justice Act 2003 (plus subsequent amendments) which provides a sentencing framework for the more and most serious offenders (adult and youth)
- the Criminal Justice and Immigration Act 2009 which introduced a new set of arrangements (the Youth Rehabilitation Order) for community penalties
- the Code of Practice for Victims of Crime which is based in statute and requires the Police to share victim data with Youth Offending Teams to facilitate restorative justice approaches.

This Plan will support progress towards the three ambitions set out in *Bold Steps for Kent*, particularly those under the ambition of "Tackling Disadvantage". These include:

- the anticipated integration of YOS with the Youth Service "to better target Youth Service provision at those young people at risk of falling into offending behaviour"
- preventing disengagement from education and learning, including the take up of opportunities created by apprenticeships (YOS has 20 places), to enable children and young people known to the Service to fulfil their potential
- achieve greater integration of services with partners to improve outcomes and better value for money by contributing to targeted interventions with vulnerable families via:
- the Youth Inclusion Support Panels, the preventative arm of the Service
- supporting public protection arrangements as one of the Services with "a duty to co-operate" with MAPPA
- promote the welfare of children and young people by having effective safeguarding arrangements that include joint working with Specialist Children's Services and with Housing Authorities – an important target population will be Looked After Children who are disproportionately represented within the youth justice system in the county
- complementary to the work of the YISPs will be initiatives such as 'Triage' and 'Restorative Resolutions', undertaken in partnership with Kent Police. These will enable both the diversion of children and young people from the YJS and their signposting to services addressing the risks and needs associated with their offending behaviour

- specialist interventions that specifically target the higher risk (of re-offending / serious harm to others / both) will continue to be available. These will include:
 - the Intensive Supervision and Surveillance programme which offers Courts an alternative to a custodial sentence for those amongst the youth offending population whose offending is either more persistent or more serious or both – this is provided in partnership with the Medway Youth Offending Team
 - the Integrated Resettlement Service which works alongside case managers in the operational teams to assist young people leaving custody to develop a stake in their local communities and so reduce the risk of them re-offending
 - joint working with the Police led Integrated Offender Management Units to target the Deter Young Offender population, those young people who have established offending histories and who have been assessed as very likely to re-offend
 - support, provided by seconded Education staff, for those of statutory school age known to the Service with a view to maintaining them in full time education
 - a range of initiatives (e.g. New Skills, New Lives and apprenticeships) provided in partnership with the Connexions Service to engage 16 & 17 year olds in education, training and employment to ensure the numbers who are NEET is kept to a minimum

Continued focus will be on:

- the accommodation of 16 / 17 year olds in partnership with Specialist Children's Services, Local Housing Authorities and Supporting People to ensure their needs and welfare are effectively safeguarded
- the provision of community based remand services with the objective to reduce the number entering the Secure Estate.

When compared to current provision the changes to youth justice services planned during 2011/12 will result from either opportunities provided by partners or from decisions to alter the means of service delivery. These will include joint work with Kent Police to expand:

- "Triage" – closer involvement by YOS staff in Police decision making to enable diversion from the youth justice system of children and young people coming to their attention
- The use of restorative processes as a means of responding to children and young people receiving Police determined pre Court decisions (e.g. Reprimands and Final Warnings)

It will also include:

- Engaging youth workers in the delivery of youth justice interventions – this will include the involvement of the youth worker based at Cookham Wood YOI in planning by case managers and the Integrated Resettlement Co-ordinators for young people leaving custody to facilitate access to youth service provision where relevant.
- The operational Teams within YOS having a greater responsibility for the delivery of parenting interventions. Access to District based parenting services will be central to this change in strategy
- Maintaining commitment to the use and development of volunteers and the diversification of their role into areas such as mentoring.

In addition, the Service will also undergo an inspection led by HM inspectorate of Probation from 11th-15th April 2011, as part of a rolling three year programme for all YOTs nationally.

2. RISK ANALYSIS AND BUSINESS CONTINUITY

The business objectives set out in this plan are monitored to ensure they will be delivered. Risks associated with potential non-delivery and the controls in place to mitigate those risks, have been assessed and documented as part of the Annual Operating Plan process. A risk plan has been developed as necessary.

It is anticipated that during 2011/12 there will be a reduction in the resource base of both the Service and that of key partners which may impact on the capacity of the Youth Offending Service to meet the demands for youth justice provision made by both the Police and the Courts. National Youth Justice Board grant funding for 2011/12 is likely to reduce by between 10% and 12.5%. This is significant given that the grants from the Board represent about a 30% share of the overall income received by the Service.

National research indicates a correlation between a downturn in the economy and an increase in the level of crime and of the numbers of those who become at risk of offending. The number of young people entering the youth justice system in Kent has reduced in recent years. To mitigate the risk of referrals rising in 2011/12 the following actions are designed to complement YOS resources and so increase the reach of the Service:

- the expansion of the 'Triage' arrangements with Kent Police which will assist the diversion of children and young people from the youth justice system so reducing demand for assessments and interventions from YOS
- joint work with the Police led Integrated Offender Management Units in targeting those young offenders assessed as presenting a higher risk of re-offending / serious harm to others / both
- the maintaining of YISPs – particularly in those Districts where the demand is high. The Prevention Grant from the Youth Justice Board will be supplemented by funding for Positive Activities for Young People (PAYP) and this may enable the staff retained to support the delivery of interventions to those children & young people in the early stages of the youth justice system
- maintenance of frontline posts (i.e. those responsible for case managing children and young people) in each of the operational Teams
- the proposed collaboration with the Youth Service in the delivery of interventions at the pre Court and First Tier stages of the youth justice system and in enabling YOS case managers to base themselves for part of the week in Youth Centres so making them more accessible for their caseload
- diversifying the role of the volunteer within the Youth Offending Service to enable them to support, via for example acting as Mentors, the delivery of statutory interventions
- maximising where appropriate to individual cases the use of Attendance Centres where programmes are provided at no cost to YOS
- improving access to parenting programmes provided in each of the Districts to support both Court ordered and voluntary interventions with parents of children & young people both at risk of offending and already offending
- develop a group work programme which should assist case managers in meeting the required levels of contact with individual children and young people as per national Standards 2009
- seeking external funding through the Youth In Focus stream of the Big Lottery fund which is designed to enhance the capacity to support young people returning from custody to the community – the result of the bid will be known in May 2011
- the introduction of an automated process for uploading Police data into the YOS case management system so providing once fully established a significant saving in administrative staff time

The business objectives set out in this plan will continue to be monitored quarterly to ensure they are being delivered.

Business Continuity - YOS has reviewed its activities for the development of a Business Continuity plan for the Service and has determined that the high priority areas with “no tolerable period of disruption” for the following critical functions:

- Share information with partner agencies in regards to service or person specific information
- Support CareWorks, the YOS electronic case management system to enable records to be maintained so supporting effective information sharing
- Provide administrative support to critical functions
- Support the Referral Order process
- Support Court hearings
- Court Duty cover for both Kent and Medway at Occasional Courts on Saturdays and public holidays
- provide Court reports in advance of a hearing
- prepare Court reports on the day of the hearing
- provide Remand Management Service
- Manage high risk children:
 - engaging with partners in the scheme for Deter Young Offenders (DYO)
 - deliver interventions assessed as high risk including Intensive Supervision Surveillance
 - provide support for young people coming out of custody
- Support access to suitable emergency accommodation for young people
- Identify the health needs of young people and to refer them to appropriate services

YOS is finalising a Business Continuity Plan which is to be tested and signed off by 31/03/10.

3. BUDGET PROFILE SUMMARY

| Portfolio Revenue Budget | | | | | | | |
|--------------------------|-----------|----------------------------|------------------------|----------------------------|---------------------------------|--------------------------|----------------------|
| 2010/11 Approved | | | 2011/12 | | | | |
| Net Cost £000s | Portfolio | Service | Gross Exp. £000s | Service Income £000s | Net Expen diture £000s | Govt. Grants £000s | Net Cost £000s |
| 3,745 | CMY | Youth Offending Service | 6,604 | -3,012 | 3,592 | 0 | 3,592 |

4. PLANNED ACTIVITY (BOTH CORE BUSINESS AND NEW PROJECTS)

The targets, activity and projects set out in the tables below will be used formally to track the business plan at mid-term and end of year monitoring as part of the KCC 'Core Monitoring' process.

Core Services and Forecast Activity Levels

| Service Area | Forecast Activity Level |
|--|--|
| <p>Prevention</p> <p>Working with the Youth Inclusion Support Panels to assist the prevention of offending by children and young people referred by either Children's Services, schools or the District based Anti Social Behaviour Teams. Staff will work either independently or as part of a Team Around the Child</p> | <p>children & young people – based on 30 per YISP per year</p> |
| <p>The assessment of children and young people notified to the Service by both the Police and the Courts</p> <p>National Standards for Youth Justice (2009) require case managers to complete the Core Profile ASSET and where risk is indicated a Risk of Serious Harm ASSET – the assessment outcomes then inform the intervention planning process – including Risk & Vulnerability Management Plans</p> <p>An average of 3 assessments and planning processes are undertaken pre and post a statutory disposal being imposed and one per Final Warning (NB in many Final Warning cases YOS activity is restricted to screening)</p> <p>Between October 2009 and September 2010 1488 Court disposals were imposed requiring a YOS intervention and the Police imposed 659 Final Warnings</p> <p>Total number of assessments</p> | <p>1416 x 3 = 4248 659 Final Warnings</p> <p>4907</p> |
| <p>Court Services</p> <p>Providing staff for duty at scheduled Youth Courts (will involve between 2 & 4 staff for any Court)</p> <p>Providing a member of staff when a young person is appearing before an Adult Court – each Team can expect to provide such cover on average once per week at each of the 7 Courts</p> <p>Total Court sessions to be attended</p> | <p>364 scheduled Youth Courts 7 x 52 = 364 unscheduled Court Duties + 58 Occasional Courts (Saturdays and Public Holidays)</p> <p>786</p> |
| <p>Report Preparation</p> <p>Preparing reports based on those assessments for the Police, Youth Panels (Referral Orders) and the Courts to advise on the most appropriate response to the offending behaviour:</p> <p>Police for Final Warning purposes (estimate 120 reports prepared for Kent Police)</p> | <p>120</p> |

| Service Area | Forecast Activity Level |
|--|--|
| Youth Offender Panels / Referral Orders (average of 3 per Order, initial / review / end) – 632 Referral Orders were made between October 2009 and September 2010 Pre Sentence Reports (2009.10) Total number of reports per year | 1896 686 2702 |
| Remand management services (remand is the period between the first hearing at Court and sentence) These include (data used is for the period October 2009 – September 2010): <ul style="list-style-type: none"> • Bail Support & Supervision (National Standards require a minimum of 3 contacts per week) – average length = 4 weeks • Remand to Local Authority Accommodation – placements in the community (foster / residential, with 1 contact per week) – average length = 3 weeks • Court Ordered Secure Orders (a third of the costs of the placement within a Secure Establishment and 100% of the costs of the required escorts, contacts 2 per 4 weeks) – average length = 4 weeks • Remands in Custody (contact 2 per 4 weeks) – average length = 4 weeks Each of the above remand decisions requires contact between either a YOS case manager or a Catch 22 Bail Support Co-ordinator / Worker – the frequency varies between the different types of remand decision. Total remand activity / number of contacts | 12 contacts x 133 BSS = 1596 9 x 16 = 144 2 x 41 = 82 2 x 150 = 300 2122 contacts |
| Community based penalties – statutory supervision (NB levels of contact determined by assessment outcome, the Scaled Approach and National Standards for Youth Justice 2009) Referral Orders & Reparation Orders (First Tier) Community Penalties / Youth Rehabilitation Orders (NB includes approximately 90 young people subject to Intensive Supervision & Surveillance but not those undertaking only Unpaid Work as supervised by Kent Probation) Total community based supervision requirement | Number of Orders imposed between October 2009 & September 2010 632 & 54 = 686 536 1222 |
| Custody – through care and resettlement - | 116 custodial sentences (approx 80 young people) |
| Parenting Interventions – these are to be provided by YOS on both a statutory and voluntary basis with the intention being to access in each of the Districts the parenting programmes being provided by Children’s Services | Approx 50 Parenting Orders p.a. 150 progs on a voluntary basis |

Commissioned Services (NB Remand Management include above)

| | |
|--|---|
| <p>Appropriate Adult Service – provided by the Young Lives Foundation. The Police & Criminal Evidence Act 1984 requires an Appropriate Adult to be present when a young person between 10 – 16 years inclusive is interviewed by the Police. Their role is to act an impartial guardian of the procedure to ensure fairness. In most instances this role is undertaken by a parent / carer but when neither is available to attend the Young Lives Foundation provide a volunteer.</p> | <p align="center">1,500 (estimate)</p> |
| <p>Mediation Services x 3 (NB the current agreements with the three Mediation Services are subject to review and possibly amendment)</p> <p>Victim Liaison Officers x 6 – contact with victims of youth crime. Each Mediation Service is contracted to employ two VLOs. Contact is established with victims to obtain information from them about the impact of the offending behaviour on them (for Panel and Court Reports) and to offer the opportunity for their participation in restorative processes such as Youth Offender Panels and mediation.</p> | <p>150 mediation cases as per the Service Level Agreement (NB only a minority will reach face to face mediation)</p> <p>The frequency of contacts with both victims and children / young people is increasing as the focus of the role changes.</p> |
| <p>Young People’s Substance Misuse Service – YOS, via KDAAT, commissions KCA to provide 4 Named Drugs Workers to whom YOS practitioners refer in line with assessment outcomes for further assessment and possible treatment</p> | <p>Responsive to identified need</p> |

New Projects, Developments and Key Actions

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

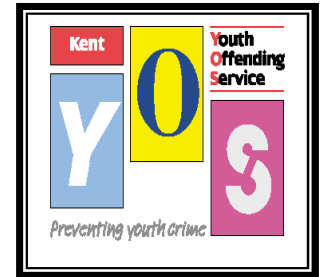
| Project/ development/key action | a/c manager | Link to Corporate/Directo rate Target | Deliverables or outcomes planned for 2011/12 | Target dates |
|--|---------------------------------|---|--|--|
| HMiP Inspection | Andy Birkin | | -Inspection complete and improvement plan developed | Inspection 11-15 April Improvement Plan July 11 |
| Speech and Language – the introduction of a screening process which informs case managers how best to communicate with individual children | James Barber & Charlie Beaumont | Bold Steps for Kent – Tackling Disadvantage | -a revised pilot with a second Team in YOS -the outcomes from the screening is helping to inform the approach to be adopted for the style of intervention. -the screening is embedded as routine within the overall assessment process. | December 2011 – ability to evaluate the impact of the change in practice |
| Learning Styles Questionnaire (LSQ) – this capacity is an expectation of YOTs so that case managers understand how individual children and young people learn – this is intended to ensure that children and young people learn from an intervention | Jane Barber & Charlie Beaumont | Bold Steps for Kent – Tackling Disadvantage – improving engagement in education | -all case managers in the Service are using the Questionnaire recently launched -there is an awareness of the learning styles of young people on the YOS caseload -there is evidence that this awareness has informed the approach to the delivery of interventions alongside that of the knowledge of any speech, language and communication needs the child / young person has | December 2011 – able to identify routine usage and recording of the LSQ |
| New Skills, New Lives – creating opportunities for young people | Catherine Reilly | Bold Steps for Kent – Tackling Disadvantage - Growing the Kent Economy | -young people on Intensive Supervision & Surveillance / post custody interventions have access to apprenticeships -young people settle into their apprenticeships and do not re-offend | March 2012 |
| Deter Young Offender Cohort – more effective joint working between YOS and Kent Police with the more prolific young offender | Catherine Reilly | Bold Steps for Kent – Tackling Disadvantage | -evidence of effective targeting by YOS and the Offender Management Unit in each Police Area (BCU) of young people assessed as presenting a high risk of re-offending -reduced incidence of the breach of Statutory interventions by the DYO population and to promoting service opportunities which match their needs -re-offending rate for the 2010 cohort of DYO is lower than | March 2012 |

| Project/ development/key action | a/c manager | Link to Corporate/Directo rate Target | Deliverables or outcomes planned for 2011/12 | Target dates |
|--|----------------------------------|--|--|------------------------|
| | | | that recorded for the 2009 cohort | |
| The Triage methodology – joint development with Kent Police to support diversion of children and young people from the YJS | Andy Birkin, | Bold Steps for Kent – Tackling Disadvantage | -there will be an increase in YOS staff dedicated to working within the Triage approach -evidence that Police decision making is utilising the Triage process -numbers of children and young people diverted from the YJS continues to increase | March 2012 |
| Automatic uploading of Police data on to the YOS case management system | Charlie Beaumont & Rob Underwood | | -process is implemented -data quality reaches the required level of accuracy -administrative staff time is saved | July 2011 |
| Restructuring of the Service | Andy Birkin | Bold Steps for Kent – Tackling Disadvantage | -the three new operational Teams will be established to replace the existing five -the new management arrangements at Service Manager and Team Manager levels are complete -the merger with the Youth Service has been initiated and YOS have improved access to Youth Service resources to support interventions with children and young people | March 2012 |
| Support delivery of KCC Equality & Diversity Strategy | Head of Service | KCC Equality Strategy | -implement service-specific actions -progress monitored | March 2012 Oct 2011 |
| Environmental Performance & Climate Change adaptation: Support delivery of Kent Environment Strategy | Head of Service | Kent Environment Strategy | -implement service specific actions to support delivery of the Kent Environment Strategy -progress monitored | March 2012 Oct 2011 |

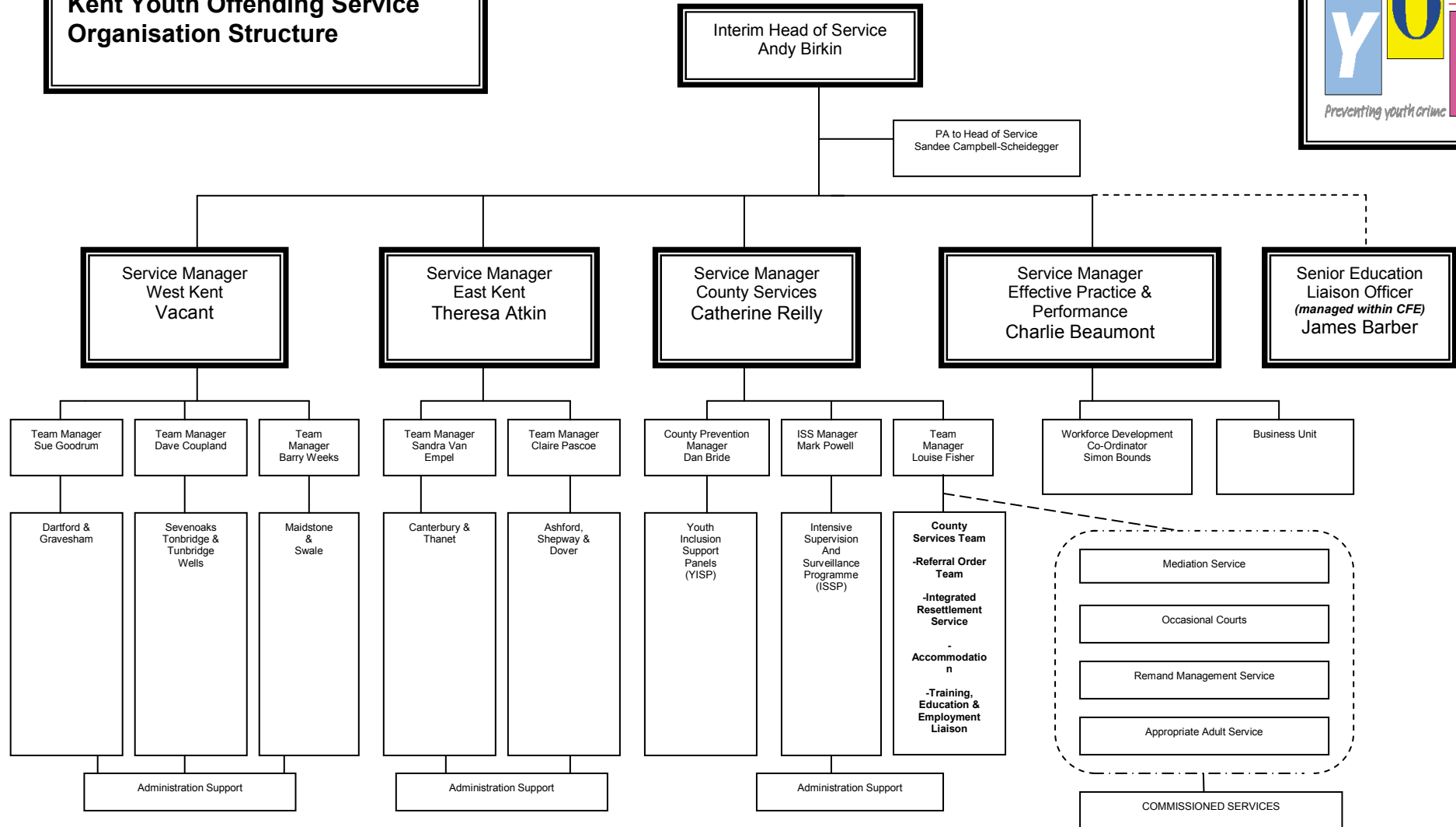
In line with financial regulations, any capital projects on this list will be subject to a prior "gateway review" by the Project Advisory Group and in consultation with the Leader

Risk Registers for major projects are maintained. These are available on request.

5. STAFFING PROFILE (as at Feb 2011)



Kent Youth Offending Service Organisation Structure



Staffing

| | 2010/11 | 2011/12 (as at 1 st April 2011) |
|---|--------------|--|
| Grade KR 13 (or equivalent) and above | 5.0 | 5.0 |
| Grade KR 12 (or equivalent) and below | 119.5 | 118.15 |
| TOTAL | 124.5 | 123.15 |
| Of the above total, the estimated FTE which are externally funded | 18.0 | 21.6 |

6. KEY PERFORMANCE AND/OR ACTIVITY INFORMATION

The data included in this table is based on the financial year.

| Performance or Activity Indicator | Links to strategic priorities | Actual 2009/10 | Benchmark Data (where available) | Estimate Fin Yr 2010/11 | Target or Forecast Fin Yr 2011/12 |
|---|-------------------------------|-----------------------------|----------------------------------|-------------------------------|-----------------------------------|
| Number of first time entrants to the youth justice system. (Total no. & number per 100,000 10-17 year olds) | Bold Steps for Kent | 2,075 (1420 per 100,000) | National 1,170 per 100,000 | 1,600* (1,092 per 100,000) | 1,500* (1,024 per 100,000) |
| Re-offending rate (%) | Bold Steps for Kent | 27.7% (2009 cohort) | N/A – local target | 28.0% | 27.0% |
| Custodial sentences as a proportion of all convictions (lower is better) | Bold Steps for Kent | 3.6% | National – 5.5% | 5.0% | 3.5% |
| Engaging children & young people known to YOS in education, training & employment. | Bold Steps for Kent | 73.0% | National – 73.3% | 75.0% | 80.0% |
| Engaging young people of statutory school age known to YOS in education, training and employment | Bold Steps for Kent | 75.0% | N/A – local target | 67.0% | 75.0% |
| Engaging young people post statutory school age known to YOS in education, training & employment | Bold Steps for Kent | 71.3% | N/A – local target | 75.0% | 75.0% |
| Ensuring young people are in suitable accommodation. | Bold Steps for Kent | 89.8% | National – 96.4% | 85.0% | 90.0% |
| Ensuring young people <i>returning to the community from custody</i> are in suitable accommodation | Bold Steps for Kent | 80.6% | N/A – local target | 80.0% | 90.0% |
| % Remand episode decisions recorded as court-ordered secure remand or remand in custody | Bold Steps for Kent | 12.6% | N/A – local target | 10.0% | 9.0% |

* based on mid-year 2009 population estimates from Ministry of Justice

To: Customer and Communities POSC

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

Date: 15th September 2011

Subject: Update on the New Structure for Engagement Managers

Classification: Unrestricted

Summary:

There will be a verbal update provided on the new structure for Engagement Managers within the Communication, Consultation and Community Engagement division.

Members are asked to COMMENT on and to NOTE this information.

1.0 Introduction

The Communication, Consultation and Engagement division is in the process of restructuring.

There will be a short verbal update from the Interim Director of Communication, Consultation and Community Engagement on the new structure and to seek the views of members on the deployment of Engagement Managers in support of the new locality arrangements.

2.0 Recommendations

Members are asked to COMMENT on and to NOTE this information

Director

Name: Jill Rawlins

Job Title: Interim Director of Communication, Consultation and Community Engagement

Telephone Number: 01622 694105

Email: jill.rawlins@kent.gov.uk

Background Documents: nil

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To: Customer and Communities POSC

By: Alex King, Deputy Leader

Date: 15th September 2011

Subject: Vision for Kent 2011-2021 consultation draft

Classification: Unrestricted

Summary: Vision for Kent is Kent Forum's partnership strategy, developed between the public, private and voluntary sectors in Kent. A draft version of the refreshed strategy, Vision for Kent 2011-2021, was out for consultation between June and August 2011. Customer and Communities POSC is asked to consider the draft, the summary of responses received during the consultation and to note the next steps in getting the Vision for Kent 2011-2021 finalised.

1. What is Vision for Kent 2011-2021?

1.1 The consultation draft of Vision for Kent 2011-2021 is attached as Appendix 1.

1.2 Vision for Kent is the Kent Forum's partnership strategy for the Kent community. It is developed in partnership between the public, private and voluntary sectors in Kent and sets out the shared priorities of partners to make Kent a better place to live and work. The first version of Vision for Kent was published in 2002 and refreshed in 2006.

1.3 Partners have been working on a new draft Vision for Kent since the end of 2010. This refresh has resulted in a very different document from previous versions. Instead of being focused around service-specific themes, the Vision for Kent 2011-2021 is written around the three countywide ambitions identified by partners, which are:

1. **To grow the economy** - For Kent to be 'open for business' with a growing, successful economy and jobs for all.
2. **To tackle disadvantage** - For Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone.
3. **To put citizens in control** - For power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities.

The three countywide ambitions are also used in KCC's Bold Steps for Kent.

1.4 The three countywide ambitions focus partners on a smaller number of strategic, long-term goals for improving the county, based on where we know that improvement is needed most. This approach also aims to encourage partnership working focused around the big priorities rather than around services. This should lead to more holistic working and more innovative approaches.

1.5 Previous versions of Vision for Kent have been owned by Kent Partnership, Kent's Local Strategic Partnership. Kent Forum has now replaced Kent Partnership, and is the owner of Vision for Kent 2011-2021. Although Government is consulting on whether local areas should remain under a duty to prepare a community strategy, Kent Forum remains committed to the Vision for Kent as a way to draw partners together and focus on the areas where no one partner can make an impact alone.

1.6 As we move into our new partnership arrangements under the Kent Forum, the Vision for Kent 2011-2021 is supporting partnership working by providing a shared starting point for partners. It is also acting as the 'glue' and setting the context for county-wide strategies and delivery plans on specific issues, such as the suite under *21st Century Kent - Unlocking Kent's Potential*.

1.7 The current draft is the product of extensive informal consultation with a wide range of partners from the public, private and voluntary sectors in Kent. Officers from the Customer and Communities Directorate have had a significant input into the draft, on topics including lifelong community learning, literacy, community safety and sports and leisure.

1.8 There is widespread support for the three countywide ambitions, as can be seen in the endorsements from partners in Annex 2 of the draft document.

1.9 It is important that Vision for Kent meets local needs. Therefore each Locality will set out their specific local priorities that will contribute to the three countywide ambitions, and how these will be achieved. It is expected that Locality Boards and/or District-level LSPs will lead on this.

2. Consultation on the draft Vision for Kent 2011-2021

2.1 The consultation draft of Vision for Kent 2011-2021 was out for formal consultation between 20 June and 22 August 2011. The consultation plan is attached as Appendix 2 and explains how various stakeholder groups were contacted and asked to take part in the consultation.

2.2 The consultation focused on what needs to happen to achieve the countywide ambitions. It asked people to rate the importance of some suggested actions to achieve each of the ambitions, and tell Kent Forum if any vital actions are missing.

2.3 An initial Equality Impact Assessment has been completed for the Vision for Kent 2011-2021 and a full assessment is underway.

2.4 At the close of consultation on 22nd August, 793 responses had been

received. Of these, approximately 100 were received through the post and the rest were submitted via the online survey or emailed.

2.5 Appendix 4 shows a top-level analysis of the consultation responses received¹. More detailed analysis will be done over the next few weeks to inform the development of the final version of Vision for Kent.

2.6. Some of the most significant points to note are:

- The Vision for Kent consultation has received a high number of responses compared to similar consultation exercises;
- **75%** of respondents were members of the public;
- There were a good number of responses from the other target groups, with **56** responses from Parish Councils, **64** from public sector organisations, **46** from VCS organisations and **13** from businesses;
- **46.5%** of respondents were female, **33%** male and 13% did not wish to say with 7% not replying;
- The majority of respondents were aged **56-65 (23%)** and **46-55 (20%)**;
- **81%** of respondents felt that the ambitions strike the right balance between being realistic and ambitious;
- **59%** of Voluntary and Community Sector respondents felt that the priorities of the VCS in Kent were well represented in Vision for Kent;
- **69%** of business sector respondents felt that the actions identified in Vision for Kent would make Kent a better place to do business;
- **73%** of Parish Council respondents felt that the draft responds to the balance of need between the rural and urban communities in Kent;
- **54.5%** of respondents wish to receive feedback at the end of the consultation.

2.7 Regarding the three countywide ambitions, the table below shows the favoured actions that people felt were most important to deliver each ambition.

| Ambition | Action rated <u>most important</u> (all respondents) | Action rated <u>second most important</u> (all respondents) |
|-------------------------------|---|---|
| 1. To grow the economy | Encourage companies to take on more apprentices and trainees - 56% | Improve Kent's infrastructure (roads, rail, broadband connection) – 48.5% |
| 2. To tackle disadvantage | Encourage young people to be in education, training or work – 56% | Support unemployed people to get back into work – 48% |
| 3. To put citizens in control | Tackle crime and anti-social behaviour – 41% | Support people in taking more control over what happens in their neighbourhood – 41% |

¹ The initial analysis is based on Snap Survey and Paper Questionnaire responses. We have also received 20 written responses which we will take into consideration.

2.8 As well as selecting the two most important actions to deliver each ambition from a list, around 30% of all respondents suggested other actions that they felt needed to happen to achieve the ambitions. In total, there are over 900 suggestions of other things that partners could focus on to help achieve the ambitions. The main themes will be available in a further update to be tabled at the meeting.

3. Next steps

3.1 Paul Carter is Chairing a Leaders Task and Finish group made up of a small number of District Leaders, to oversee some focused work on using the feedback to revise the draft and produce a final version of Vision for Kent for approval. This work will take place between the end of September and the start of November.

3.2 The proposed final version of Vision for Kent overseen by the Leaders Task and Finish group will be presented to the following Committees for approval:

| Committee | Date | Purpose |
|------------------|-------------|---|
| Cabinet | 5 December | To recommend the proposed final version to County Council |
| County Council | 15 December | To agree the final version, as required in KCC's Policy Framework |
| Kent Forum | 27 January | To agree and adopt the final version of Vision for Kent |

3.3 Respondents to the consultation who asked to be informed will receive an email or letter summarising the responses received and what has been changed as a result, and directing them to the final version of the document.

3.4 Postcodes have been requested from all respondents, so feedback will be available for each District area (on average about 70 per District). Feedback will be presented to localities via Locality Boards and/or LSPs, allowing them to use the feedback to shape their actions to achieve the ambitions. The Ambition Boards for Tackling Disadvantage and Putting Citizens in Control have requested feedback from the Vision for Kent consultation to help shape their work programmes.

3.5 Working with Ambition Boards and Locality Boards, Kent Forum will put in place a light-touch delivery and performance management plan to monitor and manage progress towards the three countywide ambitions.

4. Recommendations

4.1 Although the wider formal consultation has ended, comments from C&C POSC can still be fed into the development of the final version of Vision for Kent, before endorsement by County Council and adoption by Kent Forum. To

comment on the draft, C&C POSC may wish to consider the following questions which are based on those developed for public sector representatives:

- i. Do you think the three countywide ambitions strike the right balance between being ambitious and realistic?
- ii. Do you think the priorities of Kent's people and communities are well reflected in the Vision for Kent? If not, what is missing?
- iii. Vision for Kent identifies some key actions to help achieve the three countywide ambitions. Is there anything else partners must work on together in order to achieve the countywide ambitions?

4.2 C&C POSC may also wish to comment on the high level summary of responses to the consultation (Section 2 above and Appendix 4). Further information will be available at the meeting. C&C POSC may wish to comment on any themes or issues arising which they feel should be taken into account in the development of the final version of the Vision for Kent.

Recommendations

Customer and Communities POSC is asked to:

- (a) *Comment* on the draft Vision for Kent 2011-2021 in order to feed into the formal consultation (referring to the consultation questions 4.1 i, ii and iii if the Board wishes)
- (b) *Comment* on the summary of consultation responses (Section 2 and Appendix 4)
- (c) *Note* the next steps in getting the Vision for Kent 2011-2021 finalised.

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Background Papers –

Appendix 1: Consultation draft of Vision for Kent 2011-2021

Appendix 2: Vision for Kent consultation plan

Appendix 3: Vision for Kent consultation leaflet aimed at members of the public

Appendix 4: Summary of responses to the Vision for Kent consultation

Also visit www.kentforum.org.uk for more information.

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Vision for Kent



Page 61



Consultation Draft June 2011
2011 - 2021

Visit www.kentforum.org.uk for more details on the consultation and to respond
Consultation ends 22 August 2011



Contents

| Section | Page number |
|--|-------------|
| 1. Foreword | 1 |
| 2. New ways of working | 3 |
| 3. How the Vision for Kent will be delivered | 4 |
| 4. Our three Countywide Ambitions for Kent | 10 |
| Ambition 1 - To grow the economy | 14 |
| Ambition 2 - To tackle disadvantage | 18 |
| Ambition 3 - To put citizens in control | 22 |
| 5. This is Kent | 26 |
| 6. Delivering the Countywide Ambitions in Kent's localities | 27 |
| Annex 1. Performance Management | 30 |
| Annex 2. Commitments to the Countywide Ambitions from Kent partners | 37 |
| Annex 3. Partners' delivery plans | 43 |
| Glossary | 43 |

1. Foreword

Kent Forum is proud to present this revised and updated Vision for Kent, the Community Strategy for the county, building on the versions launched in 2002 and 2006.

While everything around us is changing, it is more important than ever that the public sector, the voluntary and community sector and the private sector in Kent work together to identify the priorities of our residents and businesses. That is what this updated 'Vision for Kent' does.

This is a period of unprecedented reform and budget reductions. There are significant changes in education and schools, policing, health and more. These will bring great challenges for the public and voluntary sectors, and for the people and businesses of Kent. To make our contribution to help get the nation's economy back on track, we have to look very carefully at what services are provided and also find different and more innovative ways to provide them.

However, the changes also bring great opportunities. We believe that nowhere is better placed than Kent to seize these opportunities, and to come through stronger and more resilient than before. Kent has much strength to draw on, including an enterprising private sector, a strong voluntary and community sector and excellent and innovative public services.

The three Countywide Ambitions that form the new Vision for Kent have been developed over a long journey with partners, and we now commit to these together. They are:

- **to grow the economy** - for Kent to be 'open for business' with a growing, successful economy and jobs for all
- **to tackle disadvantage** - for Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone
- **to put citizens in control** - for power and influence to be in the hands of local people

so they are able to take responsibility for themselves, their families and their communities

Using our strengths, we will work with our partners across all three sectors with relentless focus on these areas where we know that we can all make a difference. We expect agencies that commission and deliver services to be able to sign up to the Vision for Kent and for it to shape their delivery plans; we are delighted that many have already done so. We will refresh the Vision for Kent during its ten year lifespan to ensure that we continue to focus on the priorities for Kent.

Over the coming years, the three Countywide Ambitions will be at the forefront of what we all do to make Kent a better place to live and work. But beyond this, we will also find ways to work better together as partners and with the residents of Kent.

In Kent we want to create a stable and strong society where people can plan for their futures. We want to work with our communities to develop chances and opportunities, and to break through barriers. Kent will be a place where people have confidence that they can live a good quality of life, for themselves, their families and their communities.

Page 64



A handwritten signature in black ink, appearing to read 'Paul Carter'.

Paul Carter
Chairman of Kent Forum and Leader of Kent
County Council
on behalf of Kent Forum

[The final version of Vision for Kent 2011-2021 will also be signed by John Gilbey, Vice Chairman of Kent Forum and Leader of Canterbury City Council on behalf of Kent's 12 District Councils]

[Kent's District Councils and directorates within Kent County Council will be major consultees to this consultation draft.]

2. New ways of working

This Vision for Kent has been drafted during 2010 and 2011. The challenges of today are fundamentally different to those faced when previous versions of the Vision for Kent were published. Over the coming years, funding for public services will fall significantly. The 2010 Comprehensive Spending Review has revealed cuts that will affect many people in Kent, and could leave some of the more vulnerable members of our community in greater need. There will be knock-on effects for parts of the private sector through reduced public investment. The voluntary and community sector also faces challenges with increasing expectations of delivery without an equivalent increase in resources.

At the same time, we are seeing a shift in power away from the state to the people. Government has started to devolve powers to

a local level and as partners we must respond proactively to this change, to seize the opportunity of greater autonomy for Kent. With greater control must come greater transparency and accountability. We will need to empower people and communities to take on more responsibility for their own quality of life.

To meet these huge challenges, we cannot stay as we are. As partners, we will need to realign the way that we work, and have an absolute focus on the real priorities for Kent's communities. The establishment of the Kent Forum brings together the democratically elected leaders of Kent's public sector to agree and deliver the joint priorities for Kent. To do this the Kent Forum will work with the partners from all three sectors that deliver services in Kent. Together, we will:

- Work to deliver the three Countywide Ambitions for Kent
- Have a focus on people, listening to and working with individuals, families and communities to find solutions
- Provide services differently, designing and delivering them between sectors and with residents. Priorities across public services

must be jointly agreed and services increasingly joined up to remove duplication and be more responsive

- Design services that reflect the changing relationship between citizen and state, including self-service provision, co-production or self directed design where possible

- Establish Ambition Boards that champion new ways of working
- Establish Locality Boards, to focus on local priorities and ensure that decisions are taken as close to local communities as possible
- Share information, resources and staff much more flexibly and intelligently to provide quality and value for money in everything we do
- Stand together to compete with other areas for new investment into the county, strengthening and promoting all that Kent has to offer

If we get this right, the measure of our success will be high public satisfaction and improved quality of life.





Locate in Kent

3. How the Vision for Kent will be delivered

The Vision for Kent is an overarching statement of the priorities for the county, identified after significant close working by Kent’s Councils with the public, private and voluntary and community sectors. It commits all partners to making Kent a better place over the next 10 years.

The Vision for Kent groups these priorities under three Countywide Ambitions and states why these Ambitions are vital to making Kent a better place.

The Vision for Kent connects

together over 40 delivery plans that partners have developed or will develop to improve specific elements of life in Kent, for example plans on housing, education, transport and business development. All of the delivery plans relate to one or more of the Countywide Ambitions. The specific commitments and actions set out in these delivery plans will support the achievement of the three Countywide Ambitions. Diagram 1 below sets out how the delivery plans support each of the Ambitions. Weblinks to these delivery plans can be found in Annex 3.

Commitments made and actions taken at a District (or ‘locality’) level will be essential to delivering the Countywide Ambitions. District Councils and other partners working at District level have been integral to the identification and development of the three Countywide Ambitions. In a county as diverse as Kent, each locality will need to identify the priorities for their area within the Countywide Ambitions, and plan how they will achieve them and monitor progress. Localities may also have some of their own priorities in order to respond to local need. Different approaches delivering different

solutions will be needed in each area to meet local needs. This is explained in Chapter 6.

All partners are committed to ensuring that actions taken to deliver the Countywide Ambitions at county and locality level meet the needs of everyone who should benefit from them, in order to promote and value equality and diversity in Kent.

To deliver the Countywide Ambitions, new arrangements for partnership working in Kent are being developed. We have listened to the comments from a variety of partners about the complexity of partnership working in Kent. We are addressing this and are seeking ways to rationalise partnership working and to have fewer, more accountable and more tightly focused partnerships. Kent is a large and diverse county, with many partners who deliver or commission services. To deliver an ambitious programme as set out in this document will require a number of efficient and effective cross-agency partnerships.

The new partnership arrangements are shown in Diagram 2 below. The Kent Forum, with the support of the Joint Kent Chiefs, Ambition Boards and Locality Boards, will be responsible for making sure that Kent is making good progress towards achieving the three Countywide Ambitions.

Diagram 1: How Kent's county-level delivery plans will contribute to delivering the three Countywide Ambitions

Vision for Kent 2011 - 2021

Ambition 1 -
To grow the economy

Ambition 2 -
To tackle disadvantage

Ambition 3 -
To put citizens in control

Delivery plans spanning sectors

| Ambition 1 - To grow the economy | Ambition 2 - To tackle disadvantage | Ambition 3 - To put citizens in control |
|--|--|--|
| 21st Century Kent - Unlocking Kent's Potential (Kent Forum) | | |
| Growth Without Gridlock ¹ | | |
| | Digital Strategy ¹ | |
| | Environment Strategy ¹ | |
| Kent and Medway Housing Strategy ² | | |
| | | |
| | Learning and Skills Strategy ¹ | |
| | Living Later Life to the Full - A Policy Framework for Later Life ² | |
| | Cultural Strategy ³ | |
| Kent Children and Young People's Plan 2011-20142 (Kent Children's Trust) | | |
| Kent, Greater Essex, East Sussex LEP Agreement | | |
| | Kent Public Health Strategy - Living Life to the Full ² | |
| | Kent Partners Compact ³ (VCS and public sector) | |
| | Kent Alcohol Strategy ³ (KDAAT) | |
| | Kent Hidden Harm Strategy ³ (Drug and alcohol) | |
| | Kent & Medway Domestic Abuse Strategy ² | |
| Kent Rural Delivery Framework (Kent Rural Board) ¹ | | Community Safety Agreement |

Local Government partners' delivery plans

| Ambition 1 - To grow the economy | Ambition 2 - To tackle disadvantage | Ambition 3 - To put citizens in control |
|--|---|--|
| Bold Steps for Kent (KCC Medium Term Plan) | | |
| Involving the Whole Community: | | |
| The Kent Approach to Literacy and Reading 2011-2021 ^{1,2} (KCC) | | |
| Strategy for the employment of socially excluded adults ¹ (KCC) | | |
| Vision for Education and Learning ² (KCC) | | |
| Local Transport Plan ¹ | | |
| Kent Highways Strategy | | |
| Kent Waste Strategy ³ | | Kent Waste Strategy ³ |
| Kent and Medway Economic Assessment | | |
| Low Carbon Opportunities for Growth (KCC) | | |
| | Supporting People Strategy ² | |
| | Strategic Framework for Sport in Kent ³ | |
| | Gateway programme ² | |
| | Active Lives Now ³ (Kent Adult Social Services) | |
| | Safeguarding and Looked After Children Services Improvement and Development Plan ² | |
| | Preventative Strategy ² (Children, Families and Education, KCC) | |

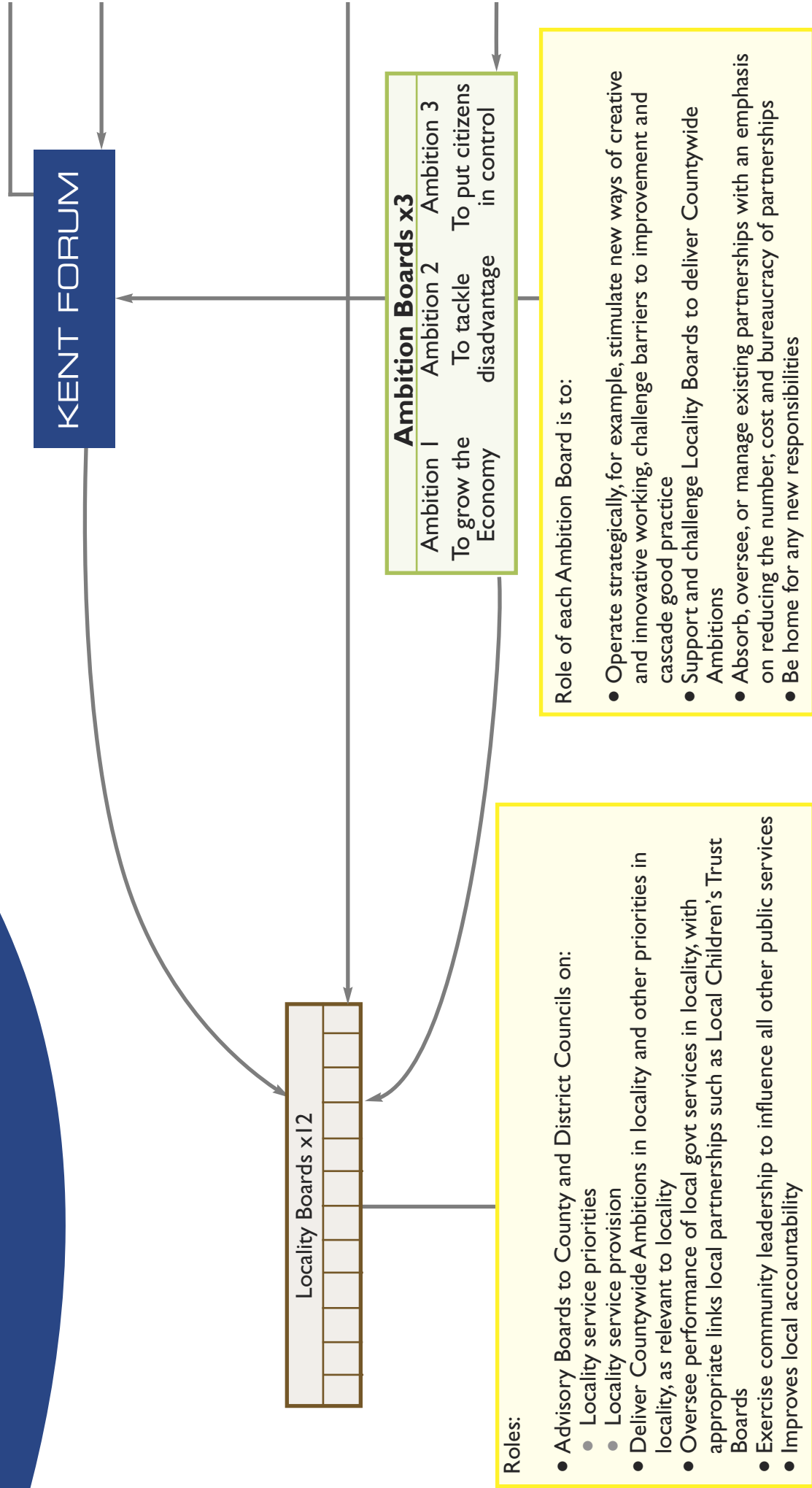
^{1,2,3} (numbers in superscript) = the delivery plan spans more than one Ambition Board, and the number indicates the primary Ambition Board that the delivery plan links with

Non-Local Government partners' delivery plans

| Ambition 1 - To grow the economy | Ambition 2 - To tackle disadvantage | Ambition 3 - To put citizens in control |
|--|--|--|
| Policing Kent 2010-133 (Kent Police) | | |
| Towards 2020 - Kent Fire and Rescue Service ³ | | |
| Environment Agency: Creating a Better Place 2010-15: Our Corporate Strategy | | |
| Natural England: Strategic Direction 2008-2013 ¹ | | |
| Skills for Growth - The National Skills Strategy ¹ | | |
| Strategic Commissioning Plan 2010-2015 - NHS West Kent ² | | |
| Strategic Commissioning Plan 2010-2015 - NHS Eastern and Coastal Kent ² | | |
| Working in partnership to reduce re-offending in Kent and Medway (Kent Probation) ³ | | |

^{1,2,3} (numbers in superscript) = the delivery plan spans more than one Ambition Board, and the number indicates the primary Ambition that the delivery plan links with

Diagram 2: Proposed new partnership working arrangements for Kent



Roles:

Non decision making body that:

- Has overall responsibility for agreeing shared priorities and monitoring performance
- Sets the strategic priorities for Ambition Boards
- Monitors progress against strategies and delivery plans, ensuring efficient delivery
- Supports Locality Boards to shape local delivery
- Endorses Kent-wide strategies / delivery plans (eg Vision for Kent and 21st Century Kent)
- Encourages community leadership
- Responds to the needs and aspirations of local people, communities and businesses
- Encourages innovation

Joint Kent Chiefs

Roles:

- To facilitate decision making and performance management by Leaders in their roles on the Forum, as Chairs of Locality Boards and as Chairs or members of Ambition Boards
- To ensure the synergies and mutual reliance between Locality Boards and Ambition Boards deliver improved outcomes at county and locality level.
- Direct Task and Finish Groups on specific projects



Vision:
 Kent will be known as a place where business is thriving, bringing money into the county and providing jobs. To achieve this, we need to make sure that the conditions are right for businesses to set up and grow. Kent's businesses need employees who are confident learners, able to acquire new skills and adapt quickly. Kent will be a place where the business and education sectors provide continual learning opportunities for everyone of working age. Kent's excellent infrastructure, attractive environment and gateway location will support Kent's existing business to grow and encourage new businesses to locate here. This will provide more jobs to fill the gaps left by the declining public sector. Through the success of Kent's businesses, employees will be rewarded with good pay, which will help them lead a high quality of life for themselves and their families.

4. Our three Countywide Ambitions for Kent

Why growing the economy is important to Kent

Kent's economy and businesses

- Kent's future prosperity is dependent upon a thriving business sector that generates wealth - a strong, resilient economy is the glue that holds a community together, improves opportunities and enables us to invest in our future
- Success breeds success with businesses feeding off each other and the consumer spending associated with high value and full employment
- There is a diverse range of Small and Medium-sized Enterprises (SMEs) in Kent upon which to secure further growth
- Kent is in a relatively weak position – our

Gross Value Added (GVA) is below the regional and national average

- In parts of the county, poor transport links act as a barrier to economic growth
- There is a new focus nationally on creating the conditions for growth, and Kent needs to respond to this

Employment and jobs

- In the coming months and years, jobs in the public sector in Kent will decline. To balance this, the private sector will need to continue to grow and provide more jobs
- The quality of life and prosperity of individuals and families is dependent upon a thriving employment market giving job opportunities for people with a range of skills levels

Ambition 1 To grow the economy

For Kent to be 'open for business' with a growing, successful economy and jobs for all

- Kent is in a relatively weak position as Gross Disposable Household Income is lower than South East average, with variations across the county
- The number of people in Kent on out of work benefits is too high
- There is an over dependence on low skilled, low wage jobs

Learning and skills

- A skilled workforce is needed to enable businesses to set up, expand, or move to Kent. At the moment employers report that there are skills gaps
- Kent needs a workforce of independent and confident employees, able to learn new skills in response to the fast-changing world of work
- Despite gradual improvement in skills, the proportion of the workforce with NVQ4+ (degree level qualifications and higher) is behind regional and national averages
- Literacy (including digital literacy,) is an essential skill for employment. Some people in Kent lack the literacy skills they need to find work and improve their lives

Impact that growing the economy will have in Kent

Kent's economy and businesses

- The Kent economy will generate additional wealth, competing regionally, nationally and internationally

- A more diverse, sustainable economy that is resilient to economic challenges, with a range of sectors and business sizes
- A county that responds to the fast changing world of work and capitalises on new technological advances, innovation, creativity and entrepreneurship
- Kent will provide the conditions for businesses to set up and grow, seizing upon its gateway location, investment in infrastructure and transport, cultural, sporting and leisure opportunities, environmental assets and excellent schools and lifelong learning
- Kent will respond to the energy and climate change challenges
- Kent's businesses will be in a position to seize opportunities to take on more from the public sector, helping to fill the employment gap left by declining public sector jobs
- The development of social enterprises will be supported, bringing entrepreneurialism into the provision of services for our communities

Employment and jobs

- An economy that provides most people of working age with employment, with a blend of high and lower skilled jobs

- More high quality jobs that are fulfilling to individuals and give a higher personal reward
- Challenging positions that will attract graduate level staff
- Employees that feel more secure in their employment and are more employable
- A rebalance of jobs from the public sector to the private sector

Learning and skills

- A workforce that is continually learning and updating skills to meet changing business needs
- Employees who are flexible and able to learn new skills to make the most of good employment opportunities and career advancement
- Business and education providers, including Higher Education and Further Education, offering skills and training opportunities, including through vocational training and apprenticeships
- A new generation of inspired, ambitious young people who have the right skills to start working in the business sectors in Kent that are growing, helping them to grow even stronger



Benedict Johnson.com for Kent Arts Development Unit

How will we grow the economy in Kent?

Growing the economy at county level:

This Ambition will be achieved through the specific actions and commitments made in the delivery plans that will contribute to growing the economy, as shown on pages 7 and 8.

Progress on the suite of plans within '21st Century Kent – Unlocking Kent's Potential' is particularly important.

Growing the economy in local areas:

This Ambition is a priority in every District and Locality Boards will contribute to achieving it according to their own specific circumstances and local priorities. For example, individual localities will identify the business sectors that can be supported to grow in their area in order to rebalance the economy away from the public sector.

Local Development Frameworks and the Local Investment Plans for areas of Kent will be used to support delivery. Sub-regional partnerships such as the West Kent Partnership and the

Thames

Gateway Delivery Vehicle, will also deliver actions that will contribute to growing the economy in local areas.

Some of our top priorities to grow the economy

- Over the next 10 years, Kent partners will:
 - Prioritise and work with government and the private sector to deliver the critical infrastructure investments needed to create the conditions for growth. This will include strategic improvements such as:
 - facilitating access to high-speed broadband
 - lobbying for a third Thames crossing;
 - achieving a lorry park to alleviate Operation Stack.
 - maximising the opportunities of high speed rail and reducing journey times to London from areas of the county with poor rail service.

The Kent, Greater Essex and East Sussex Local Enterprise Partnership will give Kent a stronger voice to lobby government on issues like these

- Continue to have an international focus, maximising opportunities to bring European Union funding into the county and work with partners on cross-border issues for the

benefit of Kent

- Make the most of the significant opportunities presented by the London 2012 Olympic and Paralympic Games around economic development, inward investment, business and tourism.
- Provide sector-specific support for business, particularly in areas of potential growth and inward investment, looking at current and future business needs. This will include supporting the development of green jobs. Support services must meet the needs of SMEs (Small and Medium Sized Enterprises)
- Develop the rural economy, making the most of Kent's natural assets and location
- Identify public sector services that could be delivered through other sectors and provide support to make this transition, including supporting the development of social enterprises and changing procurement practices
- Work with institutions to make it easier for businesses to access finance
- Continue to have an international focus, maximising opportunities to bring European Union funding into the county and work with partners on cross-border issues for the benefit of Kent
- Support our children and young people to be ambitious, confident and entrepreneurial, starting from early years
- Build relationships and links between local

businesses and Kent's education and learning providers so that learning and skills opportunities lead straight into employment

- Work together to provide a range of learning opportunities located in our communities to support all adults to keep learning, improving their skills and independence

- Improve the ambition and confidence of people in Kent to be entrepreneurial and manage their own skills needs, including young people

- Embrace an ageing workforce and the opportunities it presents

- Promote apprenticeships and internships, particularly in technical vocations, and make these opportunities available across the county

- Embrace an ageing workforce and the opportunities it presents

- Make the most of the significant opportunities presented by the London 2012 Olympic and Paralympic Games around economic development, inward investment, business and tourism

- Work with businesses to improve community safety and reduce crime, fires and accidents that adversely affect business
- Be resource-efficient, contributing to competitiveness and tackling climate change.

Work together to take forward innovative solutions to the energy challenge and climate

change and teach other areas about our successes as a leader on this, for example in offshore wind energy.



Vision:
Everyone in Kent has the potential to lead a happy and fulfilled life. All people in Kent, regardless of where they live or their own personal circumstances, will have the confidence and opportunities they need to create a positive life for themselves, their families and their communities. We will work to understand and break down the barriers that can stop this from happening for some people - like unemployment, fear of crime and anti-social behaviour, poor housing, poor health and more. People in Kent will feel secure, positive and optimistic about their futures, and work towards achieving their goals, with minimal dependence on support from services.

Why tackling disadvantage is important to Kent

Ambition 2
To tackle disadvantage
 For Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone

- Inequalities in quality of life
- Quality of life in Kent is generally high giving most people the opportunity to fulfil their potential, but this masks significant diversity across Kent. Some people have lower quality of life due to where they live or individual circumstances
 - Quality of Life indicators show fairly large spatial areas of deprivation in parts of the county and smaller pockets of deprivation in otherwise better off parts of the county
 - Inequality goes beyond geographic place as there are certain groups of residents who consistently have unequal outcomes. These include children who are looked after, young adults who are not in education, employment or training (NEET) and people

- on long-term out of work benefits
- There are different challenges in different parts of Kent; those facing rural areas are different to those facing the coastal towns
- Despite actions to address geographic and population group disadvantage there are stubborn gaps in outcomes such as those in employment, income, health, educational attainment and skills
- The quality and availability of housing is an underlying factor in many barriers that prevent people from achieving a high quality of life. To tackle disadvantage, we must make sure that both new developments and existing housing meets the needs of people in Kent
- Residents' aspirations and their ability and confidence to achieve them varies
- Experience in other countries (e.g. Canada and Sweden) shows that action to address

the financial deficit can result in increasing inequalities. We want to mitigate that risk as far as possible

- For people not to achieve their potential is a cost to the individual, their family, their community and the county

Impact that tackling disadvantage will have in Kent

Disadvantaged geographic areas:

While making improvements across all of Kent there will be a measurable reduction in the gap in a range of quality of life outcomes

Experienced in deprived areas: (for example)

- People's aspirations will be high, as well as their confidence that they can achieve the life they aspire to
- The economy in deprived areas is strengthened and provides quality and sustainable employment that reduces the number of people on out of work benefits and provides income to support a good quality of life
- The health inequalities gap is narrowed and the difference in lifestyle behaviours that contribute to health inequalities such as smoking, alcohol consumption and physical activity are also narrowed
- The educational attainment and skills gap is narrowed
- Children and young people will be supported and inspired to fulfil their potential,

benefitting them, their families and their communities now and in the future

- Quality, affordable private and rented housing exists across all parts of Kent that is appropriate to location and need and supports a good quality of life for everyone
- People in all areas of Kent will be able to access the services and opportunities that they need and want
- All of Kent's communities will have safe and high quality recreation and play spaces and access to cultural, sporting and leisure activities including the countryside and parks
- By reducing disadvantage, people are less likely to be victim to fires, road traffic accidents and crime

Disadvantaged population groups:

While making improvements for all residents, there will be a measurable reduction in the gap in outcomes experienced by certain groups: (for example)

- Disadvantaged children, for example children who receive free school meals or who are 'looked after' or who have migrated to Kent - the gap in educational attainment and life chances experienced by disadvantaged children will be narrowed

- Families experiencing intergenerational unemployment and low aspirations
- Young adults who are not in education, employment or training (NEET)
- Adults with low skills
- People who have served custodial sentences including young offenders
- People with mental health and emotional wellbeing issues
- People with substance misuse problems
- Vulnerable older people
- Minority groups

The most vulnerable and those that struggle to help themselves will continue to be protected and supported to enjoy the best possible quality of life

The vision is of a Kent where people have good mental, physical and emotional health and are equipped with skills, aptitude and motivation to build on success, and have the resilience to deal with life's challenges and to help support those who are less fortunate than themselves.





How will we tackle disadvantage in Kent?

Tackling disadvantage at county level:

This Ambition will be achieved through the specific actions and commitments made in the delivery plans that will contribute to tackling disadvantage, as shown on pages 7 and 8.

Almost all of the delivery plans contribute to tackling disadvantage.

Tackling disadvantage in local areas:

This Ambition is a priority in every District but in different ways. Locality Boards will contribute to achieving it according to their own specific circumstances and local priorities, for example one locality may improve skills by focusing on reducing the number of adults with no qualifications at all, while another may focus on getting more adults qualified to a high level.

There will need to be targeted interventions in both small and large spatial areas where disadvantage and welfare dependence is highest. In places we can learn from and build upon the Margate Task Force approach (see Glossary).

Locality Boards will call upon the engagement

jointly assessing need, sharing information and delivering targeted interventions. We will also support and encourage people to live healthier lifestyles, preventing avoidable ill-health

- Improve mental and emotional health through preventative campaigns and providing and promoting cultural and physical activities including walking and cycling. Improve early access to mental health services, particularly for children and young people
- Change how we view disadvantaged areas and people by starting with and utilising their strengths
- Commit to making reduction of dependency on benefits a priority by growing the economy and supporting people back into work
- Make sure that Kent's most disadvantaged families and individuals are able to access a wide range of learning opportunities to promote independence, improve skills for employment and improve self-confidence and aspirations for adults and their children. This will include improving literacy and digital literacy
- Change how we view disadvantaged areas and people by starting with and utilising their strengths
- Make sure that every child has a healthy start in life through initiatives like

and resources of local and countywide agencies, as appropriate.

Some of our top priorities to tackle disadvantage

Over the next 10 years, Kent partners will:

- Work closely with new GP consortia to offer high quality healthcare that meets the needs of all residents and communities in Kent and offers the best value for money
- Form an efficient and effective Health and Wellbeing Board at County level, and suitable arrangements at local level to identify health and social care needs for children and adults and commission services to meet them
- Identify where health and social services can better integrate to deliver a more responsive service, reduce duplication and deliver greater value for money, making use of single assessment for services where appropriate
- Work together to improve safeguarding in our communities to prevent harm to children and vulnerable adults
- Focus towards preventative services, working together to quickly identify people who are disadvantaged or most at risk of falling into a spiral of state dependency,

encouraging breastfeeding and providing early parenting support to prevent disadvantage in the future

- Continue to improve children's achievement at school, particularly in the early years, by offering a variety of learning experiences and the highest possible quality of education and early years provision
- Prevent young people from becoming disengaged and support them to fulfil their potential. This will include offering opportunities and developing their aspirations through a choice of inspiring skills provision, providing positive things for young people to do in their spare time and providing information and support to help young people make healthy life choices
- Build sustainable homes and communities with a sense of place, and ensure that new housing comes with appropriate infrastructure, if necessary by making use of innovative new finance mechanisms
- Continue to regenerate deprived areas to bring them up to the standards of more affluent areas
- Support independent living at home wherever possible
- Focus together on improving outcomes for the most disadvantaged families to reduce high demand on services
- Understand and commit to removing public sector barriers that limit aspiration or improvements in quality of life
- Lobby to change public policy that places vulnerable people in Kent when this is inappropriate
- Manage the consequences of Kent's location as the gateway to Europe which can increase disadvantage and deprivation in the county, including high volumes of traffic, immigration and transient populations
- Work together to ensure that disadvantage is not exacerbated by poor access to services and opportunities, including expanding the Gateway multi-channel access programme, working towards delivering an integrated public transport network and improving access to Kent's green spaces and countryside.



Ambition 3 To put citizens in control

For power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities

Vision:
In Kent, individuals, families and communities will be strong, safe and healthy. They will be able to take action to improve their life chances, health and wellbeing and their local environment. Individuals and communities will be involved in shaping the services that affect their lives and will have the power to influence how services are provided. When people or places need help, those involved, their communities and those that provide services will work together to find solutions that suit everyone. Increasingly, charities, businesses and community groups will provide targeted support and services that people, families and communities need, working with them at every step. Above all, Kent will be a place where people have a sense of community, purpose and belonging

Why putting citizens in control is important to Kent

Empowered and responsible individuals and families

- Within Kent we need to lead the once in a generation debate about the relationship between the state and the citizen. This needs to reverse what has happened over recent decades
- The expansion of the state has:
 - shifted the onus for living a high quality of life away from the individual to being a problem for the state
 - reduced self reliance and hindered the development of innovative solutions to address individual and local need
 - absorbed vast amount of taxpayers'

money which is not sustainable

- fostered a more risk averse society which hampers personal responsibility and personal growth

- We must pursue alternatives that focus on independence and that give power, control and choice to residents, where public services are accountable to people rather than Government. Kent has a huge number of responsible, caring and hard-working people, and we need to empower them
- This is how we will respond to the challenges that face us, including our ageing population
- If we can support people to take more responsibility for improving their own quality of life, individuals and the county as a whole will benefit. There are a number of examples

where responsible citizens can reduce demand on services. For example, the cost to Kent of people being physically inactive has been calculated at £20,964,400 per year (source: Dept of Health commissioned British Heart Foundation Health Promotion Research Group, Oxford University, includes primary and secondary health costs). Another example is when citizens take responsibility for gaining skills to improve their employment and life chances.

Strong communities in Kent

- Kent has strong and vibrant communities. But there is more to be done to reinforce the sense of community that can be undermined by bullying, crime and anti-social behaviour, drug and alcohol abuse, domestic abuse etc
- Despite reductions in crime and anti-social behaviour, peoples' perception of crime and anti-social behaviour levels in the county is higher than the reality
- New ways to work with communities are needed to give them the ability and the confidence to develop and deliver their own solutions
- The voluntary and community sector in Kent provides an invaluable resource, and needs to be supported to grow and expand to take on more

- There is vast untapped potential in the majority of people who are not currently involved in their community or volunteering. These people need to be encouraged and enabled to do so.

Impact that putting citizens in control will have in Kent

- People in Kent will benefit from being empowered to:
- Participate in decisions that affect them and their families, particularly younger people
 - Have more say and control over spending on services that affect them
 - Be actively involved, including volunteering and helping others in their neighbourhood and community
 - Be more responsible citizens, for example by leading lives that maximise their own potential for a high quality of life (such as learning new skills and leading healthier lives) and minimises their call upon public services (such as welfare, criminal justice and health services)
 - Be more independent and self reliant, taking care of themselves and their families and planning for their futures
 - Be aware of and take responsibility for the

impacts that their actions and behaviour have on others, for example by helping to take care of the environment and not engaging in anti-social behaviour

People in Kent will also benefit because their communities will:

- Be strong, resilient and able to develop their own solutions to problems
- Develop a sense of community and help shape what it looks like
- Look out for each other, particularly the more vulnerable members
- Share in the design of services by being actively involved
- Take on more responsibility for providing services, including through mutuals, co-operatives, charities and social enterprises and to have control of community resources
- Be safe and secure from crime, anti-social behaviour, accidents, fires and the effects of climate change, to provide stability
- Provide high quality urban spaces and rural environments



- Develop new ways of providing cultural, sporting and leisure opportunities that contribute to quality of life and allow residents to enjoy all that Kent has to offer

How will we put citizens in control in Kent?

Putting citizens in control at county level:

This Ambition will be achieved through the specific actions and commitments made in the delivery plans that will contribute to putting citizens in control, as shown on pages 7 and 8. These plans set out the huge potential there is to put citizens in control, but more joining-up is needed.

Putting citizens in control in local areas:

This Ambition is a priority at District level and Locality Boards will contribute to achieving it according to their own specific circumstances and local priorities. Individual communities will take control in different ways according to their local needs and ambitions. Partners working locally will need to understand those needs, and support people and communities to take control.

Some of our top priorities to put citizens in control Over the next 10 years, Kent partners will:

- Work together and with central government for decisions to be made as locally as possible
- Understand the capacity and potential of the voluntary and community sector and support it to maintain and build on the essential services it delivers, including supporting the sector to become more efficient
- Encourage people to volunteer in their community, including older people who bring experience and expertise
- Engage and support children and young people to make a positive contribution to their communities by fulfilling their own potential and getting involved in making their local area a better place to live
- Liberalise the market for services by encouraging and making it easier for the voluntary and private sectors to bid to take over public services, bringing innovation, competition and entrepreneurialism into services to make them better

- Encourage and support social enterprises, including finding ways to provide capital start up and project based funding
- Build on the good practice in Kent around personalisation of services, working with people who use services to design them based on actual need rather than standardised provision
- Work together with the voluntary and community sector, including Parish and Town Councils, to better understand community needs and aspirations, and support them in building their capacity to get involved in the design and delivery of services 20
- Work with faith groups who already have a key role in community leadership to build and support communities
- Provide residents with the information they need to get involved in services and hold them to account - be transparent
- Support local communities to make effective use of the new powers expected through the Localism Bill. This could include supporting people to have more control over things like planning, the delivery of local services and the future of community assets like libraries in their local area
- Making it easier and encouraging people to take responsibility for improving our own quality of life and the communities we live in. This will include taking part in more physical

- activity including walking and cycling, conserving resources and recycling and continuing to learn new skills throughout our lives
- Enable and encourage everyone to keep learning throughout their lives. Learning is key to helping people take control of their lives and enriches individuals and communities
 - Use the opportunities presented by the 2012 Olympic and Paralympic Games and its long-term legacy as a catalyst for putting citizens in control by promoting volunteering and getting more people involved in sports and healthy activities and cultural activities.
 - Recognise that some more vulnerable individuals and communities in Kent will need additional support to achieve greater independence and make their voice heard, and there will still be a need for services to ensure safeguarding
 - Build attractive, sustainable communities that people want to belong to - not estates
 - Tackle bullying in our schools and communities, crime and anti-social behaviour and build public confidence so that people feel safe in their communities
 - Conserve and enhance the quality of Kent's natural environment and heritage for everyone to enjoy



5. This is Kent

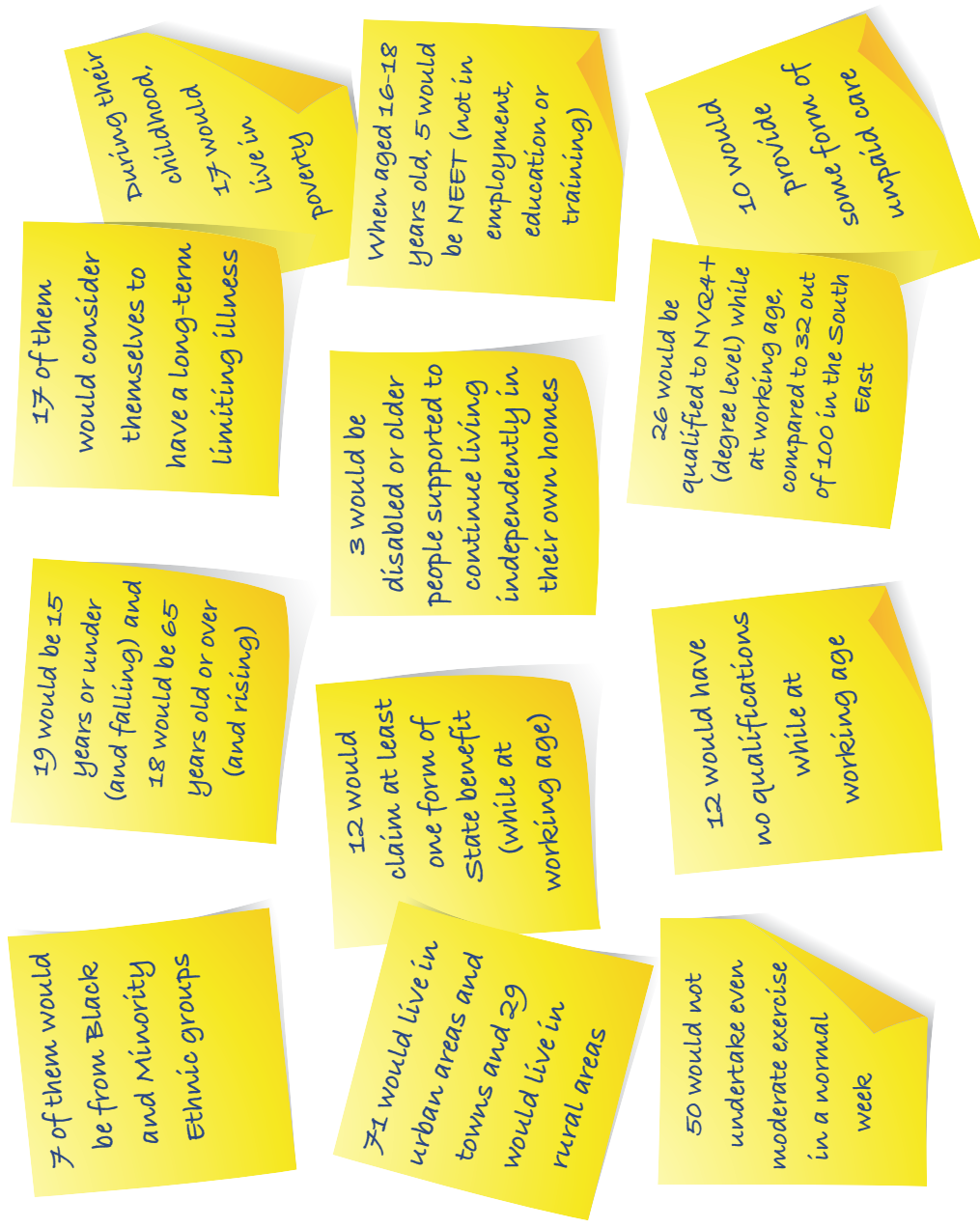
Page 4 Kent's Countywide Ambitions are based on the areas where we know most improvement is needed. Here are some facts about Kent to provide context.

Kent's people

Kent has a population of 1.4 million people.

See page 37 for links to the websites and strategies referenced in this chapter, and for more useful websites.

If there were only 100 people in Kent...
(Approximate figures)



Kent as a place

- Kent is known as the ‘**Gateway to Europe**’. More than half of the UK’s goods pass through Dover and 10,000 foreign lorries travel through Kent per day
- Kent benefits from excellent **rail connections** to the Continent which have been further enhanced with the opening of High Speed One services in December 2009
- Kent is a collection of **diverse small towns**
 - there is no big city
- Kent has 101 Sites of Special Scientific Interest, 2 areas of **outstanding natural beauty**, 4200 miles of public rights of way, 326 miles of coastline, 18000 listed buildings and 2 World Heritage Sites
- Kent has two major **growth areas** - Ashford and the Thames Gateway. In the Thames Gateway alone there will be 53,000 new homes and 225,000 new jobs in the next 20 years
- Kent has a highly diversified and entrepreneurial economy, made up of **50,000 VAT registered businesses**, 98% of which have fewer than 100 employees. 71.8% of Kent businesses employ less than 5 people. The sectoral composition of the county is changing, with the greatest increases in employment taking place in construction, retail and services
- Kent has **low business productivity**

- compared to the rest of the South East based on Gross Value Added per capita - 24.1% lower than the rest of the South East (For more information about Kent as a place, Kent’s economy and regeneration plans, see Unlocking Kent’s Potential.)
- The voluntary and community sector currently employs **6% of Kent’s workforce** and accounts for over 3% of the Gross Value Added. **95%** of Kent’s voluntary and community sector organisations recently reported that they are experiencing





increasing demand for their

services, whilst at the same time many are experiencing a decrease in income. (For more information about Kent's voluntary and community sector, visit Kent CAN)

A county of differences

- Kent's **diversity** is clear to see when we look at the difference between the richest and poorest areas in the county. For example, in Tonbridge and Malling, only **4%** of the population is amongst the poorest 20% in Kent, while in Thanet it is **39%**. Pockets of deprivation are found across Kent (Indices of Deprivation, CLG, 2010)
- Numbers of **children achieving the expected level** in English and Maths when they leave primary school **varies by 20%** between the best and worst performing areas, and children from low-income families, those with special educational needs and looked after children are likely to do less well than children who are not in these circumstances. (For more information on children and young people in Kent, see

Kent's Children and Young People's Plan

2011-2014 (in development)

- From an early age, children from low-income families report that they have **less healthy lifestyles** and also have less positive attitudes towards healthy living
- People living in **deprived areas** are more likely to have **fires** or be injured in **road accidents**
- Ashford and Tunbridge Wells have the highest level of **internet access**, with 77% of people having access to the internet. Access is lowest in Thanet at only 63%
- **Unemployment rates** vary significantly - from 1,141 unemployed people claiming unemployment related benefits in Tunbridge Wells to 4,340 in Thanet (as a snap shot in March 2010.) (For more information on employment, see We are the People of Kent and Unlocking Kent's Potential)
- **Access to services** can be a problem in Kent - just over 30% of Kent scores in the worst 20% of England in terms of access to services. Rural areas are highlighted as suffering the most because they are more

remote from main service centres

- Whilst **life expectancy** in Kent is higher than the national average, the difference in life expectancy between the best and worst wards is **17 years**. Big differences are seen in smoking, healthy eating, exercise and other lifestyle factors. (For more information on the health of people in Kent and health inequalities, visit The Kent Public Health Observatory)

Living in Kent

- **Gross Disposable Household Income** in Kent is on average £15,587, lower than the South East average of £16,792
- **74%** of Kent's population live in **owner occupied** accommodation. Areas of Kent have problems with **affordability** of housing, particularly in rural areas. Approximately **35,000 homes** in Kent are deemed '**unfit**'. (For more information on housing in Kent, see the Kent & Medway Housing Strategy (in development))
- **87%** of Kent residents are either **fairly satisfied or very satisfied with Kent** as a place to live. People think that low levels of crime, clean streets and health services are the most important factors in making somewhere a good place to live. 82% were satisfied with their neighbourhood

- On the whole, people are more **satisfied with local public services** in Kent than they are dissatisfied and 47% of residents feel either very well or fairly **well informed** about local public services. (For more information on satisfaction levels, see We are the People of Kent)
- Kent has a crime rate of **64 crimes per 1,000 population**, which is **significantly below** the national average. Kent residents are **more worried about crime** than the average for the South East. (For more information on crime, see We are the People of Kent and Kent Police's Local Crime Mapping)
- The number of people killed or seriously injured in **road traffic accidents** in Kent has **reduced by 11%** over the past two years
- Around **40%** of waste is **recycled or composted** in Kent, above the national average
- In 2009/10, **45%** of people in Kent attended at least three **arts events**. (For more information on culture in Kent see Kent's Cultural Delivery Strategy - link to be included in final version)
- **50%** of adults aged 16+ participate in **sport and active recreation** at least once a week with just over 20% participating three times a week. However, the **cost of inactivity** to Kent has been estimated at over **£20 million per year**.
- **51%** of people in Kent say they are **“too busy”** to get involved in community activities
- In a recent survey of Kent residents, **26%** of respondents had been involved with a **charity** over the last two to three years; **22%** had been involved with **fundraising**; and a further **18%** had **volunteered**





6. Delivering the Countywide Ambitions in Kent's localities

Page 88

The new partnership arrangements for Kent bring together District and County Members in Locality Boards to shape the delivery of services to meet local needs. This will include a key focus on the countywide ambitions. It has been helpfully indicated by some localities that they will structure their own local plans so they are closely mirrored to the three Countywide Ambitions. Many other partners have a vital contribution to the delivery of local services and they will be included through arrangements that will be developed on a locality by locality basis.

During 2010/11, the emerging Locality Boards will establish themselves. They will identify the area's priorities and develop their own work plan. As part of this and in conjunction with the existing Local Strategic Partnerships where they continue to exist, they will identify their locality's specific priorities within the three Countywide Ambitions. They will also set out a plan for how the locality will achieve these priorities (within the Countywide Ambitions and also any others,) through services, projects and initiatives, and establish how progress will be monitored. This could form part of the Sustainable Community Strategy for the local area. The aim of this is to ensure that we are all focusing our efforts on achieving the Countywide Ambitions for Kent.

Our 12 localities (District/Borough Council areas) are the building blocks for service delivery in Kent. In order to achieve the Countywide Ambitions for Kent, the Ambitions will need to be delivered in each locality, in a way that is appropriate to the needs and priorities of the area.

Annex 1

Performance Management

The Vision for Kent sets out Kent's Ambitions for the county over the next ten years. To make sure that the county makes good progress towards reaching these Ambitions, a shared performance management approach is needed.

The Kent Forum has overall responsibility for monitoring the county's progress towards the three Countywide Ambitions that make up the Vision for Kent. The Joint Kent Chiefs will support the Forum in this task. The Joint Chiefs will need to have access to reliable, regular and relevant performance information to be able to confidently report progress to the Kent Forum, and to take appropriate corrective action if needed. At the same time, it is important that performance management is flexible to local needs and does not generate bureaucracy and divert resources from delivery.

The Joint Kent Chiefs will look to the three Ambition Boards to undertake more detailed performance management of the county's overall progress towards the Ambitions and to inform them of issues that require its attention or the attention of the Forum. The Locality Boards will be responsible for delivery of the Ambitions in their locality and will need to manage performance of this delivery, linking with the Ambition Boards.

This Annex outlines the proposed overall approach to performance managing the Vision for Kent.

Performance Management Principles

The starting point for partners in developing the performance management approach for the Vision for Kent has been to develop some shared principles that will underpin it:

- We will learn the lessons of the Local Area

Agreements and ensure that performance management drives local priorities and is underpinned by performance information that is robust and meaningful;

- Performance management will measure

used. They will also help to provide context when performance of the three Ambitions is reported, as they will explain why the information is being reported.

Ambition 1 - To grow the economy

- KPQ1: Has GVA risen to compete with the regional / national average?
- KPQ2: Is there greater diversity of business sectors in Kent?
- KPQ3: Are people in Kent earning a sufficient wage to lead a good quality of life?
- KPQ4: Are Kent businesses reporting fewer skills gaps?
- KPQ5: Are there sufficient employment opportunities for the workforce at all skills levels?

Ambition 2 - To tackle disadvantage

- KPQ1: Are outcomes for disadvantaged people getting better?
- KPQ2: Are barriers to improving quality of life being broken down?
- KPQ3: Are inequalities in quality of life outcomes reducing?
- KPQ4: Is the gap between deprived and non-deprived areas reducing?
- KPQ5: Are people in Kent confident that they can achieve good quality of life?

already collected by partners and is seen as essential to delivering excellent services;

- Where Performance Indicators are set, partners will be confident that the information will continue to be collected for the foreseeable future, in order to provide useful comparisons over time;
- Public satisfaction and confidence will be very important performance measures and partners will work together on developing effective and efficient ways to collect this information.

Key Performance Questions for the three Countywide Ambitions

Key Performance Questions aim to capture exactly what performance managers need to know in order to manage the performance of strategic objectives. Below, some Key Performance Questions (KQs) have been set out for each of the Ambitions. They will be used as a starting point to help develop a performance management framework for the Vision for Kent that will answer these questions and ensure that only the most relevant and useful performance information is collected and

- outcomes, not just actions delivered;
- Performance management will be strategic - performance information will be used to help gain a full understanding on whether the Ambitions are being achieved and make choices about where we focus resources;
- Performance management will go beyond statistics and Performance Indicators, and will instead make use of all available information at county and locality level to see if the Countywide Ambitions and priorities within them are being reached;
- Performance management will be done as locally as possible - the organisations and partnerships that manage delivery will have flexibility to choose how best to manage performance within the overall framework;
- We will share best practice on performance management to keep improving;
- Performance management reports and information should be made publicly available to promote transparency and accountability;
- Where possible performance management should make use of information that is

Ambition 3 - To put citizens in control

KPQ1: Are there fewer demands being made on public services?

KPQ2: Is there a greater diversity of service provision?

KPQ3: Are more people having a say on the services that affect them?

KPQ4: Are communities finding solutions to their own problems?

KPQ5: Are more people taking responsibility for their own lives?

Three sources of performance information

It is proposed that performance management of the Countywide Ambitions should make use of three performance information sources. This will allow performance management to take into account the county's slow moving, long-term changes in performance as well as shorter-term performance towards actions and objectives. The three information sources are:

- **Short-term actions:** Monitoring of progress against agreed milestones on short-term actions and deliverables that policy makers can control, such as project and programme deliverables, delivery of action plans underpinning strategies, capital and revenue spending etc. This will also incorporate any robust performance data that is available

short-term (e.g. monthly or bi-monthly.)

- **Longer-term Performance Indicators (PIs) and data:** Monitoring of progress towards Performance Indicators or other performance data against agreed milestones which show progress towards the Ambition but is only available less frequently (e.g. annually or bi-annually.) Data used here may also have a time lag but should be recent enough to still be relevant and useful in measuring performance.
- **Long-term change:** Results from research, intelligence and evaluation studies will be used to measure how the big outcomes (e.g. the economy, deprivation and civic participation) are gradually changing over time, to monitor the state of the county. A range of evaluation methods, such as long-term studies using qualitative evaluation, will be used to understand the impact and success of policies and programmes. Value for money and economies of scale across the three Ambitions will need to be carefully considered when commissioning these studies.



Kent Police

Annex 2 Commitments to the Countywide Ambitions from Kent partners

The three Countywide Ambitions that make up the Vision for Kent are supported by a number of partners across the county. This section contains commitments from the principle agencies that will support delivery across Kent.

Kent's 12 District/Borough Councils

Kent's 12 District/Borough Councils are central to the delivery of our Countywide Ambitions, both individually and collectively. The Ambitions capture what we all wish to see for our residents. Kent is a large and diverse county with a wide range of opportunities and challenges. There is no doubt that the Ambitions will have a different priority for each of the 12 Council areas across Kent, and different approaches will be needed to deliver them. District/Borough Councils will be at the forefront of bringing local partners together to focus on local needs and priorities, and this will make a significant contribution to the Countywide Ambitions.

To grow the economy in our Districts and Boroughs we will work with partners and local businesses to understand the barriers to business growth in our areas and find solutions to them. To tackle disadvantage we will identify

those members of our communities who are most at risk and work together to provide the support they need to achieve a good quality of life. To put our citizens in control, we will work with our communities and partners to look at how we deliver or commission services and see where we can do better and give power back to people.

The 12 District/Borough Councils in Kent will continue to listen to our communities, work effectively with our partners and make our area of Kent a great place to live and work.

John Gilbey, Leader of Canterbury City Council and Vice Chairman of Kent Forum,
on behalf of the 12 District/Borough Councils in Kent

Kent County Council

The Vision for Kent has clear connections with 'Bold Steps for Kent,' Kent County Council's Medium Term Plan to 2014/15, and they share

the same three Ambitions for Kent. We are committed to transforming the way that we engage and work with partners and our communities, and radically rethinking our collective approach to services in order to respond to the current challenges and opportunities.

We will aim to facilitate new growth in the Kent economy by working with partners to deliver new housing and new infrastructure and by working with key business sectors. We will make Kent a county of opportunity where aspiration rather than dependency is supported, particularly for those who are disadvantaged or who struggle to help themselves and their family.

At Kent County Council we are pleased to see the shift in power to a local level that we have long been calling for. We will work to embed localism by moving towards local place based commissioning so that decisions are taken closer to local communities. Amongst other initiatives, we will create a Big Society fund to support existing and new social enterprises, and make it easier for voluntary and community organisations to compete to provide services.

Paul Carter, Leader, Kent County Council
Katherine Kerswell, Group Managing Director, Kent County Council

Kent and Medway Fire & Rescue Authority

Kent and Medway Fire & Rescue Authority fully endorses and supports the Vision for Kent and is keen to see progress made. Many of the outcomes that the Authority is working towards achieving by 2020 will support the delivery of the Ambitions. In particular, evidence shows that a disproportionate number of fires and road traffic accidents are connected with vulnerable adults and people living in areas of deprivation, so we will focus on these groups. We are also working with businesses to reduce risks and support the local economy.

We will continue to be an effective partner supporting others to identify and deliver against county and local priorities. We will provide a high quality service whilst striving to improve our value for money and minimise our environmental impact. Working through the Kent Forum helps the Authority to achieve its aim of saving lives and reducing risks.

Bryan Cope, Chairman of Kent and Medway Fire and Rescue Authority

Kent Police

Kent Police have played a full and active part in partnership working across Kent and support the Vision for Kent. Crime and Disorder have significantly reduced in the county in recent years making Kent one of the safest counties in the country. Kent Police are committed to reducing crime and disorder still further, recognising the importance of keeping our residents and visitors safe as part of a vibrant and prosperous county.

Kent Police, working with partners, have an impressive track record in delivering partnership activity that makes a tangible difference on the ground. Through the Kent Partnership and articulated within the Vision for Kent, Kent Police will continue to work as partners in delivering a first class service and reducing crime and disorder.

Chief Constable Ian Learmonth,
Kent Police



Kent Fire and Rescue

Health (Kent and Medway Primary Care Trust Cluster)

The NHS in Kent is committed to tackling inequalities in health, and that is why we are keen to support the Vision for Kent. The gap in health and even life expectancy between the most and least well-off shows that further action is needed across a range of agencies, and we welcome the closer links with partners set out in the Vision. We are equally committed to engaging with the populations we serve in decision-making and developing services that truly meet their needs.

We will therefore endeavour to use our resources to develop health services, ensuring that we focus on the most vulnerable. We will redouble our efforts to improve joint working with social care services for children and adults to ensure the right access for all who need support. And we will build on work already undertaken such as the Total Place initiative, and joint preventative programmes.

Our contribution will include providing high quality, flexible healthcare that meets the needs of all residents. We will tackle health inequalities and reducing demand on health and social care services by supporting people to make healthier lifestyle choices and plan for their futures.

Ann Sutton - Chief Executive, Kent and Medway PCT Cluster

Kent Probation

Kent Probation fully endorses and supports the Vision for Kent. We have a history of successfully working with our public, private and third sector partners. Using our strengths, we will work together to make improvements for Kent communities. In particular, people in Kent think that low levels of crime are an important factor in making somewhere a good place to live. Kent Probation will continue to work with our partners to focus our work on those who commit crime. Our work will support the delivery of the ambition to tackle disadvantage, whilst protecting the public and

reducing re-offending for the benefit of our strong and vibrant communities.

Helen West, Chief Executive, Kent Probation

Kent CAN - working for the voluntary and community sector in Kent (VCS)

Kent CAN endorses the refreshed version of the Vision for Kent and is happy to have supported its development on behalf of the voluntary and community sector. While Ambition 3 with its focus on the individual is recognised as a key element of VCS activity it is also excellent to see that our sector's contribution is sought and valued across all three Ambitions.

Growing the economy through social enterprise and tackling disadvantage through a range of interventions are traditionally areas of great success for the sector across the county. The work of the VCS touches every part of the lives of Kent's citizens and Kent CAN, on behalf



of the sector, looks forward to lending its full support to achieving the Vision for Kent.

Malcolm Barry,
Chairman, Kent CAN

Faith Sector

To be provided for final version of the document.

Kent Association of Local Councils (KALC)

Kent Association of Local Councils strongly supports the Vision for Kent and is looking forward to continuing to work with all Kent partners in the enhancing of community participation and democratic accountability in determining and delivering local services. It is keen to play a full part in empowering and assisting communities throughout Kent in advancing the Vision for Kent Ambitions, so they have the capacity to decide, and where practical deliver solutions to local needs and aspirations.

KALC will continue to be an effective partner, playing its full part in supporting partners and others to identify and respond to community needs against national, county and local priorities, including the delivery of the Big Society concept.

Working with the Kent Forum will help the communities KALC represents, to achieve their aspirations and respond to local needs.

David Coleman, President,
Kent Association of Local Councils

Connexions Kent & Medway

Connexions Kent & Medway fully endorses the Vision for Kent strategy and in particular its commitment to the young people of Kent. Connexions Kent & Medway have been working on many of the ambitions outlined within this strategy.

Research evidence indicates that young people most likely to be NEET are those in Jobs

Without Training and those who drop out of further education, we are therefore concentrating on these groups of young people.

We will embrace Kent's vision towards 2021 and will be a key player within the delivery of the strategy. Connexions Kent & Medway will continue to provide a first-class service whilst aiming to improve the way we use our resources in order to improve outcomes for young people.

Sean Kearns,
Chief Executive, Connexions Kent & Medway

Higher Education Kent and Medway

The Kent and Medway region benefits from the location of a number of universities including Christ Church Canterbury University, University of the Creative Arts, University of Greenwich and University of Kent. We provide a broad range of high quality higher education and leading edge research. We not only provide education at undergraduate

and postgraduate level in traditional academic disciplines but also train many in skills needed for specific professional careers such as pharmacy, teaching, engineering, nursing and social work. We also work with local employers to provide appropriate continuing professional development.

As key employers in the region, we endorse the Vision for Kent. All of us work to promote economic growth whether it is through our enterprise and innovation activities or through the successful recruitment of overseas students. We have a role in bringing in inward investment to the region and are also net contributors to the local economy through the economic activity we generate. We all support fair access to higher education provision. We work with local schools through partnership networks or through leadership of academies to promote aspirations among the young to

optimise their future careers. We work closely with our local communities providing both cultural and sports related activities from which all in the community can benefit.

**Professor Dame Julia Goodfellow,
DBE, CBE, FMedSci**

Kent Association of Further Education Colleges (KAFEC)

KAFEC fully endorses and supports the Vision for Kent. Working together with key strategic partners, it is looking forward to supporting the delivery of the identified ambitions.

In particular, KAFEC will respond to the specific needs outlined within the Plan which focus on the identified gaps in educational attainment and skills across the county and the need for essential up-skilling to enable individuals to access employment opportunities. It will promote flexible and appropriate progression pathways for Kent's learners, both academic and vocational.

KAFEC commits to supporting the delivery of the 'Vision for Kent' and to provide the solution to the skills needs in Kent as a critical partner.

**Stephen Grix,
Chairman of KAFEC and Principal of
MidKent College**

Skills Funding Agency

The Skills Funding Agency fully endorses and supports the Vision for Kent. Many of the aspirations for a skilled workforce contained in this document will need to be fully achieved, if the economy of Kent and Medway is to grow faster than competitive areas. The seven Further Education colleges in Kent and Medway have a pivotal role to play in helping to improve the skill levels of all of our citizens, and are ready to provide a full range of high quality programmes.

There are many opportunities for employers in particular to ensure that their staff are appropriately trained and developed. The Apprenticeship scheme is an example of a

programme that is targeted at developing the skills of the workforce. Other measures include ensuring that all citizens have access to Basic Skills programmes, especially those who require support for numeracy and literacy.

At a higher skill level, Kent and Medway is ideally placed with its Universities to ensure that we develop the skills at level 4 and beyond so that we need to successfully grow the economy.

Tony Allen,
Skills Services Director (SE) Skills
Funding Agency

Job Centre Plus

To be provided for final version of the document.

Environment Agency

We are committed to working with others to unlock the potential of Kent's economy, environment and people and ensure Kent is a fair and easy place to do business. We are

pleased to be part of a partnership that will - through delivery of the Kent Environment Strategy - create a high quality environment that is low carbon, resilient to climate change, and has a thriving green economy at its heart.

We can support the Kent economy to grow by working collaboratively with responsible businesses, allowing them to thrive, whilst tackling the illegitimate businesses that hinder their success. We have local information and specific technical advice that can help others make informed choices, putting people in control.

Our job is to work with people and communities to protect and improve water, land and air, and to reduce climate change and its consequences. In Kent, where 70,000 properties and businesses are at risk from flooding, we are working with communities to help protect them from flooding and respond to incidents when they do. With others we can manage our precious natural resources

wisely and to unlock the opportunities they offer for people to enjoy the environment and to improve their quality of life.

Andrew Pearce,
Area Manager, Environment Agency

Kent transport operators

Arriva supports the Vision for Kent and are keen to continue the strong partnership working achieved with local authorities over many years, including the award winning Fastrack service. We are keen to see a strong, sustainable, high quality network of bus services in Kent and will work with the County Council to achieve the aims of the Integrated Transport Strategy. A strong bus network will contribute to reducing traffic congestion, assist in growing the economy and help to tackle disadvantage in the County.

Kevin Hawkins,
Regional Commercial Director,
Arriva Southern Counties

Stagecoach in East Kent is keen to support this new Vision for our great county. The groundbreaking scholars Freedom pass scheme which arose from the previous vision has created a steep change in journey times for peak time urban travel for all road users and allows buses to fulfil their optimum role as space efficient transport that can be accessed by everyone.

The integral planning of attractive public transport within physical development is acknowledged in this vision to be essential to economic growth and providing mobility to the disadvantaged, and we will support that objective by making further investment in improving services in order to grow passenger numbers.

We will offer private sector innovation and efficiency through our successful Quality Bus Partnerships, in which we work alongside the county and district in each local authority area

where we are the main operator, to maximise the impact of our mutual investments.

Jeremy Cooper,
Commercial Director, Stagecoach in East Kent and East Sussex

Annex 3 Partners' delivery plans

Below are links to the organisational and partnership delivery plans that will contribute to delivering the Vision for Kent, as explained in Chapter 3. The list was compiled in April 2011.

| Organisation/partnership | Strategy | Link |
|--------------------------|--|--|
| Kent County Council | 21st Century Kent | www.kent.gov.uk/community_and_living/regeneration_and_economy/21st_century_kent.aspx |
| Kent County Council | Active Lives Now: The future of social care in Kent | www.kent.gov.uk/adult_social_services/leaflets_and_brochures/active_lives_leaflet.aspx |
| Kent County Council | Bold Steps for Kent (Medium Term Plan to 2014/15) | www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/bold_steps_for_kent.aspx |
| Environment Agency | Creating a Better Place 2010-15: Our Corporate Strategy | www.environment-agency.gov.uk/aboutus/112323.aspx |
| Kent County Council | Digital Strategy | Link to be included in final version |
| Kent County Council | Early Intervention and Prevention Strategy (children and young people) | In development |
| Kent County Council | Growth Without Gridlock: A Transport Delivery Plan for Kent | www.kent.gov.uk/news_and_events/news_archive/growth_without_gridlock.aspx |

| Organisation/partnership | Strategy | Link |
|---|---|---|
| Kent County Council | Involving the Whole Community: The Kent Approach to Literacy and Reading 2011-2021 (in development) | Link to be included in final version |
| Kent County Council | KCC Strategy for the employment of socially excluded adults | http://democracy.kent.gov.uk/Published/C00000115/M000003024/A100013387/\$Item5EmployabilityStrategy.docA.ps.pdf |
| Kent and Medway Domestic Abuse Strategy Group | Kent and Medway Domestic Abuse Strategy (2010-2013) | www.kent.gov.uk/community_and_living/community_safety/domestic_abuse.aspx |
| Kent Action on Alcohol Steering Group | Kent Alcohol Strategy | Link to be included in final version |
| Kent County Council and Medway Council | Kent and Medway Economic Assessment (in Development) | https://shareweb.kent.gov.uk/Documents/business/economic-development/LEA-Consultation-Analysis.pdf |
| Kent Forum | Kent and Medway Housing Strategy (in development) | Link to be included in final version |
| Kent Children's Trust | Kent Children and Young People's Plan 2011-2014 (in development) | www.kenttrustweb.org.uk/kct/kct_cypp_2011_14.cfm |
| Kent Forum | Kent Community Safety Agreement | www.kentpartnership.org.uk/reports-and-files/CSA-May-09.pdf |
| Kent Forum | Kent Cultural Strategy | Link to be included in final version |
| Kent Forum | Kent Environment Strategy (in development) | www.kent.gov.uk/environment_and_planning/environment_and_climate_change/environment_strategy.aspx |
| Kent County Council and Kent Children's Trust | Kent Hidden Harm Strategy (2010-2013) | Link to be included in final version |

| Organisation/partnership | Strategy | Link |
|---------------------------------------|---|--|
| Kent County Council | Kent Highways Strategy (under development) | In development |
| Kent Forum/VCS | Kent Partners Compact | www.kentpartnership.org.uk/compact/ |
| Kent Public Health Board | Kent Public Health Strategy - Living Life to the Full | www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/strategy_for_public_health.aspx |
| Kent Rural Board | Kent Rural Delivery Framework | www.kentruralnetwork.org.uk/kent-rural-framework |
| Kent Waste Partnership | Kent Waste Strategy | www.kent.gov.uk/environment_and_planning/recycling_and_rubbish/the_future_for_kents_waste/kent_waste_partnership/waste_strategy_documents.aspx |
| Kent County Council | Learning and Skills Strategy | In development |
| Kent County Council | Living Later Life to the Full - A Policy Framework for Later Life | www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/strategy_for_later_life.aspx |
| Kent County Council | Local Transport Plan | www.kent.gov.uk/roads_and_transport/highway_improvement/our_transport_vision/local_transport_plan.aspx |
| Kent County Council | Low Carbon Opportunities for Growth | https://shareweb.kent.gov.uk/Documents/business/economic-development/Low-Carbon-Opportunities.pdf |
| Kent Police and Kent Police Authority | Policing Kent 2010-13 | www.kent.police.uk/about_us/our_plans/our_plans.html |
| Kent County Council | Safeguarding and Looked After Children Services Improvement and Development Plan | In development |
| Skills Funding Agency | Skills for Growth - The National Skills Strategy (Department for Business, Innovation and Skills) | http://webarchive.nationalarchives.gov.uk/+/http://www.bis.gov.uk/skillsforgrowth |
| Eastern and Coastal Kent PCT | Strategic Commissioning Plan 2010-2015 | www.easternandcoastalkent.nhs.uk/about-us/publications-reports-and-strategies/strategies/ |



Locate in Kent

| Organisation/partnership | Strategy | Link |
|--|---|---|
| West Kent PCT | Strategic Commissioning Plan 2010-2015 | www.westkentpct.nhs.uk/The_PCT/Our_plans/index.html |
| Natural England | Strategic Direction 2008-2013 | http://naturalengland.etraderstores.com/NaturalEnglandShop/NE92 |
| Kent and Medway Sports Board | Strategic Framework for Sport 2009-13 | www.kentsport.org/documents/StrategicFrameworkFinalNov092009-2013.docx |
| Kent County Council | Supporting People Strategy (in development) | https://shareweb.kent.gov.uk/Documents/adult-Social-Services/housing-related-support/Updated%20documents%2016Dec09/Draft%20SP%20Strategy%202010-2015V3.pdf |
| Kent Fire and Rescue Service | Towards 2020 | Towards 2020 Service Performance Plan |
| Kent, Greater Essex and East Sussex Local Enterprise Partnership | Unlocking the Potential - A proposal for a Kent and Greater Essex LEP (later incorporating East Sussex) | https://shareweb.kent.gov.uk/Documents/News/lep_proposal0910.pdf |
| Kent County Council | Vision for Education and Learning | In development |
| Kent Probation | Working in partnership to reduce re-offending in Kent and Medway (2010-2012) | www.kentprobation.org/documents/Working%20in%20Partnership%202009-12.pdf |

District-level Sustainable Community Strategies

| Organisation/partnership | Strategy | Link |
|--------------------------|--|---|
| Ashford | Ashford Sustainable Community Strategy | http://www.ashford.gov.uk/ashford_borough_council/partnership_working/local_strategic_partnership.aspx |
| Dartford and Gravesham | Dartford and Gravesham Sustainable Community Strategy | http://www.gravesham.gov.uk/index.jsp?articleid=4562 |
| East Kent | Lighting the Way to Success: The EKLSP Sustainable Community Strategy | http://www.eastkentisp.org.uk/ |
| Maidstone | The Sustainable Community Strategy for Maidstone Borough 2009-2020 | http://www.maidstone.gov.uk/PDF/Sustainable%20Community%20Strategy%20for%20Maidstone%20Borough%20adopted%20April%2009.pdf |
| Sevenoaks | Sevenoaks District Sustainable Community Action Plan 2010-2013 | http://www.sevenoaks.gov.uk/community_living/sevenoaks_district_community_plan/default.asp |
| Swale | Ambitions for Swale – Swale’s Sustainable Community Strategy | http://www.swale.gov.uk/ambitions-for-swale/ |
| Tonbridge and Malling | Tonbridge and Malling LSP 2009-2012 Sustainable Community Strategy | http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=461 |
| Tunbridge Wells | Love Where We Live - Tunbridge Wells' Sustainable Community Strategy (2010-2026) | http://www2.tunbridgewells.gov.uk/Default.aspx?page=715 |

Other Useful Websites

We are the People of Kent (2009)

Provides a detailed picture of Kent residents including who we are, what we do and what we think - <https://shareweb.kent.gov.uk/Documents/facts-and-figures/people-of-kent-2009-final.pdf>

We are the Older People of Kent -

Provides a collection of facts and figures about older people living in Kent outlining who we are, what we do and what we think - <https://shareweb.kent.gov.uk/Documents/facts-and-figures/older-people-kent-final.pdf>

104

Local crime and policing website for England and Wales - www.police.uk/

Public Health Observatory - www.kmpho.nhs.uk/

General facts and statistics about Kent - www.kent.gov.uk/your_council/kent_facts_and_figures.aspx

Information on the Gateway programme - www.kent.gov.uk/your_council/contact_us/our_offices_and_gateway/gateway.aspx

Locate in Kent - www.locateinkent.com

Visit Kent - www.visitkent.co.uk

Kent CAN (about Kent's voluntary and community sector) - www.kentcan.org

Glossary

| | |
|--|--|
| Ambition Boards | Three multi-agency groups focused on addressing a particular priority as identified by the Vision for Kent. |
| Apprenticeships | Employment which offers opportunity to combine work and job-specific training |
| Community Assets | Facilities which can be used by communities |
| Comprehensive Spending Review | Is a governmental process carried out by HM Treasury to set public sector budgets. |
| Co-production | A method enabling individuals to play an increased role in service design |
| Delivery Plans | Delivery plans set out the actions, timescales, and responsibilities to achieve the defined aim or priority |
| Education providers | Organisations who provide education, typically schools, colleges, universities, and further education centres |
| Gateway multi-channel access Programme | The Gateway programme provides a single point of access to the full range of public services in a single location. The Gateway programme will include public facing facilities, a single Gateway website, and a single telephone number. |
| GP Commissioning Consortia | A partnership of GPs who have specific responsibilities under the Health and Social Care Bill. |
| Green jobs | Employment in the Environmental sector |
| Gross Disposable Household Income | The amount of money that individuals have available for spending or saving following taxation |
| Gross Value Added – GVA | The value of goods or services produced by an area, sector or producer minus the costs of production |



| | |
|--|--|
| Health and Wellbeing Boards | Health and Wellbeing Boards are local bodies comprising of GP Consortia, the Local Authority, Local Health Watch and others that are responsible for determining the health, social care and public health needs of the area and ensuring that the commissioning plans of the GPs and Local Authorities will meet those needs. |
| Joint Kent Chiefs | Executive group of the Kent Forum |
| Kent Forum | The strategic democratically-elected group, formed in 2010, with overall responsibility for co-ordinating and agreeing shared priorities and progress, encouraging community leadership and supporting new initiatives. |
| Kent, Greater Essex and East Sussex Local Enterprise Partnership | A partnership involving businesses and councils from Kent, Essex and East Sussex. The partnership's main objective is to help business to grow and create new jobs. |
| Key Performance Questions | Key questions which when answered will give the most important and relevant information on a specific issue |
| 6 - KPOs | |
| Local Area Agreements | A three-year agreement between Central Government and an area setting out the priorities for the local area in the form of outcomes supported by relevant indicators and targets. LAAs ended in March 2011. |
| Local Development Frameworks | Spatial planning strategies aiming to create strong, safe and prosperous communities |
| Local Investment Plans | A process through which an areas priorities are considered against potential funding streams |
| Local Strategic Partnerships | A partnership which involves representatives from Local Government, the private sector, and the voluntary and community sector to set priorities and address local issues. |
| Locality Boards | District-based partnerships which include County and District elected representatives focusing on local priorities |
| 'Looked after' children | Children who are subject to care orders or who are voluntarily accommodated |
| Margate Task Force | A multi-partnership initiative aimed at breaking the cycle of deprivation and reducing high public service demands in Kent's two most deprived wards – Margate Central and Cliftonville West. The programme of work comprises: housing intervention and improvement; promoting work and skills; reducing placements of vulnerable children and adults; reshaping and targeting multi-agency working with complex families; working to build community capacity and self sustaining local neighbourhoods. |
| NVQ4+ | Academic qualification equivalent to a first degree |

| | |
|--|--|
| Operation Stack | A method used by Kent Police and the Port of Dover to use sections of the M20 motorway to park lorries when the Channel Tunnel or Dover ports are blocked by bad weather, industrial action, or accidents. |
| Out of Work Benefits | The range of financial support for individuals out of work |
| Owner occupied accommodation | Dwellings owned by the households that live in them |
| Performance Indicators – PIs | A specific measure of performance in a defined area |
| Personalisation | Services designed around the needs of the individual |
| Private Sector | Organisations run by private individuals or groups. In contrast to the public sector. |
| Procurement | The process of acquiring goods, works or services |
| Public Sector | Organisations which are part of the Government. Sometimes referred to as the state sector. |
| Rural Economy | Businesses or enterprises situated in rural areas |
| Self directed design | Where individuals have choice and control over the services they receive |
| Self-service | Ability for individuals to gain services independently |
| Social Enterprise | Social enterprises are businesses driven by a social or environmental purpose. |
| Thames Gateway Kent Partnership | A partnership of the private and public sectors within Kent including Dartford, Gravesham, Medway and Swale. |
| Vocational Training | Manual or practical education or training specific to a particular job, traditionally non-academic |
| Voluntary and Community Sector | Organisations can range from registered charities to community groups. Organisations tend to be focussed on particular localities or groups within the community. Often referred to as the third sector. |
| West Kent Partnership | An economic and strategic partnership operating across Sevenoaks District and the boroughs of Tunbridge Wells and Tonbridge and Malling. |
| 21st Century Kent – Unlocking Kent's Potential | Kent's overarching framework for regeneration |



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**This document is available in alternative formats and can be explained in a range of languages.
Please call 01622 694122 for details.**

Appendix 2 – Vision for Kent consultation plan

1. Objectives of the consultation

To engage people in the consultation and get as much useful feedback as possible, we will need to be clear about:

- Why we need a Vision for Kent (and why this new version is needed)
- What impact the Vision for Kent will have
- Why people should be interested in the Vision and give their views on it (“what’s in it for me?”)
- How people can give their views (call to action)

2. Consultees

In order to achieve the objectives, we will need to identify those whose views we are seeking, communicate with them and effectively encourage them to respond to the consultation with their views. The following main groups of consultees have been identified and will be engaged with as below:

2.1 Members of the public

A short, easy to understand leaflet has been produced for members of the public to tell them about Vision for Kent and the consultation and encourage them to respond to the consultation.

The leaflet is available in hard copy and PDF. The leaflet provides a link to the Kent Forum website where people can find out more, read the full draft and complete an online consultation survey if they wish (see section 3.1 below.) Alternatively, the last page of the leaflet contains the consultation questions for members of the public. It can be torn off, completed and returned in a freepost envelope provided with the leaflet.

The leaflets are being distributed to members of the public in the following ways:

- Given out by Community Engagement Managers at local meetings such as Neighbourhood Forums and Local Boards. CEMs have been briefed and equipped with a crib sheet of the key messages that we want to communicate so they are able to present and explain the consultation, answer any questions and encourage people to respond.
- Given out and emailed out by Youth Participation Workers to youth projects and centres across the county. They will also be equipped with a crib sheet of key messages to help explain the consultation.
- Available at the 13 major libraries across Kent and all Gateways. Staff have been sent information about the consultation in order to answer questions that arise.
- Available at the public Reception areas of all main Council offices in Kent

- A batch of the leaflets (and the PDF) and freepost return envelopes have been given to each District Council and other key partners to use as appropriate
- Used to support a workshop on the Vision for Kent consultation at Kent Youth County Council in June

In addition, members of the public who have expressed an interest in responding to consultations such as this one have been contacted directly, for example those registered to KCC's consultation database, which the consultation has also been loaded on to.

There has been internal communication about the consultation within the Kent Forum Authorities, for example it has featured in KCC's staff bulletin and intranet home page. This is to encourage them to respond themselves, but also to encourage members of the public that they come into contact with to respond.

2.2 Representatives of public sector organisations

Public sector partners have been targeted specifically via email. A large distribution list has been compiled which identifies a contact in each of the key public sector organisations operating in Kent. These people have been emailed and also asked to forward the information on to any other colleagues they feel would be interested in the consultation. The email briefly explained the consultation and provided a link to the Kent Forum website where people can find out more, read the full draft and complete the online survey. Some specific consultation questions have been developed for public sector representatives and are included in the online consultation survey. A follow-up email will be sent towards the end of the consultation period to remind people to respond.

2.3 Representatives of voluntary and community sector organisations

Voluntary and community sector organisations have been emailed via VCS umbrella organisations, primarily Kent CAN and Voluntary Action Within Kent (VAWK,) which have a large database of members. As above, the email briefly explained the consultation and provided a link to the Kent Forum website to complete the online survey, which includes some specific consultation questions for voluntary and community sector representatives.

The Vision for Kent consultation was also promoted at the annual VCS conference on 7 July 2011.

A separate and important part of the VCS is the faith sector. Faith groups have been contacted and asked to respond via the County Ecumenical Officer.

2.4 Representatives of Parish Councils

All but a few Parish Councils in Kent are registered with Kent Association of Local Councils, who hold a database of email addresses. KALC have kindly forwarded on an email promoting the consultation and providing a link to the Kent

Forum website where Parish Councils can fill in the online survey. Some specific consultation questions have been developed for Parish Councils and these are available in the online consultation survey and have also been sent to each Parish Council separately so they can respond via email or post. Any Parish Councils not reached in this way have been written to.

2.5 Representatives of businesses

Private sector partners have been contacted via Kent Economic Board and the Business Advisory Board. Business organisations on these Boards including Chambers of Commerce and Institute of Directors who have cascaded the message to their members, reaching around 6000 Kent businesses. As above businesses have primarily been emailed and encouraged to fill in the online survey, including specific questions for business representatives.

2.6 Community / Special Interest Groups

Community and special interest groups in Kent have been contacted separately to encourage them to respond to the consultation.

2.7 Elected members

Elected members from the Kent Forum Authorities were informed about the consultation on the first day. They were encouraged to respond themselves, and encourage others to do so.

3. Other forms of communication

3.1 Websites

As mentioned above, people have been directed to the Kent Forum website to find out more about the consultation and complete the online survey. The web pages on the consultation contain:

- A brief introduction to Vision for Kent, the countywide ambitions and the consultation
- Film clips of each of the Ambition Champions introducing their ambition
- A downloadable version of the full draft document
- A downloadable version of the summary leaflet
- A link to the online survey
- Contact details for the Kent Forum team for further information

In addition, a feature on the Vision for Kent consultation was added to the websites of each of the Kent Forum Authorities. This provided a link to the Kent Forum website where people could find out more.

3.2 Social media

We have made use of social media to promote the consultation and signpost to the online survey, using methods like Yammer and Twitter. Colleagues in KCC's Communications, Consultation and Customer Engagement have advised on this.

3.3 Media release

A media release was produced and sent out to key media partners in Kent at the start of the consultation. This introduced the new Vision for Kent, explained why people should respond to the consultation and how to do so. KCC's Press Office lead on this and the release was approved by the Chairman and Vice-Chairman of the Kent Forum.

4. Feedback

Everyone who submitted a consultation response was asked to provide an email or postal address if they wished to receive feedback on how the consultation responses were used. Following the consultation, these people will be contacted.



Here's how we're building a better Kent

We have three big ambitions for Kent and are asking people, groups and agencies about the actions we need to take next to achieve them.

This is your opportunity to take part in the consultation before 22 August 2011.

Find out more and do the consultation online at www.kentforum.org.uk



The three ambitions opposite are taken from the new Vision for Kent 2011-2021, a strategy owned by the Kent Forum, but shaped by many different organisations responsible for delivering public services in the county.

The ambitions address the areas where we know improvement is needed most.

You can help us to make sure that the actions we plan to take to achieve the ambitions reflect the priorities of the citizens of Kent too.

The feedback you give us will influence the way we set about achieving the ambitions for Kent at this important time, as public services are reformed and realigned against smaller budgets and national policy changes.

Find out more and do the consultation online at www.kentforum.org.uk or use the tear-off consultation form on the back of this leaflet.



Kent Forum is a partnership of the councils that provide services to the people of Kent. It works with other organisations such as the police and health services. Kent Forum is responsible for agreeing shared priorities across Kent and monitoring performance towards them. It responds to the needs of local communities and businesses.

To find out more, visit www.kentforum.org.uk

This leaflet is available in alternative formats and can be explained in a range of languages. Please contact Kent Forum for details:

Email - kentforum@kent.gov.uk

Call - 01622 694122

Three big ambitions

1. Grow the Kent economy 2. Tackle disadvantage 3. Put the citizen in control

The actions that we want to take in support of achieving these ambitions are set out in Vision for Kent 2011-2021. It also explains why they are vital to make Kent a better place.

Growing the economy means supporting businesses to be more successful, improving people's skills, making sure there are lots of good jobs in Kent, providing apprenticeships and other training opportunities for young people.

Tackling disadvantage means a good quality of life for everyone, providing choice and quality in health and social care, a good start in life for all children, helping unemployed people get back into work, bringing run-down areas back to life.

Putting the citizen in control means involving people in making decisions, encouraging more people to volunteer, designing services to meet the needs of people who use them, tackling crime and antisocial behaviour.

The ambitions are supported by many of the organisations that provide services to you. Some are featured over the page.

The Kent Forum's job is to ensure that we all work together to make good progress towards achieving the ambitions.

The full consultation draft of **Vision for Kent 2011-2021** is on the Kent Forum website, www.kentforum.org.uk. There are also links to the partners' plans for delivering services, which provide more detail on their part in achieving the ambitions.





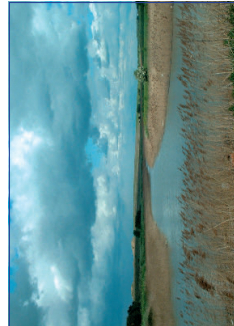
‘...Kent Police will continue to work as partners in delivering the Vision for Kent and in providing a first-class service and reducing crime and disorder’.

Kent Police



Kent Fire & Rescue Service

‘...A disproportionate number of fires and road accidents are connected with vulnerable adults and people living in areas of deprivation, so we will focus on these groups’.



Kent & Medway Fire & Rescue Authority



‘... We will tackle health inequalities and reduce demand on health and social-care services by supporting people to make healthier lifestyle choices and plan for their futures’.

Health (Kent and Medway Primary Care Trust Cluster)



‘... Our job is to work with people and communities to protect and improve water, land and air, and to reduce climate change and its consequences ... In Kent, where 70,000 properties are at risk from flooding we are working with communities to help protect them’.

Environment Agency





'... We will make Kent a county of opportunity, where aspiration rather than dependency is supported, particularly for those who are disadvantaged or who struggle to help themselves and their family'.

Kent County Council



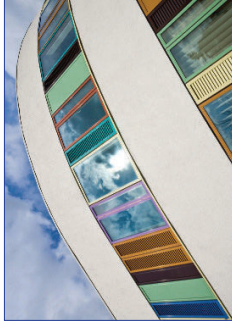
'... The work of the voluntary and community sector touches every part of the lives of Kent's citizens, and Kent CAN, on behalf of the sector, looks forward to lending its full support to achieving the Vision for Kent'.

Kent CAN exists to support and promote the voluntary and community sector in Kent and Medway



'... Our colleges will respond to the specific needs outlined in Vision for Kent, which focus on the identified gaps in educational attainment and skills across the county ... we will promote flexible and appropriate progression and opportunities for Kent's learners, both academic and vocational'.

Kent Association of Further Education Colleges



Find out more and do the consultation online at www.kentforum.org.uk

Vision for Kent consultation

Our three ambitions for Kent are:

- **Grow the Kent economy**
- **Tackle disadvantage**
- **Put the citizen in control**

To help us make sure that the actions we plan to take to achieve the ambitions reflect the priorities of the citizens of Kent, complete the tear-off slip opposite, put it in the envelope provided and post - no stamp required.

Alternatively you can complete the consultation online at www.kentforum.org.uk

Please ensure your response reaches the Kent Forum by 22 August 2011.

If you would like feedback following the consultation, please supply your email or postal address on the form.



Vision for Kent consultation

1. We have identified areas of work that we think will help achieve the ambition of **growing the economy in Kent**:
Please put ticks in the boxes next to the two actions that you think are most important
- Improve Kent's infrastructure (roads, rail, broadband connection)
 - Give businesses tailored support to help them be more successful
 - Work to free businesses from unnecessary regulation
 - Provide opportunities for adults to continue to learn new skills
 - Encourage companies to take on more apprentices and trainees
 - Find ways to tackle climate change and use fewer resources (such as power and water)

2. Please tell us what else we could do to achieve the ambition of **growing the economy in Kent**
I think...

3. We have identified areas of work that we think will help achieve the ambition of **tackling disadvantage in Kent**:
Please put ticks in the boxes next to the two actions that you think are most important
- Work to provide a choice of high quality health and social care
 - Help people improve their mental and emotional health
 - Support unemployed people to get back into work
 - Encourage young people to be in education, training or work
 - Build homes people want to live in and communities they want to be part of
 - Make it easier for everyone to find and use the public services they need

4. Please tell us what else we could do to achieve the ambition of **tackling disadvantage in Kent**
I think...

5. We have identified areas of work that we think will help achieve the ambition of **putting citizens in control in Kent**:
Please put ticks in the boxes next to the two actions that you think are most important

- Involve people in making decisions on public services and spending
- Design services to meet the needs of the people who use them
- Support people in taking more control over what happens in their neighbourhood, for example giving them more say on how community buildings are put to good use
- Help charities and other voluntary organisations to do more good work
- Tackle crime and anti-social behaviour
- Help more people become volunteers in their community

6. Please tell us what else we could do to achieve the ambition of **putting citizens in control in Kent**
I think...

Please tell us the postcode where you live. This helps us check that we have a good spread of views from all over Kent:

If you would like feedback at the end of this consultation, please provide your email address or postal address:

Thank you for completing the consultation. Please put it in the envelope provided and post - no stamp required.



Kent Forum Consultation: Initial Summary of SNAP survey responses

N.B If printed in black and white, pie charts can be read referring to the key, from 12 o'clock on the graph onwards in a clockwise direction.

The Vision for Kent consultation received 793 responses:

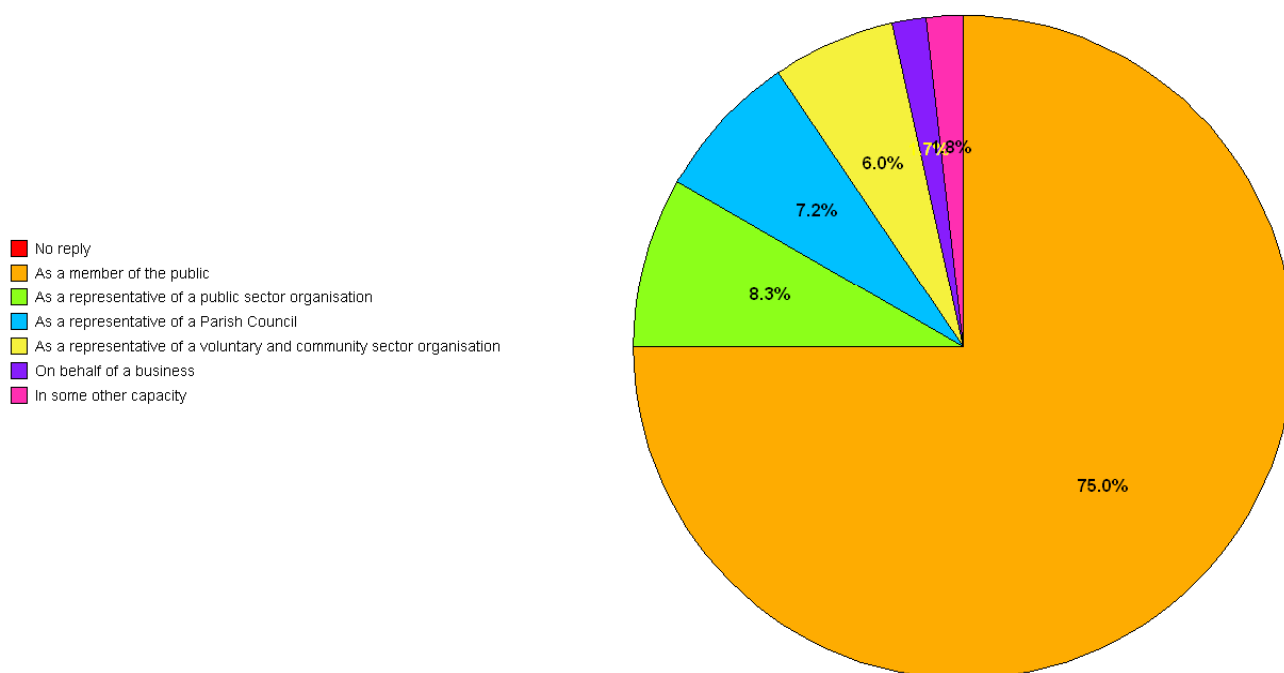
- 637 Online Snap Survey Responses
- 136 Paper Questionnaire Responses
- 20 Written Responses¹

This analysis focuses on the Snap and Paper Questionnaire Responses. Further analysis of the written responses will take place.

Sector Responses:

| | |
|--|-------------|
| As a member of the public | 580 (75.0%) |
| As a representative of a public sector organisation | 64 (8.3%) |
| As a representative of a Parish Council | 56 (7.2%) |
| As a representative of a voluntary and community sector organisation | 46 (6.0%) |
| On behalf of a business | 13 (1.7%) |
| In some other capacity | 14 (1.8%) |

Sector



Parish Council Respondents:

(Those who gave their details - 28 Parish / Town Councils)

| | |
|---------------------|--------------|
| Petham | Staplehurst |
| Lydd | Bilsington |
| Boughton Monchelsea | East Peckham |
| Cobham | Tilmanstone |

¹ These totals are subject to change during final analysis.

| | |
|-----------------------|--|
| Ryarsh | Hawkhurst |
| Ash-cum-Ridely | Hadlow |
| Dymchurch | Bethersden |
| Capel le Ferne | Edenbridge Town Council |
| Pembury | Knockholt |
| Ramsgate Town Council | Seal |
| Teynham | Hollingbourne |
| Hythe Town Council | Lympe |
| Minster | Chevening |
| Headcorn | New Romney (Individual Councillor responses) |

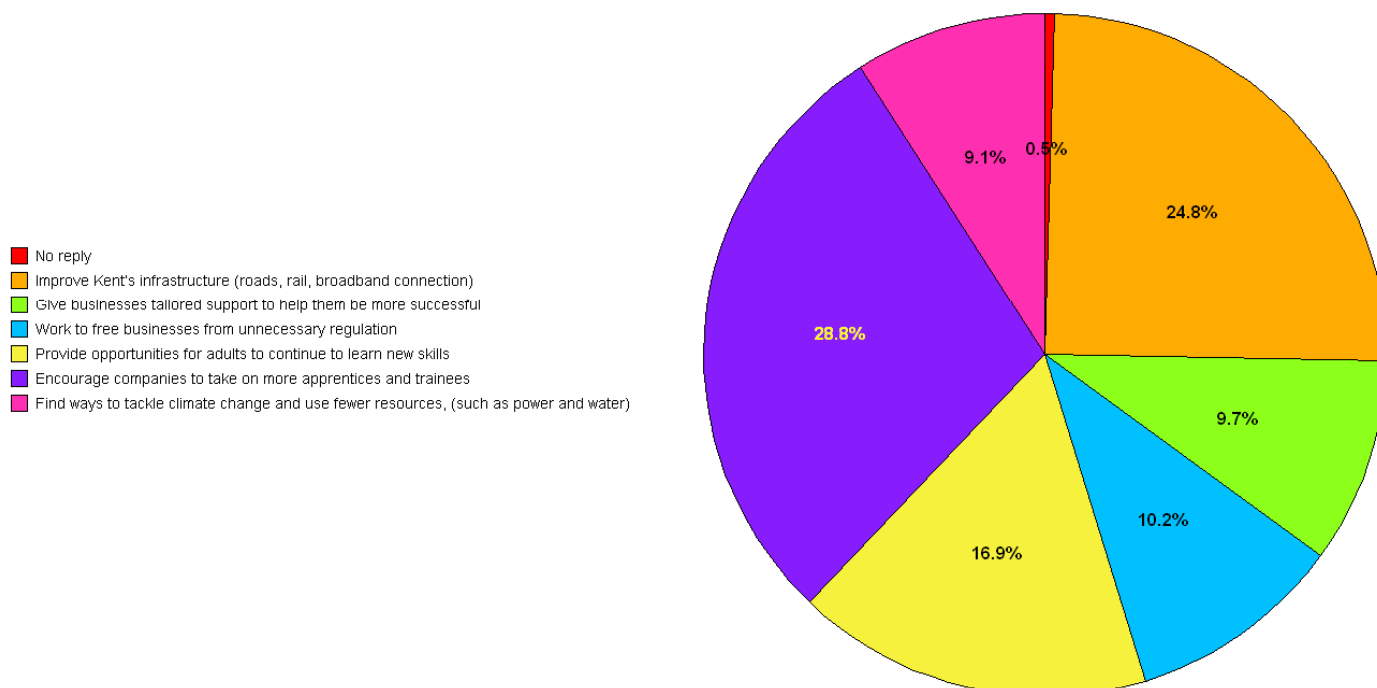
We also received the details from 43 VCS organisations and 11 business responses. Further analysis will take place on this information.

Ambition Priorities

Ambition 1 Priorities

| | |
|---|-------------|
| Improve Kent’s infrastructure (roads, rail, broadband connection) | 375 (48.5%) |
| Give businesses tailored support to help them be more successful | 147 (19.0%) |
| Work to free businesses from unnecessary regulation | 154 (19.9%) |
| Provide opportunities for adults to continue to learn new skills | 254 (32.9%) |
| Encourage companies to take on more apprentices and trainees | 435 (56.3%) |
| Find ways to tackle climate change and use fewer resources, (such as power and water) | 137 (17.7%) |

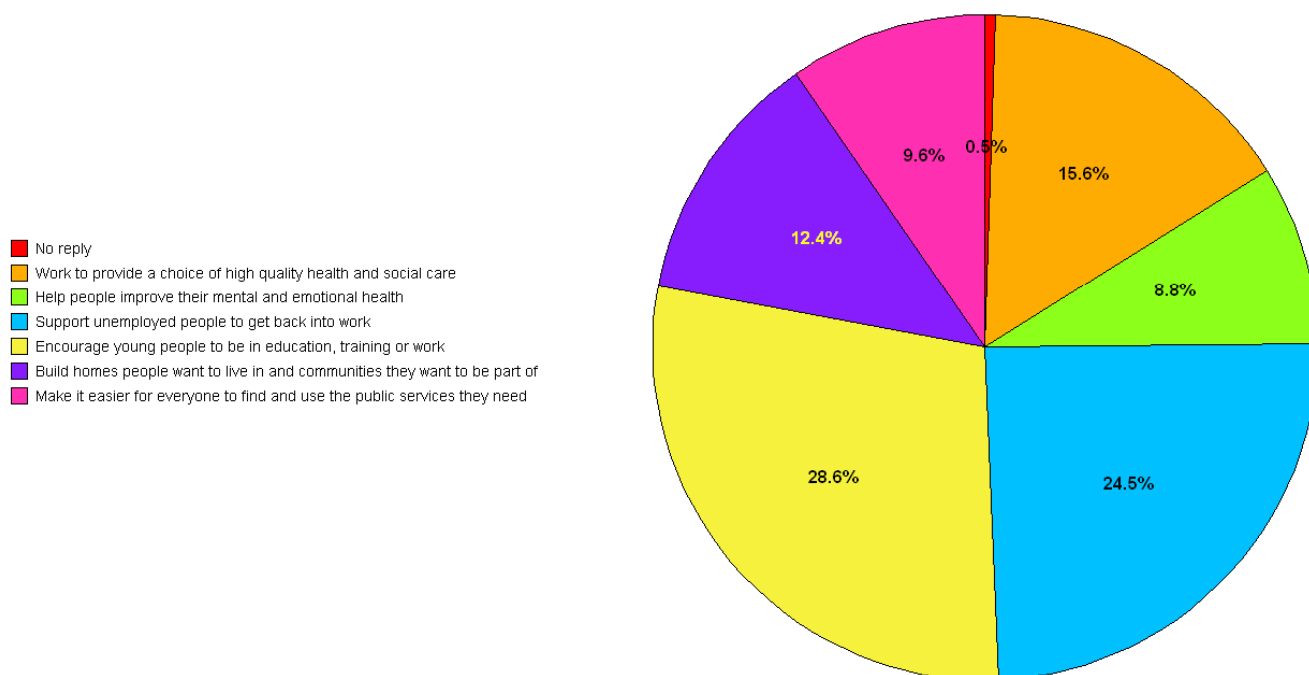
Ambition 1 priorities



Ambition 2 Priorities

| | |
|---|-------------|
| Work to provide a choice of high quality health and social care | 237 (30.7%) |
| Help people improve their mental and emotional health | 134 (17.3%) |
| Support unemployed people to get back into work | 373 (48.3%) |
| Encourage young people to be in education, training or work | 436 (56.4%) |
| Build homes people want to live in and communities they want to be part o | 189 (24.5%) |
| Make it easier for everyone to find and use the public services they need | 147 (19.0%) |

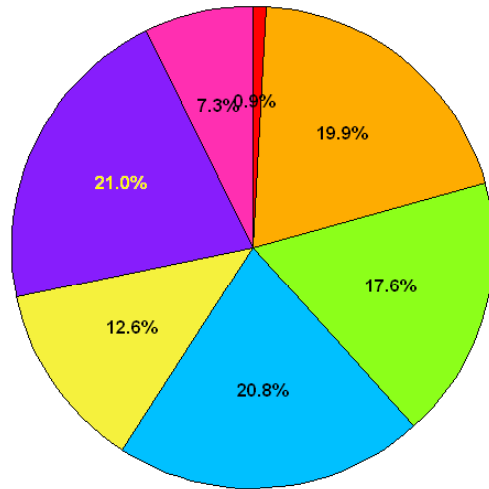
Ambition 2



Ambition 3 Priorities

| | |
|---|-------------|
| Involve people in making decisions on public services and spending | 300 (38.8%) |
| Design services to meet the needs of the people who use them | 266 (34.4%) |
| Support people in taking more control over what happens in their neighbourhood, for example giving them more say on how community buildings are put to good use | 314 (40.6%) |
| Help charities and other voluntary organisations to do more good work | 190 (24.6%) |
| Tackle crime and anti-social behaviour | 318 (41.1%) |
| Help more people become volunteers in their community | 110 (14.2%) |

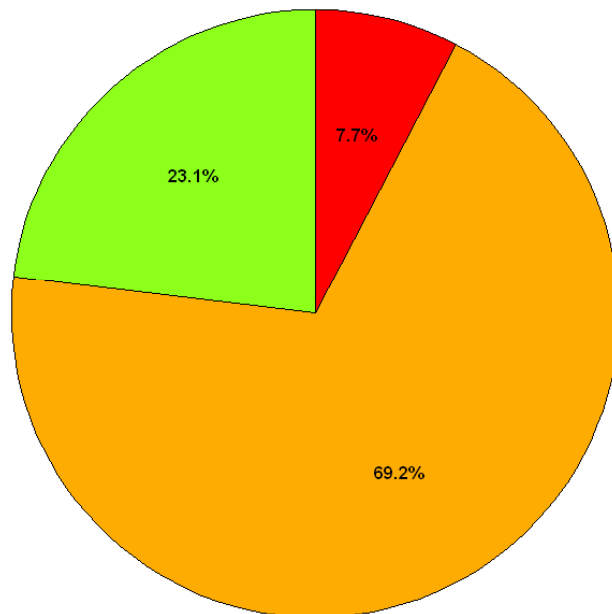
Ambition 3



- No reply
- Involve people in making decisions on public services and spending
- Design services to meet the needs of the people who use them
- Support people in taking more control over what happens in their neighbourhood, for example giving them more say on how community buildings are put to good use
- Help charities and other voluntary organisations to do more good work
- Tackle crime and anti-social behaviour
- Help more people become volunteers in their community

Will Vision for Kent actions achieve the three ambitions

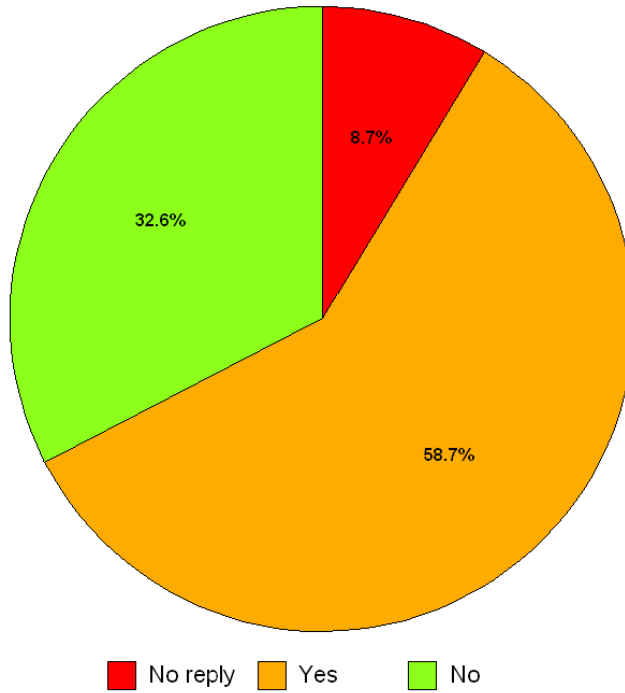
Will Vision for Kent actions achieve the three



- No reply
- Yes
- No

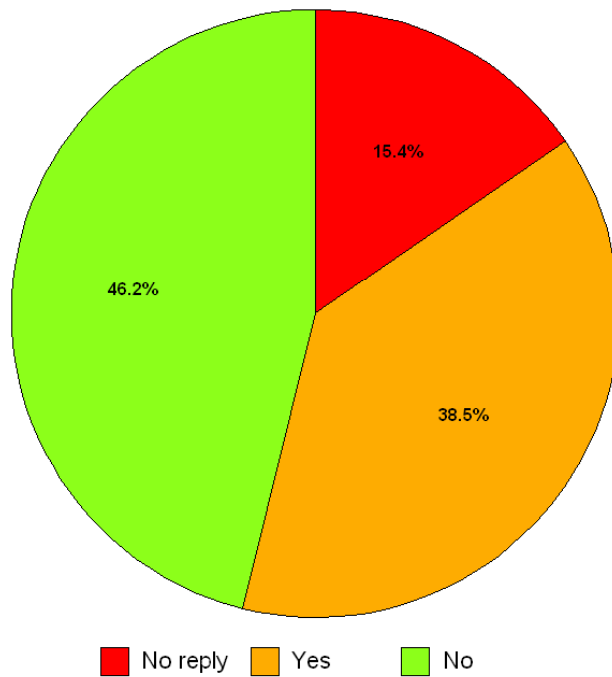
Voluntary and Community Sector

Are VCS priorities represented in Vision for Kent?



Business Sector

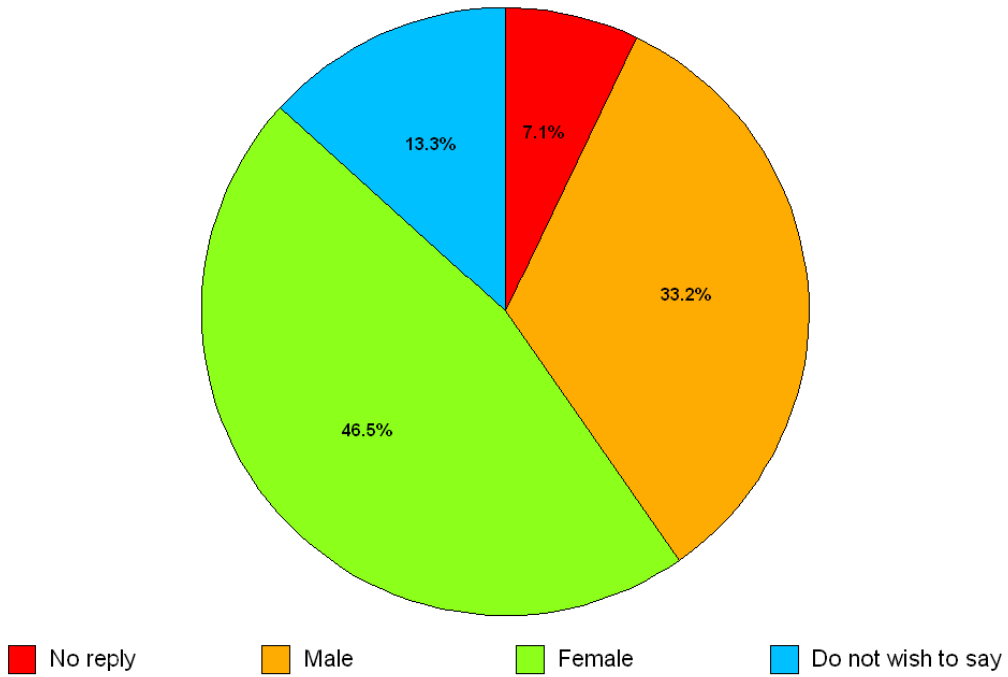
Are business priorities represented in Vision for



Demographics

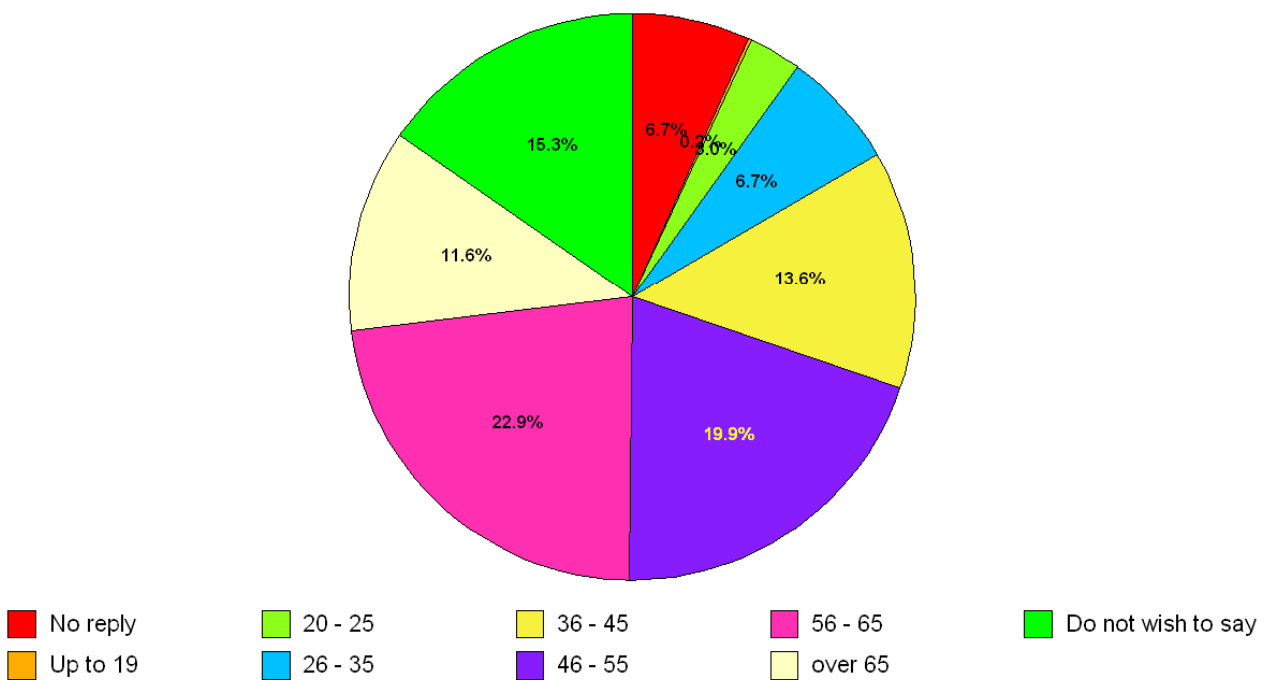
Gender:

Gender



Age Range:

Age

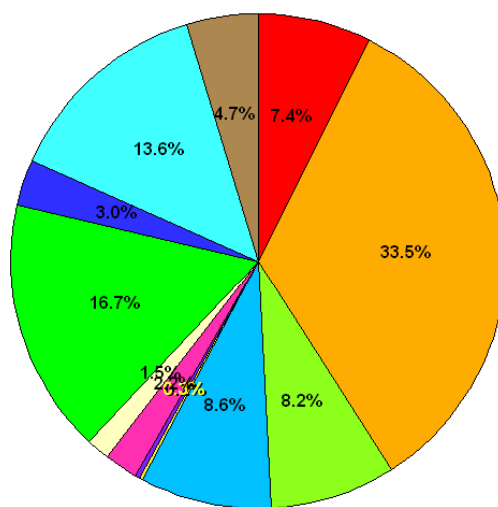


Age / Gender:

| Counts Respondents | Total | Missing | Gender | | |
|---------------------------|-------|----------|--------|--------|--------------------|
| | | No reply | Male | Female | Do not wish to say |
| Base | 594 | 42 | 197 | 276 | 79 |
| Missing | | | | | |
| No reply | 40 | 40 | - | - | - |
| Age range | | | | | |
| Up to 19 | 1 | - | - | 1 | - |
| 20 - 25 | 18 | - | 10 | 8 | - |
| 26 - 35 | 40 | - | 15 | 25 | - |
| 36 - 45 | 81 | - | 25 | 56 | - |
| 46 - 55 | 118 | - | 47 | 70 | 1 |
| 56 - 65 | 136 | 1 | 54 | 80 | 1 |
| over 65 | 69 | 1 | 42 | 26 | - |
| Do not wish to say | 91 | - | 4 | 10 | 77 |

Respondents' employment status:

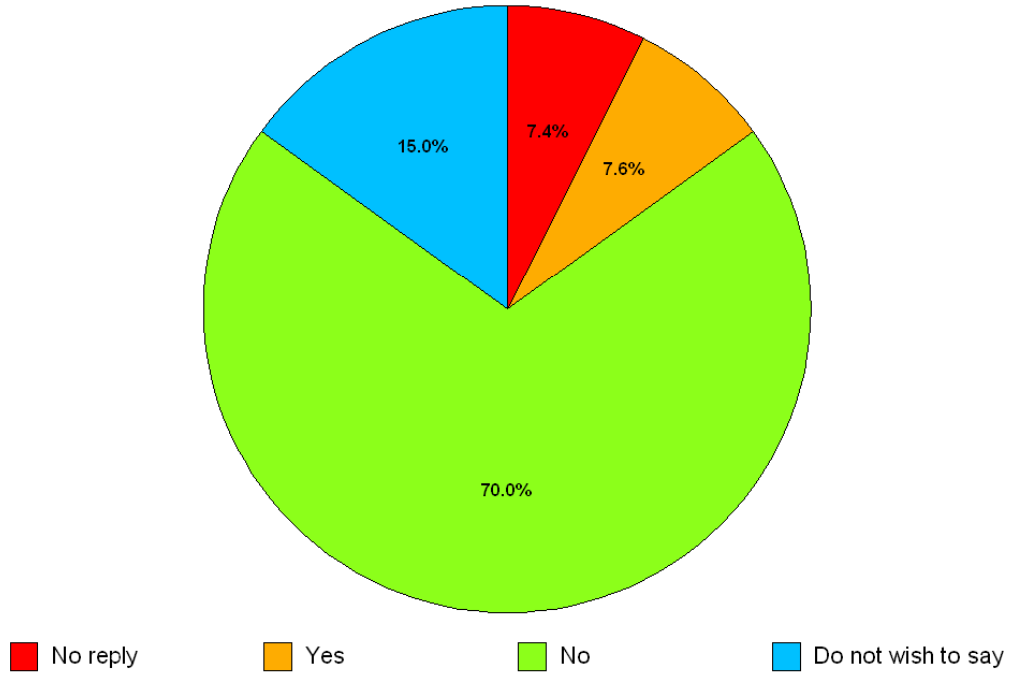
Respondents' current



- No reply
- Employee in full-time job (30 hours plus per week)
- Employee in part-time job (under 30 hours per week)
- Self employed full or part-time
- On a government supported training programme (eg Modern Apprenticeship/ Training for Work)
- Full-time education at school, college or university
- Unemployed and available for work
- Permanently sick/disabled
- Wholly retired from work
- Looking after the home
- Do not wish to say
- Doing something else

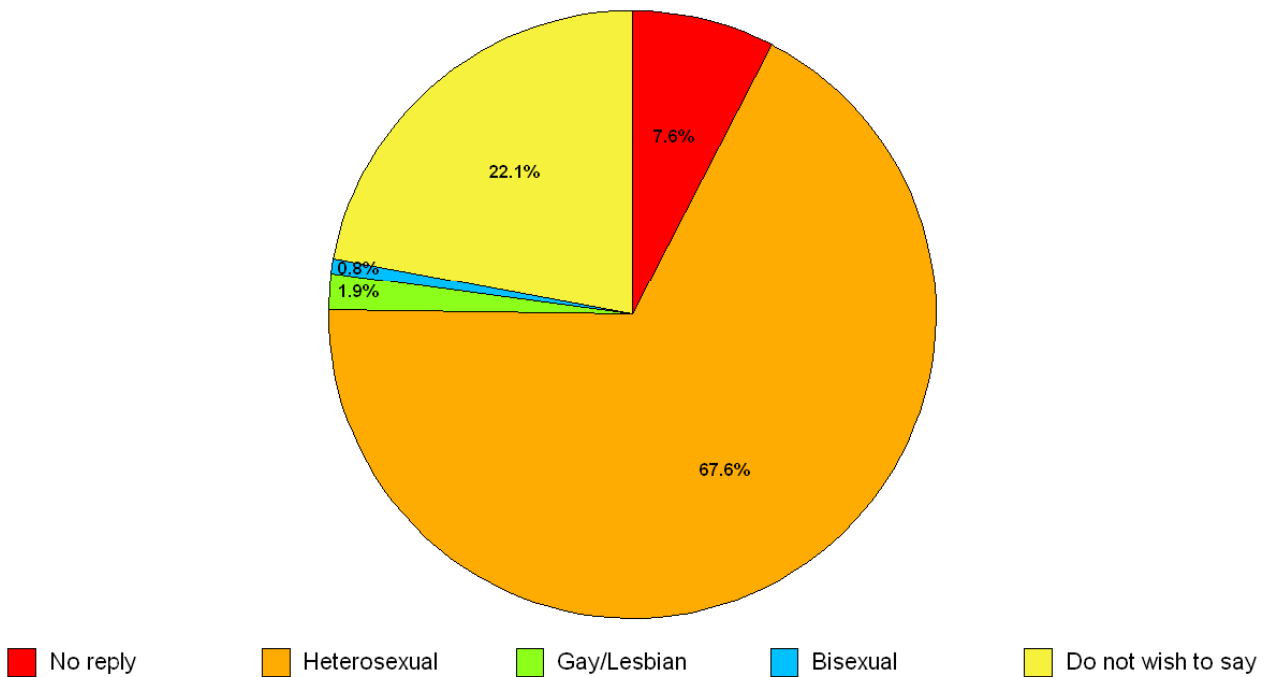
Do You Consider Yourself to be Disabled?

Do you consider yourself to be



Sexual Orientation:

What is your sexual



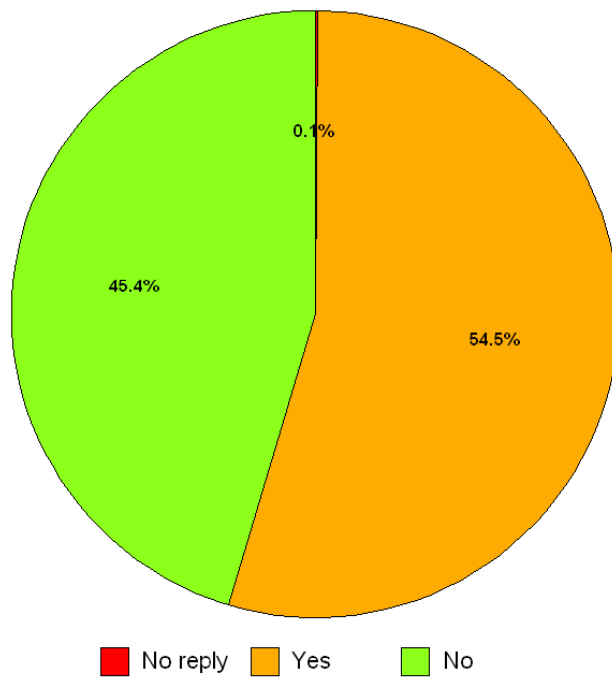
We also have information on religious and ethnic groups which will be used to support the strategy's Equality Impact Assessment.

Feedback

Would you like feedback at the end of the consultation?

| | |
|-----|-------------|
| Yes | 421 (54.5%) |
| No | 351 (45.4%) |

Would you like feedback at the end of the



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To: Customer and Communities Policy Overview and Scrutiny Committee

From: Mike Hill, Cabinet Member and Amanda Honey, Corporate Director, Customer and Communities

Date: 15th September 2011

Subject: Kent Partners' Compact - Refresh

Classification: Unrestricted

Summary:

The Kent Partners' Compact was launched in 2009. Work has been undertaken recently to update the Compact in line with national guidelines published in December 2010. The updated Compact has now been published as a consultation draft. The consultation period runs from July 7th 2011 to September 30th 2011. KCC Members were alerted to the consultation via the Information Bulletin published on 15th July 2011.

The consultation draft and response form is attached to this report for any member that wishes to submit comments. Members are also invited to comment at the meeting.

FOR INFORMATION AND COMMENT

1. Introduction and Background

1.1 The Kent Partners' Compact is a partnership agreement between the public and voluntary sectors in Kent that defines and improves their relationship and delivers improved outcomes for communities and individuals.

1.2 The Kent Partners' Compact was launched in 2009. The document sets out a series of principles and undertakings from both sectors and is of mutual benefit. It has enabled the two sectors to work together better and reflects national and local best practice. Kent County Council has contributed actively to the development and implementation of the Compact which was endorsed by the Kent Partnership in 2009.

1.3 Prior to the development of the Kent Partners' Compact, there had been multiple Compacts operating in Kent; effectively a series of bilateral

agreements. The single Kent Partners' Compact has been of great value in simplifying relationships and joint activity.

2. Recent Developments

2.1 The coalition government has introduced a number of policies which have the potential to build a new relationship between public and voluntary sectors. Notably the Localism Bill and the Open Public Services White Paper present new challenges and opportunities, not least because of the intention to liberalise the market for providing public services. Nationally the commitment to a productive relationship between the sectors remains and a new national Compact was launched in December 2010.

2.2 The new national Compact is a streamlined document which focuses the relationship between Government and "Civil Society Organisations on five key outcomes.

1. A strong, diverse and independent civil society
2. Effective and transparent design and development of policies, programmes and public services
3. Responsive and high quality programmes and services
4. Clear arrangements for managing changes to programmes and services
5. An equal and fair society

3. Update on Refresh

3.1 In Kent there is an established group of Compact partners who act as Champions and organisational advisors. In March 2011, the then Communities Directorate commissioned a refresh of the Kent Partners' Compact on behalf of the Kent Partnership.

3.2 The refresh has been based on wide consultation and, importantly, it has been agreed to continue with "a single county-wide Compact which sets out what can be expected from partners and is part of a highly evolved and productive relationship with the sector" (response to the Best Value Consultation – May 2011).

3.3 The consultation on the revised draft was launched on July 7th at the 3rd Annual VCS conference. In line with Compact principles it will run until September 30th 2011.

3.4 Once the scale and breadth of the feedback from the consultation exercise is known a timeline will be established for the publication of the document and partners will be asked to adopt the refreshed document. Whilst not formally a

policy, the Kent Partners' Compact has previously been adopted by KCC, other public sector partners and the Voluntary and Community Sector across the county. It is the intention to ratify this document via the Kent Forum and to request other partners who are no longer part of the Kent Forum to formally endorse the document to ensure the continuation of a single county-wide Kent Partners Compact.

4. Resource Implications

No resource implications have been identified other than officer time.

4. Recommendations:

To note the refresh of the Kent Partners' Compact and the opportunity to contribute to the consultation.

Director:

Name: Angela Slaven

Job Title: Director of Service Improvement

Telephone Number: 01622 221696

Email: angela.slaven@kent.gov.uk

Contact Officer: Jacqui Ward

Title: Senior Partnership Officer

Contact Number: 01622 694109

Email Address: Jacqui.ward@kent.gov.uk

Background documents (attached)

Consultation draft of the Kent Partners' Compact.
Feedback Consultation Document

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Kent Partners' Compact

An agreement for mutual benefit between the Voluntary and Community Sector and the Public Sector in Kent

Kent Partners' Compact Refresh July 2011

Feedback

This document is a working draft and we would like to know what you think about it.

We would therefore be grateful to hear your views and there are various ways in which you can do this:

By website: www.Kentcan.org

By email: Jacqui.ward@kent.gov.uk

By letter: FAO Jacqui Ward Senior Partnership Officer
G19 Sessions House, County Hall
Maidstone. ME14 1XQ

In addition, if you would like to talk to us in person, or if you would like us to come along and talk about the Kent Partners' Compact please contact Jacqui Ward using the details above or by calling 01622 694109.

We are particularly interested in hearing your views on:

Question 1:

Compacts are about building a better relationship between the VCS and the public sector for mutually benefit

- a) Do you think the Kent Partners' Compact will achieve this?
- b) If not why not?

Question 2:

The Kent Partners' Compact Champions group feel that it is better to integrate Equality and Diversity through the whole Compact document rather than have it as a discrete section.

- a) Do you agree with this principle?
- b) Do you think this has been achieved?

Question 3:

The Kent Partners' Compact Champions group have refreshed Kent Partners' Compact to closely reflect the national Compact.

- a) Do you agree this is important?
- b) Do you think this has been achieved?

Question 4:

Do you have any additional comments about the draft Kent Partners' Compact?

The deadline for submitting your comments is Friday 30th September 2011.

Next steps - The final document

After the consultation period ends, all comments received will be carefully considered and changes as appropriate will be made. Feedback will be provided via Kent Can website www.Kentcan.org.

The final agreed version of the Kent Partners' Compact will be launched in the Autumn.

Item B10

By: Mike Hill, Cabinet Member for Communities, Customer Services and Improvement
 Amanda Honey – Corporate Director of Customer and Communities

To: Customer and Communities, Policy & Overview
 Scrutiny Committee \

Date: 15 September 2011

Subject: Customer & Communities Annual Complaints, Comments and Compliments Report 2010/11

Classification: Unrestricted

Summary and Recommendations This report provides information about complaints against the Council considered by the Local Government Ombudsman; comments on the Council's performance on complaints, comments and compliments under our own performance management (including a detailed report on the Customer and Communities, complaints, comments and compliments); and reports on developments in the Councils complaint handling for 1 April 2010 – 31 March 2011.

FOR INFORMATION

1. Introduction

1.1 This reports sets out:

- The Local Government Ombudsman Letter & Annual Review 2010/11
- Developments in KCC Complaints Management
- A summary of the complaints, comments and compliments received by the Council
- Further improvements for 2011/12
- Customer & Communities Annual Complaints, Comments and Compliments Report.

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

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

1.4 Complaints, comments and compliments tell the Council what services look like from the consumers' points of view and what their preferences are. These forms of representations, together with feedback from surveys, focus groups and engagement activities, help the Council to assess the quality, effectiveness and relevance of services. The information collected is used to inform and shape future decisions.

2. The Local Government Ombudsman Letter & Annual Review 2010/11

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

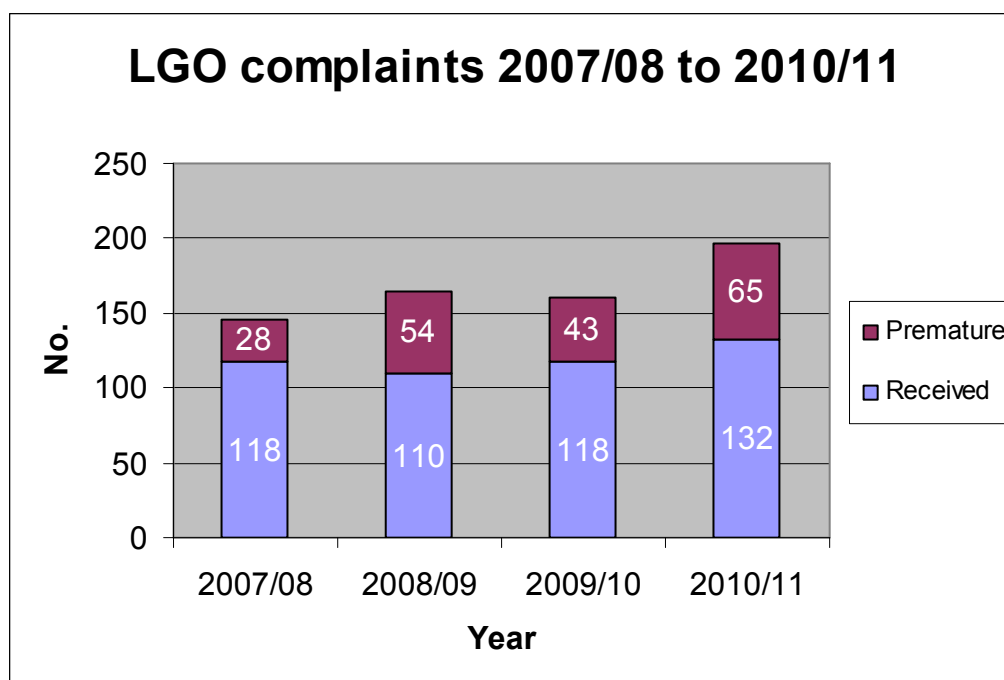
- Help Councils learn from the outcome of complaints to the Ombudsman
- Underpin effective working relationships between Councils and the Ombudsman's office
- Identify opportunities for the Ombudsman and his staff to provide assistance that a Council may wish to seek in bringing about improvements to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

2.2 The Ombudsman's letter to the Managing Director plus the Annual Review for 2010/2011 is attached as Appendix A to this report.

2.3 This year, the Council has had difficulty reconciling its statistics with those provided by the Ombudsman. This was due to changes in the Ombudsman's reporting process – some subject areas and detailed categories have been updated and new decision groups introduced. This resulted in Adult Care Service complaints being missed off the Ombudsman's provisional statistics, which also included six complaints about schools, not KCC. The Ombudsman also provides KCC's response times to first enquiries over the past three years and compares KCC's performance in this respect with other councils.

2.4 The figures tabled in Appendix A Table 1 shows that the Ombudsman received 194 complaints about KCC in 2010/11 (including 44 where advice was given to the complainant and 21 that were deemed premature). The correct total was actually 197 as the Ombudsman's statistics exclude 1 Adult Care Services complaint (the total forwarded to KCC was 38 not 37 as shown on the Appendix B table) and 2 Education & Children's Services complaints

(the total forwarded to KCC was 71 not 69). This is an increase on previous years



2.5 Of the 132 complaints that the Ombudsman investigated in 2010/11, 56 of them (42%) related to education matters and virtually all of these were about school admission appeals, a process that is not unique to Kent but is not an issue that majority of other councils have to contend with. This is one reason why Kent & Buckinghamshire CC (who also has a similar appeals process) seems to have disproportionately more complaints than other county and unitary authorities.

2.6 In 2010/11, there were 3 complaints to the Ombudsman regarding services provided by the Customer and Communities Directorate. Community Learning & Skills, Trading Standards and Libraries each received 1 complaint. There was no evidence of maladministration in the Community and Learning Skills and Trading Standards complaint. The Libraries complaint was outside of the LGO's jurisdiction.

2.7 The Ombudsman's once again criticised KCC in this year's letter for failure to provide the LGO with an initial response to enquiries within the LGO's target time of 28 days. KCC's average response time of 31.5 days in 2010/2011 was the same as it was for the previous year. However, bearing in mind that from June to October when the majority of Ombudsman complaints are received, the then Access to Information Team was reduced from 3 FTE to 2 FTE due to the uncovered maternity leave of one team member, this could be viewed as an improvement.

2.8 It is critical that as an organisation we learn the lessons from complaints, in particular those which go to the LGO, a recent case in Adult Social care highlighted the need for KCC to learn the lessons across the organisation, as the LGO identified similar issues to those raised in a complaint about Children's services in 2009. Steps are being taken to ensure that lessons are cascaded with managers throughout the organisation and that reports are made to DMT and CMT as appropriate.

2.9 Of the 111 decisions issued, there were no reports of maladministration.

2.10 With regard to the 28 local settlements, Kent County Council was asked to pay a total of £8,865.65 in compensation to resolve 14 of these complaints. Details of these complaints are outlined in Appendix A.

2.11 To conclude on a positive note, 83 of the 111 complaints that the Ombudsman issued a decision on, couldn't have been avoided. KCC had done nothing wrong; the complainant was simply unhappy with perhaps a decision or policy that went against them.

3 DEVELOPMENTS IN KCC COMPLAINTS, COMMENTS & COMPLIMENTS MANAGEMENT

3.1 An annual report for each Directorate is a standing item on Policy Overview and Scrutiny Committees.

3.2 KCC, in general, has a devolved approach to complaints, comments and compliments management. Individual Directorates and business units are responsible for developing, operating and monitoring their own processes, but they must comply with the KCC Complaints, Comments and Compliments Policy and KCC standards. Corporate Management Team has approved in principle of having a centralised complaints team. KCC is looking at how to make the KCC complaints handling approach more responsive to customer needs. This will include:

- One contact telephone number, address and email
- Information for the public held in one place
- One KCC team:
 - With specialist staff to deal with statutory complaints
 - Meet best practice standards and any foreseeable future requirements that may be made nationally
 - To provide training for staff on complaints handling at various levels
 - Provide all the information and guidance etc. associated with complaints
 - Log and track complaints received by the Leader and Directors
 - Log and track complaints from the Local Government Ombudsman
 - In-depth knowledge of services and be able to facilitate access and ensure complaints are given the right level of priority.

- The effective handling of alerts for Safeguarding Vulnerable Adults (SVA)
- Advocacy and independent Adult arrangements
- Work with the Contact Centre to log complaints.

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

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

4. Equalities Monitoring

4.1 As from 1 April 2009, when complaints are acknowledged a Complaints Equalities Monitoring Form (EMF) has been included with the acknowledgement letter. Due to the limited number of responses and the complaints we receive regarding the form itself a review was undertaken and we are no longer collecting diversity information in this way. We already hold Equality & Diversity data for our service users and we will use this knowledge to provide information on making a complaint in a more focused way.

5. Number of complaints

5.1 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.

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

5.3 In 2010/11, **4,346** complaints were recorded compared with **3,901** for 2009/10, an increase of **(11%)** complaints.

5.4 The trend across all services is for the number of recorded complaints to have increased. Once again we saw a large number of complaints

regarding potholes after the bad weather and this accounts for the majority of the increase in complaints recorded.

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

5.6 It is important to be able to identify where there is an increase in the number of complaints received for a particular service, and investigate trends. This information is taken seriously and service unit managers have reviewed it with their teams, alongside more formal satisfaction survey information.

| COMPLAINTS* | | | | | 10/11 | 09/10 | 08/09 |
|-----------------------------------|-----------|-----------|-----------|-----------|--------------|--------------|--------------|
| | Q1 | Q2 | Q3 | Q4 | Total | | |
| Arts Development | 0 | 0 | 0 | 0 | 0 | 3 | 2 |
| Community Engagement Managers | 0 | 0 | 1 | 6 | 7 | *** | *** |
| Contact Centre | 27 | 11 | 10 | 10 | 58 | *** | *** |
| Community Learning & Skills | 32 | 49 | 38 | 32 | 151 | 118 | 60 |
| Community Safety | 2 | 0 | 0 | 0 | 2 | 8 | 9 |
| Emergency planning | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Drug & Alcohol Action Team | 1 | 2 | 0 | 1 | 4 | 11 | 10 |
| Gateways | 0 | 0 | 0 | 3 | 3 | 2 | 1 |
| Media Centre | 1 | 3 | 30 | 0 | 34 | 12* | *** |
| Kent Volunteers | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Kent Scientific Services | 4 | 5 | 5 | 8 | 22 | 31 | 28 |
| Libraries & Archives | 45 | 25 | 23 | 23 | 116 | 542 | 600 |
| Registration & Coroners | 0 | 6 | 3 | 8 | 17 | 10 | 8 |
| Sport, Leisure & Olympics | 0 | 5 | 0 | 0 | 5 | 0 | 4 |
| Supporting Independence Programme | 1 | 0 | 2 | 1 | 4 | 2 | 6 |
| Supporting People | 8 | 12 | 5 | 7 | 32 | 19* | *** |
| Trading Standards | 5 | 3 | 2 | 1 | 11 | 22 | 9 |
| Youth Offending Service | 2 | 2 | 2 | 2 | 8 | 2 | 3 |
| Youth Service | 5 | 12 | 18 | 8 | 43 | 2 | 3 |
| TOTAL | | | | | 517 | 784 | 744 |

*All figures have been reformatted to provide a comparison with previous years for the new Directorate.

5.7 There has been a reduction overall in the number of complaints recorded for Customer and Communities Directorate for 2010/11, **517** compared with **784** in 2009/10.

5.8 Reduction in complaints

5.9 The Library service has seen a reduction in complaints. The number of customer comments overall has reduced from 2009/10 to 2010/11, not just the

number of criticisms. In 2009/10 we received 1, 616 customers complaints/comments/ /compliments, in 2010/11 we received 605. Managers have been reminded to ensure that comment cards are clearly visible within the Libraries.

5.10 Increase in Complaints

5.11 Community Learning & Skills has seen a small increase in complaints this year. This related to fee increases, courses not being provided and concessions.

5.12 There has been an increase in complaints regarding Youth Services following a review of how complaint information was recorded. Complaints relate to the availability of youth services and problems with the Togogo web site which have now been resolved. The number of complaints received is still low compared with numbers receiving the service.

6. Reasons for complaints

6.1 The main grounds for complaints during 2010/11 tend to fall under one of the following themes (not in order of prevalence):

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

7. Compliance with standards

7.1 New corporate standards for complaints handling were introduced from April 2009 as follows: 3 working days to acknowledge a complaint (reduced from 5 days) and 20 working days to give a formal response (reduced from 25 - 28 days).

7.2 The majority of KCC Units achieved 100% compliance to these standards for sending out acknowledgements and responses to complainants.

7.3 The percentage of Customer and Communities Directorate complaints meeting KCC response standards is shown in the table below. The majority of our Units achieved 100% compliance to these standards for sending out acknowledgements and responses to complainants.

| Unit | Acknowledged | | | Responded To | | |
|-------------------------------|--------------|-------|-------|--------------|-------|-------|
| | 11/10 | 09/10 | 08/09 | 11/10 | 09/10 | 08/09 |
| Arts Development | 100% | 100% | 100% | 100% | 100% | 100% |
| Community Engagement Managers | 100% | N/A | N/A | 100% | N/A | N/A |
| Community Learning & Skills | 97% | 94% | N/A | 92% | 96% | N/A |
| Community Safety | 100% | 100% | 100% | 100% | 100% | 100% |
| Coroners Service | 100% | 100% | N/A | 100% | 100% | N/A |
| Emergency Planning | N/A | N/A | N/A | N/A | N/A | N/A |
| Gateways | 100% | N/A | N/A | N/A | N/A | N/A |
| KDAAT | 100% | 100% | 100% | 75% | 100% | 100% |
| Kent Scientific Services | 100% | 97% | 100% | 100% | 94% | 100% |
| Libraries & Archives | 89% | 84% | N/A | 92% | 97% | 68% |
| Media Centre | 100% | N/A | N/A | 100% | N/A | N/A |
| Registration Service | 88% | 60% | 100% | 65% | 90% | 75% |

7.4 The acknowledgement compliance rate for the Directorate as a whole improved in 2010/11. This is largely due to the improvements in Supporting People, Trading Standards, Libraries and Registration. Compliance with the response standard for the Directorate has stayed at 96%.

| | | | | | | |
|---------------------------|-------------|-------------|------------|-------------|------------|------------|
| Sport, Leisure & Olympics | 100% | n/a | 100% | 100% | n/a | 100% |
| Supporting Independence | 100% | 100% | 100% | 100% | 100% | 100% |
| Supporting People | 97% | 79% | N/A | 94% | 95% | N/A |
| Trading Standards | 91% | 82% | N/A | 91% | 82% | 100% |
| Youth Offending Service | 100% | 50% | 100% | 88% | 100% | 100% |
| Youth Service | 100% | 100% | 100% | 100% | 100% | 98% |
| TOTALS | 98% | 87.0 | 96% | 96% | 96% | 74% |

8. Comments

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

8.2 This year KCC received **1,991** comments compared with **2,986** last year. The council actively encourages our customers to give us opinions about any of our services and we are making it easier to make a comment about a council service. Kent.gov.uk has a number of options for people to have their say on the services we provide. These include email links for council tax, highways, complaints, social care and have your say.

8.3 As seen in 8.8, Customer and Communities Directorate received 1,263 comments compared with 1,692 last year. This reduction is due to the overall reduction received by Libraries as explained in 5.9. Youth Service received an increase and the largest number of comments this year. The Feedback from comments cards during the EuroCamp are being used as part of service design for the next, global event.

8.4 Comments received by Libraries were about book selection asking for us to order specific titles and about certain genres, the Library computer system, ebooks, merchandise, mobile library stops, lending times, activities in the library and subscriptions to magazines and periodicals.

8.5 The Media Centre receives comments regarding the website and publications.

8.6 The majority of comments to Registration and Coroners were about fees which are perceived as being high when compared to other local authorities. KCC policy is for full cost recovery whereas many authorities subsidise the cost or do not account for all costs within the registration budget (eg premises) which means that some costs are hidden and so are not reflected in the fees charged.

8.7 Comment received in Customer & Communities Directorate.

9. Compliments

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

9.2 Compliments across the council increased by 43%. We recorded **5,321** compliments from April 2010 to March 2011 compared to the same time period in the previous year when **3,722** compliments were recorded. There has been a significant increase in recorded compliments for the Youth Service.

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

9.4 Customer and Communities Directorate received 3,164 Compliments in 2010/11 compared with 1,220 in 2009/10, an increase of 159%. Large numbers of compliments are received for the ongoing work of supporting

| COMMENTS | 2010/11 | 2009/10 | 2008/09 |
|-----------------------------------|----------------|----------------|----------------|
| Arts Development | 1 | 2 | 0 |
| CEMs | 32 | *** | *** |
| Community Learning & Skills | 22 | 38 | 16 |
| Community Safety | 0 | 4 | 7 |
| Emergency planning | 3 | 0 | 0 |
| COMPLIMENTS | 2010/11 | 2009/10 | 2008/09 |
| Drop & Alcohol Action Team | 0 | 0 | 0 |
| Gateways | 41 | *** | *** |
| Arts Development | 53 | 42 | 21 |
| Media Centre | 314 | N/A | N/A |
| Community Engagement Managers | 33 | | |
| Kent Volunteers | 0 | 0 | 0 |
| Kent Scientific Services | 0 | 1 | 1 |
| Libraries & Archives | 366 | 1615 | 372 |
| Registration & Coroners | 81 | 0 | 0 |
| Sport, Leisure & Olympics | 0 | 7 | 0 |
| Supporting Independence Programme | 0 | 0 | 0 |
| Supporting People | 9 | 0 | *** |
| Trading Standards | 6 | 15 | 18 |
| Youth Offending Service | 0 | 0 | 0 |
| Youth Service | 388 | 0 | 106 |
| TOTAL | 1,263 | 1,692 | 520 |

young people through the Try Angle Awards, events and EuroCamp.

Customers also praised aspects of the Library service, including the activities held in our libraries, access to computers, our family history resources, selection of books and our online resources

9.5 The number of compliments received by the Library service is less than usual. As discussed earlier in the report the reduced number of comment

| | | | |
|-----------------------------------|------|------|------|
| Community Learning & Skills | 36 | 12 | 20 |
| Community Safety | 111 | 63 | 107 |
| Emergency planning | 22 | 0 | 0 |
| Drug & Alcohol Action Team | 1 | 12 | 2 |
| Gateways | 50 | 19 | N/A |
| Media Centre | 40 | 6 | N/A |
| Kent Volunteers | 0 | 0 | 0 |
| Kent Scientific Services | 8 | 14 | 10 |
| Libraries & Archives | 187 | 644 | 605 |
| Registration & Coroners | 248 | 265 | 180 |
| Sport, Leisure & Olympics | 23 | 32 | 37 |
| Supporting Independence Programme | 48 | 16 | 120 |
| Supporting People | 14 | 30 | *** |
| Trading Standards | 26 | 53 | 40 |
| Youth Offending Service | 6 | 0 | 0 |
| Youth Service | 2258 | 12 | 190 |
| TOTAL | 3164 | 1220 | 1332 |

cards received by Libraries has had an overall effect on compliments received.

9.6 Registration & Coroners Service received a large number of compliments for the high quality of the registration of events in particular marriage ceremonies. For many people getting married is one of the most important events in their lives and we provide a high quality service and the compliments reflect this

10. Methods of communication

10.1 Information on how to complain is available on our website and various 'Have your Say' and Complaints, Comments and Compliments leaflets.

The public can give feedback in the following ways:

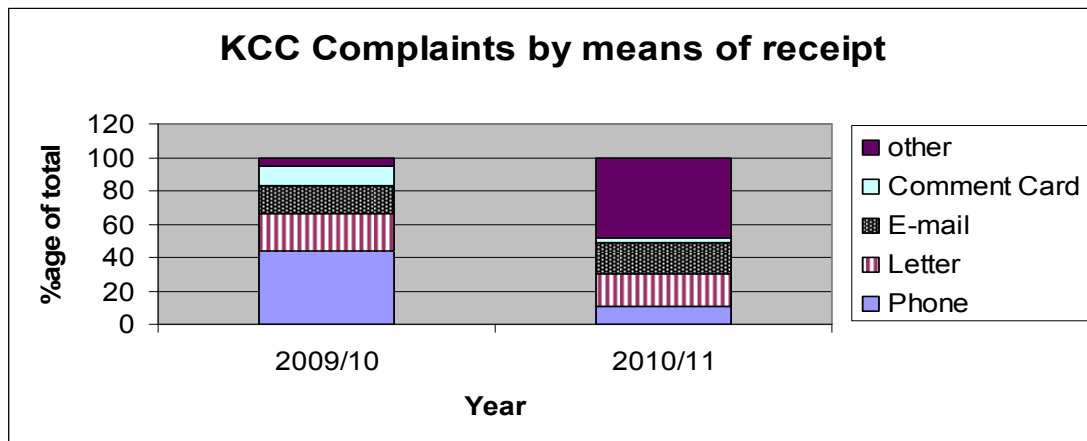
- Talk to the manager where they receive the service
- Complete the 'Have your Say' feedback form on our website, www.kent.gov.uk This is available in Contact us, Have your say, How to get involved and the Complaints sections
- E-mail: haveyoursay@kent.gov.uk or corporate.complaints@kent.gov.uk
- Telephone: 08458 247247
- Contact their local County Councillor
- Write to us.

10.2 It is important to ensure that all channels remain open and effective so customers can choose how they contact us. It should be noted, however, that

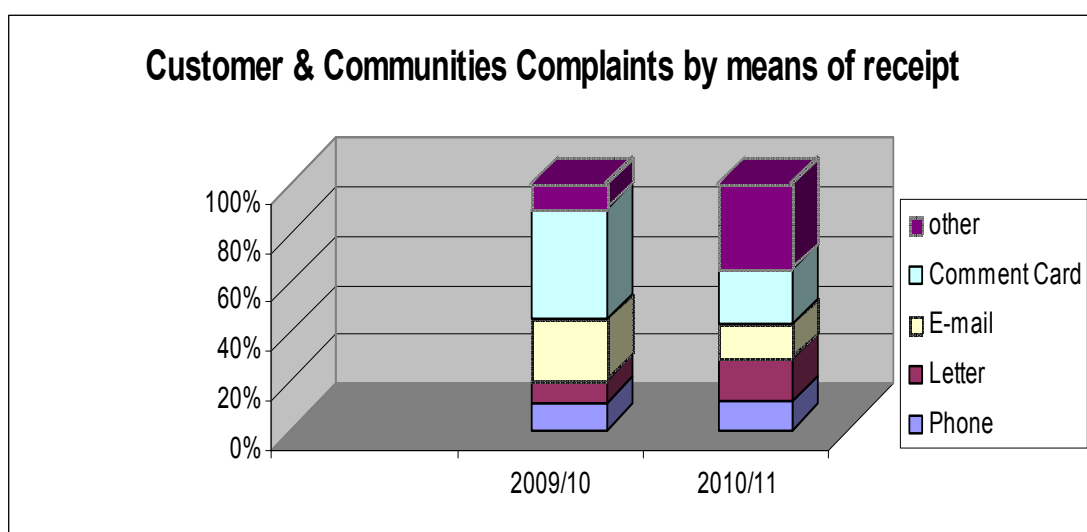
it can be more difficult for staff to record comments, compliments and complaints given face-to-face but staff are perhaps more likely to be able to resolve the situation there and then with the complainant.

- The majority, 37% of KCC complaints were received via the contact centre (5% in 2010/11), followed by 19% (22%) by letter and 19%(17%) by e-mail
- 67% of highways complaints were recorded via the contact centre.
- The majority of Children Families and Education complaints, 37% and 51% of Kent Social Services complaints were received by letter
- Just over 1% of complaints recorded are received face to face (0.3%) and using the on-line complaints form (1.1%).

10.3 In 2011/12 we are looking at ways to improve how to complain 'on-line' and how we can capture information from face-to face complaints to make improvements without creating a bureaucratic process.



10.4 Customer & Communities complaints by means of receipt



10.5 The majority of complaints in Customer & Communities were received face to face or on-line this year 34.8% compared to 10% in 2009/10.

10.6 A high proportion of CMY complaints are received by Community Learning & Skills (29.2%) and Libraries (22.4%) this is to be expected given the very high number of customers they deal with every year and is not taken to be an indication of a generally poor service relative to others.

10.7 The second highest method of contact was comment card accounting for nearly a 22.4% compared with (24.4% 2009/10) of all complaints received. More than one in ten (11.1%) prefer to contact by phone while 9.5% prefer a letter. As discussed above there has been a reduction in comment cards received this year by Libraries and management action has been taken to address this issue.

10.8 Compliments are again dominated by Library comment cards, but people are far less inclined to give compliments over the phone (1.4%) and prefer the written channels of email (17%) and letter (15%). A higher proportion of compliments are given face to face (4.1%) compared to complaints. Similarly comments are most often received via library comment cards (60%) while email (17%) and online (13%) are used for much of the rest.

11. Conclusion

11.1 The letter and Annual Review reflects the generally good working relationship which exists between the County Council and the Ombudsman's office. Positive action is being taken to respond to lessons learnt through complaints monitoring – through service development, training and through improvements to the complaints process itself.

11.2 Several customer focused improvements have been implemented across the Council in 2010/11 and these are making a difference to the customer experience.

11.3 We have looked into the growing number of complaints and have taken action to prevent further complaints in these areas.

11.4 We are committed to listening to what residents have to say but need to do this in the most cost effective way. A centralised team to deal with complaints will be more responsive to customer needs by providing easier access and will be more efficient and cost less.

12. Recommendations

12.1 Members are asked to note the contents of this report.

Janice Hill
Performance & Improvement Manager
Ext 1981

24 June 2011

Local Government
OMBUDSMAN

Ms K Kerswell
Managing Director
Kent County Council
County Hall
Maidstone ME14 1XQ

Dear Ms Kerswell

Annual Review Letter

I am writing with our annual summary of statistics on the complaints made to me about your authority for the year ending 31 March 2011. I hope the information set out in the enclosed tables will be useful to you.

The statistics include the number of enquiries and complaints received by our Advice Team, the number that the Advice Team forwarded to my office and decisions made on complaints about your council. Not all complaints are decided in the same year that they are received. This means that the number of complaints received and the number decided will be different.

The statistics also show the time taken by your authority to respond to written enquiries and the average response times by type of authority. I have decided to add a commentary to the attached statistics in view of the number and range of complaints against your Council that my office dealt with in the year which have predominantly been about Adult Care Services, Children's Services, and Education. I also wanted to provide you with some information on the schools complaints service which commenced in Kent in September 2010.

Enquiries and complaints received

Our Advice Team received 194 enquiries about your Council in 2010/11. We dealt with 44 of these enquiries through the provision of advice. A further 21 were passed back to the Council with a request that they were considered further because the corporate complaints procedure had yet to be exhausted, and it seemed that the complainants would not be disadvantaged by doing so. They were told they could resubmit their complaint to the Ombudsman if they were dissatisfied with the outcome of their complaint after it had been considered further by the Council. The remaining 129 enquiries were treated as complaints and so were forwarded to an investigation team.

Complaint outcomes

Of the 111 decisions I made in the year, nine were outside my jurisdiction. In 47 cases I found no fault, and in 24 cases I exercised my discretion not to pursue the complaint, often because I felt the claimed injustice was insufficient to justify an investigation. Although I issued no reports against your Council in the year, I did agree 29 local settlements.

A 'local settlement' is a complaint where, during the course of our investigation, a council takes or agrees to take some action that we consider to be a satisfactory response to the complaint. In 2010/11, 27.1% of all complaints the Ombudsmen decided and which were in our jurisdiction were local settlements. The comparative figure for your authority just exceeded this at 28.8%. All except

one of the local settlements we secured for Kent complainants this year related to complaints about three services: Adult Care Services, Children's Services, and Education. The majority of the settlements about Education related to fault in admissions arrangements to schools or in the hearing of appeals in respect of non-admission to a particular school. I will say more about this later.

Local settlements may be obtained in many different ways. Sometimes the payment of compensation is appropriate. In 2010/11 your Council paid compensation of £8,625 in total. But often there is more to a local settlement than just the payment of money. Here are some examples of the settlements obtained during the year.

Adult care services

We settled one complaint about the extent to which Council had responded appropriately to the complainant's concerns about the safety and wellbeing of her elderly mother who was known to its Psychiatric Services. A number of failings were identified in the way in which the Council had responded to the concerns, and the conclusion was reached that it had failed in its responsibilities to the complainant's mother. It set in train a number of actions to improve its procedures in future.

In another complaint I asked the Council to provide £1,900 in compensation for its failure to provide community care services to a complainant who had been assessed as eligible to receive such services.

I also dealt with a complaint where the complainant did not receive the level of customer service which he was entitled to expect following the death of his stepfather when he attempted to obtain some clarification on the outstanding care home fees that were owed. The Council accepted that he should not have had to deal with so many of its officers over what ought to have been a simple matter. Although the Council responded promptly to most of the contact from the complainant, it was slow to recognise his legitimate concern that he may have been invoiced for money he had already paid. The Council should have recognised that the complainant was entitled to an apology and an explanation of what had gone wrong. The Council agreed to reduce the outstanding debt by £150 and to send an apology.

Education

I settled two complaints last year in respect of the Council's failure to provide suitable education for children of statutory school age. One had been excluded from school and should have been receiving suitable full time education from the sixth day of his exclusion. Although the child received some home tuition and arrangements were put in place to enable exams to be taken, my Investigator concluded that this was far from adequate. The second case involved a child who relied on a motorised wheelchair for mobility. As he had got older he had outgrown his wheelchair but the larger one he was provided with was unsuitable for his home until such time as adaptations had been undertaken. He effectively became housebound for a six month period during which time no education was provided.

Thirty five separate complaints about school admissions raised questions about the quality and independence of the appeal process when the Council provides and services Independent Appeal Panels - both for itself and for schools that are admission authorities. In some appeals the Clerk's notes were inadequate. I found a number of instances where an appeal panel had decided to send a particular standard decision letter only for Council officers to send a different one. Some decision letters did not include major points documented in the clerks' notes. The practice of Council officers finalising and sending appeal decision letters with the clerks' facsimile signatures breaches the statutory Code.

One of the school admission complaints involved a selection test that had been disrupted and the invigilators making mistakes about timing. The Council said it would not arrange for the children affected to sit an alternative test. It said that the parents could appeal to an Independent Appeal

Panel. Primary schools can ask for a panel of head teachers to review the cases of children who are expected to pass but do not. Children who pass but achieve a lower score than expected cannot be referred to the panel of head teachers. As a result, a child who passes but has underperformed because of disruption and/or mistakes by the Council's invigilators could miss out on a 'super selective' place (i.e. one of the places that some schools reserve for a specified number of children scoring the highest marks who would not otherwise get a place, for example because of the distance between their home and school).

Liaison with the Local Government Ombudsman

My investigators made initial enquiries on 83 complaints this year. On average it took 31.5 days for the Council to reply. These times fall short of my requested timescale of 28 days.

Whilst my Investigators have noted some reluctance to agree to proposed settlements, they have also noted examples where the Council has been pro-active in proposing them on cases under investigation. I also note that two of your Officers attended a seminar I held in our London Office in December, which I hope they found useful.

Communicating decisions

We want our work to be transparent and our decisions to be clear and comprehensible. During the past year we changed the way we communicate our decisions and reasons. We now provide a stand-alone statement of reasons for every decision we make to both the citizen who has complained and to the council. These statements replace our former practice of communicating decisions by letter to citizens that are copied to councils. We hope this change has been beneficial and welcome comments on this or any other aspect of our work.

In April 2011 we introduced a new IT system for case management and revised the brief descriptions of our decisions. My next annual letter will use the different decision descriptions that are intended to give a more precise representation of complaint outcomes and also add further transparency to our work.

Extended powers

During 2010/11 our powers were extended to deal with complaints in two significant areas. In October 2010 all complaints about injustice connected to adult social care services came under our jurisdiction. The greater use of direct payments and personalised budgets mean that it is particularly important for us to be able to deal with such complaints irrespective of whether a council has arranged the care. Anyone who arranges and pays for their own social care now has the right to an independent and impartial examination of any complaints and concerns they may have about their care provider.

In the six months to April 2011 we received 89 complaints under our new adult social care powers. Between 2009/10 and 2010/11 complaints about care arranged or funded by councils doubled from 657 to 1,351.

The Apprenticeships, Skills, Children & Learning Act 2009 introduced powers for us to deal with complaints about schools by pupils or their parents. This was to be introduced in phases and currently applies in 14 council areas. By the end of 2010/11 we had received 169 complaints about schools in those areas and 183 about schools in other areas where we had no power to investigate. The Education Bill currently before Parliament proposes to rescind our new jurisdiction from July 2012.

As you are aware, schools in Kent have been subject our new powers since September 2010. I would like to thank Kent County Council for its support during this period in facilitating the delivery of training across the county to Head Teachers, Governors and Clerks about the new legislation,

and more recently in supporting schools to develop accessible and fair complaints handling procedures. We have delivered eight courses in total to over 200 delegates with an overwhelmingly positive response.

I had received 64 complaints about schools in your area by the end of March 2011. These covered a broad range of issues including how schools had dealt with allegations of bullying, the provision of additional support for those children with special educational needs, how schools had dealt with medical issues, complaints about staff conduct, the way in which policies on school uniforms had been applied, exclusions from school, school trips, and the barring of parents from school premises.

Of the 57 complaints decided in your area:

- In 16 cases we initiated an investigation;
- In 39 cases the complaint was referred back to the school for it to consider using its own complaint procedure as it had not yet had the opportunity to do so before the complaint was made to me; and
- In 2 cases we were unable to consider the complaint as it was either not made by a qualifying person or was about a matter I am prevented from considering by law.

In terms of the 16 of cases where we initiated an investigation:

- A satisfactory resolution was reached between the parties in eight cases following the Ombudsman's involvement and so the investigation was discontinued.
- We secured a remedy and / or agreement for action to prevent similar problems recurring in six of the cases.
- In two we found that there was no fault in the actions of the school or there was no substance to the complaint.

Decisions in the 14 areas can be broken down as follows:

- In 47% of cases we initiated an investigation.
- In 48% of cases the complaint was referred back to the school for it to consider using its own procedures as it had not had the opportunity to do so.
- In 5% of cases we were unable to consider the complaint as it was not within our jurisdiction.

In terms of the 47% of cases where we initiated an investigation:

- A satisfactory resolution was reached between the parties in 25% of cases following the Ombudsman's involvement (and the investigation was discontinued).
- We secured a remedy and/or agreement for action to prevent similar problems recurring in 13% of the cases.
- In 9% we found that there was no fault in the actions of the school or there was no substance to the complaint.

Our new powers coincided with the introduction of Treasury controls on expenditure by government departments and sponsored bodies designed to reduce the public spending deficit. This has constrained our ability to inform care service users, pupils and their parents of their new rights.

Assisting councils to improve

For many years we have made our experience and expertise available to councils by offering training in complaint handling. We regard supporting good complaint handling in councils as an important part of our work. We provided a one day training course on Effective Complaint Handling for officers in your authority on 11 March 2011. I hope this course was timely in the context of the roll-out of your new complaint handling arrangements in April 2011.

During 2010/2011 we surveyed a number of councils that had taken up the training and some that had not. Responses from councils where we had provided training were encouraging:

- 90% said it had helped them to improve their complaint handling
- 68% gave examples of how the knowledge and skills gained from the training had been applied in practice
- 55% said that complaints were resolved at an earlier stage than previously
- almost 50% said that citizens who complained were more satisfied.

These findings will inform how we develop and provide training in the future. For example, the survey identified that councils are interested in short complaint handling modules and e-learning.

Details of training opportunities are on our web site at www.lgo.org.uk/training-councils/

More details of our work over the year will be included in the 2010/11 Annual Report. This will be published on our website at the same time as the annual review letters for all councils (14 July).

If it would be helpful to your Council I should be pleased to arrange for me or a senior manager to meet and explain our work in greater detail.

Yours sincerely



Anne Seex
Local Government Ombudsman

Local authority report - Kent CC for the period ending - 31/03/2011

For further information on interpretation of statistics click on this link to go to www.lgo.org.uk/CouncilsPerformance

LGO Advice Team

| Enquiries and complaints received | Adult Care Services | Benefits & Tax | Corporate & Other Services | Education & Childrens Services | Environmental Services & Public Protection & Regulation | Highways & Transport | Housing | Other | Planning & Development | Total |
|---|---------------------|----------------|----------------------------|--------------------------------|---|----------------------|---------|-------|------------------------|-------|
| Formal/informal premature complaints | 4 | 0 | 0 | 10 | 1 | 5 | 0 | 1 | 0 | 21 |
| Advice given | 9 | 1 | 1 | 28 | 0 | 3 | 1 | 1 | 0 | 44 |
| Forwarded in investigative team resubmitted | 2 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 1 | 6 |
| Forwarded to investigative team (new) | 35 | 0 | 3 | 66 | 3 | 12 | 0 | 4 | 0 | 123 |
| Total | 50 | 1 | 4 | 107 | 4 | 20 | 1 | 6 | 1 | 194 |

Investigative Team

| Decisions | Reports: maladministration and injustice | Local settlements (no report) | Reports: Maladministration no injustice | Reports: no Maladministration | No Maladministration (no report) | Ombudsman's discretion (no report) | Outside jurisdiction | Total |
|-------------|--|-------------------------------|---|-------------------------------|----------------------------------|------------------------------------|----------------------|-------|
| 2010 / 2011 | 0 | 28 | 0 | 0 | 47 | 20 | 9 | 106 |

Adult social care decisions made from 1 Oct 2010*

| | Not to initiate an investigation | To discontinue investigation, injustice remedied | To discontinue investigation, other | Total |
|-------------|----------------------------------|--|-------------------------------------|-------|
| 2010 - 2011 | 3 | 1 | 1 | 5 |

*These decisions are not included in the main decisions table above. They use the new decision reasons from 1/10/10.

Provisional comparative response times 01/04/2010 to 31/03/20 11

| Response times | First enquiries | |
|-------------------------|-----------------------|---------------------------|
| | No of first Enquiries | Avg no of days to respond |
| 01/04/2010 / 31/03/2011 | 79 | 31.6 |
| 2009 / 2010 | 75 | 31.6 |
| 2008 / 2009 | 69 | 38.1 |

| Types of authority | <= 28 days | 29 - 35 days | > = 36 days |
|----------------------------|------------|--------------|-------------|
| District councils | 65 | 23 | 12 |
| Unit ary authorities | 59 | 28 | 13 |
| Metropdi tan authorities | 64 | 19 | 17 |
| Count y councils | 66 | 17 | 17 |
| London boroughs | 64 | 30 | 6 |
| National parks authorities | 75 | 25 | 0 |

| Response times adult social care 1/10/10 - 31/3/11 | First enquiries | |
|--|-----------------------|---------------------------|
| | No of first Enquiries | Avg no of days to respond |
| 2010/2011 | 4 | 30.0 |

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To: Customer & Communities Policy Overview and Scrutiny Committee

From: Mike Hill, Cabinet Member for Customer & Communities
Amanda Honey, Corporate Director of Customer & Communities

Date: 15 September 2011

Subject: Connecting with Communities – 2010/11 Annual Report on Consultation, Engagement and Involvement Activity.

Classification: Unrestricted

Summary:

The purpose of this report is to update POSC Members on the activities that took place between 1 April 2010 and 31 March 2011 to consult, engage and involve all those who are interested in or involved with our services.

FOR INFORMATION AND COMMENT

1 INTRODUCTION

1.1 The purpose of this report is to provide information on the main aspects of consultation, engagement and involvement within KCC during the financial year 2010/2011. It also informs Members on both existing and future work and highlights the changes the Council intends to make to further embed and extend engagement processes.

1.2 Whenever KCC makes a decision about improving or changing its services, it needs to be confident the decision is properly informed by public opinion. The reduction in budget allocation for public services means that it is likely that all residents will be impacted upon in some shape or form. At this time, more so than any in the recent past, it is important that the public has the opportunity to have a say about the services they receive. Public opinion should be viewed as an important tool for Councillors - the local decision makers - in making difficult decisions about where and how to reduce or redesign services.

2 KNOWN INFORMATION

2.1 It is important that we target our information and use our resources in the most cost efficient way. KCC has used customer insight to ensure that we provide information in a way that suits people best.

2.2 This area of work is driven by the information and data we hold about residents of Kent, including the feedback we get from customer comments and complaints. KCC also makes use of a number of data and information sources including 'MOSAIC' to provide insight into the background and lifestyles of residents across the whole of Kent.

2.3 Getting an insight into how customers are interacting with KCC, what they want and who they are is crucial to improving access to services. This insight can help KCC to predict what people will want and need in future. We can also find out who is or isn't interacting with the Council as well as over/under provision and over/under utilisation.

2.4 The Research and Intelligence Unit has corporate responsibility for all of the research and data areas outlined below:

- Demography
- Deprivation
- Economy and the labour market
- Land use:
 - Commercial
 - Housing
- Retail and town centres
- Customer Insight (MOSAIC).

2.5 The Unit collects, collates, processes, analyses and maps data for a wide range of projects across the whole of Kent County Council and beyond. All of the latest data and publications on these topics can be found on the Research and Intelligence website www.kent.gov.uk/research

2.6 This information is used before we go out to consult with the public. The knowledge gained through consultation is then fed back across KCC.

3 THE WAYS IN WHICH WE'VE INVOLVED LOCAL PEOPLE IN 2010/11

3.1 There are a number of different opportunities for residents, service users and other interested groups to influence decision-making and service delivery across all our functions. The main objectives for these consultation and involvement activities are:

- To find out what customers think about the services they have received or want to receive
- To find out what particular groups or audiences think about a given theme
- To find out what interested or affected people think about a particular proposal, policy or plan
- To include groups of interested or affected people in a decision-making or policy-making process

- To include groups of interested or affected people in service design and delivery, in order to improve those services
- To include groups of interested or affected people in the assessment or evaluation of services
- To involve residents in the recommendations of member community grants.

3.2 There are also a variety of methods and tools that are used to meet these objectives, as shown below:-

Satisfaction Surveys: As well as measuring satisfaction levels and monitoring them over time, surveys often include other questions which enable the services to act on the information provided to fix problems or take opportunities. The surveys are usually carried out using questionnaires (paper, email or online) or are done over the phone. They target service users and tend to be carried out by units with high levels of frontline customer contact.

Forums, groups and panels: The purpose of this sort of activity is to examine issues in greater depth and begin to explore solutions to problems or to identify new opportunities. They are 'qualitative' methods and the forums, groups and panels we run are generally groups which meet regularly to talk about a particular service. They typically involve around 5 to 15 people per group, and may be organised around a particular service, location or issue.

Participative events and processes: The main purpose of this sort of activity is to exchange views, opinions and ideas, and often making decisions together.

Market research: Main purpose of this sort of activity tends to be to generate actionable information about people, communities and groups who are, or who could be, using a service which we provide. We use it to identify opportunities for developing certain areas of our businesses.

Participatory Budget events (You Decide): The main aims have been to engage a wide section of the local community in the grant decision making process.

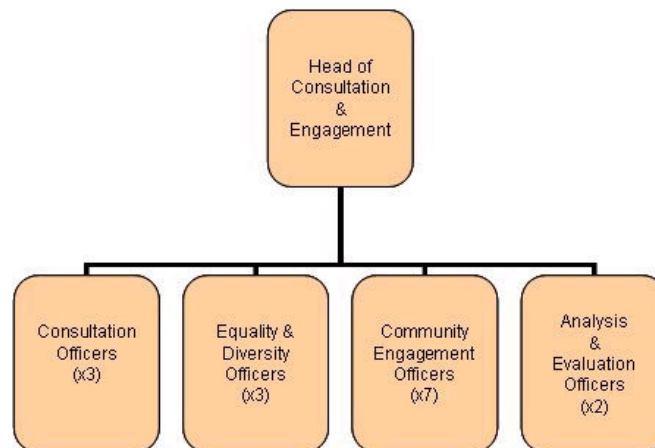
4 WHAT WE HAVE DONE

4.1 Detail of the consultation, engagement and involvement work carried out during 2010/2011 by Customer & Communities Directorate is presented in the Appendix 1

5 Restructure

The current team of Community Engagement Managers transferred into the Communities directorate in April this year, and as part of KCC's need to make substantial savings over the next three years, the division in which they are part of (Communications and Engagement) has been undergoing a restructure.

As officers are appointed to new roles within the restructure, the Consultation and Engagement team will be structured as follows:



The new team will have fifteen officers with different specialist areas all working much more seamlessly to support Consultation and Engagement.

5.1 Though good progress has been made there is still scope for further improvement and consistency in consultation and engagement practice across the Council. From September 2011 there will be a central resource to ensure:

- KCC does not target the same audience segment by age/interest/geography at the same time with two different consultations
- All questions asked are constructed in an appropriate and unambiguous method to ensure answers that are relevant to the topic and to an agreed accuracy
- A log of all consultations is kept so that there is visibility of the contact being made by KCC with its customers – and its impact.

5.2 The corporate responsibilities are for setting and supporting coherent standards, giving advice, challenging the business need and creating the opportunity for working with partners to share costs and findings.

5.3 We still need to make it even easier for local people to have their say and we also need to use their views and suggestions more effectively and - crucially - ensure we publicise what difference those views made when a final decision was taken. We will continue to explore how digital technologies could be better deployed to make engagement work, cheaper, quicker, more responsive, more relevant and more convenient for residents and businesses.

5.4 PB events are a useful tool for engaging with communities where residents see that they can have an impact on the decisions to be made. The grant allocation process was a helpful starting point and PB has shown it has the potential to be a valuable tool across a wider range of discretionary service decisions.

6 CONCLUSIONS

6.1 The examples in Appendix 1 indicate the extent to which Customer and Communities Directorate is using information from service users and other interested groups to influence its decision making. This is in keeping with the statutory **duty to involve** (even though the Coalition Government has indicated this is due to be repealed, the same duty will remain but become non-statutory), the Equality Act 2010 and with the culture being fostered across the Authority.

6.2 Twin pressures are influencing our consultation, engagement and involvement work. Firstly there is pressure to improve the quality of the work we do, which arises from problems that other authorities have had when they have been judged to have acted incorrectly or inappropriately. This pressure concerns what we consult about, when we consult and how much detail we use to inform the consultation process and the ultimate decision making.

6.3 The second pressure arises from our budget position and the need to reduce significantly the overall amount of our resource committed to consultation, engagement and involvement.

6.4 Because some consultation work, for instance, must be done and must be done to a particular standard and timescale, the outlook for the future can be summarised as ***doing less work overall but doing the work we do better and more efficiently and effectively.***

6.5 This work will continue during 2011-12 and three particular priorities will be:-

- Undertaking a rigorous and mandatory assessment of all consultation, engagement and involvement proposals at a very early stage, in order to identify those projects that are not a priority and will not be pursued and also those that are a priority and don't just need to be done but need to be done in a demonstrably exemplary manner.
- Exploring how digital technologies could be better deployed to make engagement work cheaper, quicker, more responsive, more relevant and more convenient for residents and businesses.
- Using every opportunity to keep down the costs of consultation exercises; minimise duplication and to make best use of the analysis and information that is collected.

7 RECOMMENDATIONS

7.1 Members of the Policy Overview and Scrutiny Committee are asked to **NOTE** the contents of this report and **COMMENT** on the priorities identified in section 6 above.

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1 Communities Directorate 2010/11

The Communities Directorate included a wide range of services. Some services are “universal” such as Kent Libraries and Archives, consumer advice and registering births, marriages and deaths. Some are more directly targeted towards particular client groups who are vulnerable or require particular support services, for example, the Youth Offending Service (YOS).

Some manage both of these relationships, for example the Youth Service, Community Wardens and the Adult Education Service. Others such as Trading Standards and YOS also have a regulatory role. There are also teams whose roles are strategic or involve commissioning external providers, for example, Emergency Planning; Sport, Leisure and Olympics; Arts Development and KDAAT. Their direct day-to-day contact with residents and end-users in the county is therefore limited but they nevertheless ensure that the views and aspirations of their stakeholders are well understood.

This paper gives a short summary of the consultation and involvement activities carried out by the Directorate between April 2010 and March 2011.

1.1 Consultation

The Directorate undertook the following formal “set-piece” consultations during 2010/11:

- Kent Libraries and Archives maintained its consultation and engagement activity (including equality analyses) with communities about the layout and service provision being planned within several **library building projects**.
- **KDAAT** [consulted](#) with partners, service providers and service users on proposals to change the way services are commissioned and delivered in West Kent. A number of changes were made to the draft service specification as a result of the feedback received during the consultation.
- Community Learning and Skills carried out a consultation with learners and non-learners as part of its review into **adult education concessions** available for older customers. The process was started in Q4 2010/11, with fieldwork carried out during April and May 2011. The consultation informed [the decision](#) taken by the Cabinet Member on 9 June 2011 and highlighted the need to promote the range of existing support packages available to mitigate the impact of the change.
- **Kent School Games** (see *box below*)

1.2 Participative events

- **Youth Takeover Week** – in November 2010, Kent Youth Service worked closely with the Office for the Children’s Commissioner to

organise a number of events during which young people shadowed officers and Members from across KCC to gain real insight into the decision making that takes place each day. A “Question Time” style event was also held, giving young people an opportunity to come along and put their questions to KCC Cabinet Members and the Chair of the British Youth Council.

- **dance 4 your life** is a dance and health programme especially designed for young people aged 14 years old. It focused on young people taking part in creative dance and research based activity. dance 4 your life took place across the North Kent Local Authority Arts Partnership region. The [final research report and recommendations](#) is available on KCC's website.
- **User Groups and Forums** – several services run or host standing user groups or forums to help them better understand the views and opinions of service users. They are often asked for comments on particular issues or plans, and will also raise their own points with the services. Kent Libraries, KDAAT, Community Learning and Skills and the Youth Service all have groups and forums in place.
- **Kent Youth Theatre Festival** (see box below)

1.3 Ongoing engagement and research

- Continuing consultation and engagement to inform the development of *Involving the Whole Community; the Kent Approach to Literacy and Reading*. [Further details are due to be published on kent.gov.uk shortly.]
- **Youth Service User Evaluation** is really about the day-to-day business of running a youth centre or project and engaging young people with regular feedback and evaluation on the session they have just participated in. This took place with a range of methodologies across the Service and feedback was used regularly in session and programme design and delivery.
- **YOS participation** involves ongoing “business as usual” activities undertaken to better understand the reasons why children and young people are either at risk of or involved in offending and to identify their service requirements. The learning from the aggregated outcomes has been used to inform two recent reports, one on the Deter Young Offender Cohort and the other on the custodial population – these were prepared to assist YOS in reviewing the needs of these populations and our capacity through the partnership arrangements to meet them.
- **CLS Learners’ Views Survey** under Framework for Excellence – collects learners’ views about the various aspects of the learning journey (doing so is a requirement of the Skills Funding Agency - SFA). Learners taking qualification courses had access to an online SFA survey via an external website. All teachers advised learners of website and details for access. We are still awaiting the results from the SFA.
- **Sport, Leisure and Olympics** held discussions with District leisure officers, the 2012 Sport Sectoral Task Group and district Sports Development officers about the 17 day gap between the end of the

Olympic Games and the beginning of the Paralympic Games. These discussions led from what activities partners would be doing in that period to a wider concept of developing 2012 as the Kent Year of Sport, that all partners could link to.

1.4 Feedback and evaluation

Much of the Directorate's consultation and involvement activity tended to be embedded, ongoing work such as user groups, comment cards and satisfaction surveys.

- **Library Satisfaction Surveys** - the annual Library User survey (February 2011) highlighted some very positive customer perceptions of the library service. This is evident from the investment in the service through the Modernisation Programme, upgrades in ICT and improvements in the books. Staff helpfulness and overall satisfaction with the service have increased in the 2011 results. Other satisfaction surveys were carried out for remote services and Ask A Kent Librarian.
- The **Youth Service User Survey** highlighted the importance of specific services to local young people and also identified the key factors behind attendance as well as the main outcomes young people experienced through being involved in youth work. The results were used to inform curriculum development and the final report was circulated to all youth centres who took part and discussed at all area team meetings and Youth Advisory Groups
- **Youth Service peer inspection** - The Peer Inspection of Voluntary Organisations took place in October 2010 with final report published in December 2010. An inspection programme was agreed and young inspectors were trained and supported to carry out the inspection alongside officers. The results informed the development and planning of work within the voluntary sector and development of service review planning and the report was discussed at Youth Advisory Group meetings.
- **Registration Service** – carried out its usual series of satisfaction and customer feedback surveys across the range of its services and ceremonies. Results remain strong with satisfaction levels in typically in the 90% – 100% range. Results have been used, for example, to inform the Service's marketing strategy and to inform decision-making around rolling out the pilot scheme to train Library staff to register births and deaths across Kent.

Evaluating and improving what we do

Kent School Games 2010 consultation

The Sport Leisure and Olympics service leads a Kent School Games Executive Group, made up of partners and other stakeholders. This group is used to discuss and disseminate plans. Senior Managers on the Group also report to the Cabinet Members for Communities and CFE on progress.



Kent School Games 2010 consultation also included:

- Reporting and feedback on welfare issues, with health and safety advisors
- Informal feedback from young people participating in the 2010 games
- Formal monitoring and evaluation of the Games, via professionals and adult volunteers involved in the running of the Games e.g. Team Managers (including School Sport Partnership staff), Sports Managers and facility managers.

While feedback was generally positive, some recommendations have been made to the Kent School Games Executive Board. The results are being used to help inform and shape the development of the Kent School games in 2012, for example around welfare arrangements and administration.



Shaping services

KDAAT West Kent substance misuse service specification

This consultation aimed to find out what service users, their families, friends & carers, drug workers, organisations providing drug or alcohol treatment services, local organisations and anyone who wishes to express a view felt about the proposed service model set out in the draft service specification.



The key principles for the West Kent Substance Misuse Service were developed through discussions with the KDAAT partnership's Adult Joint Commissioning Group (JCG), Executive Board and with:

- Kent's Community Safety Partnerships
- Local GPs
- KDAAT's Service User Expert Group

A public and stakeholder consultation on the full draft service specification was launched on 1 February 2011 and closed on 4 March. Publicity for the consultation included:

- An email alert to all drug and alcohol service providers
- Internal and external partners
- Information, documents and forms published on the KDAAT website
- Consultation directory on the KCC consultation database
- Alerts to the Kent Local Involvement Network (LINK)
- Newsletter items in Inside Track, and NHS West Kent's PCT newsletter
- KDAAT Service redesign newsletter
- KCC external website and intranet

Responses to the consultation were gathered through:

- Five public consultation events across Kent
- An event for service providers
- Online response forms on the KDAAT website

The feedback received at the consultation events highlighted some misunderstandings among staff and service users about the purpose and requirement of competitive tendering within KDAAT's commissioning cycle. KDAAT is seeking to address this by developing an easy to understand guide to the KDAAT commissioning framework.

Specific feedback and examples of how it changed the Service Specification are outlined in the [Consultation Report available from KDAAT's website](#)

Youth participation

Kent County Youth Theatre Festival 2010

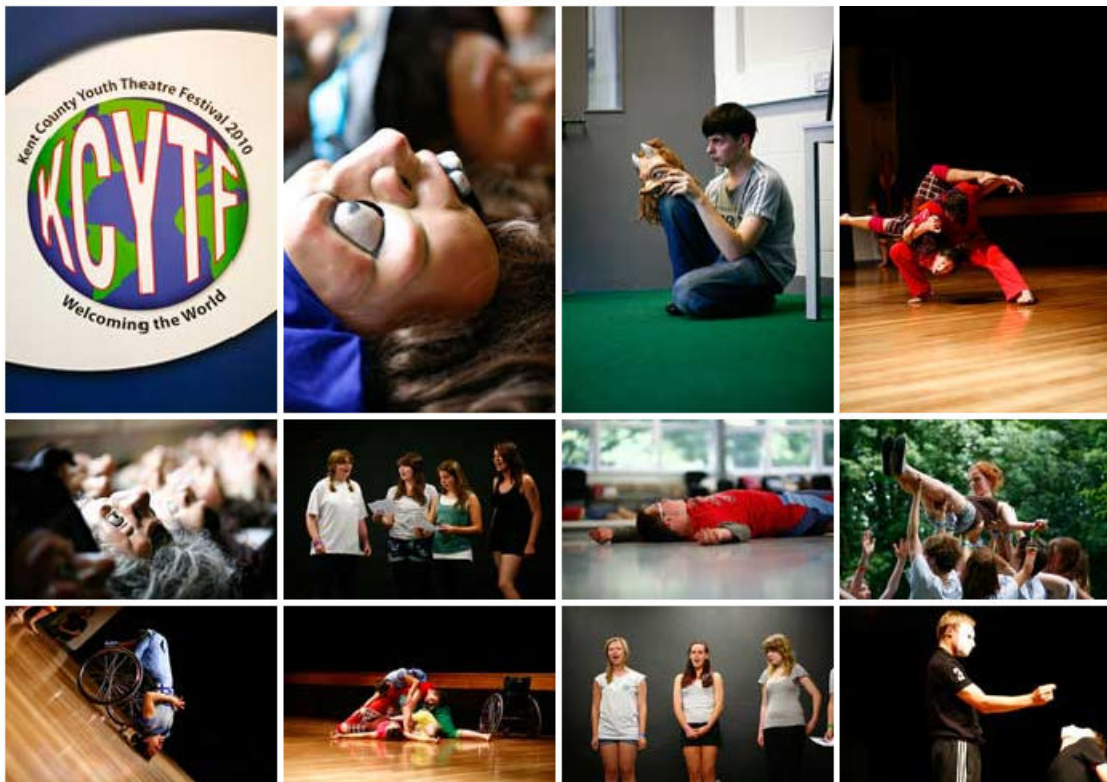
Kent County Youth Theatre Festival 2010 took place on 3 and 4 July in Maidstone and was a great success!

250 young people from across Kent came together for a weekend of workshops and performances. The theme was 'Welcoming the World' and the festival achieved the Inspire Mark, which means it was officially part of the 2012 Olympic and Paralympic Games!



Artists delivered workshops including Mask, Physical theatre, Musical theatre, Ensemble Theatre, Set Design and Contemporary Dance. Participants enjoyed professional performances from StopGAP – the leading European Dance and Disability Company and Propeller - Edward Hall's all male physical Shakespeare company. 14 Youth Theatres offered a spectacular collaborative performance which included a procession and a mass performance in British Sign Language.

Kent Arts Development captured feedback and comments on the festival and surrounding programme, in terms of delivery, impact and value, and how a festival and programme could be developed, improved and impact widened. Film, evaluation forms and 1:1s were used to capture feedback from young people, youth arts leaders and artists.



By: Head of Democratic Services
To: Customer and Communities Policy Overview and Scrutiny
Committee
15 September 2011
Subject: **SELECT COMMITTEE - UPDATE**
Classification: Unrestricted

Summary: This report updates Members on the progress of the Select
Committee on the Student Journey

Select Committee – “The Student Journey”.

1. (1) The Select Committee under the Chairmanship of Mr Kit Smith has nearly completed its evidence gathering sessions and has interviewing key stakeholders including representatives from business, education and obtaining evidence from young people. It will continue gathering evidence until October 2011.

(2) The Committee met on 1 September 2011 to signpost areas for possible recommendation, the outcome of this is set out the APPENIDX to this report.

(3) It is intended that the Select Committee will submit its final report to the Cabinet in April 2012 and to County Council in May 2012.

Suggestion for a Select Committee topic reviews

2. At the meeting of this Committee, under its Crime and Disorder remit on 8 July 2011 it was agreed that a proposal for a Select Committee topic review on Domestic Abuse would be submitted to the Scrutiny Board on 28 September 2011 for their approval.

Recommendations

4. Members are to comment on and note the draft areas for recommendation proposed by the Select Committee on the Student Journey, and to note the proposal to seek approval for a Select Committee on Domestic Abuse.

Background Information: *Nil*

Denise Fitch
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Select Committee – The Student Journey

Update

The Select Committee has started its evidence gathering sessions and has interviewed key stakeholders including KCC officers, representatives of local businesses, academics, and representatives of careers education and apprenticeships services. It will continue gathering evidence until October 2011 by visiting businesses, schools and colleges, and by interviewing young people.

Potential areas for recommendation that have emerged so far include the following.

- Promote at strategic, county-wide level, the adoption of mechanisms that genuinely strengthen the link between local educators and businesses, and that enhance the employability of young people in Kent (for example, develop links between Vocational Skills Centres and local businesses, develop the role of Planning Forums, etc.).
- The way careers education and information, advice and guidance are taught in schools in Kent should be more consistent. It is suggested to promote and produce an “employability passport” for each student, which includes a checklist of activities and objectives every student must achieve in order to reach adequate employability standards. Also, in order to ensure good quality and consistent advice and guidance, KCC should develop with partner organisations a county-wide kitemark scheme.
- Evidence indicates that young people lack the “soft skills” (for example, punctuality, professionalism and motivation) that employers seek in potential employees. Also, careers education in schools is often taught too late. Finally, the business community - as well as the Wolf Report - points out that young people’s literacy and numeracy standards when completing compulsory education are generally inadequate.
- The great majority of businesses in Kent are small or medium-sized. Several of these businesses may find it challenging to invest time and resources in order to offer apprenticeship and work experience programmes. Kent County Council should develop further its important strategic role by increasing its support, advice and guidance to employers offering apprenticeships and work experience programmes. Red tape and bureaucracy should be cut to promote the setting up of apprenticeships by employers, and their take up by young people.
- About 5% of young people aged 16-18 in Kent are not in education, employment or training. As powerful collaboration structures between learning and skills providers already exist, KCC could encourage them to agree voluntary targets to reduce the number of young people who could

potentially become NEETs when leaving school or college. A pilot scheme could initially be run for this purpose.

- Normally young people in Kent go through their education with a view to having three optional endings: continue their education, employment or unemployment. The option of being more entrepreneurial and of becoming self-employed should be promoted, and more information should be offered to young people about the support and guidance available to them.

It is intended that the Select Committee will submit its final report to the Cabinet in April 2012 and to County Council in May 2012.

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