

COMMUNITIES CABINET COMMITTEE

Thursday, 17th January, 2013

10.00 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

COMMUNITIES CABINET COMMITTEE

Thursday, 17 January 2013, at 10.00 am
Darent Room, Sessions House, County
Hall, Maidstone

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

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (14)

Conservative (12): Ms A Hohler (Chairman), Mr H J Craske (Vice-Chairman),
Mr M J Angell, Mr R B Burgess, Mr C J Capon, MBE, Mr A R Chell,
Mr A D Crowther, Mr T Gates, Mr J A Kite, MBE, Mr M J Northey,
Mr A Sandhu, MBE and Mrs C J Waters

Liberal Democrat (1): Mr R H Bird

Labour (1) Mrs E Green

UNRESTRICTED ITEMS

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

Webcasting Notice

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A - Committee Business

- A1 Introduction/Webcast announcement
- A2 Substitutes
- A3 Declarations of Interest by Members in items on the Agenda
- A4 Minutes of the Meeting held on 14 November 2012 (Pages 1 - 10)

A5 Portfolio Holder's and Corporate Director's verbal update

B - Key or significant Cabinet/Cabinet Member Decision(s) for recommendation or endorsement

B1 Business Planning 2013/14 - Substantive Draft Plans - Decision 12/01971
(Pages 11 - 114)

C- Monitoring of Performance

C1 Customer & Communities Performance Dashboard Exception Report and Deep Dive - Registration Services (Pages 115 - 120)

C2 Customer & Communities Directorate & Portfolio Financial Monitoring 2012/13
(Pages 121 - 134)

D - other item for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

D1 2013/14 Revenue Budget Consultation Responses (Pages 135 - 138)

D2 Youth Service Transformation - update (Pages 139 - 146)

D3 Revision of the Countryside Access Improvement Plan (Pages 147 - 256)

D4 Review of Interactive Voice Recognition Pilot (Pages 257 - 262)

D5 New Strategic Framework for Sport and Physical Activity in Kent (Pages 263 - 280)

Peter Sass
Head of Democratic Services
(01622) 694002

Wednesday, 9 January 2013

KENT COUNTY COUNCIL

COMMUNITIES CABINET COMMITTEE

MINUTES of a meeting of the Communities Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 14 November 2012.

PRESENT: Ms A Hohler (Chairman), Mr H J Craske (Vice-Chairman), Mr M J Angell, Mr R H Bird, Mr R B Burgess, Mr A R Chell, Mr A D Crowther, Mrs E Green, Mr M J Northey, Mr A Sandhu, MBE and Mrs C J Waters

ALSO PRESENT: Mr P M Hill, OBE

IN ATTENDANCE: Ms P Blackburn-Clarke (Quality Assurance Manager), Mrs G Bromley (Community Cohesion and Heritage Manager, Libraries, Registration and Archives), Mr M Burrows (Director of Communications & Engagement), Mr D Crilley (Director of Community Cultural Services), Ms D Fitch (Assistant Democratic Services Manager), Mr R Fitzgerald (Performance Manager), Grosskopf (Policy Manager), Mr C Hespe (Head of Culture and Sport Group), Ms A Honey (Corporate Director, Customer and Communities), Ms A Slaven (Director of Service Improvement), Mr K Tilson (Finance Business Partner - Customer & Communities), Ms J Tonkin (KDAAT Young Persons Manager) and Mr D Whittle (Head of Policy and Strategic Relationships)

UNRESTRICTED ITEMS

30. Membership

(Item A3)

RESOLVED that it be noted that Mr R H Bird has replaced Mr I S Chittenden as a Member of this Committee

31. Minutes of the Meeting held on 19 September 2012

(Item A5)

RESOLVED that the minutes of the meeting held on 19 September 2012 are correctly recorded and that they be signed by the Chairman as a correct record.

32. Portfolio Holder's and Corporate Director's update

(Item A6)

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

Police & Crime Panel and Commissioner

(2) Mr Hill reminded Members that the election for the Police and Crime Commissioner for Kent was being held tomorrow. A lot of hard work had been undertaken to set up the Police and Crime Panel for Kent and Medway which was being hosted by the County Council. A Shadow Panel had been producing the draft protocols for the Panel which would hold its first meeting on 29 November 2012. The

Panel consisted of 20 members, one from each of the 14 Councils in the County of Kent, plus 2 independent members and 4 other Councillors to provide a political balance. He expected the Panel to have an intensive early work programme as they had a remit to scrutinise the Police Budget and the Annual Police Plan. Although this Panel did not come under the remit of this Committee he undertook to keep the Committee informed of progress.

Visit by Nick Hurd MP, Minister for Civil Society

(3) Mr Hill informed the Committee that Mr Hurd had visited Kent during the previous week to see how Kent was administering the Big Society Fund. There had been a very constructive meeting with the Minister and representatives from the Voluntary Sector regarding working together.

Future Library Service

(4) Mr Hill stated that Parish Councils, District Councils and Locality Boards plus other organisations had been working together with the County Council to look at ways of having a more efficient and effective library service in their area. This would benefit local communities and save the County Council money. It was early days yet but the progress so far was encouraging.

(5) Members spoke positively about the work going on in their areas to look at the library service with local organisations.

Integrated Youth Service

(5) Mr Hill reported that 221 tenders for commissioned work from 50 organisations had been received. The tenders had been being evaluated by a team which included young people, officers and Locality Boards with the final decisions being signed by Ms Slaven. The organisations that had failed to be awarded a contract had been informed and there was a cooling off period which was due to end on 19 November 2012 after which the successful tenderers would be informed. He commended officers for the work they had carried out in relation to this difficult process.

Trading Standards

(6) Ms Honey referred to the 'deep dive' report at the previous meeting and a recent successful prosecution of a market trader in Sheerness who had been ordered to pay over £100,000 in relation to trading in counterfeit goods. It had been a team effort between Trading Standards and Legal Services, but it had taken a lot of time. The Chairman reminded Members of the option to sign up for email alerts from Trading Standards.

Contact Centre

(7) Ms Honey informed the Committee that the Contact Centre had come second in the most improved category in this year's Top 50 Contact Centres Awards. These awards compared both public and private sector organisations and the competition had been intense. She reported that for the week commencing 22 October 2012 the contact centre had achieved all service levels and answering rates.

(8) It was agreed that a letter of congratulations be sent on behalf of the Committee to Mr C Smith - Operations Manager Contact Point regarding the Contact Centres recent award.

Triangle Awards

(9) Ms Honey referred to the annual Triangle Awards which had been running for over 10 years in Kent. These awards were important as they provided an opportunity to recognise the important contribution made by young people and to put forward in the press a positive image of young people. This year's awards were held on 14 October 2012 at the Ashford International. These awards were now run by the young people themselves and it had been a great evening.

RESOLVED that the update, and any comments made by Members, be noted.

33. Social Fund Localisation - Decision 12/01939

(Item B1)

(1) Mr Hill and Mr Whittle introduced a report which provided recommendations for a one year Kent-wide pilot scheme which would test out the demands on a local scheme to replace the national scheme of Community Care Grants and Crisis Loans and the various mechanisms proposed for meeting needs. The recommendations for the pilot were that the front end (claim management and decision making) should take place in a specialist team within the KCC Contact Centre. With regard to the help provided to individuals it was proposed that KCC develop mechanisms, if feasible, to meet needs in ways that did not involve giving money to an individual unless this was absolutely necessary. Instead of money, goods and services should be provided and other help given to deal with the presenting problem and, if possible, any underlying issues affecting the individual and their family.

(2) During the pilot period key information would be collected on the nature of the demands on the scheme, claim and decision making systems would be tested and the various schemes for delivering the goods, services and cash (where necessary) would be evaluated. In addition, further public consultation would take place and the Equality Impact Assessment would be updated in light of experience during the pilot.

(3) Mr Whittle and Ms Grosskopf noted comments and answered questions from Members which included the following:

- Mr Whittle undertook to ensure that a copy of the Association of Chief Executives analysis of the progress made by County Councils with the Social Fund Localisation was circulated to Members of the Committee
- In response to a question on whether there would be a mixture of grants and loans, Ms Grosskopf explained that in the vast majority of cases assistance would be in the form of services or goods in kind and the intention was not to operate a loan scheme. The current national scheme had a loan element of which about 90% was paid back via a deduction from benefits. KCC would not be able to do this and therefore if a local system of loans was set up it would be very difficult and expensive to administer.
- Regarding the out of hours service, Ms Grosskopf confirmed that this would be via the Contact Centre which was 24/7. Although there would not be such a comprehensive service in the evening and weekends it would still be possible for the public to speak to someone and receive information about the scheme.
- A Member mentioned the gap in support for young people leaving care who were a vulnerable group. Ms Grosskopf confirmed that young people leaving care were one category which it was envisaged would receive support within the scheme.
- In relation to the issue of being able to obtain data on benefits from the Department of Work of Pensions, Ms Grosskopf stated that the regulations and processes for doing this had not yet been put in place by the DWP but it was hoped that this would be done by December. KCC were putting in place contingency arrangements in case this did not happen.
- Mr Whittle stated that cash payments would only be made in exceptional cases. This was something that would be reviewed during the pilot period.
- A Member emphasised the importance of having the option of face to face contact with applicants for assistance, particularly in relation to the verification of information from applicants. Ms Grosskopf explained that they hoped to use partners to carry out verification. For example if the referral came via a Domestic Abuse Unit consideration would be given to allowing the unit to verify any documentation from the applicant.
- Regarding the role of District Councils, Mr Whittle stated that there had been discussions with all Kent Districts, and that some were willing to be involved in the scheme but not all. It was important that there was universal application of the scheme across the County to avoid potential inequalities. He confirmed that during the pilot contact would be maintained with the Districts.
- Mr Hill undertook to get a briefing note to all Members prior to the system going live.
- Ms Grosskopf acknowledged that there were concerns around the impact that the wider welfare reforms may have on the scheme. She explained that this fund would not be able to assist with rent payments as this came under the Discretionary Housing Fund administered by the District Councils.

(4) RESOLVED that the Cabinet Committee endorse the decision to be taken by the Cabinet Member to agree that Customer & Communities Directorate will be responsible with effect from 1 April 2013 for a one-year Kent-wide pilot scheme to test the demands of a local discretionary social fund and the various mechanisms needed to deliver it so a Kent scheme can be developed to meet the needs of the area.

34. Customer & Communities Performance Dashboard

(Item C1)

(1) Mr Hill and Mr Fitzgerald introduced the Customer & Communities performance dashboard which provided Members with progress against targets set in business plans for key performance and activity indicators. Ms Slaven and Ms Tonkin presented more detailed information on the performance of the Kent Drug and Alcohol Action Team (KDAAT).

Performance Dashboard

(2) In response to a question regarding how the calls to the contact centre were prioritised, Mr Crilley explained that calls were prioritised either by options selection or by the person taking the call.

KDAAT

(3) Ms Slaven and Ms Tonkin noted comments and answered questions from Members which included the following:

- Ms Tonkin clarified that the “rate of representation within 6 months” statistic shown on page 54 meant that that 86% of adults exiting drug treatment did not come back into treatment in the next 6 months.
- Regarding the definition of “successful” in relation to adults exiting drug treatment, Ms Tonkin explained that this meant adults that had engaged with treatment over 12 weeks and had a reduction in use of substance and a positive movement in other parts of their life.
- In response to a question on the drug and alcohol service providers, Ms Tonkin listed the main providers, including KCA, Turning Point and CRI. There were a range of voluntary sector providers and NHS providers.
- Regarding the services provided previously in Dartford by the Kent and Medway Partnership Trust, Ms Slaven explained that there had been a review of the commissioning of Tier 4 services. She pointed out that there was no criticism of the service provided by the Trust but as the utilisation of bed space had been less than 50% it was not cost effective.
- In relation to the provision of early intervention and treatment services for young people, Ms Tonkin stated that there were early interventions targeted at vulnerable young people including young offenders, children in care and children affected by their parents’ substance misuse. A programme called “Risk it” developed in Kent is used within schools. Where screening was undertaken by the school up to 10 young people were identified as most likely to benefit from support from specialist agencies providing them with an opportunity to explore their situation and the conflicts in their life.
- The specialist treatment service was a one-to-one service which was peripatetic - the young person was able to meet with a Drug and Alcohol

worker in a setting which they felt most comfortable in and could then get to know the worker and understand what they could expect from the service.

- A Member mentioned that the data for drug use only included those up to the age of 59. Ms Tonkin explained that the data provided was that required by the British Crime Survey. She acknowledged that there was an issue regarding older users, including an increasing number accessing alcohol services. In treatment there were groups of adults who had been heroin and crack cocaine users for some time who were coming into old age. There was a need for elements of health and social care to work more closely together to assist this new cohort.
- Ms Tonkin confirmed that the drug treatment system in the UK had one of the lowest number of HIV cases amongst injecting drug users in the world at 2%, which had implications for reducing cost to the Health Service.
- In relation to the figure of 54% of children living with an adult who regularly drank alcohol above the recommended level, Ms Tonkin explained that that this was a reflection of the high level of alcohol use normalised in society.
- Ms Tonkin undertook to provide Mrs Waters with the drink driving figures for Kent. This issue would be taken up in the new Alcohol Strategy that is being developed.
- Ms Tonkin explained Kent was more successful than the national evidence-based target in relation to success for adults exiting drug treatment. The reasons for this included a mix of investment in the right place, robust commissioning and clear governance, which together resulted in a good service. Ms Slaven stated that one of the strengths in Kent was the engagement of service users. Although service user groups were no longer funded by KDAAT, these groups had become self sustaining. Service users were actively involved in commissioning and the service user voice was very clear about their expectations for service provision.
- Ms Honey referred to the change in responsibility for Public Health in April next year, which would be coming to the County Council. Funding would no longer be ring-fenced and she was working with the Director of Public Health to make sure that treatment misuse was a priority and to build on the good work of the team including the link to the work of the troubled families programme.

(4) RESOLVED that the comments made by Members on the Customer & Communities performance dashboard, including the KDAAT deep dive, be noted and that there be a report to the next meeting of the Committee on the Contact Centre's three month pilot.

35. Customer & Communities Directorate & Portfolio Financial Monitoring 2012/13

(Item C2)

(1) Mr Hill and Mr Tilson introduced the regular report on the forecast outturn for Customer & Communities Directorate & Portfolio which included details of the £94k underspend for revenue budgets and of no significant movements on the capital budgets.

(2) In response to a question on whether the revenue underspend was delayed expenditure or would not be spent at all e.g. does the liability remain. Mr Tilson explained that in some instances (e.g. Gateways) there was a delay to a number of

the capital projects which meant that the associated revenue expenditure would be delayed into the following year. There was a base budget allocated each year for such costs and therefore the money would be allocated from that year's budget. The in-year spend has been reduced as the projects had not yet been completed and so an underspend has been delivered.

The majority of savings however were in-year underspends in anticipation of the savings proposals contained within the budget consultation for next year, in that non business critical posts were not being appointed to pending the outcome of the consultation.

(3) RESOLVED that the revenue and capital forecast variances from budget for 2012/13 for the Customer & Communities Portfolio, based on the first quarter's full monitoring to Cabinet and the subsequent exception report, be noted.

36. Consultation on 2013/14 Revenue Budget *(Item D1)*

(1) Mr Hill and Mr Tilson introduced a report which provided Members with feedback on issues relating to the Customer & Communities portfolio raised in the recent consultation on proposals for the 2013/14 Budget. The Chairman reported that this Committee's Informal Member Group (IMG) on the Budget had considered the proposals for the 2013/14 Customer and Communities Budget as set out in the consultation and, after asking questions of the officers and Cabinet Member, had endorsed the proposals.

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

- A Member of the IMG emphasised how difficult it was to try to find any alternative savings without risking diluting services. Also the Directorate carried out such a wide range of services, a lot of which were non statutory but which added to the quality of life for Kent residents. There was a duty on Members to make sure that value for money was achieved in their own areas.
- A Member asked whether staff were aware of the proposals contained within the Cabinet Committee paper. Mr Tilson stated that staff were aware that there was a budget gap that needed to be addressed and that, at the time of the consultation being released, the budget proposals were in the public domain.
- Mr Tilson confirmed that the budget managers were part of the discussions on how the budget deficit could be mitigated but until the budget consultation ended and the proposals were approved it was not possible to enter into any formal consultations which may be necessary with staff.

(3) RESOLVED that the budget consultation process be noted and the recommendations made by the Informal Member Group (IMG) on the savings proposals within the budget consultation document be endorsed.

37. Customer Services - Presentation

(Item D2)

(1) Mr Crilley and Mr Burrows gave a presentation on the digital roadmap to better customer journeys. They noted comments and answered questions from Members which included the following:

- Mr Burrows confirmed that it would be possible to access the web-based facility using a smart phone. There would be a more condensed version of the website available to smart phone users to make it more user friendly.
- Mr Crilley stated that 76% of Kent residents had online access and 91% had a mobile phone, and so including the ability to access services via mobile phone would provide greater opportunities for people.
- Regarding the use of auto responses to submissions via the website, Mr Burrows confirmed that it was possible to do this and that these would be built into the new online processes so that, for example clicking on “submit” could trigger an automatic email.
- A Member advocated the use of volunteers to help people who were not computer literate to access these facilities and to increase their knowledge. Mr Crilley stated that some Councils had volunteer e-champions. In Kent there was a broad offer in libraries to help people get online. He acknowledged that working with the community was fundamental to the success of this proposal.
- Mr Burrows stated that this was a major shift for the organisation and it must be remembered that there will always be a significant number of Kent residents without online access.
- Mr Burrows confirmed that the system would be fully tested using residents to ensure that it had the right impact on customers. This would be done in a test environment for 2 months and the system would not go live until it had been fully tested.
- Mr Crilley confirmed that there would still be face to face engagement with the public via, for example, Gateways.

(2) RESOLVED that the presentation and comments made by Members be noted.

38. Folkestone Museum Collections

(Item D3)

(1) Mr Hill and Mrs Bromley introduced a report which set out the intention of Folkestone Town Council to submit a bid to the Heritage Lottery Fund to enable the refurbishment of the Old Town Hall and relocation of the museum collections, including the Master Collection, to more accessible premises. This collection was currently held by the County Council and whilst KCC supported this bid, it had consistently advised Folkestone Town Council of the need for a sustainable plan for the setting up and running of a museum facility in Folkestone. One of the factors in a successful bid for Grant funding was the need to own the heritage items which were

the subject of the application. Therefore an assurance had been sought from KCC that it would make the collection available to Folkestone Town Council if the bid was successful.

(2) RESOLVED that the Committee support the proposed Cabinet Member decision to gift the Folkestone Museum Collections, including the Master Collection, to Folkestone Town Council on condition that it can evidence a sustainable funding model and provide premises to the required standard for a museum including environmental conditions and security.

39. Business Planning 2013/14

(Item D4)

(1) Mr Hill and Ms Sanderson introduced a report which set out the detailed provisional headline priorities for Business Plans (2013/14) for each division within the Customer & Communities Directorate. Cabinet Committee Members were invited to consider and comment on the priorities in order to influence the development of the draft business plans to be discussed in January 2013. The report also outlined progress by exception against the current 2012/13 business plan as part of the mid-year outturn monitoring process.

(2) Ms Sanderson noted the suggestion to emphasis the importance of ensuring that Members were involved in the work of the Directorate as they were advocates for the Directorate in their areas.

(3) RESOLVED that the report be noted.

40. Customer & Communities Annual Complaints, Comments & Compliments Report 2011 - 2012

(Item D5)

(1) Mr Crilley and Ms Blackburn-Clarke introduced a report which provided details of complaints, comments and compliments dealt with by the Customer & Communities Directorate between 1 April 2011 and 31 March 2012.

(2) Mr Crilley and Ms Blackburn-Clarke noted comments and answered questions from Members which included the following:

- The importance of acknowledging a complaint immediately to ensure that non acknowledgement did not lead to a secondary grievance was emphasised.
- Ms Blackburn-Clarke explained that each complaint was individually counted. If there was a series of complaints from one person, then these were also counted separately.

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

41. Olympics and Paralympics 2012 - DVD

(Item D6)

The Committee viewed the "Kent Inspired" DVD

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

To: Communities Cabinet Committee

Date: 17 January 2013

Subject: **Business Planning 2013/14 – Substantive Draft Plans**

Classification: Unrestricted

Summary : Following the development of business plan headline priorities in November 2012, Directors and Heads of Service have built on feedback from the Communities Cabinet Committee to develop substantive draft business plans for 2013/14.

This year the emphasis has been on reducing the burden of business planning by using a lighter touch process. It is important to increase the consistency and synergy between business planning, the performance management dashboards and directorate and divisional risk registers which underpin the business plan actions reported to the Committee on a regular basis.

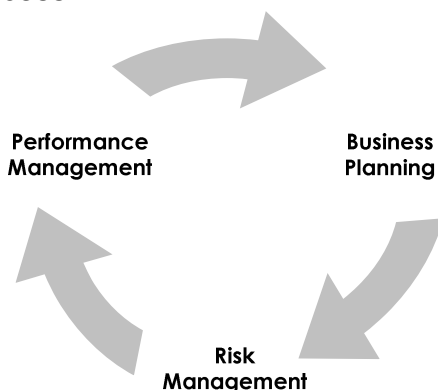
Communities Cabinet Committee is asked to consider and comment on the draft plans, ahead of the Key Decision by Cabinet to approve business plans in March 2013.

1. Background

- 1.1 A pre-requisite to delivering key organisational priorities, both in the medium and long-term, is an effective business plan offering a clear focus on the delivery of agreed strategic outcomes through day-to-day activity.
- 1.2 During the November each Cabinet Committee was given the opportunity to discuss and comment on high-level 'headline priorities' for each division. This feedback was considered as early substantive draft plans were developed to ensure the headlines evolved into more detailed actions taking known legislative, policy and financial constraints into account.
- 1.3 The emphasis for the 2013/14 draft business plans is to identify clear, tangible actions, ensuring that all activity is Specific, Measurable, Attainable, Realistic and Time bound (SMART). Actions are underpinned by milestones to check progress and are complemented by meaningful Key Performance Indicators (KPIs) and Activity Indicators that enable the organisation to monitor and manage performance, demonstrating progress against the delivery of Bold Steps for Kent. High level risks relating to the delivery of the actions are set out in the business plan, supported by detailed division and directorate risk registers.
- 1.4 The draft plans are still at an early stage of development and will be refined further over the coming months before approval in March 2013. The Policy and Strategic Relationships team has been supporting directors to develop their draft plans as part of an ongoing, informal quality assurance process to help embed the revised business planning process.

2. Business Planning, Performance and Risk Management

- 2.1 It is important the business planning process closely complements and supports the work already underway to improve the quality and consistency of performance and risk management across the organisation. As such, to help reduce the burden of business plan development, the draft business plans draw on the existing work to prepare the directorate performance dashboard and directorate & division risk registers. This has helped reduce duplication and enhance the synergies between business planning, risk and performance. Cabinet Committees play an important role in providing oversight and assurance through the bi-annual business plan outturn monitoring process.



2.2 Risk Management

Key risks and mitigating actions faced by divisions in delivering their 2013/14 business plans are outlined in Section E of each plan. In addition, several more strategic or cross cutting risks that potentially affect several functions across Customer & Communities and/or the Authority are listed in the directorate risk register. This register provides further context to the business planning process and will evolve during the coming months alongside the finalising of business plans.

- 2.2 The directorate hosts a range of 'corporate' support functions and some Customer & Communities directors lead or coordinate mitigating actions in conjunction with other directors across the organisation to manage risks featuring on the Corporate Risk Register. These include Civil Contingencies & Resilience and Localism.

- 2.3 A link to the Corporate Risk Register can be found at:
<https://democracy.kent.gov.uk/documents/s36860/Corporate%20Risk%20Register%20-%20App%201.pdf>

2.4 Performance Management

All business plan actions are measured against focused key performance and activity indicators. Keeping all actions SMART will ensure meaningful management information is developed to support the Performance Dashboards reported to Cabinet Committees on a quarterly basis. This year, divisions have taken feedback from the Communities Cabinet Committee on the Performance Management Dashboard into account when developing their 2013/14 performance measures and have focused on selecting KPIs which are the most meaningful and accurate reflection of progress against key priorities.

- 2.5 KPIs in the 2012/13 performance dashboard which are non-essential, difficult to measure effectively or are not felt to be a priority by the Committee will not be rolled

forward. If possible, more meaningful measures will be established but it is intended to reduce the overall number of KPIs to allow more focused and concise performance reporting to the Cabinet Committee in 2013/14.

3. Business Planning Timetable 2013/14

- 3.1 Historically, business plans were approved by Cabinet and then potentially called into scrutiny. From 2013/14 business plans will be approved as an annual Key Decision with Cabinet Committees playing a key role in considering and shaping the draft plans prior to approval in their pre-scrutiny role.
- 3.2 As a result the timetable for developing business plans has been brought forward so Committees have an earlier opportunity to comment on draft plans. This will be the last opportunity for Cabinet Committees to formally consider draft plans before approval by Cabinet in March 2013.
- 3.3 It is important to note at this early stage the draft plans are not intended to capture all the planned activity for the forthcoming year and it has not been possible to include detailed financial information as the 2013/14 budget has not yet been approved by County Council. The plans, therefore, have some incomplete sections which require further development and refinement but following feedback from the Cabinet Committee, the responsible Corporate Directors, Directors and Cabinet Members will address this during January.
- 3.4 In February, the plans will be submitted to the Policy and Strategic Relationships team for formal quality assurance which will focus on ensuring consistency between plans and in particular cross-cutting links to support transformation programmes and organisational priorities. A letter outlining the quality assurance feedback will be sent to directors to allow them a further opportunity to reflect before the submission of the final business plans to Cabinet for approval by Key Decision in March 2013.
- 3.5 The approved plans will go live and be published online in April 2013.

4. An Iterative Process

- 4.1 The 2013/14 business plans are the starting point for future development and will be refined and improved each year as part of an iterative annual process. As the plans progress through 2013/14 the synergy between business planning and the performance and risk management cycles will improve. In turn this will make the 2014/15 business planning easier as processes and reporting are embedded and become more consistent and complementary.
- 4.2 The new Section G in the plan will help to establish a clear recognition of how different service divisions link with corporate support services to achieve shared objectives across the business. The aim of this is to enable services to plan ahead and manage capacity effectively with limited resources. This will also be important to identify cross-cutting links across the business plans, particularly identifying complementary and conflicting activity, to reduce the limitations of working in silos.
- 4.3 The findings from the quality assurance and auditing of the business planning process for 2013/14 will be taken into account to update the process for 2014/15. This will include updating any documentation and refreshing the supporting management guide to further aid the effective development of business plans in the future.

5. Recommendations

5.1 The Communities Cabinet Committee is asked to:

- a) Note the Directorate Risk Register set out in Appendix A.
- b) Comment on the draft performance indicators in Section F of the draft business plans in Appendices B, C & D and discuss which areas of performance the Committee would most like to focus on in 2013/14.
- c) Consider and comment on the substantive draft business plans set out in Appendices B, C & D.

Appendices:

Appendix A: Customer & Communities Directorate Risk Register

Appendix B: Communications & Engagement Draft Business Plan 2013/14

Appendix C: Customer Services Draft Business Plan 2013/14

Appendix D: Service Improvement Draft Business Plan 2013/14

Background Documents

N/A.

Contacts:

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Customer & Communities Risk Register

January 2013

SUMMARY RISK PROFILE

Low = 1-6 Medium = 8-15 High = 16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating
1	Reduction or cessation of external funding, grants and partner contributions / funding levels to support additional responsibilities	20	12
2	Reduction in fee income as a result of economic downturn or increased competition	16	12
3	Implementation of the Troubled Families multi-agency Programme	12	4
4	Delivery and embedding of the KCC-wide Customer Service Strategy	16	8
5	Transformation of services involving new service models	8	3
6	Information Management (Security & Sharing)	9	4

Risk ID	CC01	Risk Title	Reduction or cessation of external funding, grants and partner contributions / funding levels to support additional responsibilities			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact
Several services across the directorate rely on external funding and grants, including partner contributions		Greater than planned for reduction or cessation of external funding, grants and partner contributions.	Insufficient budget or major overspend.	Directorate Management Team	Very Likely (5)	Serious (4)
		Dehypotheication of grants means the directorate loses track of reductions.			Target Residual Likelihood Likely (4)	Target Residual Impact Significant (3)
Control Title					Control Owner	
Lobbying takes place for continuation of funding at local and national level as appropriate					Directorate Management Team	
Exit Strategies prepared as appropriate					Directorate Management Team	
Development of flexible cost base i.e. reduction of fixed costs					Directorate Management Team	
Routine budget monitoring and early identification of risks					Directorate Management Team	
Regular meetings, MOU's negotiated for longer terms					Directorate Management Team	
Action Title			Action Owner		Planned Completion Date	
Integrated Youth Service to focus on community based remand management approaches to reduce potential impact from transfer of funding liability for remand management from Youth Justice Board to the Local Authority.			Asst Head of Integrated Youth Services (Youth Offending)		Ongoing (review Apr 13)	
Ensure transitional funding arrangements from public health and clinical commissioning groups are able to sustain investment in substance misuse services.			Head of Commissioned Services		Ongoing (review Oct 13)	
Work with Arts Council and the arts sector to develop alternative management models and strategies for inward investment in Kent			Head of Culture and Sport		March 2013	
Attract filming in Kent through managing location requests, permits, Kent Development fund, to grow and maintain the <i>Kent Production Guide</i> .			Head of Culture and Sport		March 2014	
Formalise relationship with the new National Trading Standards Board and national Tactical Tasking and Coordination group. Negotiate projects and secure contracts/funding.			Head of Regulatory Services Group		March 2014	
Working with partners through the Future Library Strategy to create local volunteering capacity to support library service delivery			Service Improvement Programme Manager		March 2014	
Agree a 10 point plan for joint working between KCC and the Arts council to ensure Kent receives maximum backing.			Head of Culture and Sport.		March 2014	
Support and contribute to the Kent customer Service Group (Joint Kent Chiefs) to drive forward collaboration and joint investment.			Head of Service Customer Relationship		March 2014	
Lever funding into sports, arts and culture in Kent			Head of Culture and Sport		March 2014	
Countryside Management Partnerships - build a partnership model of funding with district councils and for other public and private sector organizations to lever in £9 for every £1			Head of Regulatory Services Group		March 2014	

invested by KCC.		
Lever in funding to enhance the Public Rights of Way network	PRoW and Access Manager	March 2014

Risk ID	CC02	Risk Title	Reduction in fee income as a result of economic downturn or increased competition		
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood
Several services across the directorate rely on the generation of fee income to "balance their books".		Fee income sources reduce e.g. as a result of the economic downturn or increased competition	Additional efficiency savings would need to be found from the relevant service(s) and / or other parts of the directorate.	Directorate Management Team	Likely (4)
					Target Residual Likelihood
					Likely (4)
					Current Impact
					Serious (4)
					Target Residual Impact
					Significant (3)
Control Title				Control Owner	
Monitoring and controls on provision for fee returns				Directorate Management Team	
Evaluation of Marketing strategies				Heads of Services	
Mechanisms for varying costs in response to variations in income				Directorate Management Team	
Regular activity monitoring highlights potential issues				Directorate Management Team	
Action Title		Action Owner		Planned Completion Date	
Pilot new pricing strategy in Community Learning & Skills service to increase business		Commercial Development Manager		Sept 13	
Increase fee income from adult education programmes from those who can afford to pay		Head of Adult Learning		March 2014	
Produce site master plans for key Country Parks to ensure that development and income generating efforts are best targeted		Head of Country Parks		February 2014	
Extend income generation projects and opportunities at Country Parks		Head of Country Parks		March 2014	
Develop income opportunities for Contact Point		Contact Point Operations Manager		March 2014	
Review and reset Marketing / Sales function in Community Learning & Skills service to support commercial development		Commercial Development Manager		January 2014	
Look to increase new income generating opportunities and drive down costs within Countryside Management		Head of Regulatory Services		March 2014	
Review of Libraries, Registration and Archives income strategy (including Bexley model)		Head of Libraries, Registrations and Archives		December 2013	
Review of Integrated Youth Services Outdoor Education offering – investigate opportunities relating to expansion of services offered.		Asst Head of Integrated Youth Service (Youth Work)		March 2014	

Risk ID	CC03	Risk Title	Implementation of the Troubled Families multi-agency Programme			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact
The government is committed to working with local authorities and their partners to help 120,000 troubled families in England turn their lives around by 2015.		Specific targets set by Govt are not met within the 3-year time period.	Potential waste / duplication of resources.	Director of Service Improvement	Possible (3)	Serious (4)
The Troubled Families Programme in Kent aims to turn around the lives of over 2,500 of the most troubled families across the County.			Reputational damage to KCC.		Target Residual Likelihood	Target Residual Impact
					Unlikely (2)	Moderate (2)
Control Title					Control Owner	
Proactive management utilising the financial and operational performance frameworks.					Head of Business Transformation & Programmes	
Robust Programme Management including multi-agency Steering Group					Head of Business Transformation & Programmes	
Regular oversight from Budget Programme Board					Corporate Director Finance & Procurement	
Staff employed from a mix of central and local organisations					Head of Business Transformation & Programmes	
Action Title			Action Owner		Planned Completion Date	
Development of local partnerships			Head of Business Transformation & Partnerships		Ongoing – (March 2013 review)	
Ensure the year 2 cohort of families is identified, prioritized and engaged to deliver the Programme benefits.			Head of Business Transformation & Partnerships		March 2014	
Ensure multi-agency workshops have taken place to promote service transformation and redesign			Head of Business Transformation & Partnerships		March 2014	
To begin the Programme analysis and submit outcome reports to the DCLG and submit claims for Payment by Results to the Dept for Communities & Local Govt.			Head of Business Transformation & Partnerships		March 2014	
Make sport and arts offer available for use in work with Troubled Families.			Head of Sport and Culture		March 2014	

Risk ID	CC04	Risk Title	Delivering and embedding the KCC-wide Customer Service Strategy			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact
The Customer Services Strategy is a key KCC wide strategy led by the Customer Services division on behalf of KCC.		Insufficient organisation-wide engagement with the delivery and embedding of the Strategy.	Expected savings from improved customer service, including the 'channel shift' agenda not delivered in full.	On behalf of the Corporate Management Team (CMT):	Likely (4)	Serious (4)
As well as a number of benefits, there are significant savings attached to successful achievement.				Director of Customer Services	Target Residual Likelihood Unlikely (2)	Target Residual Impact Serious (4)
Control Title					Control Owner	
Leadership and scrutiny from the Corporate Management Team, Budget Programme Board and Performance & Evaluation Board					Corporate Management Team	
Customer Services Group (involving senior officers from across the Authority) provides oversight.					Director of Customer Services	
Clear deliverables for the organisation are set out as part of the business planning process					Director of Customer Services	
Funding secured for KCC web renewal, Customer Relationship Management system etc.					Director of Customer Services	
Communications Plan in place					Head of Service - Customer Relationship	
Capital funding secured to support key ICT elements of the Strategy					Director of ICT / Director of Communications & Engagement	
Web renewal initiative agreed					Director of Communications & Engagement	
Action Title			Action Owner		Planned Completion Date	
Bid for capital funding to cover web renewal, CRM etc.			Head of Service – Customer Relationship		March 2013	
Establish the underpinning Quality framework for the Customer Services strategy, implementation and performance in collaboration with Business Strategy & Support Directorate, including a corporate solution for corporate service feedback.			Head of Service Customer Relationships		November 2013	
Produce and action Phase 2 of the Customer Service strategy Communication Plan.			Quality and Assurance Manager / Head of Internal Communications		June 2013	
Develop skills and competence within the Customer relationships team			Head of Service - Customer Relationship		March 2014	
Embed the online based Catapult system (idea generation) to capture improvement ideas from all front line teams.			Process Change Programme Manager		Pilot underway in Contact Centre. Wider roll out autumn 2013	
Develop and maintain Gateway delivery partnerships within KCC and with external public sector partners.			Operations Manager Gateway		March 2014	
Customer Services Training for all staff			Head of Service - Customer Relationship		February 2013 onwards	

Risk ID	CC05	Risk Title	Transformation of services involving new service models			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact
Services within the directorate (e.g. Libraries, Youth Services) are undergoing significant change, involving the movement to new models of service delivery.		Potential disjointed, inconsistent, unsustainable or non-strategic mix of services and delivery vehicles.	Potential reduction in services or the quality of such services thereby causing reputational issues for the Authority.	Director of Customer Services / Director of Service Improvement	Unlikely (2)	Serious (4)
		Commissioned services do not deliver as expected			Target Residual Likelihood	Target Residual Impact
					V. Unlikely (1)	Significant (3)
Control Title					Control Owner	
Clear frameworks for decision-making are established and set by services for local boards					Relevant Heads of Services	
Continual engagement with the public and partners at a local level.					Relevant Heads of Services	
Regular interface with Locality Boards through the Design Process.					Relevant Heads of Services	
Oversight by Programme Board involving relevant Cabinet Member and Corporate Director					Corporate Director Customer & Communities	
Future Library Services Steering Group in place to monitor all risks with input from Communication, Consultation & Engagement, HR, Legal and Property Services teams					Head of Libraries, Registration & Archives	
Regular meetings of locality vice chairs and community engagement officers					Head of Business Transformation & Programmes	
Action Title			Action Owner		Planned Completion Date	
Planned review of current approach in Libraries May - Aug 2013			Head of Libraries, Registration & Archives		September 2013	
Develop appropriate decision making process, consultation and improvement plan within Libraries.			Head of Libraries, Registration & Archives		March 2014	
Future Library Strategy (FLS) actions: Continued programme of engagement and discussions with communities and potential partners. Consider process of Right to Challenge/expression of interest window.			Head of Libraries, Registration & Archives		March 2014	
New Youth Work Providers to undergo quality assurance visits by Integrated Youth Services (IYS) Officers within first six months of delivery			Asst Head of Integrated Youth Services (Youth Work)		July 2013	
Review of new IYS service delivery model 12 months after implementation			Head of Integrated Youth Services		January 2014	
Implement new revised framework for Contact Point/Contact Centre service model and performance indicators.			Head of Service – Customer Relationship		March 2014	
Develop future service delivery model for Gateway by identifying operating options, future funding and partnerships across Kent			Operations Manager – Gateway		March 2014	
Work with partners to develop multi-agency hubs incorporating libraries e.g. Swanley and Herne Bay			Head of Libraries, Registration & Archives		March 2014	
Integrated Youth Services to play an integral role in the roll out and delivery of a county-			Head of Integrated Youth Services		July 2013	

wide Kent Integrated Adolescent Support Service (KIASS) – review and report on the models of working with KIASS and assess opportunity for greater collaboration		
Develop the CLS 'Enterprise Unit' (social enterprise business model) and governance options in preparation for a member decision on future service delivery / commissioning	Head of Community Learning & Skills	By March 2014
Drive the opportunity to create a partnership model that will enable the externalization of Kent Supported Employment (KSE)	Head of Commissioned Services	December 2013

Risk ID	CC06	Risk Title	Information Management (Security & Sharing)			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact
In some services personal details of individual service users needs to be held (e.g. Supporting People, Contact Point), or other sensitive information e.g. contracts. Information will also need to be shared appropriately to enable effective joint working. New initiatives such as Troubled Families require appropriate processes to be devised or aligned with new responsibilities		Poor data security leads to personal information being lost or stolen.	Potential threat to individuals.	Directorate Management Team	Possible (3)	Significant (3)
		Failure to appropriately share information, either with other internal functions, or external agencies / partners.	Reputational damage for KCC. Fine or other action from the Information Commissioners' Office.		Target Residual Likelihood Unlikely (2)	Target Residual Impact Moderate (2)
Control Title				Control Owner		
KCC Data security information and advice promoted				Directorate Management Team		
Adherence to Kent & Medway Information Sharing Protocol				Asst Head of Integrated Youth Services		
Nominated Caldicott Guardian for the directorate				Director of Service Improvement		
Standard Operating Procedure (SOP) devised and agreed by KCC Legal Services				Head of Business Transformation & Programmes		
Laptop and memory stick encryption in high risk areas				Directorate Management Team		
Secure email addresses used for youth justice related emails and for multi-agency exchanges (i.e. Troubled Families Programme)				Director of Service Improvement		
Action Title			Action Owner		Planned Completion Date	
Cooperation with work led by KCC Records Manager regarding compilation of Information Asset Register and identification of Information Asset Owners across the directorate			Heads of Services		March 2013	
Ensure sign off for draft Standard (SOP) for Troubled Families Programme, an agreed protocol for the appropriate sharing of data.			Director of Service Improvement		February 2013	
Targeted review of encrypted devices within the directorate			TBC		TBC	

Divisional Business Plan 2013-14 (Draft)

Directorate Name: Customer and Communities

Division/Business Unit Name: Communications and Engagement

Communications and Engagement Service Business Plan

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EXECUTIVE SUMMARY:
Cabinet Portfolio: Mike Hill
Responsible Corporate Director: Amanda Honey
Responsible Director: Matt Burrows
Head(s) of Service: Marcus Chrysostomou, Paula Rixon and Steve Charman
Gross Expenditure: £5.0 Million (TBC)
FTE: 64

External Communications

External Communications is the area of the division that deals with the council's public reputation – ensuring residents are informed about services and how to access them, and promoting and defending KCC's reputation in the public domain. It is split into the following teams:

Digital Services

Digital Services is the team responsible for KCC's online presence – from maintaining and managing the council website to social media such as twitter and facebook accounts. It ensures easy access to services for the public and quick, easy navigation around the website with strong, clear content.

It also runs the council's mobile website, operates and maintains the KNet intranet system, offers digital training to KCC staff/Members and works closely with customer services to support channel shift and customer access online.

Press Office

The Press Office is responsible for promoting and defending KCC's reputation in the national, trade and regional media. It provides a proactive service, with press officers allocated to each directorate, as well as a reactive service – organising interviews in response to media bids and ensuring key messages and detailed briefings are provided to members and Officers.

It also provides annual media training and a daily roundup of relevant news items to all staff and elected Members.

Campaigns and Marketing

The campaigns team has two core roles. Firstly, it provides the lead for all corporate campaigns – those which are agreed organisational priorities such as a reputation campaign (value for money), Kent Jobs (apprenticeships), Grow for It (economic growth) and Changing Futures (fostering).

It also provides support to services for their own marketing needs – ensuring services have advice and resource to run behaviour change campaigns and other marketing strategies to encourage take-up of services.

All campaigns are based on a business need, and are professionally evaluated to measure success against business objectives.

Account Management

Each service is allocated an Account Manager to forward plan, act as point of contact for services and develop tailored communications solutions to day to day service issues.

Account Managers are effectively the head of communications for an individual directorate – they manage PR agencies on behalf of services, offer strategic advice and attend management team meetings to embed themselves within the service – all the while ensuring KCC's corporate communications priorities and brand values are reflected in each project.

Brand and Design

The brand team is KCC's in-house design studio. All council design work must go through this team to ensure consistency of style and artwork, ensuring all KCC services are appropriately branded to ensure maximum impact and recognition with the target audience. It also acts as the guardian for the KCC brand.

Internal Communications

Internal Communications is a corporate function. It is there to communicate corporate messages to staff via regular channels such as KMail and All Points Bulletins, and encourage organisational culture change to support transformation.

It ensures staff have easy access to information about services and policies (via KNet), and offers limited support to service teams in their own internal communications.

Consultation and Analysis

Advises on and delivers consultations, which support robust decision making processes across all KCC directorates. The team has the responsibility for embedding the approved corporate approach to consultations, ensuring that they are inclusive and meet all current legal requirements.

Dependent on risk the unit will provide advice and guidance for KCC units to carry out approved consultations, or deliver the consultation as a whole package on behalf of a KCC unit.

Community Engagement

Provides clear channels into the community for KCC to engage with Kent residents, and supports the development and ongoing operations of Locality Boards. Engagement increases the opportunity for KCC services and Members to interact with Kent residents and their representatives – via engagement forums, social media and other channels.

Equality and Diversity

The equalities team is KCC's corporate resource to ensure all council decisions take into account the impact they will have on resident or service user groups. It offers advice and guidance to all departments on meeting equalities legislation, and – via training - works to ensure a culture of inclusive decision making that reflects the needs and the potential impacts on resident groups.

All communications activity is themed to support the three core aims of bold steps, two of which are supported with prolonged publicity campaigns and the third of which is highlighted in the council's annual budget consultation on resident priorities.

Putting Residents in Control

- As well as regular communication around public feedback, the division operates all high-profile consultations, and advises on many more besides.
- The engagement team ensures residents have a meaningful voice in service decisions, taking issues and consultations out to the community
- Via community engagement we also ensure local Members are briefed and have access to public meetings, events and local forums to stay in touch with local perceptions and priorities.
- A single, central framework for engagement and consultation is critical to ensuring the council listens to resident views and takes them into account as part of the decision-making process.

Growing the Economy

- As a key Bold Steps theme, economic growth media stories are regularly prioritised and supported with press conferences, publications, articles and media coverage to raise the profile of this key priority.
- The communications team also account manages Grow For It – the council's £250,000 inward investment campaign to lever new businesses into the county and support the growth of existing businesses.
- Communications operates Kent Jobs for Kent Young People - the campaign aimed at increasing the number of apprentices in the county.
- Regular business channels are also being put in place in 2013 to ensure direct communication to businesses electronically and via other channels.
- The communications team also prioritises other areas of work within KCC that contribute to growing the economy.

Tackling disadvantage

- As a key Bold Steps theme, tackling disadvantage media stories are regularly prioritised and supported with press conferences, publications, articles and media coverage to raise the profile of this key priority.
- The fostering and adoption campaigns have delivered a significant increase in enquiries about becoming a foster carer or adoptive parent, and continue to support the business aim of the directorate.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

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

PRIORITY 1: Driving resident satisfaction		DESCRIPTION OF PRIORITY: To provide high quality communication and information to Kent taxpayers		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Deliver a reputation campaign (provisionally Serving Kent, Serving You) to raise satisfaction levels and public awareness of services/Value for Money perceptions			
1.1	Creation of core communications channels for largest audiences – motorists, parents, taxpayers, young people, older people and businesses	Hollie Snelson	April 13	March 14
1.2	Branding/messaging to be placed on vehicles, production of an A-Z and supporting service literature etc	Hollie Snelson	April 13	March 14
2	Deliver a bi-annual resident satisfaction survey and a quarterly perception tracker for Corporate Board – informing communications and supporting policy development			
2.1	Bi-annual resident satisfaction survey	Marcus Chrysostomou	April 13	March 14
2.2	Quarterly perception tracker	Marcus Chrysostomou	April 13	March 14
3	Develop a working design studio to support all KCC design and manage the visual identity			
3.1	Make sure the right team and procedures are in place to deliver service	Julian Scott	April 13	March 14

4	Create a single KCC brand, ensuring our services are recognisable, creatively presented, reflect KCC key messages and are accessible to the public			
4.1	To include a tone of voice, style guide, and visual design guidelines to ensure KCC presents a single, consistent, customer friendly voice	Julian Scott	April 13	March 14
5	Develop a professional photo library to support the studio			
5.1	Purchase software and hardware to ensure a useable photo library resource is developed and maintained	Julian Scott	April 13	March 14
6	Redesign kent.gov.uk			
6.1	Increasing transactions, user experience, usability and satisfaction	Tracey Gleeson	April 13	March 14
6.2	Increase the satisfaction levels of the website from 51% to 70%	Tracey Gleeson	April 13	March 14
7	Deliver a mobile digital platform, allowing customers to access the site via smart phones and complete top task transactions			
7.1	Customers to access the site via smart phones and complete top task transactions	Tracey Gleeson	April 13	March 14
8	Deliver social media guidance			
8.1	Roll out full training to KCC services to help them understand social media	Tracey Gleeson	April 13	March 14
KEY MILESTONES				DATE (month/year)
A	Delivery of A-Z to the public.			May 2013?
B	Delivery of Bi-annual satisfaction survey			Aug 2013
C	Reporting back on quarterly perception tracker			Quarterly
D	Re-design of Kent.gov and deliver a mobile digital platform			
RE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 2: Delivering corporate campaigns		DESCRIPTION OF PRIORITY: To deliver campaigns to support the corporate business priorities set out in Bold Steps – primarily on economic growth and tackling disadvantage – with evaluation		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
9	Launch and complete a targeted/evaluated campaign to support the Bold Steps key themes of Growing the Economy (including Kent Jobs for Kent Young People) with the aim of increasing satisfaction among businesses			
9.1	Support the Bold Steps key themes of Growing the Economy (including Kent Jobs for Kent Young People)	Hollie Snelson	April 13	March 14
9.2	Support the Bold Steps aim of Tackling Disadvantage aimed at recruiting foster carers and adoptive parents, reducing KCC cost on agency placements	Hollie Snelson	April 13	March 14
9.3	Bring all activity into a single business-focussed campaign highlighting and getting the message to Kent businesses	Hollie Snelson	April 13	March 14
10	Deliver a reputation campaign (provisionally Serving Kent, Serving You) to raise satisfaction levels and public awareness of services/Value for Money perceptions.			
10.1	Creation of core communications channels for largest audiences – motorists, parents, taxpayers, young people, older people and businesses	Hollie Snelson	April 13	March 14
KEY MILESTONES				DATE (month/year)
A	Launch of reputation campaign			?
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 3: Delivering marketing and communications support to services		DESCRIPTION OF PRIORITY: To provide support services via an account-led, agency approach, ensuring communications is forward-planned and well targeted.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
11	Restructure team to ensure fit-for-purpose service that supports both corporate centre (campaigns and PR) and services (Campaigns, PR and marketing)			
11.1	Deliver a proactive, client-based planning and delivery service for departments	Matt Burrows/Marcus Chrysostomou	April 13	March 14
12	Work with service areas to draft a communications strategy which ensures they communicate effectively with their audiences and target groups, and reflects KCC values (in the brand pack			
12.1	Recommend and implement a communications plan for each service which supports KCC reputation and is measurable	Marcus Chrysostomou	April 13	March 14
12.2	Set up a system to ensure directors, heads of service and Cabinet Members are all involved in monitoring communications plans.	Marcus Chrysostomou	April 13	March 14
12.3	Deliver internal marketing on behalf of Communications so that staff and Members know how the service works and who to contact.	Marcus Chrysostomou	April 13	March 14
KEY MILESTONES				DATE (month/year)
A	The delivery of signed off communication strategies and plans for the appropriate service areas			May 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 4: Promoting and protecting media reputation		DESCRIPTION OF PRIORITY: Ensuring 80% of coverage is positive/neutral; day to day media reaction; ensuring all media calls are responded to within 24 hours, crisis management as required.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
13	Promote Kent County Council's media reputation			
13.1	Place at least 10 positive mentions in the national media each month reflecting the core theme areas of economic growth and tackling disadvantage	Lucy Majin	April 13	March 14
13.2	Maintain 80% positive/neutral coverage over the financial year in regional media	Lucy Majin	April 13	March 14
14	Develop a newsroom environment in the press office			
14.1	Put in place daily opportunities and a forward plan of local and national opportunities	Lucy Majin	April 13	March 14
15	Deliver media training			
15.1	Deliver training annually to Cabinet members and CMT	Lucy Majin	April 13	March 14
KEY MILESTONES				DATE (month/year)
A	That media coverage is maintained at 80% positive/neutral over the financial year in regional media			March 2014
B	That all Cabinet and other appropriate Members receive media training			March 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 5: Delivering consistent information to staff and driving up the % of staff advocates		DESCRIPTION OF PRIORITY: To ensure well timed, consistent information to KCC staff about decisions, Bold Steps progress and other organisational changes, with the aim of driving up the % of staff who feel well informed/are advocates of KCC		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
16	Develop a staff engagement campaign			
16.1	Run a single staff engagement campaign to improve staff engagement	Paula Rixon	April 13	March 14
17	Develop internal channels			
17.1	Develop a forward plan of internal communications activity to support CMT and cascade information to staff	Paula Rixon	April 13	March 14
18	Redevelop KNet			
18.1	Ensure a fit for purpose intranet for staff, with clear corporate information	Paula Rixon	April 13	March 14
KEY MILESTONES				DATE (month/year)
A	Develop and produce materials to support 'Because of you' engagement campaign launch			Jan 2013
B	Produce functional specification for ongoing KNet development			Mar 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	CMT / Corporate Board to agree KNet vision		No	

PRIORITY 6: Consultation & Analysis		DESCRIPTION OF PRIORITY: Embed a centralised approach to consultations		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
19	Embed a single, council wide approach to KCC consultations			
19.1	Increase operational knowledge of the centralised consultation process through briefing sessions and presentations to management teams	Steve Charman	April 2013	March 14
19.2	Maintain a 12 month forward plan of all high risk consultations	Steve Charman	April 2013	March 14
19.3	Regular Attendance at appropriate management meetings to highlight process	Steve Charman	April 2013	March 14
19.4	Working with L&D to incorporate this area of work into Kent Manager	Steve Charman	April 2013	March 14
KEY MILESTONES				DATE (month/year)
A	Ensure online guidance to staff is up-to-date and reflects best practice at all times			May 2013
B	Forward plan of all Key decisions put together			April 2013
C	Quarterly attendance at DMT			May 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 7: Consultation & Analysis		DESCRIPTION OF PRIORITY: Ensure KCC consultations are robust		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
20	Ensure KCC consultations are robust			
20.1	Ensure all consultations have a signed off Consultation Plan before activity begins	Steve Charman	April 2013	March 14
20.2	Ensuring consultations are planned effectively to allow for effective and timely analysis	Steve Charman	April 2013	March 14
20.3	Increase audit and data gathering on the Equality and Diversity of Consultees	Steve Charman	April 2013	March 14
20.4	Develop relationship with Governance and Law to ensure advice is robust and consistent from both teams.	Steve Charman	April 2013	March 14
20.5	Report to both DMT and CMT on a quarterly basis on consultation assurance levels, and impact of Judicial reviews	Steve Charman	April 2013	March 14
KEY MILESTONES				DATE (month/year)
A	Agree consultation planning template with CMT to enable lower risk consultations to be planned more quickly and effectively, thus releasing time to focus on higher risk consultations			
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 8: Consultation & Analysis		DESCRIPTION OF PRIORITY: Ensure consultations are effectively promoted to Kent residents and those who are impacted		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
21	Ensure consultations are effectively promoted to Kent residents and those who are impacted			
21.1	Continue to build up the list of engaged residents with whom we can consult and are keen to be consulted with	Steve Charman	April 2013	March 14
21.2	Ensure that any impact assessment is used effectively by KCC services and the Consultation team in planning consultations to ensure impacted residents have the opportunity have their say.	Steve Charman	April 2013	March 14
21.3	Develop online methods to promote KCC consultations, and ensure we always have a variety of feedback systems in place	Steve Charman	April 2013	March 14
21.4	Work effectively with KCC engagement team to ensure effective use of all direct resident opportunities to promote consultations	Steve Charman	April 2013	March 14
21.5	Consultation documentation issued to Consultees provides a description of the process and how the views and opinions gathered will influence the final decision	Steve Charman	April 2013	March 14
KEY MILESTONES				DATE (month/year)
A				
B				
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 9: Equality and Diversity		DESCRIPTION OF PRIORITY: Ensuring our Public Sector Equalities Duties (PSED) continued to be met		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
22	Ensuring our Public Sector Equalities Duties (PSED) continued to be met			
22.1	Annual Report on Equality and Diversity	Akua Agyepong	April 2013	March 14
22.2	Reviewing and establishing governance arrangements that are fit for purpose	Akua Agyepong	April 2013	March 14
22.3	Embedding ownership of Equalities within each directorate	Akua Agyepong	April 2013	March 14
22.4	Reporting on a quarterly basis, including measurement against how the Council is performing against the Equality Objectives, how the Council is performing in relation to breaches of the Equality Act and complaints made in relation to this, and how many policies/key decisions etc were implemented with/without an EqIA	Akua Agyepong	April 2013	March 14
KEY MILESTONES				DATE (month/year)
A	Annual Report produced by January 2014			
B	Council wide Equalities group established for an initial 12 month trial period			
C	Reporting on a quarterly basis			
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 10: Equality and Diversity		DESCRIPTION OF PRIORITY: Deliver advice and guidance to service teams		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
23	Deliver Equalities and Diversity advice and guidance to service teams			
23.1	Attend appropriate management meetings to promote	Steve Charman	April 2013	March 14
23.2	Briefing sessions delivered focusing on impact and responsibilities for each directorate on PSED	Akua Agyepong	April 2013	March 14
23.3	Online guidance notes for managers refreshed regularly	Akua Agyepong	April 2013	March 14
23.4	Work with L&D to link area of work into Kent Manager effectively	Akua Agyepong	April 2013	March 14
23.5	Develop equalities training specifically for staff handling complaints on behalf of KCC	Akua Agyepong	April 2013	March 14
KEY MILESTONES				DATE (month/year)
A				
B				
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 11: Community Engagement		DESCRIPTION OF PRIORITY: Giving taxpayers a meaningful voice		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
24	Giving taxpayers a meaningful voice			
24.1	Create an annual programme of “Your community, your decision” based on the popular ‘You Decide events’	Steve Charman	April 2013	March 14
24.2	Setting up 12 social media networks for each district and twitter accounts for each CEO	Steve Charman	April 2013	March 14
24.3	Revise format to include Hot topic issues chosen by residents	Steve Charman	April 2013	March 14
24.4	Provide public briefings, presentations, sharing information via word of mouth and local networks and promote a positive corporate message. Ensuring that where we have listened to residents, we feedback to them in the same way	Steve Charman	April 2013	March 14
KEY MILESTONES				DATE (month/year)
A	Trial Facebook Pages established			June 2013
B	First ‘Your Community, Your Decision’ event taking place			July 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	N/A			

PRIORITY 12: Community Engagement		DESCRIPTION OF PRIORITY: Providing support to Members & Locality Boards		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
25	Providing support to Members & Locality Boards			
25.1	Providing senior officer support to each Locality Board	Steve Charman	April 2013	March 14
25.2	Organising forward agenda setting, briefings and liaising with key officers from districts and KCC	Steve Charman	April 2013	March 14
25.3	Ensuring appropriate information is available through local dashboards, and support is given from directorates on topics of discussion at Locality Boards	Steve Charman	April 2013	March 14
25.4	Ensuring that Locality Boards undertake effective community engagement with local residents and that residents are informed of the decisions that are made.	Steve Charman	April 2013	March 14
25.5	Working with members to successfully manage and allocate the Grants grant schemes available to them	Steve Charman	April 2013	March 14
25.6	To ensure that each CEO has a process for briefing district Members on meetings and issues that will be of importance to them.	Steve Charman	April 2013	March 14
KEY MILESTONES				DATE (month/year)
A				
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1				

PRIORITY 13: Community Engagement		DESCRIPTION OF PRIORITY: Ensuring consistent, meaningful engagement which meets best practice		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
26	Ensuring consistent, meaningful engagement which meets best practice			
26.1	Development of a core offer of support to be offered to all council services	Steve Charman	April 2013	March 14
26.2	Allocating service representatives to each directorate	Steve Charman	April 2013	March 14
26.3	Development of 'How To' guide on Engagement for staff, stakeholders & Members	Steve Charman	April 2013	March 14
26.4	Development of 'KCC Engagement Guide' for residents for how KCC will engage with residents in the digital era	Steve Charman	April 2013	March 14
26.5	Update the e-database of stakeholder contacts – broken down for each district, broken into audiences that match the Communications profiles	Steve Charman	April 2013	March 14
KEY MILESTONES				DATE (month/year)
A				
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1				

PRIORITY 14: Divisional standards maintained		DESCRIPTION OF PRIORITY: Ensuring consistent standards for staff and effective service to all departments		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
27	Complete Kent Manager			
27.1	Ensure all applicable staff complete Kent Manager programme	Matt Burrows	April 2013	March 14
27.2				
27.3				
27.4				
27.5				
KEY MILESTONES				DATE (month/year)
A	Kent Manager completed for all staff			
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1				

SECTION D: FINANCIAL AND HUMAN RESOURCES

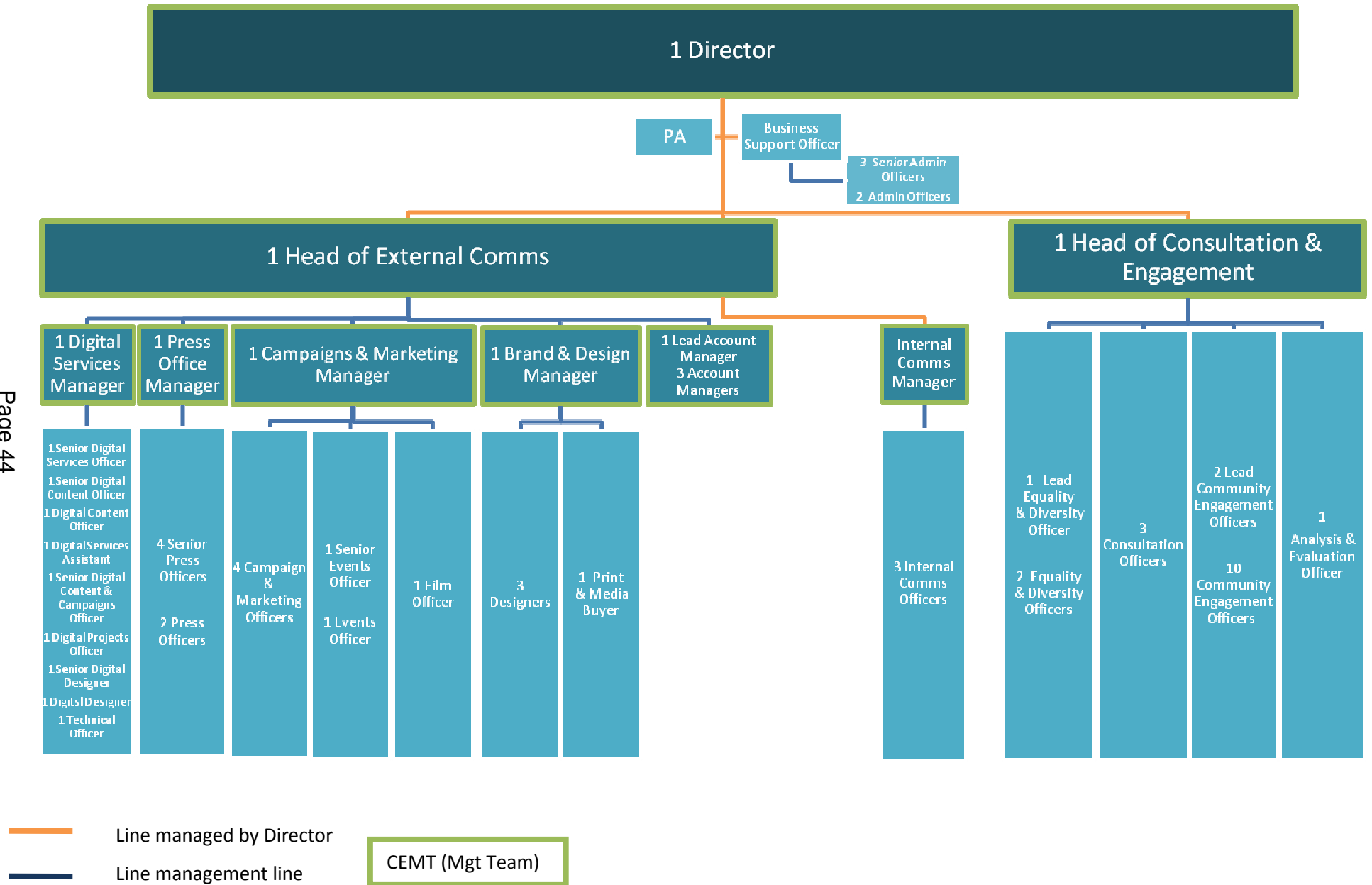
For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
Internal Communications	Paula Rixon							
External Communications	Marcus Chrysostomou							
Consultation and Engagement	Steve Charman							

HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
64	66	Appointment of two fix term post to deliver work on behalf of other directorates

Communications and Engagement Service Structure

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SECTION E: RISK & BUSINESS CONTINUITY

RISKS	
RISKS	MITIGATION
Breach of "Purdah" rules brings KCC into disrepute by promoting elected members in pre-election period.	A clear protocol exists in Communications Dept. Protocols exist to remove Members from KCC publicity in the run-up to an election. Notices are placed in buildings prior to elections.
There is a risk that Officers and Staff will fail to follow the Centralised consultation process	Continued briefing to all staff of this process, and reporting of non-compliance and risks to consultation to DMT/CMT
Members, Managers and staff do not engage with equality impact analysis or take advantage of development and training activities.	Ensure the project plan is followed and risks to delivery highlighted early. Reports to DMT/Corporate Board as appropriate.
Equalities and Consultation resource capacity is not sufficient to support KCC through change and the anticipated workload in 2014	Highlighting capacity issues within the organisation at an early stage to ensure adequate resource is in place for mid 2014. Business Partners also made aware of issues and pressures in Team.
Account management function does not deliver service as required.	Continued monitoring by head of external communications and client feedback.
Services do not keep to the council-wide approach for branding and communications.	Sign off and support from CMT and Corporate Board. On-going monitoring by External Communications.
There is a risk of downtime for the website when the existing support contract ends in March 2013, and also with the ongoing technical problems experienced in ICT.	Ad-hoc support being sought while we redevelop the website. Options for managing existing technical problems are sought from ICT.
The new website is not live by the end of 2013 due to resource issues or technical problems.	There will be regular meetings with ICT, third party suppliers, Communications and Customer Services to ensure there is continuous communication throughout the programme so that risks

BUISNESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Response to emergency or high profile incident – Kent Highways Service	N/A - communications activity will not manage disruption, only mitigate it	Keep the public updated via the website and social media channels of circumstances and actions
Any major incident or high risk activity – External Communications	Maximum seven days	Press officer contact numbers for out of hours contact and ability to work from home Keep broadcast and print media aware of circumstances and actions
Major incident that affects staff and requires emergency communication – Internal Communications	N/A	Emergency team in place within 2 hours. Contact numbers for all ICO's, emergency communications contacts, plus members of CMT and Corporate Board

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

Table for PERFORMANCE indicators measurable on a quarterly basis by financial year

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
Place at least 10 positive mentions in the national media each month reflecting the core theme areas of economic growth and tackling disadvantage							
Maintain 80% positive/neutral coverage over the financial year in regional media							
Increase the satisfaction levels of the website from 51% to 70%							

Table for PERFORMANCE indicators measurable annually by financial year

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
Place at least 10 positive mentions in the national media each month reflecting the core theme areas of economic growth and tackling disadvantage					
Maintain 80% positive/neutral coverage over the financial year in regional media					
Increase the satisfaction levels of the website from 51% to 70%					

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
Education Learning and Skills - Launch and complete a targeted/evaluated campaign to support the Bold Steps key theme of Growing the Economy (including Kent Jobs for Kent Young People) with the aim of increasing satisfaction among businesses		
Families and Social Care - Launch and deliver a targeted/evaluated campaign to support the Bold Steps aim of Tackling Disadvantage aimed at recruiting foster carers and adoptive parents, reducing KCC cost on agency placements		
Customer and Communities and Business Strategy and Support - Deliver a reputation campaign (provisionally Serving Kent, Serving You) to raise satisfaction levels and public awareness of services/VFM perceptions.		
Key Consultations (such as Budget 14/15) – Will be imperative to have close working relationship with service for whom we are supporting through consultation. In particular, the support of Finance with the Budget Consultation.		
Law and Governance – Support through legal guidance around consultations		
Service Improvement (SI) – Corporate responsibility for Locality Boards sits with SI, and we need to continue the close working relationship with each other to further develop locality boards.		
BSS - Policy Team: To help identify through business plans forthcoming key decisions to enable us to support services on Equalities and Consultation issues.		

Divisional Business Plan 2013-14 (Draft)

Directorate Name: Customer and Communities

Division/Business Unit Name: Customer Services

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EXECUTIVE SUMMARY:	
Cabinet Portfolio:	Mike Hill – Cabinet Member for Customer and Communities
Responsible Corporate Director :	Amanda Honey
Responsible Director:	Des Crilley
Head(s) of Service:	Cath Anley Ian Forward Chris Hespe Jane Kendal Mike Overbeke
Gross Expenditure:	
FTE:	1312.3

SECTION A: ROLE/PURPOSE OF FUNCTION

Libraries, Registration and Archives (LRA) (Cath Anley)

We work with all the people of Kent to deliver library, registration and archive services that support local people throughout their lives. Our services are open to everyone, but also targeted to help those who most need our offer. Through our services, people improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties.

Culture and Sport (CS) (Chris Hespe)

Our purpose is to support and drive the development of sport and physical activity, arts and culture, film production and the provision of high quality country parks across the county. We deliver these through building active partnerships and alliances, providing strategic leadership for the sectors, leveraging funding into the County and supporting each sector in generating economic activity for Kent.

Community Learning and Skills (CLS) (Ian Forward)

This unit is funded entirely via a range of annually awarded Skills Funding Agency (SFA) and Education Funding Agency (EFA) contracts plus fee income. Our purpose is to provide learning for adults, young people and families to meet their needs for skills for work, personal development and wellbeing. We actively promote learning throughout life in support of economic growth and prosperity, to help adults adapt to the ever - changing world of work, enjoy life and make a positive contribution to their community.

Customer Relationship Team (CRT) (Jane Kendal)

We seek to build relationships within KCC and beyond to add value and benefits to the people of Kent so as to put the citizen in control; tackle disadvantage and help the economy grow. We act as a critical friend, providing expertise and positive challenge to develop new and common standards for customer service in Kent.

Regulatory Services Group (RSG) (Mike Overbeke)

Delivering a wide range of high profile popular frontline services; Coroners, Public Rights of Way & Access, Explore Kent, Countryside Management Partnerships, Trading Standards and Kent Scientific Services. The diversity of these services come together in delivering common goals of supporting and protecting legitimate Kent business; supporting the rural economy by promoting and protecting access to the countryside and coast; supporting a healthy workforce through improved walking, riding and cycling opportunities and combating underage smoking and alcohol abuse; protecting the vulnerable from rogue traders and delivering a wide range of environmental improvements and educational opportunities to the wider community.

Help the economy grow

- **Reading and literacy** - Supporting economic recovery by helping people develop a key life skill that employers describe as essential for employees in 95% of UK based jobs¹.
- **Information, digital inclusion and active citizenship** - Supporting economic recovery by helping people develop digital literacy skills, essential in virtually all working lives.
- **Bringing people together** - Supporting economic recovery by encouraging volunteering, and the development of new models of public service delivery in partnership with local people.
- **Culture and Sport** - Kent will increasingly be identified both nationally and internationally as a cultural and sporting destination, attracting new visitors, enhancing the cultural regeneration brought on by Turner Contemporary and supporting thriving cultural and sporting sectors. We will deliver a high rate of new economic growth within the culture and sport sectors but also more broadly across other key sectors of the Kent economy.
- **2012 Legacy** - We will deliver a successful legacy for Kent from the 2012 London Olympic Games and Cultural Olympiad.
- **Learning Partnership** - Taking a lead role in establishing a Community Learning Trust in Kent as one of 15 National pilots to develop new collaborative partnerships to improve coherence in learning and skills.
- **Going Digital** - supporting the national programme, encouraging use of IT in customer transactions, supporting e-commerce for SMEs.
- **Developing Enterprise** - Establishing Community Learning and Skills as an 'Enterprise Unit' with potential to become a viable high-quality external provider in a strategic commissioning model for future service delivery.
- **Countryside Network** - Improve and develop the Public Rights of Way Network enabling better access to the Countryside; Kent's thriving £100million equine industry through route development and cycling interests.
- **Explore Kent** - Promote Kent's unique Countryside to residents and tourists supporting Kent's £3.2 billion tourist industry.
- **Protecting and supporting local businesses** - Supporting legitimate businesses to develop and market their goods/services and protecting them from unfair competition. Protecting Kent farming and tourist economy from disastrous disease outbreak.

Put the citizen in control

- **Reading and literacy** - Helping people to make links in their communities, sharing reading experiences; helping them broaden their knowledge base through reading and learning.
- **Information, digital inclusion and active citizenship** - Shifting more transactions online, supporting people to engage with public agencies and helping them to develop the skills to access information and services through online channels.
- **Bringing people together** - Developing community ties through a range of opportunities and experiences; growing skills and capacity to take community action; and acting as a hub for the dissemination of local information.
- **Participation** - Inspiring more residents, young people and adults to actively participate in sport, physical activity, arts and music opportunities.

¹ Literacy Changes Lives; a summary of the impact of reading on individuals, communities and the nation (National Literacy Trust 2008) states that 'over 95% of all jobs in the UK require employees to be able to read'.

- **Skills Acquisition** - Promote the acquisition of skills for employment; promoting a culture of life long learning; supporting individual and family well being.
- **Customer Journey** - Improving the customer journey through targeted investment creating the opportunity for customer to self serve and to reduce costs.
- **Countryside work programme** - Grow community involvement in the identification of work programmes.
- **Volunteers and Countryside Access** - Empowering, training and equipping 300 volunteers to carry out low level maintenance work; Deliver the volunteer connect project.
- **Walking, riding and cycling for all** - Bringing together all information about walking riding and cycling in Explore Kent; and encouraging residents to take advantage of the educational and recreational offer at Country Parks.
- **Citizens Advice** – In close partnership with Citizens Advice Bureaux; working to understand the current needs of local people and providing tools and information.
- **Trading Standards “Standards”** - Review and develop customer journeys and identify improvements to the customer experience.

Tackle disadvantage

- **Gateways and public agencies** - Promote the preventative agenda through cross-boundary partnership with key public/private agencies; delivering solutions through collaboration, targeting the most complex social needs; and to generate income opportunities
- **Reading and literacy** - Helping to raise children’s confidence and aspirations at the beginning of their learning life.
- **Information, digital inclusion and active citizenship** - Providing access to broadband connectivity and computer hardware for those who do not have access elsewhere and helping them to become active citizens.
- **Bringing people together** - Helping people to develop a sense of pride in their community through access to their shared history
- **One Front Desk** - Setup a single customer response to customer enquiries for KCC regardless of customers’ channel of choice.
- **Kent Social Fund** - Support the implementation and delivery of Kent Social Fund assessment service.
- **“Work Ready Programme”** - Contribute to the 14 -24 Strategy and Integrated Adolescent Support Services through a new ‘Work-Ready’ delivery model for vocational training for young people at risk of becoming NEET.
- **Countryside & Public Health** - Promote positive health outcomes for at risk groups, identifying communities most likely to be at risk.
- **Countryside and the Elderly** - Negotiate with landowners to improve our network enabling the elderly and less mobile to access and enjoy the countryside.
- **Countryside and Offenders** - Work with the Probation Service to increase the use of community payback “volunteers” in the delivery of maintenance work.
- **Vulnerable residents** - Develop preventative measures to protect vulnerable residents from consumer fraud in their own homes.
- **Sport, Physical Activity and Culture** - Promote activity as a means to address health inequality, develop confidence and community pride and address crime and disorder.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

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

PRIORITY 1: Productivity		DESCRIPTION OF PRIORITY: Channel Shift. Integrated ways of working. Enterprise, commerciality, agility.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Channel Shift			
1.1.1	LRA – Update and improve our ICT to ensure efficiency a) Review of Registration and Archives ICT Systems to support self-service b) Review options to deliver automated telephone library loan renewals a) LRA to investigate possibility of channel shift customers from phone to automated calls or web	Diane Chilmaid	April 13	March 14
1.1.2	CLS – Develop and implement a digital strategy to achieve a further channel shift to online transactions	Terry Botfield / Service Marketing Manager (To be appointed Jan 13)	April 13	March 14
1.1.3	CLS – Achieve step-change in online transactions and secure efficiencies derived from new Unit-E business system	Ian Forward	April 13	December 13
1.1.4	CRT – Embed the use of <i>customer insight</i> /toolkit/ techniques to support service re-design.	Peter Brook	April 13	March 14
1.1.5	CRT – Develop and improve existing Microsoft	Chris Smith / Tim Watts	April 13	March 14

	Dynamics CRM system by creating a front desk via CRM that brings together KCC transaction and general information from all customer channels into one place.			
1.1.6	CRT – Launch new 0300 number for Contact Centre. Develop the use of IVR to support customer enquiries and reduce cost.	Chris Smith	April 13	March 14
1.1.7	CRT – Develop call handling, Automatic Call Distributor and Interactive Voice Response system integration with Customer Relationship Management.	Tim Watts	April 13	March 14
1.1.8	RSG – Establish second line support to enable more involved / complex enquiries to be dealt with without disrupting operational activity. Seek to increase channel shift to online reporting.	Graham Rusling	April 13	March 14
2	Integrated Ways Of Working			
1.2.9	LRA – Roll out the final phase of LRA integration	Cath Anley	April 13	March 14
1.2.10	CRT – Gateway Programme: C Phase 2 Gateway programme - Herne Bay and Swanley. Develop service model proposals for remaining projects Dartford and Shepway.	Stephen Meades	April 13	March 14
1.2.11	CRT – Develop future service delivery model for Gateway by identifying operating options, future funding and partnerships across Kent.	Stephen Meades	April 13	March 14
1.2.12	CRT – Establish the underpinning Quality Framework for Customer Service Strategy implementation and performance in collaboration with BSS, including the corporate solution for Corporate Customer Feedback.	Pascale Blackburn-Clarke	April 13	March 14
1.2.13	RSG – Further develop Countryside Access Management System to enable effective reporting by customers and volunteers. Tying in reporting with procurement work.	Ian Baugh	April 13	March 14

1.2.14	RSG – Explore the deployment of in field mobile technology to improve officer efficiency. Implement the restructure business proposals.	Graham Rusling & Mark Rolfe & Richard Strawson	April 13	March 14
3	Enterprise, Commerciality and Agility			
1.3.15	LRA – Review of LRA income strategy (including Bexley model)	Cath Anley	April 13	December 13
1.3.16	CS – Increase attendances at Country Parks beyond 2012/13 levels, thereby reducing the net cost of the service per head of population.	Clare Saunders, Amanda Dunk	April 13	March 14
1.3.17	CS – Secure at least five Green Flag awards for Country Parks.	Clare Saunders, Amanda Dunk	August 13	August 13
1.3.18	CS – Extend the public offer at Country Parks.	Clare Saunders, Amanda Dunk, Stephanie Holt	April 13	March 14
1.3.19	CS – In conjunction with ESD and the creative industries, attract to Kent creative workspaces.	Tony Witton	April 13	March 14
1.3.20	CLS – Review and reset CLS Quality and performance arrangements (Including the assessment of teaching) to meet changing Ofsted requirements and Skills Funding Agency / Education Funding Agency performance measures.	Performance and Planning manager (To be appointed Jan 13)	April 13	November 13
1.3.21	CLS – Review and reset Marketing / Sales function to support commercial development.	Terence Botfield	April 13	January 14
1.3.22	CLS – Increase fee income (adult education programmes) from those who can afford it	Caroline Polley	April 13	March 14
4.3.23	CLS – Develop and implement a marketing plan increasing employer engagement, in “Work Ready” and apprenticeship programmes.	Service Marketing Manager (To be appointed Jan 2013)	April 13	July 13
1.3.24	CRT – Identify and support savings and customer improvements as a result of process change.	Peter Brook	April 13	March 14
KEY MILESTONES				DATE (month/year)

1.25	LRA – Review of Registration and Archives ICT Systems to support self-service completed and appropriate action plan in place. (ref: 1.1.1)	March 14
1.26	CLS – Produce Digital Strategy Plan for further channel shift online. (ref: 1.1.2)	July 13
1.27	CRT – Introduce IVR appropriate to customer needs and business tolerance Implement 0300 numbering for Contact Centre. (ref: 1.1.6)	April 13 June 13
1.28	CRT – Build Contract awarded for Herne bay and Swanley. (ref: 1.2.10)	September 13
1.29	CRT – Implement centralised feedback process. (ref: 1.2.12)	April 13
1.30	RSG – Undertake review of new service delivery model and monitoring against agreed service delivery standards. (ref: 1.2.14)	September 13
1.31	CLS – Consult staff on changes to Sales/Marketing teams. (ref: 1.3.12)	May 13
1.32	LRA – Review of LRA income strategy (including Bexley model) completed and appropriate action plan in place. (ref: 1.3.15)	December 13
1.33	CLS – Review Common Inspection Framework, Self Assessment and ‘short notice’ Inspection requirements. Produce recommendations and plans. (ref: 1.3.20)	May 13
1.34	CLS – Complete planning and preparation for ‘short-notice’ Ofsted Inspection. (ref: 1.3.20)	May 13
1.35	CLS – Pilot new pricing strategy to increase business and income from those who can afford to pay. (ref:1.3.22)	September 13
1.36	CLS – Review/evaluate first year of Club 60, produce and implement second stage rollout. (ref: 1.3.22)	December 13
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1.37	LRA – Review of ICT systems (ref: 1.1.1 and 1.25)	No
1.38	CRT – 0300 numbering for KCC – new public and operational telephone numbering scheme (Unified Communications) (ref: 1.1.6 and 1.27)	No
1.39	CRT – Authority to enter into agreements. Proposals for Dartford and Shepway Gateway service options (ref: 1.2.10)	No
1.40	LRA – Review of LRA income strategy (including Bexley model) (ref: 1.3.15 and 1.32)	No

PRIORITY 2: Prevention	DESCRIPTION OF PRIORITY: Troubled families. Older people (e.g. lifelong learning, community networks). Preventative public health agenda &
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		physical activity. Review, remodel, rebalance, targeted, intelligence led services.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Troubled Families			
2.1.1	LRA – Develop-roll out a model to use birth registration to signpost people to available support	Sheila Golden	April 13	March 14
2.1.2	CS – Make sport and arts offer available for use in work with troubled families.	Chris Hespe	April 13	March 14
2	Older People (e.g. Lifelong learning, community networks)			
2.2.3	LRA – Working with Health to develop services to support people with dementia and their carers	Gill Bromley	April 13	March 14
2.2.4	CRT – Ghurkha Settlement Fund – To provide support for servicing and ex-serving Ghurkha soldiers and their families, settling in the UK.	Stephen Meades	April 13	March 14
2.2.5	RSG – Identify, and provide support to vulnerable consumers to protect them from financial abuse	Mark Rolfe	April 13	March 14
1.2.6	RSG – Identify resources which can be redirected to meet the challenge of an increasing older population with the resulting increase in vulnerability to scams and rogue trading.	Mark Rolfe & Richard Strawson	April 13	March 14
3	Preventative Public Health Agenda and Physical Activity			
2.3.7	LRA – Enable people to have easy access to information on how to lead independent healthy lives	Christel Pobgee	April 13	March 14
2.3.8	CS – Engage with the emerging Public Health structures to explore fully the opportunities for sound procurement for successful outcomes in physical activity; including re-launching the Active Kent Campaign with the	Kevin Day	April 13	March 14

	Directorate of Public Health.			
2.3.9	RSG – Work with schools and volunteers promoting physical activity through volunteering work. (Countryside Management Partnership)	Kate Phillips	April 13	March 14
2.3.10	RSG – Inform service delivery priorities in PROW and Access Service, through identification of communities suffering health inequalities (NICE guidelines) and other social detriment.	Ian Baugh	April 13	August 13
2.3.11	RSG – Protect the public’s rights to access Kent’s countryside through the delivery of statutory service for 42% of Kent’s highway network in accordance with published priorities.	Graham Rusling	April 13	March 14
4	Review, Remodel, Rebalance			
2.4.12	CRT – Social Fund – Implementation of a common assessment process for Kent	Chris Smith	April 13	March 14
2.4.13	CRT – One Front Desk – Establish a common standard of response to customer enquiries regardless of the channel by which the customer accesses KCC.	Stephen Meades	April 13	March 14
2.4.14	RSG – Develop detailed proposal for transfer of Coroners Officers (currently 16 FTE) from Kent Police to KCC, including future funding.	Giles Adey	April 13	July 13
5	Targeted, Intelligence Led Services			
2.5.15	RSG – Target campaigns involving the voluntary sector / service users to secure greater levels of landowner compliance	Graham Rusling	April 13	March 14
2.5.16	RSG – Target activity to ensure that the Kent economy is not adversely affected by any spread of animal disease in farmed animals.	Mark Rolfe	April 13	March 14
2.5.17	RSG – Target Activity to ensure dangerous goods are stored safely and are not supplied to consumers.	Richard Strawson	April 13	March 14

KEY MILESTONES		DATE (month/year)
2.18	LRA – Implement model to use birth registration to signpost people to available support. (ref: 2.1.1)	March 14
2.19	CRT – Develop/commission local 3rd sector infrastructure and language training provision. (ref: 2.2.4)	December 13
2.20	RSG – Undertake research using MOSAIC to identify future areas of increasing older population with a view to directing resources. (ref: 1.2.6)	June 13
2.21	CRT – Launch Social Fund. (ref: 2.4.11)	April 13
2.22	CRT – Launch approach to one front desk. (ref: 2.4.12)	January 14
2.23	RSG – Intelligence targeted market surveillance programme aimed at detecting dangerous goods. (ref: 2.5.16)	April 13
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
2.24	CRT – One Front-Desk – consistent style and quality of customer services and behaviour across all KCC operations. (ref: 2.4.12 and 2.22)	No

PRIORITY 3: Procurement		DESCRIPTION OF PRIORITY: ICT System renewal. Supporting a commissioning authority. CLS commercialised model.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	ICT System Renewal			
3.1.1	LRA – Review and re-procurement of Library Management System (LMS) and review of Registration, Records Management and Archives ICT systems: a)LMS – procurement through SELMS consortium b)Review Records Management c)Review of Archives Management system d)Review of RSS (Registration) e) Review of CARA (Registration)	Diane Chilmaid	April 13	March 14
3.1.2	CRT – Customer Journey Programme - Deliver the key aims of the CS Business Case, and ICT infrastructure investment. Ensure this delivers an effective platform for Customer Service improvement.	Peter Brook	April 13	March 14
3.1.3	CRT – Corporate customer Feedback solution	Pascale Blackburn-Clarke	April 13	June 13
2	Supporting a Commissioning Authority			
3.2.4	CLS – Develop the CLS ‘Enterprise Unit’ (social enterprise business model) and governance options in preparation for a member decision on future service delivery/commissioning.	Ian Forward	April 13	March 14
3.2.5	RSG – Complete procurement of vegetation clearance, general works, and larger engineering works contracts. (PROW & Access)	Graham Rusling	April 13	December 13
3	CLS Commercialised Model			
3.3.6	CLS – Develop shadow Profit & Loss accounting with financial analysis revealing contribution and cross subsidies of all elements of provision	Funding and Finance Manager (to be appointed Jan 13)	April 13	December 13

	portfolio.			
3.3.7	CLS – Review performance profiles for Skills and prioritise improvement objectives	Mark Easton	April 13	August 13
3.3.8	CLS – Review performance profiles for Adult Learning and prioritise improvement objectives	Caroline Polley	April 13	August 13
KEY MILESTONES				DATE (month/year)
3.9	LRA – Procurement of LMS through SELMS complete. (ref: 3.1.1)			March 14
3.10	LRA – Review of Archives, RSS, CARA, Records Management Systems completed and appropriate action plan in place. (ref: 3.1.1)			March 14
3.11	CRT – Implement ICT infrastructure for customer services improvement. (ref: 3.1.2)			March 14
3.12	RSG – PROW & Access vegetation clearance contracts operational and general works approved list and tendering arrangements complete. (ref: 3.2.5)			May 13
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
3.13	LRA – Procurement of LMS, Registration, Records Management and Archive ICT systems. (ref: 3.1.1, 3.9 and 3.10)		No	
3.14	CRT – Further ICT Infrastructure investment – improved governance, pooled revenue and ongoing capital investment plan. (ref: 3.1.2 and 3.11)		No	
3.15	CLS – Decision to consult on an option to externalise CLS depending on the outcome of options appraisal and review. (March 2014 or in following year 2014-15). (ref: 3.2.4)		No	

PRIORITY 4: People		DESCRIPTION OF PRIORITY: Customer experience – you said, we did. Reducing dependency, helping people help themselves (self service). Volunteering legacy. Coherence – working together to promote quality of life in Kent		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Customer Experience – you said, we did			
4.1.1	LRA – Ensuring the new customer feedback processes are responsive to local need	Alyn Thomas	April 13	March 14
4.1.2	CRT – Customer feedback – Create one system for KCC capturing Customer feedback: Ombudsman complaints; Freedom of Information Requests; Environment Investigation Agency Requests and Data Protection Requests.	Pascale Blackburn-Clarke	April 13	March 14
4.1.3	CRT – Embed GovMetric process at the front desk and use the evaluation to improve services.	Chris Smith/ Stephen Meades	April 13	March 14
4.1.4	CRT – Bring together all existing customer data in one account to improve the way we serve customers.	Peter Brook	April 13	June 14
4.1.5	CRT – Develop “One resident – One Online Account”.	Tim Watts	April 13	March 14
4.1.6	CRT – Working with HR to deliver Customer Service Training for all KCC staff	Jane Kendal	April 13	March 14
4.1.7	CRT – Build customer service standards in preparation for assessment against the Customer Excellence Standard (iCSE).	Jane Kendal	April 13	March 14
4.1.8	CRT – Produce and action Phase 2 of the Customer Service Strategy communication Plan	Pascale Blackburn-Clarke	April 13	February 14
4.1.9	RSG – Review customer journeys and working with Service Improvement, identify improvements to customer experience.	Graham Rusling/Richard Strawson	April 13	March 14
2	Reducing Dependency			

4.2.10	CLS – Develop and promote the new Work-Ready vocational programme for 16-24 year olds.	Mark Easton	April 13	December 13
4.2.11	RSG – Undertake a programme of targeted enforcement activity to protect vulnerable people.	Mark Rolfe	April 13	March 14
3	Helping People Help Themselves (Self Service)			
4.3.12	LRA – Supporting digital literacy and assisted digital services in line with Central Governments move to “Digital by Default” in 2015	Christel Pobgee	April 13	March 14
4.3.13	CRT – Develop and introduce mobile Web forms	Tim Watts	April 13	February 14
4.3.14	CRT – Develop and introduce Web chat channel	Tim Watts	April 13	February 14
4	Volunteering Legacy			
4.4.15	LRA – Review LRA volunteering programme and fully exploit the “involve” volunteering model widening to benefit Registration Services	Diane Chilmaid	April 13	March 14
4.4.16	CS – Create a plan to support and develop volunteering in Kent.	Chris Hespe, Stephanie Holt	April 13	March 14
4.4.17	RSG – Look to establish a rigorous system of network inspection (meeting statutory defence against third party claims) using volunteers.	Graham Rusling	April 13	March 14
4.4.18	RSG – Grow greater community involvement in the identification of work programmes particularly through liaison with Parish Councils.	Graham Rusling	April 13	March 14
5	Coherence – Working Together To Promote Quality Of Life In Kent			
4.5.19	LRA – Develop local history and archives services from KHLC and out into communities bringing people together through a shared understanding of our past.	Gill Bromley	April 13	March 14
4.5.20	CS – Create a Kent package to attract performing arts companies to be based in	Tony Witton	June 13	March 14

	Kent.			
4.5.21	CS – Plan with partners and hold the Sainsbury’s School Games, including East/West School Games, and plan for the Kent School Games 2014.	Kevin Day	June 13	March 14
4.5.22	CS – Manage the delivery of the Strategic Framework for Sport in Kent and the Kent Cultural Strategy ensuring full effect across public health, community safety and community pride.	Kevin Day, Tony Witton	April 13	March 14
4.5.23	CS – Work with ELS to procure a provider for music services across Kent for 2014/15.	Chris Hespe, Tony Witton	May 13	February 14
KEY MILESTONES				DATE (month/year)
4.24	CRT – Implement new customer feedback system. (ref: 4.1.2)			September 13
4.25	CRT – Implement customer service training for all KCC staff. (ref: 4.1.6)			March 14
4.26	CRT – Membership of the Institute of Customer Service Excellence. (ref: 4.1.7)			April 13
4.27	RSG – Introduce changes to improve customer service. (ref: 4.1.9)			December 13
4.28	LRA – Decision about re-tendering of volunteering model. (ref: 4.4.15)			September 13
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
4.29	LRA – Tender for volunteer contract. (ref: 4.4.15 and 4.28)		No	

PRIORITY 5: Partnership		DESCRIPTION OF PRIORITY: Future Library Services. Working with partners. Package of support to SMEs. Devolve and involve. Building capacity in VCS sector.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Future Library Services			
5.1.1	LRA – Working with partners through FLS to create local volunteering capacity to support library service delivery	Service Improvement Programme Manager	April 13	March 14
2	Working With Partners			
5.2.2	LRA – Develop multi-agency hubs incorporating libraries e.g. Swanley and Herne Bay	Service Improvement Programme Manager	April 13	March 14
5.2.3	CS – Support, as appropriate, an East Kent bid for UK City of Culture 2017.	Tony Witton	March 2013	March 14
5.2.4	CS – Plan for, and launch, the Kent Year of the Arts 2014 and deliver the Kent Youth Arts Festival 2014.	Tony Witton	January 14	March 14
5.2.5	CS – Build and utilise the Kent Cultural Network for enhancing the cultural offer within the County.	Tony Witton	April 13	March 14
5.2.6	CS – Agree a 10-point plan for joint working between KCC and the Arts Council to ensure Kent receives maximum backing.	Tony Witton/Chris Hespe	May 13	May 14
5.2.7	CS – Manage the Arts Investment Fund and relationship with Turner Contemporary ensuring a continued strength in the cultural sector.	Tony Witton	April 13	September 13
5.2.8	CS – Manage the work of the County Sports Partnership and Sport England's Legacy Programmes and the Government's Youth Sport Strategy.	Kevin Day	April 13	March 14
5.2.9	CS – Work to deliver legacy from the London 2012 Olympic and Paralympic Games.	Chris Hespe, Stephanie Holt	April 13	March 14
5.2.10	CLS – Develop collaborative partnerships with	Mark Easton	December 13	March 14

	providers for Youth Contract, Skills Conditionality, Work Programme Job Centre Plus and other stakeholders to engage young people on benefits.			
5.2.11	CRT – Embed the online based Catapult system (idea generation) to capture improvement ideas from all front line teams	Ed Austin	April 13	March 14
5.2.12	CRT – Support and contribute in the Kent Customer Service group (Joint Kent Chiefs) to drive forward collaboration and joint investment	Jane Kendal	April 13	March 14
5.2.13	CRT – Develop strategic alliances beyond Kent’s borders with other public and private sector partners to develop seamless high quality experiences for our customers.	Peter Brook	April 13	March 14
5.2.14	CRT – Develop and maintain Gateway delivery partnerships within KCC and with external public sector partners.	Stephen Meades	April 13	March 14
5.2.15	RSG – Build a partnership model of funding with district councils and other public and private sector organisations to lever in £9 for every £1 invested by KCC.	Kate Phillips	April 13	March 14
5.2.16	RSG – Evaluate and deliver new partnership delivery models.	Graham Rusling	April 13	March 14
5.2.17	RSG – Work with Natural England to support the delivery of new England’s Coastal National Trail through Kent.	Graham Rusling	April 13	March 14
5.2.18	RSG – Develop close partnership working with the Citizens Advice Bureau to help identify service priorities and deliver a more co-ordinated approach to consumer protection and advice	Ian Baugh	April 13	March 14
5.2.19	CS – Attract filming in Kent through managing location requests, filming permits, the Kent Development fund and grow and maintain the Kent Production Guide.	Gabrielle Lindemann	April 13	March 14

3	Package Of Support To SMEs			
5.3.20	LRA – Promote Business Information Services to SMEs through joint working with providers of other SME targeted services	Christel Pobgee	April 13	March 14
5.3.21	RSG – Provide Business advice both proactively and reactively to local companies.	Mark Rolfe	April 13	March 14
4	Devolve And Involve			
5.4.22	CLS – Build collaborative partnerships with selected secondary schools for early intervention for young people at risk	Mark Easton	December 13	March 14
5.4.23	RSG – Work with Public Health to maximise impact of the Explore Kent Partnership promoting positive health outcomes for ‘at risk’ groups	Ian Baugh	April 13	March 14
5.4.24	RSG – Roll out the Kent Community Alcohol Partnership (KCAP) using innovative community led toolkit developed in 2012	Richard Strawson	April 13	March 14
5	Building Capacity In VCS Sector			
5.5.25	CLS – Develop the CLS lead provider role in establishing the Kent Community Learning Trust within the National Pilot	Caroline Polley (with Karla Philips)	April 13	March 14
5.5.26	CLS – Develop and pilot learning activities to support priorities agreed by the membership of the pilot Community Learning Trust	Susannah Ireland	April 13	March 14
5.5.27	RSG – Build more volunteer worker capacity in the PROW and Access Service.	Ian Baugh	April 13	March 14
KEY MILESTONES				DATE (month/year)
5.28	LRA – Working with partners through FLS to create local volunteering capacity to support library service delivery. (ref: 5.1.1)			March 14
5.29	CRT – Launch and promote CATAPULT. (ref: 5.2.11)			April 13
5.30	RSG – Report establishing the alignment of the National Coastal Access Trail in Kent (Ramsgate to Dungeness) receives Ministerial approval 2013. (ref: 5.2.17)			March 14
5.31	RSG – KCAP Business accreditation expanded to include Retail of Alcohol Standards Group members. (ref: 5.4.24)			October 13

ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
5.32	LRA – Working with partners to develop Gateways incorporating libraries e.g. Swanley and Herne Bay. (ref: 5.2.2)	No

PRIORITY 6: Policy & Financial Challenges		DESCRIPTION OF PRIORITY: From control to flexibility – new models of delivery. Freedom from process to be agile, enterprising and innovative. Supporting others to achieve MTFP savings. Welfare reform.		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	From Control To Flexibility – New Models Of Delivery			
6.1.1	LRA – Continue Future Library Service (FLS) Programme. Develop appropriate decision making processes, consultation and implementation plans.	Cath Anley	April 13	March 14 and beyond
6.1.2	LRA – Review registration business and planning rationalisation of Registration premises (MARI) a) Review the Registration property portfolio b) Review options for future delivery of ceremonies across Kent c) Develop a strategy to explore partnerships with both the private and public sectors to deliver services	Cath Anley/ Service Improvement Programme Manager	April 13	March 14
6.1.3	CRT – Contact Point Performance Framework – Undertake a review of practice within the service; propose new performance indicators to be the Performance Evaluation Board and Customer and Communities Cabinet.	Chris Smith	April 13	March 14
6.1.4	CRT – Review KCC Complaints Policy in line with revised process and design corporate approach.	Pascale Blackburn-Clarke	April 13	November 13
6.1.5	RSG – Publish the Countryside Access Improvement Plan (CAIP) 2013-17	Graham Rusling & Ian Baugh	April 13	May 13
6.1.6	RSG – Formalise relationship with new National Trading Standards Board and National Tactical Tasking and Coordination Group. Negotiate projects and secure contracts/ funding.	Mark Rolfe	April 13	March 14
2	Freedom Of Process To Be Agile			

6.2.7	CRT – Through journey mapping, savings and customer improvements, introduce opportunities for new technologies to improve access and cut transactional cost.	Peter Brook	April 13	March 14
3	Enterprising and Innovative			
6.3.8	CS – Lever funding into sports, arts and culture in Kent.	Tony Witton / Kevin Day / Stephanie Holt	April 13	March 14
6.3.9	CS – Generate and maximise inward investment for Kent from filming activity.	Gabrielle Lindemann	April 13	March 14
6.3.10	CS – Produce site master plans for key Country Parks to ensure that development and income generating efforts are best targeted.	Clare Saunders, Amanda Dunk, Stephanie Holt	April 13	February 14
6.3.11	CS – Extend income generation projects and opportunities at Country Parks.	Clare Saunders, Amanda Dunk, Stephanie Holt	April 13	March 14
6.3.12	CLS – With Officers in ELS produce recommendations and draft proposal to extend the 14-24 Strategy to include an Adult Learning Strategy for Kent.	Karla Phillips / Ian Forward	April 13	August 13
6.3.13	CLS – Secure assistance from NIACE and LEAFA (national bodies) to engage with members KCC officers and FE Colleges/ other providers to determine key objectives and priorities	Ian Forward	May 13	December 13
6.3.14	CRT – Attract external income – Develop income opportunities for Contact Point. <ul style="list-style-type: none"> • Deliver against the Citizen Advice Consumer Helpline contract; • Implement the new Social Fund commission. 	Chris Smith	April 13	March 14
6.3.15	RSG – Investigate future options for KSS, its commercial viability and partnership options with Hampshire County Council.	Mike Overbeke	April 13	November 13
4	Supporting Others To Achieve MTFP Savings			
6.4.16	RSG – Lever in funding to enhance PROW network	Graham Rusling & CAIP Officers	April 13	March 14
5	Welfare Reform			

6.5.17	LRA – Support digital literacy and access to ICT for people seeking benefits - LRA to support digital literacy and access to ICT for people seeking benefits	Christel Pobgee	April 13	March 14
KEY MILESTONES				DATE (month/year)
6.18	LRA – FLS actions: <ul style="list-style-type: none">• Early Adopter projects – feasibility, consultation and implementation of viable projects• Continue programme of engagement and discussions with communities and potential partners• Consider process and timing for Right to Challenge Expression of Interest Window• Review of FLS approach (ref: 6.1.1)			April 13 – March 14 April 13 – March 14 May – July 13 May – August 13
6.19	LRA – Review of registration business and planning rationalisation of Registration premises (MARI) completed and action plan in place. (ref: 6.1.2)			March 14
6.20	CRT – Policy rewritten and formally approved and adopted for the centralisation of customer feedback. (ref: 6.1.4)			November 13
6.21	RSG – Approval of statutory Countryside Access Improvement Plan by County Council Cabinet. (ref: 6.1.5)			May 13
6.22	CRT – Social Fund contract secured and launched. (ref: 6.3.14)			March 14
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
6.23	LRA – Future Libraries Services implementation programme. (ref: 6.1.1 and 6.18)			No
6.24	LRA – Review of registration business and planning rationalisation of Registration premises (MARI) (ref: 6.1.2 and 6.19)			No
6.25	CRT – Approved and adopted Complaints policy. (ref: 6.1.4 and 6.20)			No
6.26	RSG – Adoption of Country Access Improvement Plan and policies established in appendix 1 of CAIP. (ref: 6.1.5 and 6.21)			Yes
6.27	CLS – Decision to consult on and adopt an Adult Learning and Skills strategy for Kent. (ref: 6.3.12)			No

SECTION D: FINANCIAL AND HUMAN RESOURCES

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
Libraries, Registration & Archives	Cath Anley	£	£	£	£	£	£	£
Culture and Sport	Chris Hespe							
Community Learning and Skills	Ian Forward							
Customer Relationship Unit	Jane Kendal							
Regulatory Services	Mike Overbeke							

Kevin Tilson to provide input

HUMAN RESOURCES			
Services	FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
Libraries, Registration & Archives	492.63	487.13	Integration review, new staffing structure in place on 22 April 2013
Culture and Sport	80	80	
Community Learning and Skills	363.17	345.00	Planned reductions to meet anticipated National funding changes.
Customer Relationship Team	238.5	248.5	Right sizing budget to maximise performance to support process redesign and channel shift initiatives, leading to efficiencies
Regulatory Services	138	138	

SECTION E: RISK & BUSINESS CONTINUITY	
RISKS	
RISKS	MITIGATION
Failing to manage customer facing-services, public expectation and community engagement through a period of rapid change.	Effective communication ensuring stakeholders are kept informed and that opportunities for public involvement continue to grow.
Failure to deliver the future library service, community engagement, PR, and saving targets within the given timeframe.	Steering Group setup to monitor all risks with input from CCE, HR, Legal, Procurement and property services. Regular meeting of locality vice chairs and community engagement officers.
Significant increase in costs to capital projects.	Robust risk management processes overseen by project boards with regular briefings to senior managers and Cabinet Member.
Ash Dieback spreading across Country Parks, causing public concern and potential costs to the service from tree felling.	Position to be monitored and clear messages given to the public on consequences. Financial implications to be considered fully.
Failure to achieve an Olympic legacy for Kent and KCC.	KCC Olympic Legacy Plan to be produced and managed.
Reduction in income from external sources to both KCC and partners organisations.	Develop new revenue streams and continue to drive down costs.
Dip in performance (success rates) triggers Ofsted inspection producing an 'Improvement Required' rating (New rating replaces 'satisfactory').	Performance monitoring & management. Use of improvement targets and selective risk management. Review of QI systems post CIF and Ofsted changes. Benchmarking within sector.
Directorates (including staff within them) do not engage sufficiently with the delivery and embedding of the Customer Service Strategy.	On-going communications plan to build on early awareness raising; effective training leading to culture change and provision of practical tools to support managers with service redesign.
The successful delivery of projects within the CS implementation plan are heavily dependant on ICT supporting business cases for continued investment in technical infrastructure; providing technical and delivery support within agreed timescales to realise savings.	Bid for capital funding to cover web renewal, CRM etc. Clear programme management between CRT and ICT. ICT need to ensure that the scope of the entire programme can be accommodated.
Due to the limited control KCC has over Coroners there is a long term risk of budgetary overspends.	Early warning system is in place to advise of possible long inquests and budget is amended to reflect this risk.
Localism agenda leads to a disjointed non-strategic mix of services and delivery vehicles.	Clear frameworks for decision making are established and set by services for local boards.

Reputational, statutory risks and health and safety risks from failure to deliver PROW and services. (See detailed risk register).	Work programmes and network condition are prioritised based on volunteer and customer reports, ad-hoc PROW inspections and a small number of programmed bridge inspections; review of prioritisation policy in light of reduced funding to ensure statutory duties are delivered.
There is no programmed inspection regime for the PROW network. Therefore no statutory defence under section 58 of the Highways Act 1980 exists to rebut 3 rd party insurance claims.	Mitigation would be to establish a rigorous inspection regime. However the resource is beyond the means of the PROW and Access Service. Delivery through the use of volunteer surveyors remains a target of the service.
Reputational and statutory risks from failure to deliver the various statutory duties of the KCC which are delivered by the Trading Standards Service.	Resources prioritised on both a risk and intelligence basis.
Financial risk in relation to legal challenges to Trading Standards action (or inaction).	Robust processes for legal proceedings. Experienced managers making the most significant and risky decisions. Processes in place to manage use of RIPA powers.

BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Libraries, Registration & Archives		
Emergency Centre for flood control in Yalding.	2 hours	Emergency Centre
Supply documents from the Records Management Service for use in Court cases.	3 hours	Ability to pass on requests for documents to TNT.
Provide a Registrars service.	6 hours	Ability to deliver a Registration service.
Customer Relationship Team		
Contact Point - 24/7 recovery plan.	On-going	Emergency Planning Contingency Plan in place, including: IVR messages; Closure of non urgent lines ie. Library renewals; Plans to transport Staff to Contact Centre; Home Working; Emergency generator back-up; ICT issues resolved with 1 hour; Conversations with Medway regarding contingency plan.
Gateway – Public access for essential assessment services.	On-going	All Gateways are required to have local business continuity plans in partnership with the district council and any re-provision will be documented within. Messages for Customers in place for closures as supplied by Digital Services.
Web /Knet – Public and Contact Point dependency on information and transactional services.	On-going	Contingency plan held and reliant on Digital Services and ICT.
Bad weather – staff safety and alternative working arrangements.	On-going	KCC procedures clearly understood by Staff and ready to be implemented as when required.
Regulatory Services		
Coroners: Manage contracts with service providers.	48 hours	Have access to and manage all existing contracts, ensuring the service providers are still operating.
PROW & Access: Response to public safety issues/ incidents with a high potential to result in accident injury or damage.	24 hours	Attendance at location by PROW Officer or contractor within 24 hours (next working day).
PROW & Access: Compliance with statutory advertisement periods for notices.	24 hours	Attendance at location within 24 hours.
PROW & Access: Attendance at Magistrates Court.	24 hours	Ability to access venue with the necessary information.

Trading Standards: Maintain capability to respond to a Notifiable Animal Disease.	2 hours	Appoint Silver and Bronze commander. Send liaison officer to regional control centre. Minimum 4 officers to police control zones.
Trading Standards: Provide expertise on fuel users, storage and supplies in a fuel shortage crisis.	2 hours	1 officer at each of 7 petrol stations.
Scientific Services: Undertake urgent food checks and toxicology testing.	4 hours	To be able to undertake urgent food checks and toxicology testing.
Group Business Development: Maintain service critical data and database systems.	3 days	Full functionality of all systems and access to intelligence, asset and customer data.

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

Table for PERFORMANCE indicators measurable on a quarterly basis by financial year

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn (Estimated)	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
Libraries, Registration & Archives							
% satisfied with Birth and Death registration appointment time and location offered. Final figs to follow on Monday	80%	N/A	N/A	85%	85%	85%	82%
Average number of visits to libraries per day (excluding mobiles)	17,000	19,600	N/A	17,800	19,200	19,000	18,200
Average number of items issued per day (including eBooks)	15,000	17,400	N/A	16,700	16,700	16,500	16,000
Average number of people contacting us online (24/7) per day.	2,600	2650	N/A	2,800	2,950	2,900	2,700
Number of Archive documents accessed digitally (per quarter)	8,500 (per quarter)	36,000 (annual)	N/A	4,200	4,300	4,400	4,500
Number of hours volunteers contribute annually (rolling year)	35,000	37,000	N/A	37,000	37,000	37,000	37,000
Customer Relationship Team							
Percentage of consumers using GovMetric state the telephony service is good or satisfactory .	90%	90%	N/A	96	96	96	96
Percentage of customers using GovMetric stating that their Gateway experience is good or satisfactory . ²	80%	80%	N/A	80%	80%	80%	80%
Customer Feedback							
Acknowledgement	85	N/A	N/A	90	90	90	90
Complaints Response	80			85	85	85	85

² The ambition is to maintain the level of satisfaction against the backdrop of the new welfare reform which comes into force in April 13.

Table for PERFORMANCE indicators measurable annually by financial year

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
Libraries, Registration and Archives					
Income generated by registration services	3.1m	TBC by Dec 12	N/A	3.3m	3.3m
Culture and Sport					
Funding levered into sports, arts and culture by KCC Arts and Culture service	£3M	£4.5M	N/A	£5 million	£5 million
Number of volunteers engaged in programmes supported by the KCC Arts and Culture service and Kent Event Team	2,500	3,500	N/A	4,000	4,000
Number of participants in Sainsbury's School Games 2013, including East and West Kent Games	N/A as Kent School Games Year	N/A as Kent School Games Year	N/A	6,000	N/A as Kent School Games Year
Annual Visitors at Country Parks	1.5 million	1.6 million	N/A	1.75 million	1.75 million
Community Learning and Skills					
Ofsted 'Learner View.' *Overall satisfaction - all learners. (NEW online survey introduced 2012)	N/A	92%**	N/A	94%	95%
Regulatory Services					
Rogue traders disrupted by Trading Standards	20	30	N/A	30	N/A
Average PROW fault resolution time	100 days	60	N/A	60	N/A
Businesses provided with advice and support	750	750	N/A	1250	N/A

* Percentage of all learners who would recommend CLS to a friend.

** November 2012 snapshot

Table for PERFORMANCE indicators measurable annually by academic year

PERFORMANCE INDICATOR - ANNUALLY BY ACADEMIC YEAR	Floor Performance Standard	2012 Outturn	Comparative Benchmark	Target 2013	Target 2014
Community Learning and Skills					
Success rates Apprenticeships	53%	73%	- *	74%	75%

- * Data for comparable provision unavailable

Table for ACTIVITY indicators measurable on a quarterly basis by financial year

ACTIVITY INDICATOR	2012/13 Outturn	Comparative Benchmark	Expected range for activity				
			Threshold	Q1	Q2	Q3	Q4
Libraries, Registration & Archives							
Number of ceremonies conducted by KCC officers	5,500	N/A	Upper	1375	1375	1375	1375
			Lower	1000	1000	1000	1000
Customer Relationship Team							
Number of calls to the Contact Centre	1100000	1123180	Upper	248419	265775	229375	251640
			Lower	235481	251933	217428	238534
Number of successful applicants to the Social Fund	N/A	N/A	Upper	5500	5000	5500	5000
			Lower	4500	4000	4500	4000
Regulatory Services							
Kent Scientific Services: Analytical samples external income			Upper	70800	185800	314100	442400
			Lower	35400	137100	221200	442400
Kent Scientific Services: Calibration samples external income			Upper	49900	99700	143900	191800
			Lower	13400	86300	95900	191800
No of PROW faults resolved	5500	N/A	Upper				5500
			Lower				4000
No of PROW faults unallocated	N/A	N/A	500	650	800	950	1100

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
Libraries, Registration & Archives		
FLS	Property involvement in possible changes. HR involvement in possible staffing implications, Governance and Law involvement in ensuring legal practices Finance and Procurement Communications & Community Engagement – support with promotion and engagement with the public Business Strategy Customer relationships ICT	2014/2015 and 2015/2016
MARI	Property involvement in possible changes HR involvement in possible staffing implications Communications & Community Engagement – support with promotion and engagement with the public Customer relationships ICT Finance & Procurement	April 13 to March 14

LRA Channel Shift	ICT involvement Communications & Community Engagement – support with promotion and engagement with the public Customer Relationships Finance and Procurement	April 13 to March 14
Review of Registration, Archive and Library ICT systems	ICT involvement Customer Relationships Audit Finance and Procurement	April 13 to March 14
Final Phase of LRA integration	HR involvement in possible staffing implications ICT involvement Corporate Finance	April 13 to March 14
Section 106	Planning Property Finance Audit	April 13 to March 14
Culture and Sport		
Production of County-wide Volunteering Plan	Cross-Directorate input.	April 13 to March 14
Implementation of the KCC Olympic Legacy Action Plan	Cross-Directorate input.	April 13 to March 14
Channel shift for Country Parks	Comms and Engagement.	April 13 to March 14
Implementation of the Customer Services Strategy	Comms and Engagement and ICT backing.	April 13 to March 14
Country Parks property maintenance and 'Corporate landlord' responsibilities	KCC Property.	April 13 to March 14
Increasing usage and income for Country Parks	Comms and Engagement support	April 13 to March 14
Work to regenerate East Kent through the Arts and Culture	Collaboration with ESD	April 13 to March 14
Promotion of physical activity	Public Health Directorate partnership	April 13 to March 14

Community Learning and Skills		
Enterprise Project: ICT lead on Implementation of Capita Unit-E business system. Supports Channel shift to web transactions & e-commerce, business systems LEAN review, reporting/ monitoring and development of analytical and planning tools for curriculum/business development.	Secures efficiencies /savings of min £300k by 2014. Improves competitive position and customer satisfaction.	February 14
Enterprise Project: HR Review of recruitment, reward, Ts&Cs , staff development/training and internal processes to support service transformation. (Identified as 'Freedoms& Flexibilities' within MBS project)	Enables step-change in culture and development of a commercial edge to improve competitive position.	July 2013
Service Improvement with Governance and Law: Steer and support the Enterprise Project. Establish options for configuration, legal status, trading flexibilities and future governance of CLS for member consideration and decision March 2014.	Enables KCC to take an informed decision about future service delivery and supports the transformation programme underway.	December 13
Communications & Community Engagement: Support development of CLS marketing strategy and developments including web-based presence and digital solutions for customer engagement, support and sales. (Continuation of current arrangements and relationships which are proving successful in supporting the Enterprise Project)	Helps deliver CLS Marketing and business development strategy. Improves competitive position and communication with users and potential users.	March 14
Finance and Procurement: Support P&L shadow accounting, recharge analysis, cash-flow and risk management.	Enable CLS to develop robust and reliable financial practices, capability and independent capacity fit for purpose as an external entity.	March 14
ELS: Provide strategic and operational leadership for the Kent Community Learning Trust pilot phase and beyond. (Currently Karla Phillips / Sue Dunn) [CLS is acting as lead provider partner in this development.]	Successful contribution to Government initiative. Cement new collaborative relationships with some FE Colleges and other stakeholders. Potential for a future governance solution for Community Learning in Kent.	July 13 and beyond
Customer Relationship Team		
Customer Service Training for all KCC staff, communicating themes, aims and objectives; up-skilling staff; empowering staff to evaluate processes and	Commission of a resourced training plan and delivery of	April 13 – March 14

customer experience; building competence - HR/OD/LD	training to all KCC staff	
ICT Road Map infrastructure implementation - ICT	Ensure that the ICT infrastructure investment programme delivers an appropriate platform for Customer Service improvement	April 13 – March 14
Benefits realisation model - Finance	Practical implementation plan to identify and support prioritisation of work to identify savings and customer improvements as a result of process change.	April 13 – March 14
Customer Insight Tool Kit – BSS	Embed the use of Customer Insight/tool kit/techniques to support service re-design.	April 13 – March 14
Gateway and Contact Centre reviews and implementation improvement plans - SI	Undertake a review of practice within the services and develop implementation plans to address proposed changes/developments.	April 13 – March 14
Better workplace/One Front Desk - Property	Establish a single customer response to customer enquiries for KCC regardless of the channel by which the customer wishes to contact KCC.	April 13 – March 14
Launch, Communication and promotion of Customer Service initiatives and improvements - C&E	Produce and action phase two of the communication Plan for the Customers Service Strategy, ensuring Staff Awareness of the Strategy	April 13 – March 14

Libraries, Registration & Archives

To be added to the list of Legislation

The Public Libraries and Museums Act 1964

Local Government Act 1972 (Archives)

Legislation relating to Registrations –

The Civil Partnership Act 2004

The Marriages and Civil Partnerships (Approved Premises) Regulations 2005 (SI 2005/3168)

The Reporting of Suspicious Civil Partnerships Regulations 2005 (SI 2005/3174)

The Civil Partnership (Registration Provisions) Regulations 2005 (SI 2005/3176)

The Immigration (Procedure for Formation of Civil Partnerships) Regulations 2005 (SI 2005/2917)

Marriage Act 1949

The Registration of Marriages Regulations 1986 (SI 1986/1442)

The Registration of Births, Deaths and Marriages (Amendment) Regulations 2005 (SI 2005/3177)

The Reporting of Suspicious Marriages and Registration of Marriages (Miscellaneous Amendments) Regulations 2000 (SI 2000/3164)

The Registration of Marriages (Welsh Language) Regulations 1999 (SI 1999/1621)

The Asylum and Immigration (Treatment of Claimants) Act 2004

The Immigration (Procedure for Marriage) Regulations 2005 (SI 2005/15)

The Marriages and Civil Partnerships (Approved Premises) Regulations 2005 (SI 2005/3168)

Adoptions and Childrens Act 2002

The Adopted Children and Adoption Contact Registers Regulations 2005 (SI 2005/924)

The Adoption Information and Intermediary Services (Pre-commencement) Adoptions Regulations Regulations (SI 2005/890)

Births and Deaths Registration Act 1953

Registration of Births and Deaths Regulations 1987 (SI 1987/2088)

Registration of Births and Deaths (Welsh Language) regulations 1987 (SI 1987/2089)

The Deregulation (Still-Birth and Death Registration) Order 1996 (SI 1996/2395)

The Contracting Out (functions of the Registrar General in relation to authoring re-registration of births) Order 1997 (SI 1997/962)

The Deregulation (Correction of Birth and Death Entries in Registers of Other Records) Order 2002 (SI 2002/1419)

The Registration of Births and Deaths (Electronic Communications and Electronic Storage) Order 2006 (SI 2006/2809)

Legitimacy Act 1976

Gender Recognition Act 2004

The Gender Recognition Register Regulations 2005 (SI2005/912)

[The Registration Service Act 1953](#) (pdf, 48kb)

[The Registration of Births, Deaths and Marriages Regulations 1968](#) (pdf, 42kb)

[Statistics and Registration Act 2007](#) (pdf, 251kb)

The Registration of Civil Partnerships (Fees) (No. 2) Order 2005 (SI 2005/3167)

The Registration of Civil Partnerships (Fees) Order 2005 (SI 2005/3177)

The Registration of Births, Deaths and Marriages (Fees) Order 2002 (SI 2002/3076)

Divisional Business Plan 2013-14 (DRAFT)

Directorate Name: Customer & Communities

Division/Business Unit Name: Service Improvement

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EXECUTIVE SUMMARY:
Cabinet Portfolio: Mike Hill
Responsible Corporate Director: Amanda Honey
Responsible Director: Angela Slaven
Head(s) of Service: Diane Wright Nigel Baker Stuart Beaumont David Weiss
Gross Expenditure:
FTE:

SECTION A: ROLE/PURPOSE OF FUNCTION

Service Improvement has a range of core functions and purposes. At the heart is the provision of high quality, value for money services across communities within Kent. The services span a range of requirements and can broadly be split into 4 core groups:

1. Services for young people, such as a universal youth provision, to areas of more targeted delivery through the provision of accommodation support, drug and alcohol and youth offending services to individuals and groups of people often considered vulnerable or at risk.
2. Commissioned services for Adults to provide targeted delivery of accommodation to enable vulnerable people to live independently as well as high quality, safe and effective drug and alcohol treatment services to reduce the harms caused by drug and alcohol misuse.
3. County Emergency Planning and Community Safety function, including an effective Kent Community Warden service, to deliver the strategic and operational support mechanism that ensures an effective response to these critical areas of public concern.
4. Business Transformation resource to deliver the Strategic Service Reviews (Make Buy Sell) commissioned by Corporate Board that aim to review and transform the way KCC does its business.

All these core groups have a vital contribution to, and will be supportive of, the delivery of the Troubled Families Programme and other key strategic cross-directorate programmes.

The Services are managed through four business units and these are set out below identifying their key purpose.

Business Transformation (David Weiss)

- Delivery of **strategic reviews**, programmes and projects which are key to transforming KCC services
- Delivery of the **Troubled Families and Community Budgets** Programmes
- Accountability for the **Big Society Fund**
- Leading on the operational delivery of **Locality Boards**
- Lead for KCC in developing a new and refreshed relationship with the **voluntary sector**

Commissioned Services (Diane Wright)

- Commissioning high quality **drug and alcohol treatment** in Kent & Medway
- Commissioning of **Supporting People Programme services**

- **Kent Supported Employment** delivering employment support services to enable people from vulnerable groups to access and maintain employment
- Support the transfer of **Public Health** responsibilities to the Local Authority
- Delivery of the **Social Fund**

Integrated Youth Services (Nigel Baker)

- Responsible for ensuring **open access youth work provision**
- Responsible for providing and commissioning **targeted interventions**, including those designed to tackle disadvantage and to prevent children and young people from offending, and for reducing the likelihood of re-offending by those receiving statutory youth justice interventions
- Significant involvement in the delivery of the **early intervention and prevention** agenda for work with adolescents
- Strengthening the **participation and voice of young people** with regard to services that are relevant to them

Community Safety and Emergency Planning (Stuart Beaumont)

- Leading in the co-ordination and delivery of safer and stronger communities
- Provision of Policy support to the Police & Crime Panel and its engagement with the Police and Crime Commissioner
- Provision of a **Kent Community Wardens service**
- Management of the **Domestic Homicide Reviews process**
- To provide strategic/policy direction and professional advice for KCC on the planning for, and management of, emergencies and other disruption
- To provide consultancy service to District/Borough Councils under Service Level Agreements (SLAs)
- To maintain strong partnerships working arrangements through the Kent Resilience Forum (KRF), providing strategic leadership & expertise

Helping the Kent Economy to Grow

Service Improvement recognises that “no one size fits all” and leading on the operational delivery of the **Locality Board model** will support the opportunity to create a change in the local infrastructure and ensure priorities are identified, concerns listened to and decisions are acted on. This work promotes the value of local engagement and participation so that services improve, is seen to improve and local problems are resolved.

Service Improvement holds the accountability for managing the partnership with Kent Community Foundation for the delivery of the **Big Society Fund** that opens up opportunities to develop the voluntary and social enterprise sector in Kent creating new jobs and increasing apprenticeships for young people. Service Improvement will work to support the environment in which new enterprises can flourish and develop and act as a conduit for dialogue and service re-design.

Service Improvement will work across directorates and divisions seeking ways to enhance the business relationship and ensure that KCC business models are driven by the most effective and efficient mechanisms to deliver value for money.

Service Improvement will build upon the well established relationship with the voluntary sector and support and enable dialogue across the sectors that will be required with the shift to a strategic commissioning model. The voluntary sector already plays an important role in Kent and Service Improvement commissions circa £50m of services. The future seems likely to witness an ever greater role in the delivery of local services with a need to demonstrate and provide excellent value for money and quality.

Putting the Citizen in Control

Service Improvement is the pivotal point through which KCC will re-design services with the full involvement of the people of Kent. This will provide an opportunity to consider a range of services that contribute to the emerging health and social care agenda and other priority agendas across the council. Service Improvement has a range of skill, expertise and knowledge directly attributed to the development and redesign of its’ services that has stemmed directly from service user consultations, active participation with young people and other vulnerable groups and through the engagement of the Locality Boards in understanding and shaping local services. This work complements the development and refocus of the Customer Service Strategy.

Service Improvement will support the development of the work that will lead to the potential of **place based commissioning of local services through Locality Boards** working in partnership with public sector partners including District Councils, Police, Public Health and Clinical Commissioning Groups. The Locality Boards will bring together key partners in their localities to **inform the design and the**

commissioning of local services.

The Commissioned Services team will promote and procure **Recovery focused services** that provide end to end support including treatment and reintegration into communities. The agenda within the **Supporting People Strategy** will be refreshed and service user participation will be central to the future design of both these service models.

Tackling Disadvantage

Service Improvement commissions and directly delivers services to some of the most vulnerable people in the County. It will drive the commissioning agenda to ensure that **access to services is swift and effective** and people are supported and encouraged to regain independence and recovery.

Service Improvement leads on the delivery of the Troubled Families and community budget programmes in Kent aiming to achieve sustainable changes in the lives of a significant number of families and within this, a change in the way that public services are delivered and received.

Service Improvement will work across the public service agencies to ensure they are working in a cohesive and agreed fashion, with funding streams and initiatives **aligned** to the locally defined priorities. Service Improvement will ensure the 'Community Budget' approach is **mainstreamed** towards the delivery of a wider range of services locally, targeting key policy areas such as **youth unemployment, teenage pregnancy, health & wellbeing**.

Service Improvement, through the management of Integrated Youth Services, will play a pivotal role in the Kent Integrated Adolescent Support Services.

Service Improvement contributes to the Kent wide arrangement for the protection of vulnerable adults and children ensuring that all service delivery adheres to the requirements of safeguarding and protection.

Service Improvement co-ordinates the Domestic Homicide Review arrangement for the statutory community safety partnerships across Kent and Medway and works to support the Multi-agency Public Protection Arrangements (MAPPA).

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

Management Teams are required to regularly review progress against the actions and milestones set out in the tables below. Monthly progress may be appropriate for individual services to review their business plan progress, and quarterly may be appropriate at the Divisional level. Formal reporting of progress by Division to Cabinet Committees is required twice a year, at the mid-year point and after the year-end.

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

PRIORITY 1: Productivity		DESCRIPTION OF PRIORITY: Service Improvement has, at the heart of the division, an emphasis and drive towards improving services and the delivery of effective outcomes. This will be achieved by: <ul style="list-style-type: none"> Increasing value for money; Valuing our staff and the services we commission; and Witnessing improvement in impact upon the lives of the residents of Kent. 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1.1	Providing capacity for priority transformation review programme and projects			
1.1.1	Continue the review of the Kent Gateway Programme ensuring that effective programme management is applied in the delivery of the refresh of existing Gateways and in proposals for any further developments	David Weiss	April 2013	March 2014
1.1.2	Delivery of the £67m Excellent Homes for All housing PFI	David Weiss	April 2013	March 2014
1.1.3	Define the programme plan and work with partners in the development of the Dementia Friendly Communities Project	David Weiss	April 2013	March 2014
1.1.4	Work with Business Strategy and Support and KCC Corporate Directors to establish the Programme of Service Reviews	David Weiss	April 2013	September 2013

1.2	Increasing take up of Big Society Fund loans for social enterprises			
1.2.1	Programme Team to work in conjunction with the Kent Community Foundation (KCF) and provide update reports on progress and future plans	David Weiss	April 2013	March 2014
1.3	Embedding business continuity and community resilience processes			
1.3.1	Review, update & embed KCC emergency & business continuity plans, including delivery of a supporting training & exercise programme	Stuart Beaumont	April 2013	March 2014
1.3.2	Implement recommendations from internal & external debrief reports to embed the Olympics legacy, including harnessing the good-will of staff and volunteers	Stuart Beaumont	April 2013	September 2013
1.3.3	Implement a 'Community Engagement Strategy' aimed at forging closer links with individuals & communities to build and strengthen local resilience capacity	Stuart Beaumont	April 2013	March 2014
1.4	Delivery of the Kent Troubled Families Programme			
1.4.1	Establish and embed the Project Management support in local District areas	David Weiss	April 2013	May 2013
1.4.2	Establish and embed the Family Intervention Programme model	David Weiss	April 2013	August 2013
1.4.3	Manage the distribution of the Kent allocation of funding	David Weiss	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
1.5.1	Gateways Project Review to provide detailed financial and business models for consideration by the Programme Management Board (Ref: 1.1.1)			October 2013 (?)
1.5.2	Appointment of Preferred Bidder (Ref: 1.1.1)			July 2013

1.5.3	Report of Progress to NHS South of England (Ref: 1.1.1)	June 2013
1.5.4	Work with the Big Society Fund Investment Panel to support and enable the initiatives to increase the capacity and delivery of the fund (Ref: 1.2.1)	April 2013 August 2013
1.5.5	Second annual Big Society Fund investment review (Ref: 1.2.1)	January 2014
1.5.6	Establish the programme plan for the review of KCC Business Continuity Plans (Ref: 1.3.1)	April 2013
1.5.7	Publish the Plan for the delivery of the training and exercise programme (Ref: 1.3.1)	July 2013
1.5.8	Olympics debrief reports published (Ref: 1.3.2)	April 2013
1.5.9	Work with Community Engagement Team to define and agree consultation structures (Ref: 1.3.3)	April 2013
1.5.10	Consultation with local Community Safety Partnerships and Locality Boards in the development of the Community Engagement Strategy (Ref: 1.3.3)	May 2013
1.5.11	'Community Engagement Strategy' published (Ref: 1.3.3)	August 2013
1.5.12	Commence the delivery of the Community Engagement Strategy (Ref: 1.3.3)	September 2013
1.5.13	Completion induction programme for Local Project Managers (Ref: 1.4.1)	May 2013
1.5.14	Local Project managers reporting performance at county and national level (Ref: 1.4.1)	July 2013
1.5.15	Review 1 st quarter of contract management (Ref: 1.4.1)	May 2013
1.5.16	Establish quarterly performance report programme for the Multi-agency Steering Group (Ref: 1.4.1)	July 2013 October 2013 January 2014
1.5.17	Review implementation of Family Intervention Worker roles across the County (Ref: 1.4.2)	June 2013
1.5.18	Assess the need for the commissioning of further FIP provision (Ref: 1.4.2)	August 2013
1.5.19	Report to the Multi-agency Steering Group Year 1 funding outturn (Ref: 1.4.3)	April 2013
1.5.20	Assess and distribute year 2 funding allocation in line with business cases (Ref: 1.4.3)	July 2013 October 2013 January 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1.6.1	Decision on further utilisation of resource/ agreed investment in Big Society Fund (Ref: 1.2.1, 1.5.4 and 1.5.5)	No

PRIORITY 2: Prevention		DESCRIPTION OF PRIORITY: Prevention and early intervention is central to the work across all areas in the Division. Services will be designed to ensure; <ul style="list-style-type: none"> • that delivery takes place at the earliest opportunity to safeguard the lives of individuals and families; and • to create opportunities to build safe and flourishing communities 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
2.1	Implementation of year 2 of the Troubled Families Programme			
2.1.1	Continue the delivery of the programmes of support to the Year 1 cohort and report to the DCLG to claim Payment by Results on achieved outcomes	David Weiss	April 2013	March 2014
2.1.2	Confirm the Year 2 cohort (1280), working closely with local districts to ensure the capture of the broadest range of families within the agreed criteria	David Weiss	April 2013	September 2013
2.1.3	Work with the Kent Integrated Adolescent Support Services (KiASS) to ensure that interventions for young people and their families are appropriately targeted and achieving maximum benefit	David Weiss	April 2013	March 2014
2.1.4	To develop multi-agency workshops that address the changing delivery models and expectations of delivery. These workshops will be supported by the range of public service and voluntary sector agencies engaged in the programme	David Weiss	April 2013	March 2014
2.1.5	To ensure that the Kent Troubled Families programme is fully compliant with Kent Safeguarding Procedures	David Weiss	April 2013	March 2014
2.2	Supporting the early intervention & prevention agenda through the roll out of Integrated Adolescent Support Services (links with TF and IYS) and the implementation of the new delivery model for Integrated Youth Services			
2.2.1	Representation on and strong engagement with (i) Early Intervention and Prevention Sub Group and (ii) Programme Board for KiASS	Nigel Baker	April 2013	March 2014

2.2.2	Contract management of newly appointed commissioned youth work providers, involving IYS Officers and Young Inspectors	Nigel Baker	April 2013	March 2014
2.2.3	IYS playing an integral role in the roll out and delivery of a county-wide KIAS model, including use of youth hubs at district level as focus of local delivery and contribution by Youth and Youth Justice Workers to programme delivery	Nigel Baker	April 2013	March 2014
2.3	Supporting the preventative public health agenda (substance misuse, mental health/wellbeing, older & vulnerable people, young people's sexual health)			
2.3.1	Commissioned services team will ensure existing PCT budgets for substance misuse are identified, transferred and effectively monitored and managed	Diane Wright	April 2013	Ongoing
2.3.2	Commissioned services will support new KCC Public Health colleagues and partners to develop and implement a refreshed Kent alcohol strategy, which enhances and develops preventative approaches	Diane Wright	April 2013	Ongoing
KEY MILESTONES				DATE(month/year)
2.4.1	Claims for Payment by Result submitted to DCLG (Ref: 2.1.1)			June 2013 September 2013 December 2013 March 2014
2.4.2	Local analysis of family profiles completed, ensuring the capture of families known to Children and Young People's Services, Education Services, Community Safety and Anti-Social Behaviour Teams, Probation and Police and review throughout the year (Ref: 2.1.2)			April 2013 July 2013 October 2013 January 2014
2.4.3	Review and report on the models of working with KiASS and assess opportunity for greater collaboration (Ref: 2.1.3)			July 2013
2.4.4	At least one workshop per local District project to be completed (Ref: 2.1.4)			October 2013
2.4.5	Audit of District Troubled Families practice to ensure compliance with Safeguarding (Ref: 2.1.5)			September 2013
2.4.6	New youth work providers undergo quality assurance visits by IYS officers within first 6 months of delivery (Ref: 2.2.2)			July 2013
2.4.7	Review of new IYS Service Delivery Model after 12 months of implementation (Ref: 2.2.2)			January 2014

2.4.8	Consultation on refreshed Kent Alcohol Strategy completed (Ref: 2.3.2)	April 2013
2.4.9	Publication of Kent Alcohol Strategy (Ref: 2.3.2)	July 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No

PRIORITY 3: Procurement		DESCRIPTION OF PRIORITY: The effective procurement of services that impact upon the lives of some of the most vulnerable residents in Kent will be undertaken on the basis of: <ul style="list-style-type: none"> • a clear and informed needs analysis; • a clear and informed understanding of the available provider market; • a clear and informed understanding of cost and value for money; and • a clear and viable service specification with defined outcomes 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
3.1	Managing the commissioning arrangements for the Discretionary Social Fund and delivering the VCS Review (grants to commissioning and infrastructure support)			
3.1.1	Commissioned services team to manage social fund budget, suppliers and develop and implement performance framework	Diane Wright	April 2013	March 2014
3.1.2	Work with Customer Service Division to ensure the Procurement of an effective ICT support system for the management of the Social Fund	Diane Wright	April 2013	September 2013
3.1.3	Contribute to evaluation framework development and future planning processes for Social Fund	Diane Wright	June 2013	March 2014
3.2	Undertake a review and establish the new commissioning framework for Supporting People			
3.2.1	Commissioned services team to ensure findings from 2012/13 needs assessment informs updated commissioning strategy for housing related support	Diane Wright	April 2013	June 2013
3.3	Implement and evaluate new KDAAT commissioning models (e.g. PBR pilot)			
3.3.1	Commissioned services team to review and report on models of commissioning; PbR, performance incentivisation and service credit models	Diane Wright	April 2013	June 2013

3.4	Commission Medway integrated drug and alcohol treatment service			
3.4.1	Commissioned services team to develop a commissioning strategy based on needs assessment, develop & consult on specification, tender services and implement new service. Develop and implement performance management framework	Diane Wright	April 2013	Ongoing
KEY MILESTONES				DATE (month/year)
3.5.1	Quarterly reports to the Social Fund Programme Board (Ref: 3.1.1)			July 2013 October 2013 January 2013
3.5.2	Roll out of Social Fund to commence April 2013 supported by manual system pending activation of ICT Support System (Ref: 3.1.2)			April 2013
3.5.3	Report on impact of Social Fund delivery model and levels of demand to enable decision on continuing into Year 2 Activity (Ref: 3.1.3)			November 2013
3.5.4	Consultation on Supporting People commissioning priorities (Ref: 3.2.1)			June 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
3.6.1	KCC to make a key decision as to whether the Social Fund will continue into Year 2 (Ref: 3.1.3 and 3.5.3)		No	

PRIORITY 4: People		DESCRIPTION OF PRIORITY: Service Improvement recognises that the staff team is our greatest asset and the ambassador for KCC services: <ul style="list-style-type: none"> • Staff will be supported to deliver services of the highest quality; • Service Improvement will ensure that all services provided are; <ul style="list-style-type: none"> ○ appropriate to levels of need ○ targeted to those at risk; whilst; ○ ensuring universal access as required 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
4.1	Communities feeling safe and secure (Community Safety)			
4.1.1	Implementation of the Kent Community Wardens Service Transformation Programme	Stuart Beaumont	April 2013	September 2013
4.1.2	To fully utilise the Community Wardens Service and its resources to support the delivery of the Anti-Social Behaviour Strategy	Stuart Beaumont	July 2013	March 2014
4.2	Promoting volunteering and participation			
4.2.1	Expand the role of Integrated Youth Services to support an enhanced role for young people in the development, implementation and evaluation of services for young people provided by KCC	Nigel Baker	April 2013	March 2014
4.3	Preventing social isolation and building strong community networks			
4.3.1	Provide Wardens with the opportunities to work more flexibly and responding to local priorities both in their areas and in adjacent areas	Stuart Beaumont	April 2013	March 2014
4.3.2	Increase the capacity for the Warden's service to engage with strategic project work including the Troubled Families Programme and FSC programmes to support vulnerable older people	Stuart Beaumont	April 2013	March 2014

4.3.3	Work with Providers of Supporting People services to assess and analysis the implementation reforms to Welfare Benefits and the impact upon communities and individuals	Diane Wright	September 2013	March 2014
4.4.	Youth Justice Plan			
4.4.1	Delivering the requirements of the County Youth Justice Plan to reduce offending and reoffending by children and young people	Nigel Baker	April 2013	March 2014
4.5.	Managing and Developing Staff			
4.5.1	Promote and drive the Kent Manager as a learning and development tool for managers and staff	Angela Slaven & HOS	April 2013	December 2013
4.5.2	Maximise and utilise the opportunities for all staff to develop and enhance their skill capacity by accessing learning and development opportunities including workplace shadowing, mentoring and coaching	Angela Slaven & HOS	April 2013	March 2014
KEY MILESTONES				DATE(month/year)
4.6.1	Roll out of powers across the Wardens Service (Ref: 4.1.1)			July 2013
4.6.2	Implementation of Restorative Justice Practice in Wardens Service (Ref: 4.1.1)			September 2013
4.6.3	Review and update of operating procedures (Ref: 4.1.1)			September 2013
4.6.4	Review and report on delivery against the Anti-Social Behaviour Strategy (Ref: 4.1.2)			December 2013
4.6.5	Support from Corporate Directors to engage young people in relevant policy and service development (Ref: 4.2.1)			May 2013
4.6.5	Work with BSS colleagues to develop mechanisms for young people's involvement (Ref: 4.2.1)			September 2013
4.6.6	Evidence of young people's active engagement across directorates (Ref: 4.2.1)			March 2014
4.6.7	Participation of Warden Service Officers in Troubled Families Local Operational Groups and in the delivery of direct support for families or individuals within the programme (Ref: 4.3.2)			July 2013 October 2013 January 2014
4.6.8	Prepare a report on the analysis and present to the Supporting People Commissioning Body (Ref: 4.3.3)			October 2013

4.6.9	Consider opportunities to review across other directorates the findings of the report and develop responses accordingly (Ref: 4.3.3)	December 2013
4.6.10	Youth Justice Plan endorsed by County Youth Justice Board and County Council (Ref: 4.4.1)	July 2013
4.6.11	Review all staff actions plans to ensure personal development and learning is addressed and validate HOS input on Kent Manager (Ref: 4.5.1)	May 2013
4.6.12	Monitor via the TCP process opportunities created for personal development and learning (Ref: 4.5.2)	January 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
4.7.1	Approval of the County Youth Justice Plan by Kent County Council (Ref: 4.4.1 and 4.6.10)	Yes

PRIORITY 5: Partnership		DESCRIPTION OF PRIORITY: All elements of the Service Improvement division are delivered through engagement and work with a range of partner agencies. This will throughout 2013/14, see the division seeking to: <ul style="list-style-type: none"> • improve and enhance existing partnerships; • create effective new relationships with emerging partnerships – the health agenda and new policing agenda • seek innovative partnerships that enable the creation of CICs • reduce duplication and streamline structures 		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
5.1	Developing new relationships with the Police & Crime Commissioner and influencing the Health & Wellbeing Board and sub-architecture			
5.1.1	Lead on the production of a new countywide Community Safety Agreement in conjunction with statutory partners to take effect from April 2014	Stuart Beaumont	April 2013	March 2013
5.1.2	Provide an accurate description of the drug/alcohol treatment system including a cost benefit analysis of the public health funding implications.	Diane Wright	April 2013	Ongoing
5.1.3	Influencing future commissioning decisions from the PCC and Health & Wellbeing Board to sustain and improve performance	Diane Wright	April 2013	Ongoing
5.1.4	Working with the newly appointed Police & Crime Commissioner to ensure that commissioning funding is used effectively and is sustainable for the delivery of Youth Justice Services	Nigel Baker	April 2013	Ongoing
5.2	Redefining KCC's relationship with the VCSE sector			
5.2.1	To have sufficient, quality information to develop a strategic, one-council approach to investment in the VCS. This includes development of a Grants register with Procurement Services and the development of a KCC Grants Policy	David Weiss	April 2013	March 2014

5.2.2	To review VCS infrastructure support and work within the Adult Services Transformation Project	David Weiss	April 2013	March 2014
5.2.3	Through the VCS Engagement Forum to arrange thematic joint workshops with the VCS to develop better understanding and promoting the use and effectiveness of the sector	David Weiss	April 2013	March 2014
5.3	New Models of Service Delivery			
5.3.1	Drive the opportunity to create a partnership model that will enable the externalisation of Kent Supported Employment Service (KSE)	Diane Wright	April 2013	December 2013
5.4	Troubled Families			
5.4.1	Conduct a cross county analysis of education, training and employment (ETE) provision (including apprenticeship schemes) to support the work of the Troubled Families Programme	David Weiss	April 2013	August 2013
5.5	Youth Justice			
5.5.1	Work with Children's Services to ensure appropriate accommodation and support to enable the delivery of effective community resources arising from the change to the remand management of young offenders (LASPO)	Nigel Baker	April 2013	August 2013
5.6	Locality Boards			
5.6.1	Continue the support to the Locality Boards across the County by creating briefing meetings to Vice Chairs, District Chief Executives and KCC Directors	David Weiss	April 2013	March 2014
5.6.2	Work with the Community Engagement Team to ensure briefings and clear communication	David Weiss	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
5.7.1	The Kent Community Safety Partnership agreed a revised Community Safety Agreement (Ref: 5.1.1)			May 2013
5.7.2	A revised supporting action plan is developed and monitored on a quarterly basis (Ref: 5.1.1)			August 2013 November 2013 February 2013

5.7.3	Grants policy developed (Ref: 5.2.1)	May 2013
5.7.4	Grant register developed (Ref: 5.2.1)	October 2013
5.7.5	Report to Procurement Board on outcome of VCS Review (Ref: 5.2.2)	July 2013
5.7.6	As per 3.1 above; Identification of potential VCS partner to work on the externalisation of KSE (Ref: 5.3.1)	June 2013
5.7.7	As per 3.1 above; Due diligence on partnership opportunity completed (Ref: 5.3.1)	October 2013
5.7.8	As per 3.1 above: KSE externalisation agreement approved and implemented (Ref: 5.3.1)	December 2013
5.7.9	Data gathering an analysis of ETE provision completed (Ref: 5.4.1)	May 2013
5.7.10	Report on ETE provision presented to Multi-agency Steering Group (Ref: 5.4.1)	October 2013
5.7.11	Confirmation of practice and procedures for the delivery of appropriate community remand facilities (Ref: 5.5.1)	April 2013
5.7.12	Report to the County Youth Justice Board and to the Kent Integrated Children's Service's Board on the impact and outcomes arising from the change to the remand management arrangement (Ref: 5.5.1)	Quarterly reports commencing June 2013
5.7.13	Quarterly briefings programme established and agreed (Ref: 5.6.1)	May 2013 September 2013 January 2014
5.7.14	Locality Board Steering Group directs and defines key areas of responsibility for Community Engagement Officers (Ref: 5.6.2)	May 2013 July 2013 October 2013 January 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No

SECTION D: FINANCIAL AND HUMAN RESOURCES

To be completed after January 2013

For the Financial Resources section **Finance** will provide the required information and detail that sets out the main components of your budget by completing the table below.

FINANCIAL RESOURCES								
Divisional Unit	Responsible Manager	Staffing	Non Staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost
		£	£	£	£	£	£	£

HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance

Human Resources figures are total from all services. Reason for variance could be as a result of current and future planned restructures

SECTION E: RISK & BUSINESS CONTINUITY

RISKS	MITIGATION
There may be increased competition for resources following the transition of funding from the National Treatment Agency and local partners to public health and the Police and Crime Commissioner (PCC). Public Health and the PCC may be focusing on alternative agenda's looking to divert current substance misuse/community safety funding to other priority areas.	Retendering of existing substance misuse services including use of Payment by Results model ensuring delivery of value for money services.
The youth justice arm of IYS has a requirement to meet practice standards, which are subject to external inspection. There could be a failure to sustain improvements made since previous HMiP inspection.	Robust monitoring of the Improvement Plan at Service and Board level. Quarterly reporting of self assessment findings. Monthly case audits completed through 2012/13. Continue regular Senior Manager dip sampling of cases through Careworks. Regular reports will go to County Youth Justice Board.
To meet the changing needs of partners and residents as well as ensuring 'value for money' the Kent Community Wardens Service will be modernised to improve accessibility and front line services. Changes to the roles and responsibilities of the warden could be unpopular with local communities and may affect the reputation of the Warden Service and Kent County Council.	Ongoing monitoring and consultation with partners to review progress and delivery.
KCC has set up a Big Society Fund to enable social enterprises to grow and develop. A low number of bids could be received for funding.	Monitoring activity and sustained marketing campaigns. The Investment panel should use flexibility to adjust interest rates where appropriate.
The Kent Troubled Families programme aims to turn around the lives of 2560 of the most troubled families in Kent. The targets set by government may not be reached within the 3 year time period.	Proactive management utilising the financial and operational performance frameworks. Report to the Multi-agency Steering Group. Employing central and local staff. Good development of local partner relationships.
The Social Fund as a new service managed by KCC, will have insufficient funding or infrastructure to meet an unpredictable level of demand.	Strict monitoring of the budget, patterns of demand and eligibility criteria.

BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Supporting the Courts	No tolerable period of disruption	<ul style="list-style-type: none"> Supporting the Referral Order process and Court hearings, including Court Duty cover for both Kent and Medway at Occasional Courts on Saturdays and public holidays providing Court reports in advance of a hearing and on the day of the hearing providing the Remand Management Service
Integrated Youth Service	No tolerable period of disruption	<ul style="list-style-type: none"> Sharing information with partner agencies in regards to service or person specific information Supporting CareWorks, the electronic case management system to enable case records to be maintained so enabling effective information sharing managing high risk (of re-offending and of serious harm to others) children and young people: <ul style="list-style-type: none"> 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 supporting access to suitable emergency accommodation for young people

Ability of KDAAT to continue to deliver drug and alcohol treatment services due to unforeseen circumstances (e.g. adverse weather conditions)	April 2013 and ongoing	Commissioned services will ensure all contracts include requirement for business continuity plans which will be monitored and reviewed via scheduled monitoring framework.
To provide Community Wardens as frontline response to an emergency	0.5 days	Attendance by wardens and a supervisor at emergency location with support/management from warden managers and admin staff in office
Duty Emergency Planning Officer (DEPO) provides immediate advice, liaison, information and notification to internal and external partners and ultimately activation for the County Emergency Centre (CEC)	1 Hour	To be accessible 24/7 to provide liaison and activate KCC response
Establish the County Emergency Centre (CEC) and provide staffing to maintain it during a disruption	1 hour	To be able to co-ordinate KCC and multi-agency operational activities at a tactical level

The management of risk and business continuity is contained within Service Business Plans and are reflected within the Corporate Risk Register and the Divisional Risk Register.

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

Table for PERFORMANCE indicators measurable on a quarterly basis by financial year

NOTE: More detail to follow on Performance Indicators

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
Number of attendances across all directly delivered and commissioned provision within Youth Service							
Number of First Time Entrants into the Criminal Justice System, per 100,000 10-17 yr olds							
Percentage of children and young people re-offending within 12 months of the start of a statutory youth justice intervention							
	As services are being retendered unable to confirm targets and floor standards at this point in time						
Number of adult drug users accessing structured treatment	TBC	Not available	2011/12 3379	TBC	TBC	TBC	TBC
Number of young people accessing drug and alcohol Early Intervention Services	TBC	Not available	2011/12 6448	TBC	TBC	TBC	TBC
Number of alcohol users accessing structured treatment	TBC	Not available	2011/12 2090	TBC	TBC	TBC	TBC
Percentage of opiate and crack users completing treatment free from dependence	40%	Not Available	National	45%	45%	45%	45%
Percentage of young people leaving treatment in an agreed and planned way	75%	Not Available	National	85%	85%	85%	85%
Percentage of supporting people service users who successfully move on from temporary living arrangements	Not Applicable	Not Available	TBC	80.0%	80.0%	80.0%	80.0%
Big Society Fund - Number of new employment opportunities created							

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
Number of Troubled Families engaged							
Number of Troubled Families achieving one of the DCLG outcome criteria							
Number of incidents of recorded crime per 1,000 population (rolling 12 month)	63*		**England & Wales = 72; South East Region = 63	***Maintain or reduce 2012/13 outturn			

* The floor performance standard for 2011/12 was set at 63; the same figure has been used for the moment but may need to be revised for 2012/13. This will be confirmed as soon as possible.

** Benchmark figures are based on year-end 2011/12 figures for crime per 1,000 population in both England & Wales and the South East Region. This is the most current available data; figures for 2012/13 won't be available until July 2013.

*** The year-end target that we have previously used for this measure has always been to maintain or reduce the performance measure from the previous year.

Table for PERFORMANCE indicators measurable annually by financial year

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
Number of votes cast in Kent Youth County Council Elections	12,500	18,625	N/A	19,000	20,000

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
<p>Troubled Families – integrated working, co-ordinated performance management, accurate financial reports, information sharing.</p> <p>Delivery of the Troubled Family Programme. Engagement of families impacts and needs support from CC, FSC , ELS, managers and staff and many partners. Service redesign will impact and need support from all parts of KCC and partners.</p>	<p>Customer Services FSC – Adults and Children ELS Governance and Law Communications and Community Engagement</p>	<p>March 2014</p>
<p>Locality Boards – specific budget, demographic and financial information for all Districts. Each service to share their commissioning and strategic plans and the predicted impact on each District. Community Engagement Managers ensuring co-ordination and effective briefing of Members and Officers. Working with all Kent directorates to inform the agenda for briefing and engaging Locality boards in Key KCC priorities.</p> <p>Collaborative approach to the design and delivery of local services.</p>	<p>All KCC directorates</p>	<p>March 2014</p>
<p>Social Fund – establishment of an effective structure for the administration and delivery of the Social Fund.</p> <p>Support needed in providing information to families in distress and enable the full utilisation of Social Fund and a reduction in levels of distress.</p>	<p>ICT Finance Legal HR support. Customer Services/Contact Centre FSC ELS</p>	<p>March 2014</p>

<p>Procurement:</p> <ul style="list-style-type: none"> • Responsive advice and guidance on various commissioning projects. • Focused, effective and safe commissioning. • On-going support to contract delivery and performance management. • Consultation with public and partners. 	Public Health BSS - Procurement	On-going
Embedding resilience – working in partnership to implement and mainstream resilience activities both internally and externally across Services, Divisions, Directorates and communities.	All KCC Directorates	April 2013/ongoing
<p>Support from Public Health partners to:</p> <ul style="list-style-type: none"> • maintain and improve access and engagement in evidence based, effective drug and alcohol treatment services • access high quality clinical governance support in relation to drug and alcohol treatment services • build links with CCGs and NHS commissioning board 	Public Health partners	April 2013 - March 2014 and ongoing.
The delivery of the Dementia Friendly Communities needs good governance and commissioning from within FSC Directorate.	FSC	To March 2014
The delivery of the Excellent Homes for All Housing PFI needs continuing good governance and support from within FSC Directorate.	FSC	To March 2014
Delivery of County Youth Justice Plan 2013/14.	Support from FSC (Specialist Children Services) to deliver effective provision for young offenders in Kent ELS Supporting People	March 2014
Increase the capacity for the Warden's service to engage with strategic project work including the Troubled Families Programme and FSC programmes to support vulnerable older people.	Troubled Families Programme FSC ELS/KiASS	From July 2013
To review VCS infrastructure support and work within the Adult Services Transformation Project.	FSC Adult Services	May 2013

Work with Children's Services to ensure appropriate accommodation and support to enable the delivery of effective community resources arising from the change to the remand management of young offenders (LASPO).	Children's Services Supporting People Education	April 2013 ongoing
Work with Business Strategy and Support and KCC Corporate Directors to establish the Programme of Service Reviews.	All KCC Directorates	April 2013

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

To: Communities Cabinet Committee

Date: 17 January 2013

Subject: **Customer & Communities Performance Dashboard Exception Report**

Classification: Unrestricted

Summary: The Customer & Communities performance dashboard provides members with progress against targets set in business plans for key performance and activity indicators.

It has been agreed for this meeting to provide an Exception Report for the Dashboard

Recommendation:

Members are asked to Review the Performance of the services covered within the Dashboard report.

1. Introduction

- 1.1 This is the fourth report to the Committee for this financial year, for the Customer and Communities Directorate Performance Dashboard.
- 1.2 The last report received in November, covered the period up to the end of September.
- 1.3 As it is too early for data up to the end of December, an exception report is being provided for this meeting.

2. Exception Report

- 2.1 Based on latest available data, in many cases November, most of the indicators in the Dashboard show a similar position to the last report.
- 2.2 An analysis of performance by Service Area is provided in the table below and this highlights any changes from the last report.
- 2.3 More detailed analysis of the performance for the Contact Centre has been provided below in Appendix 1, with data available up to the end of December.

Service Area	Performance Summary
Digital Services & Internal Communications	<ul style="list-style-type: none"> Web-site visits have continued to show an increase and are forecast to be ahead of the year-end target. Information on user satisfaction with the web-site is being collected and will be included in future reports.
Community Learning and Skills	<ul style="list-style-type: none"> Confirmation of last academic year's results still awaited but indications are that completions of accredited courses were on target.
Culture and Sport	<ul style="list-style-type: none"> Further improvement in forecasts for external funding for Sports and the Film Office.
Customer Relationship Unit	<ul style="list-style-type: none"> Contact Centre performance has been rated as Green for the last three months. More detailed analysis for this area is provided below and in Appendix 1.
Libraries, Archives and Registration Services	<ul style="list-style-type: none"> Registration of deaths within 5 days remains behind target, but continues to improve. This issue has been discussed at previous meetings of the Committee. Physical visits to libraries and book issues continue to be lower this year compared to last year, mostly due to temporary library closures.
Regulatory Services	<ul style="list-style-type: none"> Performance for all indicators is ahead of target or in line with target, although there has been a slight reduction in the number of rogue traders disrupted in the last few months.
Business Transformation	<ul style="list-style-type: none"> The number of Big Society loans issues remains behind the original expectation, but independent advice suggests that original expectations for year 1 were set too high.
Community Commissioned Services	<ul style="list-style-type: none"> Quarter 2 data is now available and shows performance in line with target, except for the percentage of problem drug users completing treatment free from dependence, which remains behind target. A fuller commentary on this issue is provided below.
Community Safety	<ul style="list-style-type: none"> Recorded crime in the county for the year so far continues to be lower than the previous year.
Integrated Youth Services	<ul style="list-style-type: none"> Performance for new entrants to the youth justice system and the number of custodial sentences remains good. Very early and incomplete provisional data for Quarter 3 shows a potential drop in performance for young offenders in suitable accommodation and in education and training. However it is anticipated that, with respect to accommodation, the change will be less significant than the provisional report suggests once all the data for the quarter has been collated.

2.4 Problem drug users completing successful treatment

2.4.1 We are seeing a fall in the number of adults in effective treatment and in successful discharges in community services in Kent. We recognise that this reflects a national trend, but we will continue our efforts to ensure that those

who need treatment receive it, and that any national downward trend is not felt more acutely in Kent than elsewhere.

- 2.4.2 The CRI, Payment by Results (PbR) integrated drug and alcohol service went live in April and has been delivering a very different service compared to the five separate services that it replaced.
- 2.4.3 Although the falls in treatment were initially linked to the transition and remodelling of this service, there remains a concern that the PbR model which is being piloted is affecting the numbers in treatment and successful discharges and that the definition of successful treatment completions applied in Kent's PbR model may have contributed significantly to the fall in the number of recorded successful treatment completions. This is being investigated.
- 2.4.4 Action Plans have been put in place with CRI to ensure that the numbers in treatment and the number of successful discharges both see significant improvements. The numbers in effective treatment and the numbers of successful discharges are now both showing an increase.
- 2.4.5 Moving forward, the Service, working with service providers is focusing their efforts on:
- Improving partnership working with Jobcentre Plus and Work Programme Providers
 - Improving partnership working with mental health services for dual diagnosis clients through the implementation of the Dual Diagnosis Joint Working Protocol
 - Developing better joint working arrangements with Supporting People providers
 - Completing a full review and making subsequent amendments to the West Kent PbR model.

2.5 The Contact Centre Performance

- 2.5.1 Graphs showing the activity and performance figures for the Contact Centre for the financial year to date are provided in Appendix 1. These show the period of lower performance earlier in the year, when problems were being experienced, and the subsequent recovery in performance due the management action taken, as previously discussed with the Committee.

3. Recommendations

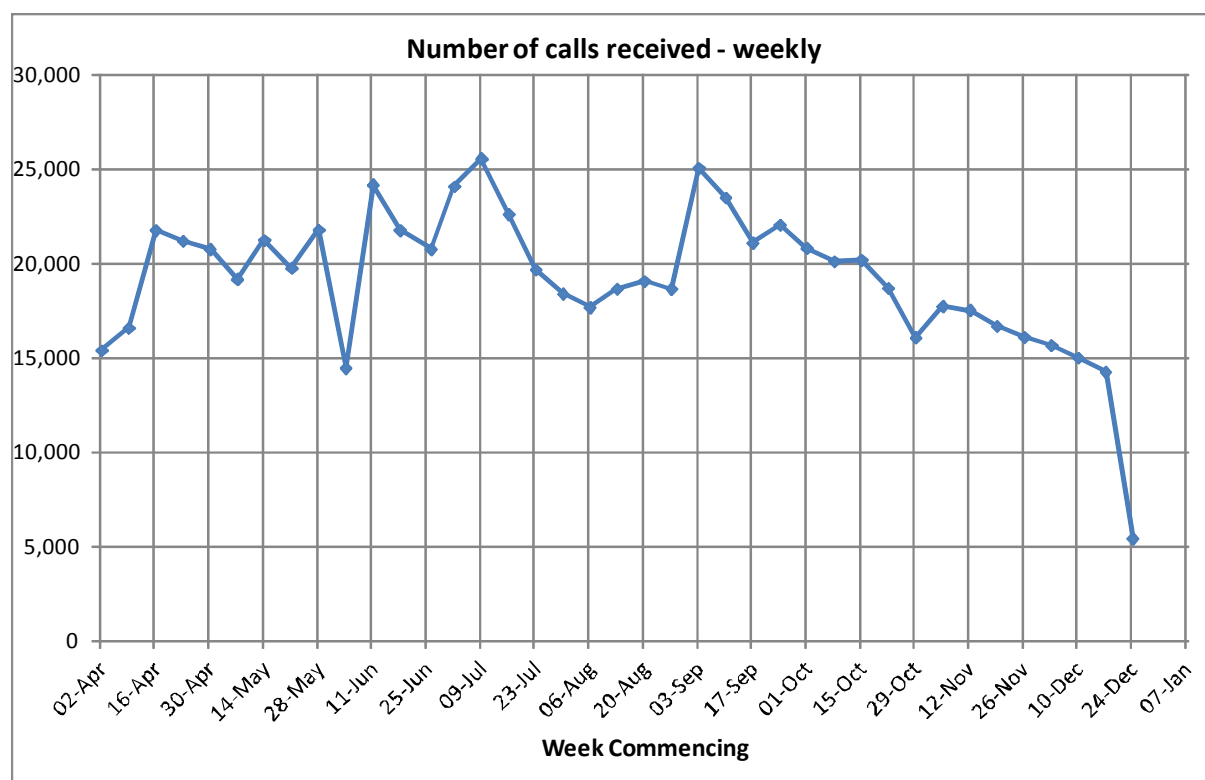
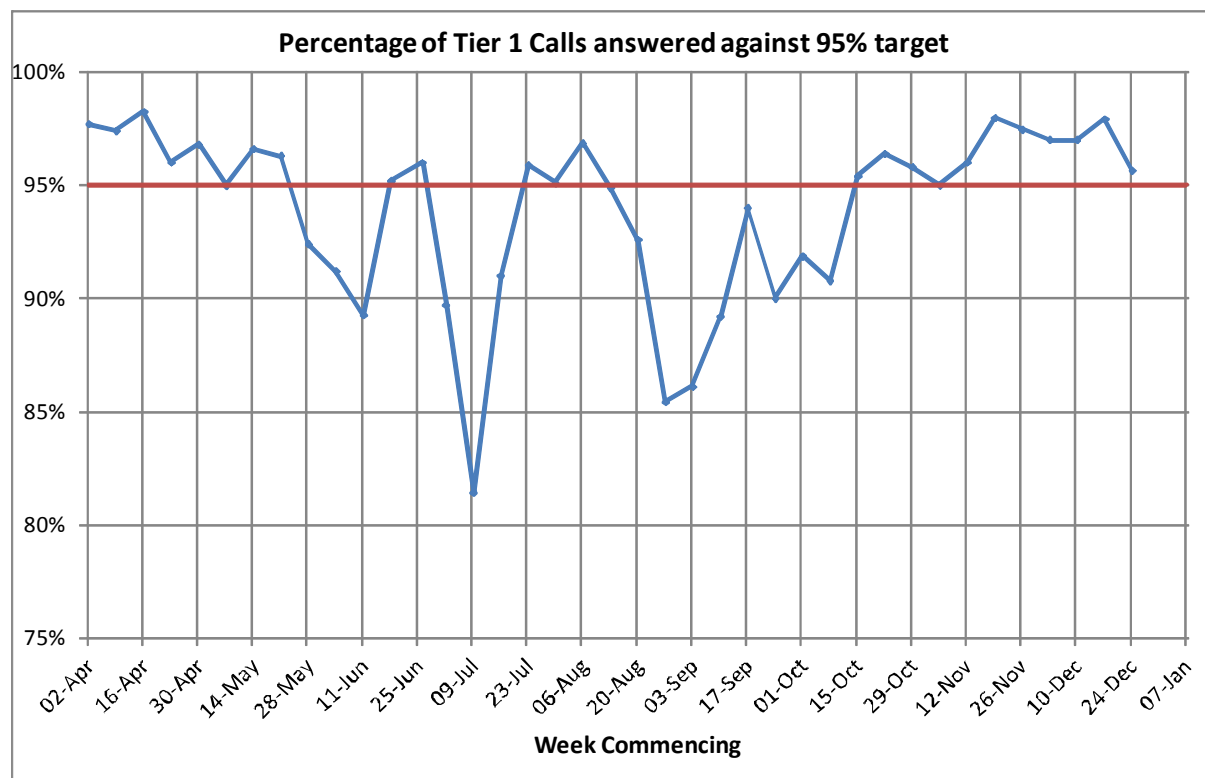
- 3.1 Members are asked to Review the Performance of the services covered within the Dashboard report.

Background Documents

Customer and Communities Divisional Business Plans available on KCC web-site:
http://www.kent.gov.uk/your_council/council_spending/financial_publications/business_plans_2012-13.aspx

Contact Information - **Name:** Richard Fitzgerald, Corporate Performance Manager
, **Tel No:** 01622 221985 - **Email:** richard.fitzgerald@kent.gov.uk

Contact Centre activity and performance – From April to the end of December



Note that call volumes are always low in the Christmas period and volumes will increase in January, which is historically a busy period for the contact centre.

Communities Cabinet Committee

17 January 2013

REGISTRATION DEEP DIVE: Bullet Points

- Responsibility for birth and death registration passed to the Library Service on 2 January 2012.
- Birth and death registrations are carried out by a team of 70+ Customer Service Officers who also have supervisory responsibilities for library customer service.
- The change delivered a saving of £350,000 and increased the resilience of the service so it can deploy more staff to birth and death registrations in periods of peak demand.
- The number of venues has been increased to 26 where birth and death registrations are offered on a minimum of one day per week. At 20 of these venues appointments are offered 5 - 6 days per week, including Saturdays.
- All venues are centrally located in communities and are often familiar to our customers. Performance is monitored constantly and new appointments and venues are opened up as demand emerges.
- In response to customer feedback, all appointments are now offered in confidential spaces.
- 32,105 birth and death registrations were carried out in 2012 - 997 more than in 2011.
- Early 2012 saw waiting times for appointments taking longer than the General Register Office standards in the peak period after Christmas and the New Year due to the inexperience of the new team.
- By Easter 2012 using the new operating model and a larger pool of trained staff, there was a return to a typical wait of 2 – 3 days.
- By Christmas 2012 and New Year 2013, appointments were typically available on the same day the informant contacted us to book, even over the peak period.
- Customer feedback is now predominantly positive with many comments about the high quality customer service received, the choice of location and the suitability of the venues.

Contact Officer

Cath Anley

Head of Libraries, Registration and Archives

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

To: Communities Cabinet Committee

Date: 17 January 2013

SUBJECT: **Customer & Communities Directorate & Portfolio Financial Monitoring 2012/13**

Classification: Unrestricted

Summary: Members of the Cabinet Committee are asked to note the second quarter's full budget monitoring report for 2012/13, which was reported to Cabinet on 3 December 2012.

FOR INFORMATION

1. Introduction

1.1 This is a regular report to this Committee on the forecast outturn for Customer & Communities Directorate & Portfolio.

2. Background

2.1 A detailed quarterly monitoring report is presented to Cabinet, usually in September, December and March and a draft final outturn report in either June or July. These reports outline the full financial position for each portfolio and will be reported to Cabinet Committees after they have been considered by Cabinet.

In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report. The second quarter's monitoring report is attached.

3. Customer & Communities Portfolio 2012/13 Financial Forecast - Revenue

3.1 A forecast underspend of -£1.42m is contained within this quarter 2 full monitoring report. The increased underspend (of -£0.86m) from the -£0.56m variance reported at the November meeting is primarily attributable to the following:

- Registration -£0.17m resulting from not appointing to business critical posts until the restructure of the new Libraries, Registration and Archive group is complete. This underspend will be offset in the following month(s) by anticipated ICT costs in relation to upgrading to less antiquated licences and software.
- Youth Offending Service -£0.18m resulting from not appointing to business critical posts pending the completion of the restructure within the new Integrated Youth Services group and in anticipation of Youth Justice board settlement.
- Trading Standards -£0.20m resulting from not appointing to business critical posts pending the completion of the restructure within the new regulatory

services group, extending vacancies where possible and through additional income.

- Community Wardens -£0.13m resulting from extended vacancy management.

3.2 There are no exceptional revenue changes to confirm since the quarter 2 full monitoring report as the next exception report will not be presented to Cabinet until 23rd January 2013.

4. Customer & Communities Portfolio 2012/13 Financial Forecast - Capital

4.1 The +£0.357m movement (fully funded so not a net pressure to the authority) contained within this quarter 2 full monitoring report can be explained as follows:

- Revenue funded projects totalling +£0.23m, of which +£0.14m relates to the acquisition of new youth vehicles in line with the transformation strategy.
- An invest to save prudential project totalling +£0.128m, which is the capital contribution to the Dartford & Gravesham NHS Trust that will increase the dedicated space for post mortem provision and will lower revenue costs.

4.2 There are no exceptional capital changes to confirm since the quarter 2 full monitoring report as the next exception report will not be presented to Cabinet until 23rd January 2013.

5. Recommendations

5.1 Members of the Customer & Communities Cabinet Committee are asked to note the revenue and capital forecast variances from budget for 2012/13 for the Customer & Communities Portfolio based on the second quarter's full monitoring to Cabinet.

Background Documents

N/A

Contact Officer:

Kevin Tilson

Finance Business Partner - Customer & Communities Directorate

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CUSTOMER & COMMUNITIES DIRECTORATE SUMMARY SEPTEMBER 2012-13 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

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

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits for the A-Z service analysis have been adjusted since the quarter 1 monitoring report to reflect a number of technical adjustments to budget including the centralisation of training budgets and room hire budgets.
- The inclusion of a number of 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

1.1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Customer & Communities portfolio							
C&C Strategic Management & Directorate Support Budgets	9,805	-3,975	5,830	-38	-1	-39	
<u>Other Services for Adults & Older People:</u>							
- Drug & Alcohol Services	15,981	-14,609	1,372	0	0	0	
- Supporting People	25,609	0	25,609	0	0	0	
	41,590	-14,609	26,981	0	0	0	
<u>Children's Services Education & Personal:</u>							
- Youth Service	8,663	-2,154	6,509	0	0	0	
- Youth Offending Service	5,581	-2,410	3,171	-218	37	-181	Staffing vacancies & reduced mileage & subsistence
	14,244	-4,564	9,680	-218	37	-181	
<u>Community Services:</u>							
- Archive Service (incl Museum Development)	757	-187	570	2	-24	-22	
- Arts Development (incl Turner Contemporary)	1,744	-103	1,641	15	-12	3	
- Big Society Fund	1,000	0	1,000	0	0	0	
- Community Learning Services	15,002	-15,355	-353	-37	37	0	
- Community Safety	1,203	-226	977	-10	-1	-11	
- Community Wardens	2,888	0	2,888	-134	0	-134	Reduced costs from vacancy management
- Contact Centre & Consumer Direct	5,605	-1,859	3,746	-446	446	0	CDSE - reduced staff nos & associated income levels. Impact of cost cutting exercise against non staffing
- Gateways	2,754	-635	2,119	-163	39	-124	Reduction in agency costs and rephasing of Gateways opening
- Library Services	16,176	-2,151	14,025	34	-78	-44	Increased fees & charges income
- Sports Development	2,603	-1,620	983	-37	-4	-41	staffing underspend

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
- Supporting Independence & Supported Employment	1,371	-484	887	-228	62	-166	KSE - reduced staff costs. Loss of income from reduced number of referrals from Job Centre Plus
	51,103	-22,620	28,483	-1,004	465	-539	
<u>Environment:</u>							
- Country Parks	1,504	-932	572	-9	9	0	
- Countryside Access (incl PROW)	2,884	-1,023	1,861	0	0	0	
	4,388	-1,955	2,433	-9	9	0	
<u>Local Democracy:</u>							
- Community Engagement	720	0	720	42	3	45	
- Member Grants	1,266	0	1,266	0	0	0	
	1,986	0	1,986	42	3	45	
<u>Regulatory Services:</u>							
- Coroners	2,982	-475	2,507	13	0	13	
- Emergency Planning	852	-199	653	-63	-8	-71	
- Registration	2,743	-3,135	-392	-172	0	-172	staffing vacancies
- Trading Standards	4,053	-735	3,318	-201	-2	-203	Reduced costs from vacancy management
	10,630	-4,544	6,086	-423	-10	-433	
Total controllable	133,746	-52,267	81,479	-1,650	503	-1,147	
Assumed Management Action						0	
Forecast after Mgmt Action				-1,650	503	-1,147	

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

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

Customer & Communities portfolio:

1.1.3.1 **Children's Services – Education & Personal:**

a. Youth Offending Service: Gross -£218k, Income +£37k, Net -£181k

The notification for the 2013-14 funding from Youth Justice Board is yet to be finalised and in the anticipation of a reduction, based on intelligence received to date, the service is holding a number of vacancies with a gross staffing underspend of £140k being reported.

In addition there is an associated underspend of -£70k from the reduction in mileage, subsistence and expenses claims.

There are other small gross variances of -£8k.

1.1.3.2 **Community Services:**

a. Community Wardens: Gross -£134k, Income nil, Net -£134k

There continue to be vacancies within this service including six wardens, a management post and an administration officer. These account for the current forecast gross underspend of -£134k. The budget includes a built in vacancy management target, otherwise the projected underspend would be in excess of this.

b. Contact Centre & Consumer Direct: Gross -£446k, Income +£446k, Net nil

There has been a reduction in Consumer Direct call volumes and as income for this contract is calculated on a price per call basis; this has led to a reduction in income of +£446k. However this is offset by a £369k gross underspend on staffing as a result of reduced staff numbers in line with the reduction in call volumes. A cost cutting exercise has also been undertaken in order to offset this income shortfall and further gross savings of £77k are forecast from this exercise.

c. Gateways: Gross -£163k, Income +£39k, Net -£124k

As previously reported, the main contributor to the gross underspend is the re-phasing and change in specification of two multi agency Gateways. Swanley and Herne Bay Gateways are not now expected to open until 2013-14, with Herne Bay on a reduced scale from original plans. This has resulted in a one off underspend of -£159k as there will be no running costs in this financial year.

There are other small variances totalling -£4k on gross and +£39k on income.

d. Supporting Independence & Supported Employment: Gross -£228k, Income +£62k, Net -£166k

The gross variance of -£228k mainly relates to a reduction in staffing within Kent Supported Employment (KSE) which has been achieved through improved performance, as well as reduced activity. The forecast income shortfall of +£62k is also within KSE and relates to the Department for Work & Pensions funded Work Programme contract where referrals are below the anticipated demand and as a consequence there is a reduction in income.

1.1.3.3 **Regulatory Services:**

a. Registration Gross -£172k, Income Nil, Net -£172k

The Registration Service is predicting a -£172k underspend of which the majority (-£165k) relates to staffing, as vacancies are being held pending a restructure of the Registration Service following the integration with the Libraries and Archive services. However, there are some emerging pressures within the Libraries, Registration & Archives integrated service which need further investigation that are likely to offset this position and a further update will be provided in the next report.

b. Trading Standards (including Kent Scientific Services): Gross - £201k, Income -£2k, Net -£203k

The combined service is forecasting an underspend on staffing of -£156k as there are a number of vacant posts being held whilst a restructure and review is underway. This, together with a number of smaller underspends on non staffing budgets, accounts for the gross variance of -£201k

The income variance was +£87k at quarter 1 but this pressure has been reduced through an improved forecast of income for Kent Scientific Services, together with an additional -£28k of income from Olympic Delivery Authority for Trading Standards. These two combined result in an income variance of -£2k.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER
(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
C&C	Contact Centre & Consumer Direct: reduction in income linked to reduced call volumes for Consumer Direct	+446	C&C	Contact Centre & Consumer Direct: reduced staff numbers in line with reduced call volumes for Consumer Direct	-369
			C&C	Supported Independence & Supported Employment: staffing underspend within Kent Supported Employment	-228
			C&C	Registration Service: staffing savings pending restructure of service	-165
			C&C	Gateways: re-phasing of opening and change in specification of Swanley and Herne Bay gateways	-159
			C&C	Trading Standards: staff vacancy savings pending restructure of service	-156
			C&C	Youth Offending Service: staff vacancy savings pending notification of future year funding levels from Youth Justice Board	-140
			C&C	Community Wardens: staff vacancies	-134
		+446			-1,351

1.1.4 Actions required to achieve this position:

E.g. Management Action achieved to date including vacancy freeze, changes to assessment criteria etc. This section should provide details of the management action already achieved, reflected in the net position before assumed management action reported in table 1.

The directorate is delivering a significant underspend in order to contribute towards the authority's current and future year funding demands and this is being achieved by accelerating future year's savings, wherever possible, and by holding vacancies wherever this can be done without impacting on front line service delivery and only appointing to business critical posts, which results in savings on both staffing and the associated non-staffing costs.

1.1.5 Implications for MTFP:

As part of the budget consultation – which ended early November – the directorate outlined proposals to achieve new savings of just under £1.8m, as well as the full year effect of savings implemented (and consulted upon) last year of just over £4.3m.

A number of the underspends reported in the sections above are where vacancies are being held in anticipation of county council approving the savings in February 2013 and to try and minimise the impact of enforced redundancies, wherever

possible, but only where the impact on front line delivery has been negligible or been fully mitigated.

In addition to anticipated savings that need to be delivered in 2013/14, there is still the unknown quantum of funding allocations for future years which may well yet impact on future year budgets e.g. provisional or final grant settlements for 2013/14 may not yet be known for a few months but any changes in assumptions will be included within future monitoring reports.

1.1.6 Details of re-phasing of revenue projects:

Towards the end of 2011/12, £1m from the Big Society budget was provided to the Kent Community Foundation for a loan fund to award loans to social enterprises that are perhaps unable to secure loans through other routes. A further £2m was set aside for further donations of £1m in each of 2012/13 and 2013/14. KCC reserves the right not to make the further donations to the fund if the market appetite is not evident and each year an Annual Report is to be presented to KCC in order for them to assess the market conditions. This report will be presented to Cabinet in relation to current level of demand and this will be the basis of the decision for further investment. It is currently forecast that a further £1m will be donated in 2012/13 but Members will be updated of any changes to that assumption in future reports. Take up has been slower than anticipated but it is hoped that targeted marketing will improve this position.

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

None

1.2 CAPITAL

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

1.2.2 The Customer and Communities portfolio has an approved budget of £13.551m (see table 1 below). The forecast outturn against this budget is £13.908m, giving a variance of +£0.357m. After adjustments for funded variances and reductions in funding, the revised variance contras to nil (see table 3).

1.2.3 Tables 1 to 3 summaries the portfolio's approved budget and forecast.

1.2.4 Table 1 – Revised approved budget

	£m	
Approved budget last reported to Cabinet	13.501	
Approvals made from last Cabinet meeting	0.050	Public Rights of Way
Revised approved budget	13.551	

1.2.5 Table 2 – Funded variances

Scheme	Amount £m	Reason
Cabinet to approve cash limit changes		
Dartford & Gravesham NHS Trust Capital Contribution	0.128	*Funding required this year in order for contract to commence 1st April 2013
No cash limit changes to be made		
Youth Vehicles	0.141	To be funded from Revenue
Public Rights of Way	0.063	To be funded from Revenue
Tonbridge Youth Facility	0.025	To be funded from Revenue
Total	0.357	

*Cabinet is asked to approve a change in cash limit to reflect a contribution of £128k to Dartford & Gravesham NHS Trust towards the overall cost of extending their premises. The Trust is commissioned to provide post mortem services on behalf of the authority and currently has insufficient capacity to accommodate the increased caseload, something the planned works aim to mitigate. The overall works are due to be completed in time for the new contract to commence in April 2013 and therefore funding is required in the current financial year.

1.2.6 Table 3 – Summary of Variance

	Amount £m
Unfunded variance	0.000
Funded variance (from table 2)	0.128
Variance to be funded from revenue (from table 2)	0.229
Rephasing (beyond 2012-15)	0.000
Total variance	0.357

Main reasons for variance

- 1.2.7 Table 4 below details each scheme indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

Table 4									
Scheme Name	Total Cost £m	Previous Spend £m	2012-15 Approved Budget £m	Later Years Approved Budget £m	2012-15 Forecast Spend £m	Later Years Forecast Spend £m	2012-15 Variance £m	Total Project Variance £m	Status Red / Green / Amber
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	(h)= (b+e+f-a)	
Rolling Programme									
Public Rights of Way - Structural Maintenance	2.422	0.000	2.422	0.000	2.485	0.000	0.063	0.063	
Country Park Access & Development	0.510	0.000	0.510	0.000	0.510	0.000	0.000	0.000	
Small Community Projects	2.510	0.000	1.510	1.000	1.510	1.000	0.000	0.000	
Library Modernisation Programme	3.113	0.295	1.898	0.920	1.898	0.920	0.000	0.000	
Modernisation of Assets	0.727	0.000	0.457	0.270	0.598	0.270	0.141	0.141	
Public Sports Facilities Improvement - Capital Grants	0.500	0.000	0.300	0.200	0.300	0.200	0.000	0.000	
Village Halls & Community Centres - Capital Grants	1.111	0.000	0.711	0.400	0.711	0.400	0.000	0.000	
Individual Projects									
The Beaney, Canterbury	3.620	3.365	0.255	0.000	0.255	0.000	0.000	0.000	
Turner Contemporary	17.400	17.400	0.000	0.000	0.000	0.000	0.000	0.000	
Gateways	7.052	4.824	2.228	0.000	2.228	0.000	0.000	0.000	
Ashford Gateway Plus	7.606	7.539	0.067	0.000	0.067	0.000	0.000	0.000	
Grant to Cobtree Trust	0.100	0.043	0.057	0.000	0.057	0.000	0.000	0.000	
Tunbridge Wells Library	0.469	0.028	0.441	0.000	0.441	0.000	0.000	0.000	Phasing
Kent History & Library Centre	10.981	10.625	0.356	0.000	0.356	0.000	0.000	0.000	
Gravesend Library	2.500	2.404	0.096	0.000	0.096	0.000	0.000	0.000	
Libraries Invest to Save	1.730	1.528	0.202	0.000	0.202	0.000	0.000	0.000	
New Community Facilities at Edenbridge	1.009	0.337	0.672	0.000	0.672	0.000	0.000	0.000	Phasing
Web Platform	1.139	0.810	0.329	0.000	0.329	0.000	0.000	0.000	
Youth Service Reconfiguration	0.058	0.000	0.058	0.000	0.083	0.000	0.025	0.025	
CLS service re-provision	0.482	0.000	0.482	0.000	0.482	0.000	0.000	0.000	
New Library & Community Centre Cheeseman's Green	0.350	0.000	0.350	0.000	0.350	0.000	0.000	0.000	
Gateway phase 2 completion	0.150	0.000	0.150	0.000	0.150	0.000	0.000	0.000	
Dartford & Gravesham NHS Trust Capital Contribution	0.000	0.000	0.000	0.000	0.128	0.000	0.128	0.128	
TOTAL CUSTOMER & COMMUNITIES	65.539	49.198	13.551	2.790	13.908	2.790	0.357	0.357	

1.2.8 Status:

Green – Projects on time and budget

Amber – Projects either delayed or over budget

Red – Projects both delayed and over budget

1.2.9 Assignment of Green/Amber/Red Status

1.2.10 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.

1.2.11 Projects are deemed to be delayed if the forecast completion date is later than what is in the current project plan.

Amber Projects – variances to cost/delivery date and why.

1.2.10 **Tunbridge Wells Library (Rephasing)** - Practical completion is now likely to occur in the next financial year - thus the Amber status - and this is due to a combination of issues including protracted procurement and contractual processes. Also, as this is a listed building there is a potential risk that once work commences, issues could be encountered which may increase the scope and costs of works. The project however contains a contingency and as part of the procurement process, this has been increased slightly in an attempt to mitigate any such risks.

1.2.11 **Edenbridge Community Centre – no change from prior month (rephasing)** - The contractor has submitted an extension of time request in relation to the construction of the Edenbridge Centre and the associated housing development. The impact of this is that the opening of the centre has moved from October 2012 to January 2013. The fixed price Design and Build contract means that there are no financial risks to KCC in relation to the build or this claim but as the estimated completion date has been elongated, an AMBER status has been applied.

Key issues and Risks

1.2.12 Public Rights of Way - The Countryside Access Programme includes a number of surfacing schemes which can involve access across difficult terrain or along unsurfaced rights of way. Some of the access can be weather dependent with landowners refusing access in poor weather conditions hence there is a potential risk that projects are not completed as scheduled.

1.2.13 The Beaney – As reported in the prior month's monitoring, the Viridor bid for £133k external funding was unsuccessful. The funding gap is now going to be met from the Modernisation of Assets budget within Corporate Landlord. There is also the risk that there will be additional costs outside of the fixed price contract but these will be reported when there is more certainty over the quantum.

1.2.14 Library Modernisation – Within the cash limit, funds have been set aside for the Library element of the Herne Bay and Swanley Gateways, therefore this budget is intrinsically linked to that programme (see below). Funds may also be required at Folkestone, for the library element of Edenbridge Community Centre and some Modernisation costs at Tunbridge Wells. This project is linked to the Future Libraries Strategy and some re-phasing may therefore ensue over the coming months as these various projects proceed.

1.2.15 Gateways – The Gateway programme was to be delivered over a number of years and anticipated opening dates were scheduled. However, due to the number of agencies involved, differing funding requirements and planning approval processes, there is an inherent risk around timing, funding and future delivery. Business cases are presented for each gateway and these considerations will be updated as part of future monitoring reports.

1.2.16 Ramsgate Library – The refurbishment is almost complete and there is a small risk that the residual budget is insufficient to meet the costs of the final snagging works. Conversely, if a surplus is delivered then this may need to be returned to the Administrator.

The outstanding defects liability was costed by the Quantity Surveyor and formed part of the settlement negotiations. The programme of work has been tendered and will be monitored against the funds available.

1.2.17 Web Platform – It was reported previously that there was no rolling programme to fund improvements/enhancements to kent.gov once this fixed term project expires. As opposed to updating the current system, a project is now underway – in conjunction with the Customer Service ‘Channel Shift’ strategy – to replace the current web platform in order to increase its functionality and improve the user experience, as the current system will be unsupported come March 2013 and has insufficient capacity to fully enable channel shift.

There is a risk that this recycled budget is insufficient to fully fund the replacement. Such additional capital expenditure and associated revenue costs will be included in future iterations of this report or in the 2013/14 budget and Medium Term Financial Plan that will be approved by County Council in February 2013.

1.2.18 Youth Service Vehicles – the Youth Service are purchasing 3 replacement vehicles which are to be funded from revenue. The service is replenishing their fleet in anticipation of the new youth transformation launch in January 2013 where the expectation is that there will be at least one vehicle per district. This investment, along with the existing renewals programme, will achieve that outcome.

1.2.19 Post mortem facility contribution - as this is a capital contribution to a non KCC project, there is a risk that the overall cost, specification and timing is not in line with expectation and that is outside of the control of the authority. This will be mitigated by regular dialogue with the Trust to ensure that the new contract can commence in April 2013 as planned.

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

N/A

From: Chairman of Communities Cabinet Committee
Cabinet Member for Communities
Corporate Director for Customer & Communities
Corporate Director for Finance and Procurement

To: Communities Cabinet Committee

Date: 17 January 2013

Subject: 2013/14 Revenue Budget Consultation Responses

Summary: The late announcement of the Local Government Finance arrangements for 2013/14 means the final draft budget could not be available in time to include in this report.

The Finance Business Partner or Head of Financial Strategy will provide a verbal update on the proposals affecting the Communities portfolio for the committee to consider.

This report contains an extract of the responses to the public consultation, as well as feedback from the MORI exercise, that relate to this portfolio.

1. Introduction

- 1.1 At the last meeting the Committee was given an update on the consultation relating to the draft budget that was launched in September. The consultation closed on 1 November but full analysis of all the responses was not available in time for the committee.

A full report was presented to Cabinet on 3 December and analysis from the independent MORI research and responses to KCC consultation document were published at the same time. These reports are available at http://www.kent.gov.uk/your_council/council_spending/budget_proposals.aspx and a summary of the responses is provided in section 2.3.

- 1.2 The consultation identified that the council faced estimated reductions in government grant/council tax collection of £28m (excluding Dedicated Schools Grant) and estimated additional spending demands of £32m. Together these required savings and income of £60m to balance the budget.
- 1.3 Since the KCC consultation was launched there have been a number of funding changes announced by central government and details of the new business rates arrangements are still to be resolved.

These were reported to Cabinet on 3 December and Cabinet was asked to note the likely overall detrimental impact. Cabinet resolved that the impact would only be quantified after the provisional local government finance settlement is announced

(this was anticipated to be later than previous years and would not be available until close to Christmas).

2. Consultation Responses

2.1 There were a number of issues affecting the Communities portfolio in the consultation, as reported to Cabinet on 3 December. Cabinet's response was included in the report and is set out below (see 2.3) for Cabinet Committee to comment.

2.2 The Executive Summary of the Budget Consultation Report contained the following wording in relation to this portfolio:

"There were no savings proposals linked to community services. As a result there was not a significant level of responses concerning these services".

It must be clarified however that "community services" – in this context – refers to the A-Z classification and not the entirety of this portfolio as there were a number of savings contained within the consultation in relation to the portfolio. These are, however, included under different A-Z headings. The total level of savings for the Communities portfolio is included within section 3.

2.3 Cabinet's response to the consultation feedback is as follows:

Participants felt that there was plenty of scope for communities and individuals to take more responsibility for community services, including paying charges at point of use and further reliance of online services. There was no desire to increase Council Tax or council funding for these services and savings can be made.

People were also willing to consider a reduction in the quality of these services if needed, including things like reducing library buildings.

Participants who did not directly interact with Community Wardens did not appreciate the value they added.

2.3.1 Cabinet welcomes participants' interest in communities and individuals taking more responsibility for Community Services and KCC is already encouraging this. Through Future Library Services, KCC is working with communities to identify options for library services in their local area. Cabinet acknowledges that participants were prepared to accept the closure of library buildings but are confident we can deliver the savings and maintain our existing libraries through transformation.

2.3.2 Cabinet is particularly pleased to see that participants were willing to rely more on online services. KCC is committed to channel shift, as set out in the Customer Service Strategy. This means enabling customers to use the web to help themselves, whilst reserving more expensive face-to-face and phone for the most complex enquiries, or those who cannot go online. The forthcoming replacement and enhancement of kent.gov will make it easier to access information and allow people to carry out more transactions with KCC online which will improve efficiency and cost effectiveness, as well as the user experience.

- 2.3.3 Cabinet acknowledges participants' concerns about the value of Community Wardens. While the area covered by Community Wardens is not universal, other research shows that they are highly valued in the areas they operate in. Cabinet intends to work with the new Police and Crime Commissioner to identify options for community policing to inform the future role of Community Wardens.

3. Medium Term Financial Plan and Budget Book

- 3.1 The published Medium Term Financial Plan (MTFP) 2012/15 set out the main changes between 2011/12 and 2012/13 budget for each portfolio. We did not produce detailed plans for individual portfolios for future years as recent experience has shown that subsequent changes make these plans unrealistic.

The 2012/13 plan for the Communities portfolio was included in the 2012/15 Medium Term Financial Plan (MTFP) on pages 73 and 74 and progress against these savings has been integrated into the financial monitoring papers to Cabinet (and to this Committee) throughout the year. The £15.4m of savings have been delivered.

- 3.2 The Budget Book continues to be produced in an A to Z service format rather than portfolio basis as it focuses attention on the services KCC provides rather than how the authority is organised.
- 3.3 The Budget Book included a revised presentation of the capital programme. This set out the overall capital investments under each portfolio and how expenditure in 2012/15 was planned to be funded.
- 3.4 The final draft MTFP and Budget Book 2013/14 is not yet available due to the late announcement of the Local Government Finance arrangements.

The latest drafts, as well as the budget consultation, both adopt these same principles. The final draft of the MTFP will also include more detail on the national and local economic context and revised revenue and capital budget strategies.

- 3.5 The budget consultation included total savings and mitigations of just under £4.5m, with £2.8m relating to savings agreed as part of the previous 3-year MTFP, as well as £1.7m of new savings. The proposed future net budget for the directorate is £76.5m.

As the budget consultation was presented in an A-Z and not directorate format, a spreadsheet was provided at the November meeting to clarify what savings were being made and from which service.

- 3.6 The timing of the local government provisional settlement means that Committees have had little opportunity to consider the final draft proposals in advance of the meeting. An oral update will be presented at this meeting.

Committees are then invited to consider whether individual Informal Member Groups (IMGs) should be convened to consider the draft proposals prior to final consideration at County Council on 14 February 2013.

4. Recommendations

4.1 Members are asked to:

- (a) NOTE the late announcement of the provisional local government finance settlement and the impact on budget.
- (b) CONSIDER the final budget proposals affecting the Communities portfolio in advance of County Council meeting on 14 February 2013.
- (c) COMMENT on the issues affecting the Communities portfolio raised in consultation and Cabinet's response.

Background Documents

N/A

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

To: Communities Cabinet Committee

Date: 17 January 2013

Subject: Youth Service Transformation

Classification: Unrestricted

1. Introduction

- 1.1 In May 2012, the Cabinet Member for Customer and Communities took a key decision on the detailed model of future Youth Service delivery across the county. This decision followed extensive consultation with the public, staff and young people in 2011.
- 1.2 The model describes a directly delivered service in each district/borough, supported by an extensive range of commissioned activity. Locality Boards have been engaged in the design of the new service at all stages.
- 1.3 Following the Cabinet Member's decision in May 2012, implementation of the new model commenced on two fronts
 - appointment to key posts within the directly delivered service
 - commissioning new youth work providers.

2. Directly delivered service

- 2.1 KCC will continue to provide a core service to young people within each district/borough: a building base, street-based work and school-based work [including the engagement of a number of new schools to jointly fund Community Youth Tutors e.g. Knole Academy, Holmesdale Technology College, Thanet and Maidstone Skills Centres]. Details of this future provision are provided at Appendix A.
- 2.2 Recruitment to all but one of the full-time youth worker posts has now been completed and appointed staff will have moved into their new roles at the beginning of January 2013.
- 2.3 The new model has led to a significant reduction in the number of staff directly employed by Integrated Youth Services. The overall reduction will be 41.8 FTE (168 individual staff). A total of 34 staff have taken voluntary redundancy (10.5 FTE) with effect from December 2012. As a result of contract awards to new commissioned providers, 70 staff (14 FTE) were given the choice of transferring from KCC to some of the new providers under TUPE regulations; 13 of these staff have indicated that they wish to transfer and the detail of this is now being negotiated with HR colleagues, new providers and unions.

2.4 A number of existing youth centres will not be required as part of the new delivery model and these facilities ceased to operate as KCC youth centres at the end of December 2012:

- Archers Court Youth Centre, Dover
- Artwise Youth Arts Centre, Ramsgate
- Aylesham Youth Centre
- Faversham Youth Centre
- Lenham Youth Centre
- Miracles Youth Centre, Gravesend
- Sheerness County Youth Club
- XCYC, Ashford

However, there have been a number of approaches from local groups to maintain some community-led provision in a small number of these centres; with the support of Cabinet Members, KCC Property has agreed to issue 18-month leases to allow community groups to continue.

Following previous discussions with Cabinet and PAG, the capital value of these buildings¹ will be utilised in the first instance to support the construction of a new youth facility in Deal as the building based element of the directly delivered service for the Dover District area. This project is being support by Dover District Council, who have confirmed they will provide the land [either as an asset transfer or on a long lease with peppercorn rent] in addition to S106 resource of £200,000

Additional capital resource will be required to provide building based provision for the Tunbridge Wells Borough, although it is proving very difficult to identify a solution despite months of work involving KCC and TWBC.

2.5 In addition to the buildings being retained for direct delivery, a small number of existing youth facilities will continue to operate under the control of commissioned providers from January 2013. These buildings are:

- Concorde Youth Centre, Ramsgate
- Hythe Youth Centre
- Riverside Youth Centre, Canterbury
- Shepway Youth Centre, Maidstone
- Sk8side, Ashford
- The Shed, Folkestone

3. Commissioned service

3.1 KCC has a statutory responsibility to provide educational leisure-time activities for young people in Kent. It has exercised this responsibility over many years through direct delivery of a county-wide Youth Service. In doing this, KCC has become the main provider of youth service activities in the county with a strong infrastructure including youth centre premises, management systems and processes.

3.2 The alternative supply market for youth service activities in Kent has been relatively immature. The youth service transformation programme has provided an opportunity for KCC to develop the supply market for youth services to benefit young people in

¹ Work now being undertaken by the Disposals Team within Property

Kent and make effective use of the local voluntary and community sector in line with Bold Steps for Kent.

- 3.3 Officers from Integrated Youth Services have worked closely with colleagues from KCC Procurement to design a bespoke commissioning process for youth work in the county, utilising a Dynamic Purchasing System. This model was selected in order to provide a much simplified commissioning process that encouraged the development of a vibrant market through the engagement of new and emerging organisations with potential to bid for youth service contracts.
- 3.4 At Pre-Qualification stage, successful applications to join the commissioning framework were received from 124 youth organisations; the vast majority of these are local, Kent-based organisations. Following the publication of tender specifications to these organisations, tenders were received from 55 organisations.
- 3.5 The tenders were submitted through the South East Business Portal ProContract system and were evaluated via a process – led by a KCC tender evaluation team - which engaged young people, Locality Boards [using Task and Finish Groups] and Officers from KCC and Districts/Boroughs.
- 3.6 The IYS tender evaluation team presented its recommendations to the Service Transformation Project Board, chaired by the Cabinet Member for Customer and Communities, on 26 October. On 1 November, the Director for Service Improvement gave her authorisation for youth work contracts to be awarded to a total of 24 organisations. Details are provided at Appendix B.
- 3.7 The commissioning of infrastructure support for voluntary and community youth organisations across Kent will be completed over the coming weeks for implementation in April 2013.

4. Recommendations

- 4.1 NOTE the progress of the Youth Service Transformation Programme, with implementation achieved in January 2013.

5. Next Steps

- 5.1 Officers will work closely with new commissioned providers to ensure a smooth and effective period of mobilisation over the first quarter of 2013. This will include bringing together directly delivered and commissioned elements of the new service at local level to ensure a co-ordinated local youth offer for young people at district/borough level.
- 5.2 Continuing work with KCC's Communications Team to promote the launch of the new service model across the county in January 2013
- 5.3 Regular visits to new commissioned providers designed to ensure contract delivery, observe quality of youth work and assess training needs.
- 5.4 Integrated Youth Services will continue to work closely with the developing Integrated Adolescent Support Service in order to play a full part in the four pilot areas and subsequent county-wide roll out of a early intervention and prevention strategy to work with vulnerable young people in Kent.

Background Documents

N/A

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Appendix A

Directly Delivered Service

District/Borough	Building Based	School Based
Ashford	Ashford North	Towers
Canterbury	Whitstable	Canterbury Academy, Herne Bay High, Spires Academy
Dartford	The Bridge	Swan Valley
Dover	New Build, Deal	Harbour Special/St Edmund's, Sandwich
Gravesham	Northfleet	Thamesview
Maidstone	InfoZone	Maidstone Skills Centre
Sevenoaks	Swanley YC	Knole Academy
Shepway	C@fe.IT	Folkestone Academy, Marsh Academy
Swale	New House YC	Sheppey Academy
Tonbridge& Malling	Avebury Avenue, Tonbridge	Holmesdale TC, Ridgeview Special, Malling Academy
Thanet	Quarterdeck YC	Marlowe Academy, Thanet Skills Studio
Tunbridge Wells	TBC	Oakley Special, Mascalls School

In addition, there will be a full-time Street-based Project in each district/borough

Integrated Youth Services will also continue to deliver a range of county-wide services for young people:

- Residential/Outdoor Education Centres
- Youth Participation including Kent Youth County Council
- Duke of Edinburgh's Award

Appendix B

Commissioned Services

The table below shows the highest scoring tender for each lot.

Lot	Provider
Ashford	
Lot 1 – Ashford Town Centre	Sk8side CIC
Lot 2 – Street Based	CXK
Lot 3 – South Ashford	Kent Children's Fund Network
Lot 4 – Local Children's Trust Plan	Kent Children's Fund Network
Canterbury	
Lot 1 – Canterbury Town Centre	The Canterbury Academy
Lot 2 – Isolated and Rural Areas	The Canterbury Academy
Lot 3 – Deprived Areas	The Canterbury Academy
Lot 4 – Specialist Areas of Delivery	The Canterbury Academy
Dartford	
Lot 1 – Central Dartford	YMCA Thames Gateway
Lot 2 – Reducing Health Inequalities	YMCA Thames Gateway
Lot 3 – Improving Emotional Health	Walk Tall
Dover	
Lot 1 – Dover Town Centre, Tower Hamlets, St Radigunds, Aylesham and Buckland	Kent Children's Fund Network
Lot 2 – Isolated and Rural Areas	CXK
Lot 3 – Local Children's Trust Plan	South & West Kent College
Gravesham	
Lot 1 – Gravesham Town Centre	The Gr@nd CIC

Lot 2 – East Gravesham	The Gr@nd CIC
Lot 3 – Isolated and Rural Areas	The Gr@nd CIC
Maidstone	
Lot 1 – South East Urban Maidstone	Project Salus
Lot 2 – Rural and Isolated Areas	CXK
Lot 3 – Lenham and Surrounds	Switch Youth Cafe
Lot 4 - Local Children's Trust Plan	Charles Harrison Associates
Sevenoaks	
Lot 1- Edenbridge	West Kent Extra
Lot 2 – Reduction of Alcohol Consumption	West Kent Extra
Lot 3 – Isolated and Rural Areas	CXK
Lot 4 - Local Children's Trust Plan	Sevenoaks Town Council
Shepway	
Lot 1- Hythe	Cheriton Baptist Church (What 4)
Lot 2 – Rural Communities	CXK
Lot 3 - Hawkinge	Cheriton Baptist Church (What 4)
Lot 4 – East Folkestone wards of Foord, East, Harvey Central & Harbour and Cheriton, Sandgate and the Elham Valley	Folkestone Youth Project
Swale	
Lot 1- Faversham	West Faversham Community Assoc
Lot 2 - Sheerness	Restoration Youth
Lot 3 – Street based provision in Swale, mainland and hinterland	CXK
Lot 4- Street based provision in Swale, Isle of Sheppey excluding Sheerness	CXK
Thanet	
Lot 1 - Ramsgate	Pie Factory Music

Lot 2 - Broadstairs	1. St Andrew's Youth Club & Family Project 2. Voluntary Action within Kent
Lot 3 – Isolated and Rural Areas	1. CXK 2. Westgate Youth Project
Tonbridge & Malling	
Lot 1 - Young Parents and young women who are pregnant	Platform 51
Lot 2 - Hadlow	The Beat Project
Lot 3 – Wrotham and Borough Green	The Beat Project
Lot 4 – Rural Areas	CXK
Lot 5 North Tonbridge	West Kent YMCA
Tunbridge Wells	
Lot 1- Town Centre and Surrounds	West Kent YMCA
Lot 2– Southborough and High Broom and Southborough North	West Kent YMCA
Lot 3 - Sherwood	Voluntary Action within Kent
Lot 4– Broadwater and Rusthall	Kent Children's Fund Network
Lot 5– Pembury and Capel	Kent Children's Fund Network
Lot 6– St John's	West Kent YMCA

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

To: Communities Cabinet Committee

Date: 17 January 2013

Subject: Revision of the Countryside Access Improvement Plan.

Classification: Unrestricted

Summary : The revised Countryside Access Improvement Plan (CAIP) is a statutory plan which will have to be taken to public consultation. This report provides details about why the review was required, how it was undertaken and the contents of the Draft Plan.

1. **Background**

1.1 The CAIP is the Rights of Way Improvement Plan for Kent. It is a statutory requirement to produce the plan and review it within 10 years of publication.

1.2 While there is a statutory requirement to produce the CAIP, it is also the document which directs and supports the work carried out by the Countryside Access Service that makes a real difference to the quality of life of Kent residents. The Countryside Access Service Annual Report 2011 (see Appendix 1) provides examples of the ongoing delivery of community-led projects that the Plan supports.

1.3 Significant investment, improvements and savings to the capital liability for the Public Rights of Way network have been delivered through the objectives set out in the initial CAIP. It is imperative the Plan is kept up to date and is:

- aligned to current County Council priorities
- reflects the input provided by our customers
- adapts to the current economic climate
- seizes any new opportunities.

For these reasons a review of CAIP has been undertaken and a Draft Plan produced for consultation - see Appendix 2.

2. **The Countryside Access Improvement Plan**

2.1 Why review the Plan?

- a) There is a need to ensure that the work of PROW and Access Service is contributing to the delivery of Bold Steps and is aligned to the visions of a “One Council” approach.
- b) The challenge posed by the need to reduce the national fiscal deficit

has resulted in a significant reduction in resources available to local authorities. The plan establishes priorities that reflect the needs of customers and how these will be delivered efficiently in line with the resources available.

- c) The Service must be geared up to seizing newly available funding opportunities to reduce the impact of the global budget reductions. Outputs must re-aligned to focus on those areas where external and internal funding may be available. This will assist in delivering the wider objectives of sustainable transport, UK tourism and healthy independent living. For instance in December 2012 the Transport Minister announced £20million in funding for Cycling Infrastructure.
- d) Increasingly, valuable customer insight is available and this can be used to ensure the Service is aligned to the needs of its customers.
- e) The significant change to the organisational structure of the Service must be reflected in its medium term strategy.
- f) The Service, having moved to a new Division, must reflect within its policy and strategy a clear focus on the Customer and the highly valued service it provides to local Communities.

2.2 Content of the Draft Plan

As a statutory document there is certain information that must be contained within the Plan and these requirements are set out in legislation within the Countryside & Rights of Way (CROW) Act 2000. The revised plan will, therefore, contain many of the same elements as the original 2007 version. To enable greater synergy with other departments and policy a greater and clearer emphasis has been provided on how the Service contributes to Bold New Steps and the Customer Service Strategy. Main elements of the plan are:

- a) Existing and potential use and demand assessment for the statutory prescribed groups: the public, blind and partially sighted persons and those with mobility problems.
- b) Detailed customer profiling using Mosaic, Countryside Access Management System, Volunteer and Explore Kent database.
- c) National and local policy context. Particular attention has been given to aligning the Plan with Bold New Steps, Local Transport Plan 3 and the Customer Service Strategy.
- d) Operational management, asset management and budgetary information.
- e) The effect of static or reducing resources on delivery.
- f) How to make the best of new national and local funding opportunities.
- g) A delivery plan that includes timescales, policy links and SMART targets.

2.3 How the Draft Plan has been informed

Information has been gathered through extensive research, surveys and direct customer feedback. This has included previously completed consultations, research of business and asset management plans, review of KCC and national research and policy, obtaining information from focus groups, Parish Councils, District/Borough Councils and County Members.

2.4 Pre-consultation

Statutory pre-consultation is required with district/borough, parish and neighbouring councils. Natural England as the regulating body must also be informed of the proposed update. This work was completed earlier in 2012.

3. **Next Steps**

January / February 2013

The Draft Plan will be sent to the Communications Team for design in preparation for a full public consultation which is outlined in the legislation contained within the Countryside & Rights of Way (CROW) Act 2000.

February / March 2013

A full public consultation will be carried out.

April 2013

There will be a response to the public consultation and the draft plan will be amended where appropriate.

May 2013

The new, revised plan will be adopted and implemented.

4. **Recommendation**

The Committee is asked to :

- Comment on the draft Plan as part of the consultation process.
- Note the process for consultation and formal adoption of the CAIP.

Appendix 1 Countryside Access Improvement Plan, Annual Report (2011)

Appendix 2 The Draft Countryside Access Improvement Plan

Background documents

N/A

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KENT COUNTY COUNCIL

Countryside Access Service

ANNUAL REPORT 2011/12

Overview

I am delighted to see that 2011-12 was another highly successful year for Kent County Council's Countryside Access Service. Despite the uncertainties and changes, officers have continued to deliver a wide and complex breadth of services, achieving all of the targets set out in the Business Plan.

In Kent the popularity and demand for well maintained access to the countryside continues to grow and demand for Services is as high as ever. Coastal access is especially prominent in people's minds and much work has been done to deliver the first stretch of the England Coastal Trail in Kent between Folkestone and Ramsgate.

Nearly £800,000 worth of capital infrastructure projects were delivered on target and a further £418,659 of external income generated to deliver projects over and above the day to day statutory management of the network. The Service also attracted almost £700,000 of funding from partner organisations, individuals and charities to support targeted projects identified by local communities and set out in the Countryside Access Improvement Plan.

2

We received 344 compliments which reflect the public perception of the Countryside Access Service (and ultimately KCC) and the quality and professionalism of the Service with the 'Explore Kent' website reaching another high with 2,198,294 page views, an increase of 20% on the previous year. However, the number of fault reports increased with a significant rise in fly tipping and vegetation clearance issues; this was expected following the reduction in maintenance budgets.

The pragmatic and innovative approach to the use of volunteers has enabled the Countryside Access Warden volunteer scheme to continue to provide a valuable role in assisting with the management of Kent's large and valued network of Public Rights of Way, with 300 volunteers now registered wardens.

The Countryside Access Service Business Plans for 2011-12 and 2012-13 continue to support KCC's medium term plan, 'Bold Steps for Kent', with tangible contributions to helping the economy grow, putting the citizen in control and tackling disadvantage. The review of KCC's Countryside Access Improvement Plan in 2012-13 will strengthen further these links to reflect the Vision for Kent.

Please find a moment to read this report; it reflects the dedication and hard work of a small, effective, high profile and popular frontline Service.

Mike Overbeke

Head of Countryside Access Service

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Highlights

Financial and operational highlights for the financial year 2011/12

Income generated

£418,659

Income received through successful bids to support delivery of projects. The Service also attracted £686,320 from partner organisations.

Number of letters, phone calls and emails received from the public

79,700 (+38,200 for Countryside Management Partnerships)

These comprise fault reports, general correspondence, requests for information, and requests for advice on specific issues.

Fly tipping

166 reports resolved

An increase of 51% on last year.

Number of Fault Reports processed

6,115

A 16% increase on last year.

Public compliments

344

Received from people praising the Service's work.

Number of volunteers

300

Countryside Access Wardens now working to help keep the PProW network open.

Number of stiles removed

876

A 15% increase on last year.

Approved capital programme delivered

£750,000

All schemes delivered on time and to budget.

Explore Kent website page views

2,198,294

The Explore Kent pages are one of the most used sections of Kent County Council's website.

Countryside access website page Views

64,279

Items searched include content on village greens, design standards, and the Definitive Map.

Countryside Management Partnerships

Every £1 invested by Kent County Council brought in £20 from contributions and grants by partners and other funding organisations.

Planning applications

235

Large and small scale applications have been commented on where PProW are affected or where improvements to the network and green space have been sought.



KEY facts

The Countryside Access Service is responsible for:-

- Kent's Public Rights of Way network which is 42% of the highways network (4,400 miles / 7,100km)**
 Managing and promoting the PRow network, with support of Kent based contractors and volunteers, making sure it is open and available for use.
- 815 miles / 1,300km of high profile promoted walks and rides**
 Managing and promoting the North Downs Way National Trail and other high profile routes to support Kent's tourism industry.
- 7 Countryside Management Partnerships**
 Supporting the public/private sector partnerships to deliver a wide range of access and conservation projects in local communities to improve the natural environment and wellbeing of residents.
- Explore Kent Partnership**
 Leading a public/private and voluntary sector partnership to provide a one stop shop for information on walking, horse riding, cycling, parks and green space.
- The legal Definitive Map and Statement of Public Rights of Way**
 Keeping the Definitive Map up to date, dealing with applications from residents and businesses to add new routes or change their alignment, resolving any errors and working towards producing a new electronic Definitive Map.
- 192 Open Access Sites**
 Managing and ensuring access to over 2,000 hectares of public open green space, shown as Access Land on Ordnance Survey maps.
- 301 Commons and Village Greens**
 Managing the Common Land and Village Greens service by dealing with land searches, leading on a national project to ensure Common Land in Kent is correctly recorded and resolving applications from people across Kent to apply to register land important to local communities, as village greens.

5

"...you have built up a fantastic Service - unparalleled in my experience, anywhere in the country, in terms of expertise and efficiency..."

Barrister, Lincoln's Inn



Bold steps for Kent

The medium term plan for Kent County Council was published in December 2010. It sets out three clear aims:

1. To help the Kent economy to grow
2. To put the citizen in control
3. To tackle disadvantage

The Countryside Access Service helps to deliver these aims in the following ways:

Helping the Kent economy grow

- Supporting Kent's £2.5billion tourism industry by keeping the PRoW network open and promoted - £1.5b of this income is directly attributed to visitors exploring the countryside and coast.
- Managing and developing the PRoW network to meet modern demands for sustainable transport and for creating a healthy workforce.
- Achieving a 20:1 economic return on new 'multi-user' route schemes - compared with typical 3:1 for road and rail projects.
- Supporting Kent's thriving £100million equine industry by managing 700 miles of safe off-road horse riding routes and developing new routes where appropriate.
- Supporting developers and facilitating the planning process by resolving PRoW and Village Green issues to help accelerate economic development.
- Improving the accuracy and accessibility of our electronic mapping to help the land based sector manage their businesses more effectively.

Putting the citizen in control

- Bringing together under the Explore Kent Partnership brand all information about walking, riding and cycling and all of Kent's parks to inspire residents to explore and enjoy the countryside and coast.

- Empowering, training and equipping 519 volunteers to carry out low-level maintenance and improvements on PRoW, local nature reserves, Sites of Special Scientific Interest and historic sites.
- Supporting capacity building activity in voluntary groups - for example for health/guided walks and 'Friends of' groups.
- Administering the Kent Countryside Access Forum, a statutory but independent forum whose purpose is to advise KCC and other access providers on PRoW and access management.

Tackling disadvantage

- Providing opportunities across the county for disadvantaged communities and groups to improve their mental, physical and social wellbeing using their local countryside and green space.
- Negotiating with landowners to remove a minimum 200 stiles from PRoW every year and carry out other improvements to help the elderly and less mobile access the countryside and coast.
- Working with head teachers to identify and improve walking and cycling routes to schools.

Countryside Access Improvement Plan

The Countryside Access Improvement Plan was developed with extensive public consultation. It is the Service's business plan and was adopted by Kent County Council in 2008.

The Plan contains seven different themes all with objectives and actions against them which help to deliver against Bold Steps for Kent. The objectives are coded, for example M1, K1, and are referenced throughout the report.

The Improvement Plan can be viewed online at www.kent.gov.uk/countrysideaccess.

Theme I: Well maintained countryside access (Objectives M1 to M10)

Aim: To significantly improve the maintenance level, quality and accessibility of the Public Rights of Way (PRoW) network.

Destination Signs

These are now widely installed on the network to indicate how far in distance places or visitor attractions are. They have been especially useful on well used local routes as well as those connecting to schools, rail stations and other community facilities. **M2**

National Trails

The section of North Downs Way between Thurnham and Charing has had work done to improve sections of surface on byways that were starting to deteriorate.

Assessment on Phase I of the new England Coastal Trail between Folkestone and Ramsgate is complete and work will commence on the ground once a report is approved by the Secretary of State. **M2**

Byways Working Group

The Group has reviewed the management of byways at Holly Hill to consider seasonal closures and restrictions to help protect surface conditions and the local environment. **M4**

Bridge Maintenance

14 new bridges have been installed on the network this year. **M5**

Stile removal

876 stiles have gone this year from key promoted or local routes where they have been replaced with a gap or gate to make the network more accessible. Almost 3,000 stiles have now been removed since the Improvement Plan was published. **M6**

Fly tipping

This has increased this year by 51% with 166 reports actioned relating to rubbish, often building material or tyres, deposited on the PRoW network. **M9**

Fault reports

6115 fault reports have been logged by the public representing a 16% increase on last year. Reports of overgrown vegetation significantly increased by over 40%. Of the faults reported this year 60% have been resolved. Wardens have greatly assisted with waymarking and minor vegetation clearance on routes.

Capital Schemes

The Service has successfully delivered a £750,000 capital works programme to enhance the PRoW network. Projects have focused on improving path surfaces on key local community and promoted routes and those in desperate need of repair.

Highlighted Project M5 Improving bridges and gates

There are over 3000 bridges and more than 7500 gates on the PRoW network.

Each structure varies in condition and how long it may have been in place. All major bridges (of a certain length or construction) are inspected every 2 years. Any defects are reported and put into forward work programmes. Anything that is dangerous to the public is dealt with quickly.

Many of the bridges and gates are on well used promoted routes or those that link communities. A targeted campaign this last year focused on improving the condition of the structures on these routes. This resulted in some bridges being replenished or where necessary being completely replaced. A second targeted campaign focussed on repairing or replacing gate latches to make passage safer and easier, particularly for horse riders, the elderly and disabled.



Theme 2: Growth and development (Objectives D1 to D5)

Aim: To ensure that PRoW and open green space is protected and enhanced when industrial, residential and area development takes place, especially in the Thames Gateway, Ashford, and the wider east Kent.

Planning Policy

Technical input has continued to be given on many of the documents being prepared by the district councils as part of their local development frameworks, including Cycling Strategies and Green Infrastructure Strategies. The Service has also responded to national consultations to influence changes to the planning process as new legislation is implemented. **D4**

Planning Applications

The Service has responded to 235 planning applications this year ranging from large scale sites to smaller applications that affect individual routes. **D4**

Development Proposals

The Service continues to negotiate improvements through the planning process. This includes enhancements to existing routes as well as the creation of new PRoW and green space to make a better network. Sites across Thameside and at Chilmingdon Green, Sholden and Repton Park have been a particular focus this past year. Advice has also been given to ensure changes to the network are legally implemented when routes are affected by development. **D2**

Growth Areas

Technical advice has been provided for numerous large scale development proposals across Ashford, Thames Gateway, and other parts of East Kent. This is to ensure that the proposals include a good provision of routes and green space that both encourages sustainable transport and also links well into wider networks. As a result of this work significant links and improvements have been agreed at sites including Northern Gateway (the former Glaxo site at Dartford), Northfleet Works, Sittingbourne Town Centre and sites on the Isle of Sheppey. **D3**

Highlighted Project D3 Vale Road, Tonbridge

The redevelopment of the Vale Road area of Tonbridge continues with new housing provision alongside the River Medway. There is also an area of light industrial units which sit immediately east of the town centre. There are 2 PRoW connecting Vale Road with the town centre which were rather narrow and not well used. The Service has worked with developers, and also secured a grant from the Department for Transport Local Sustainable Transport Fund, to improve the surface and widen the routes.

What was once a closed-in pathway has been transformed making the route much more pleasant and suitable to use. Residents and workers can now access the town centre in a much easier and safer way without the need to use the car. The route also provides a link to the wider network to access the countryside to the east of Tonbridge.



"The continued professional advice you give as the plans move forward is gratefully received by all of us working on the redevelopment of Northfleet Works."
David Lock Associates

Theme 3: A more sensible network (Objectives N1 to N3)

Aim: To create a PRow network which satisfies modern needs and demands, in particular for sustainable transport and off-road leisure cycling.

Pilgrims Trail

The new Pilgrims Cycle Trail, which runs from Rochester to Canterbury, was formerly opened in 2011. Surfacing on some of the byways along this route has been completed to improve their condition. It provides a challenging long distance cycle route following the North Downs and Stour into Canterbury. **N3**

Tudor Trail

Work has been carried out in partnership with Penshurst and Hever Castle Estates to extend the popular Tonbridge to Penshurst cycle route over to Hever Castle. This extended route has been rebranded as the Tudor Trail. A further extension to Edenbridge is in development. **N3**

Leysdown Tourism Initiative

The Isle of Sheppey cycle routes were formerly opened in the summer of 2011. They include a new 9.5km route linking Leysdown on Sea with the Isle of Harty. **N3**

City 2 Sea

Work on the regionally important cycle route along the Thames from Dartford to Swale continues to evolve. Options for a route across Swanscombe Pennisular have been assessed. A link to connect with the Bridge Development at Dartford has also been secured and is due to open at the end of 2012. **N3**

Highlighted Project N2/N3 Cyclopark



Cyclopark is a new activity and extreme sports centre set within 43 hectares of rolling landscaped parkland to the south of Gravesend.

The service has worked closely with Cyclopark to promote the site as a gateway to the wider countryside. It has the Wealdway and two National Cycle routes in close proximity. Circular walks and rides have been developed and will be promoted as part of the Cyclocountry. They will link the Park to local communities and other nearby parks at Cobham and Shorne. The routes are due to be open in 2012.



"The new links will allow the school to more easily access Cyclopark and all the wonderful facilities it will offer now and in the future".
Headteacher, Gravesend

Theme 4: Knowing what's out there (Objectives K1 to K8)

Aim: To maintain the legal record of Public Rights of Way, Village Greens and Common Land, and to increase public awareness and use of Kent's countryside and coast.



Excluded Areas

A Definitive Map has been produced for the former Excluded Area of Ramsgate. This now means the whole of Kent is covered by a Definitive Map and Statement - the legal record for Public Rights of Way. **K1**

Village Greens

There are now 191 recorded Village Greens across Kent, 16 of which have been registered in the past four years. Each application often results in consideration of complex legal issues at a Public Inquiry. **K1**

Explore Kent

The Explore Kent website remains as popular as ever with a staggering 2,198,294 page views. Users seek information on walking, riding, cycling, parks and green space. Campaigns have been targeted to promote Kent's unique coast and countryside to residents and visitors alike. Circular walks and rides have been published in local media to raise the profile of Explore Kent and encourage residents to lead a more active life and support the local rural economy. An advert ran in the Bluewater cinema for six months and was viewed by over 400,000 people. Content is regularly added to and refreshed to maintain a vibrant and attractive site for all to use. It has become a one stop shop with the support of partners and those who use it. **K2**

Circular Walks and Long Distance Routes

The Walks in Kent series remains very popular and each of the walks is regularly maintained to ensure they are in good order. This year focussed on production of Literary Walks with a Dickens inspired route at Higham and a Jane Austen inspired walk at Tonbridge.

Cycle rides are also popular and there is a marked increase in demand for information given the popularity of cycling. **K5**

Kent Walking Festival

The festival was a huge success in 2011. Almost 1500 people took part booking places on 106 walks organised by 36 different walk leaders. This has led to further Guided Walks being booked via the Explore Kent Website. **K3**





Theme 5: Improving safety (Objectives ST1 to ST4)

Aim: To address known safety issues and concerns on the PRow network and create new safer routes where necessary.

Gating Orders

The Service worked closely with Crime Reduction Partnerships in Ashford, Gravesham and Swale to assess if any particular measures may be necessary on routes to help prevent and reduce antisocial behaviour and crime. Routes at Ashford have been considered this year. **ST1**

Safe Routes to Schools

Six routes to schools have been improved this year. The Service works closely with schools and partners to put in place quality routes to promote more sustainable travel and active lifestyles as part of the Healthy Schools Initiative. **ST3**

One of the improved routes is at Capel le Ferne. Pupils who walked to the local primary school had to use a narrow muddy path. The route between the Village Hall and School has been widened and surfaced to make it much easier and safer to use. The project was delivered in partnership with Sustrans as part of the Routes to Schools programme.

Highlighted Projects ST4

Road Crossings

The Service has been working in partnership with Network Rail to review safety at 21 rail crossings. This forms part of their national Level Crossings Programme. This is particularly relevant in Kent given greater frequency and higher speeds of trains as a result of the High Speed 1 Service.

Options identified may result in:-

- 1) improved signage
- 2) minor works for example cutting back vegetation
- 3) major works that may include diverting routes

12



We are delighted. The new path goes directly to the school gates. Walking and cycling to school is not only healthy but also means there is less traffic congestion on the roads.

Headteacher, Capel le Ferne Primary School

Theme 6: Education and respect for the countryside (Objectives E1 to E4)

Aim: To improve understanding and appreciation of the Kent countryside as both a working environment, and a fantastic leisure resource.

Working with landowners

Staff have continued to work positively with the landowning community to offer an advisory service and to disseminate information such as the Countryside Access Design Standards. These help to ensure that all paths and public green spaces are accessible and offer visitors a safe and enjoyable environment whilst also respecting landowners needs.

E1

Public awareness

The Service attended high profile events including the County Show and the Outdoors Show in London. These provide opportunities to engage with the wider public and promote walking, riding and cycling, parks and green space for the Explore Kent partnership.

Staff from the Service regularly give talks to community and user groups and organisations to promote the work we do. **E2**

Schools

As well as supporting schools with improved routes to increase walking and cycling, the Service also works with education providers to promote Kent's countryside, coast and wildlife and encourage the younger generation to explore the county. This has taken the form of providing information to fit the national curriculum as well as occasionally leading groups of children on walks. **E3**



"The Design Standards are a most welcome addition as they will lead to higher quality routes being accessible to more people..."
**Walker and resident,
 Shepway Area**

Theme 7: Working smarter and improving customer service (Objectives S1 to S8)

Aim: To ensure the most effective use of all available resources, and working smarter to deliver an excellent front line service.

Explore Kent iPhone and Android app

This year we have increased the number of routes available on the iPhone and Android app to 50, and introduced cycling routes for the first time. The app continues to prove very popular with our customers who can browse and save routes straight to their phone and track and share routes with other users. The app download page is one of the most visited areas of the Explore Kent website. **S2**

Social media

The Service has continued to make full use of web-based social media including Facebook, Flickr and Twitter to provide 2-way interaction with customers. These sites have been successfully used this year to promote events, guided walks and projects delivered by the Service. **S2**

Volunteers

There are now 300 Countryside Access Wardens who regularly work on improving the ProW network and their local countryside. They are fully trained and equipped for a range of work from minor vegetation clearance to waymarking routes. Work done is logged directly into a Management System where matters of a more serious nature they may come across can also be reported. **S4**

Staff training

Investment in training this year has included updates on PProW legislation, the new planning guidance from Government, and better understanding of our customers to help deliver the Customer Services Strategy. **S6**



External funding

The Service successfully secured an additional £418,659 of funding to deliver projects. Successful bids were made to County Council Members for the Highway Fund and Community Fund, Interreg, Natural England and others. Core activities, for example charges for property searches, have also contributed to income. **S7**

In addition to this the Service also secured £686,320 of support from partner organisations, individuals and charities to help deliver projects. **S7**



Highlighted Project S4**Explore Kent Partnership**

Over 50 partners attended the Explore Kent Conference in November. The purpose of the day was to share best practice and discuss further ideas for the development of the website and brand. An online forum has also been established to continue to share information as improvements are made. It also helps to better integrate partners' needs to provide customers with the information they seek.

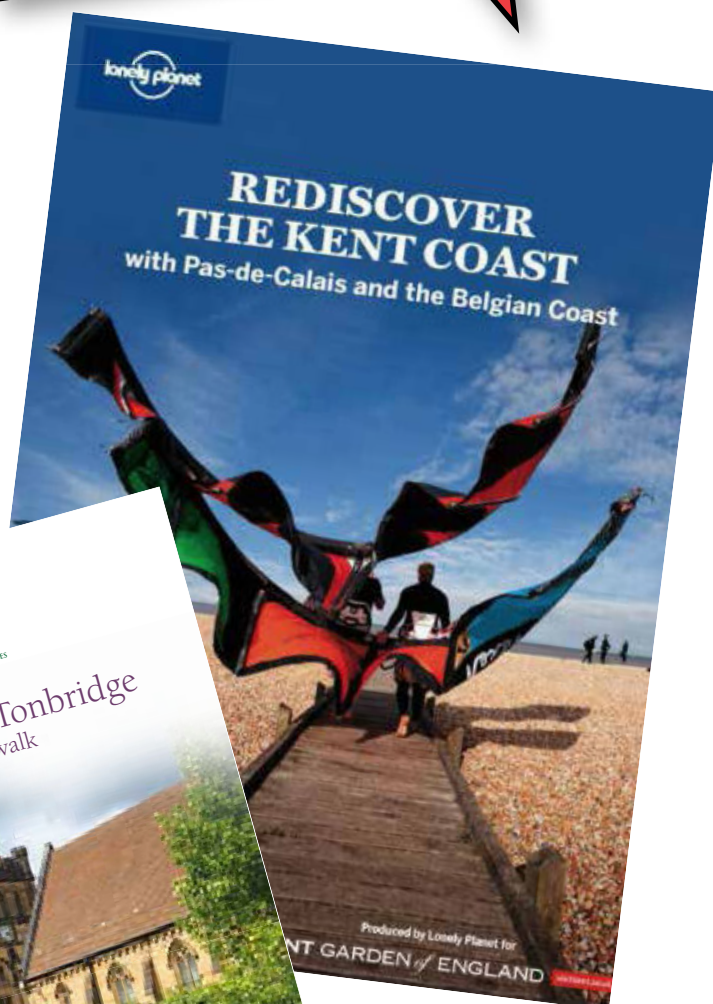
The Service has worked closely with Visit Kent on various projects including an Interreg funded project focussing on coastal areas in Kent. One aspect of this resulted in work with Lake Market Research Agency who undertook 1600 face to face surveys with customers to improve walking and cycling on the Kent coast.

As well as continually seeking to improve customer service and provide information that people ask for the Partnership seeks out new partners and new ways of doing things. This resulted in a collaboration with Lonely Planet to produce a guide to rediscover the Kent Coast. It involved working with European partners and also covers the Belgian Coast and Pas de Calais 50,000 guides have been distributed as well as it being made available online.

"The conference was a great event to understand how my organisation can be part of Explore Kent. I now know how we can more readily share best practice and new ideas which will help all our customers."

Conference Attendee, Maidstone Borough Council

15



A highly valued Service

Spending just 0.09% of KCC's annual budget the Countryside Access Service provides unquestionable value to the residents of Kent, delivering services that people praise and continue to ask for. The Service received 344 compliments this year. there were only 9 complaints received.

16

"Thank you for the Guided Ride. It has shown me some beautiful parts of Kent and given me more confidence to get out on my bike more and explore other parts of the County".
Bike Week Participant, London

"Thank you for the work you arranged to the tarmac slipway path. It is superb. They (Neighbours) were full of praise...one of them has had a knee replacement and was so pleased to be able to get up and down the path easily. Keep up the good work!"
Resident, Dymchurch Area

"As a result of the enjoyment I have had though the warden scheme, and unsure what to do next, I have been accepted on a Countryside Management Foundation Degree at Hadlow College... I just wanted to thank you for the enjoyment I have had so far."
Ronald McDonald, Ashford
Countryside Access Warden,

"The repaired and new bridges are great. They look professional and add significantly to the improved access on our local network."
Resident, Staplehurst Area

"Thank you for producing leaflets on circular walks in Kent. We have enjoyed so many of them and they have taken us to places we haven't even heard of. Your service is very appreciated"
Resident, Sevenoaks

"We were very impressed with the work you have done to develop your website and also the mobile app. The quality and richness of the site is terrific".
Recreation Group, Countryside Council for Wales

"To be able to cycle traffic free into Dartford Town Centre will be a real benefit and I applaud the work being done to achieve this."
Resident at The Bridge, Dartford

Projects for 2012-13

Funding

With an 11% cut in budget for 2012-13 the statutory services required from a PRow, Access Authority and Commons Registration Authority will continue to be delivered but at a reduced level. External funding opportunities will be pursued.

Seek a minimum of £30,000 external funding to address a shortfall in the 2011/12 core budget.

Seek additional income to support the delivery of the Countryside Access Improvement Plan, including an Interreg IVa bid with Visit Kent Ltd.

We will support Bold Steps for Kent in the following ways:

Helping the Kent economy grow

Deliver £750,000 of capital schemes and other targeted work, with Kent based contractors, to keep the PRow network open and promoted to support sustainable transport and tourism.

Continue to develop and promote more multi user routes to better connect local communities, and encourage sustainable transport.

Work in partnership with Natural England to deliver the Folkestone to Ramsgate section and negotiate and support in delivery of the second section of the England Coastal Trail from Folkestone to the East Sussex border.

Support Developers by resolving PRow and Village Green issues as quickly as possible. Publish a Design Guide and further Technical Standards to assist with best practice for the creation and implementation of new routes and green space.

Complete work on producing an up to date Definitive Map for publication in 2012 and increase the accuracy of our electronic mapping to support businesses and the land based sector in Kent.

Tackling Disadvantage

Remove a further 300 stiles from the PRow network to help the elderly and less mobile.

Continue to work with schools to improve local walking and cycling routes and promote healthier lifestyle and sustainable transport.

Support the Countryside Management Partnerships to deliver on a diverse range of projects to help improve the environment and health and wellbeing of residents.

Putting the citizen in control

Continue to recruit and train Countryside Access Wardens to carry out low level maintenance and improvements to local Public Rights of Way and green space.

Design and publish a new Explore Kent Interactive Map making it easier for customers to access information and report problems to the Service.

Review, update and consult the public on the Countryside Access Improvement Plan.

Work in partnership with local authorities, local communities and individuals to deliver improvements to Public Rights of Way and green space.

To continue to administer and support the Kent Countryside Access Forum - a statutory body that advises the Service on the improvement of public access to the coast, countryside and green space.

To investigate schemes to engage more volunteer and community involvement in low level maintenance of Public Rights of Way.

Contacts

For further information about the Countryside Access Service visit www.kent.gov.uk/countrysideaccess or telephone 0845 3450210

Countryside Access Service
Invicta House
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Maidstone
Kent ME14 1XX

The Explore Kent Partnership is a Countryside Access Service initiative.



For the best information on walking, horse riding, cycling and parks contact Explore Kent.

web: www.kent.gov.uk/explorekent
tel: 08458 247600
email: explorekent@kent.gov.uk



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Kent County Council

COUNTRYSIDE and COASTAL ACCESS IMPROVEMENT PLAN

(DRAFT JANUARY 2013)



Version 1.1

Countryside and Coastal Access Improvement Plan

A strategic framework for walking, cycling and riding in Kent

Foreword

Welcome to Kent County Council's Countryside and Coastal Access Improvement Plan, Kent's strategy for accessing and enjoying the countryside and coast on foot, on bike and on horseback. This is the five yearly review of the county's original plan of 2007, setting out the public's aspirations for accessing and enjoying Kent's beautiful and diverse landscapes.

This plan is founded upon extensive public consultation and feedback and its priorities are based on the views of the residents of Kent. It also takes into account the recent public backlash to the national consultation on Forestry and the overwhelming evidence that walking, riding and cycling brings significant benefits to the health and economy of the nation.

Kent is fortunate to have a vast network of Public Rights of Way and open green space which have played an important role in the history and culture of the county. The role of this valuable resource is ever changing and today it serves a purpose as important as any in the past; not only providing a recreational outlet free to the public, but also helping to address increasing concerns over traffic congestion.

In reviewing the plan the PROW and Access Service has also taken the opportunity to re-define operational priorities and build on the significant efficiencies already found in response to the economic climate.

These are ambitious challenges but issues we know Kent residents feel passionate about and they contribute significantly to our prime objective; to make Kent a healthy, enjoyable and attractive place in which to live and work.

Mike Hill

Cabinet Member Customer and Communities

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Part 1: Delivering Access in Kent

Context, Customers and Public Benefit

About this Plan

This plan sets out a bold and visionary approach to providing access to Kent's countryside for the benefit of all of Kent's residents.

This is an interim plan, updating Kent County Council's Countryside Access Improvement Plan of 2007. The plan covers four years, from 2013 to the end of the original term of the Countryside Access Improvement Plan in 2017.

Under the Countryside and Rights of Way Act 2000, highway authorities are required to prepare a Rights of Way Improvement Plan. These plans must assess the extent to which local rights of way meet the present and likely future needs of the public, as well as the opportunities provided by local rights of way for exercise and leisure. Such plans must also assess the accessibility of Public Rights of Way to blind or partially-sighted people and others with mobility problems. This updated Countryside and Coastal Access Improvement Plan is written in accordance with this duty, and forms Kent County Council's Rights of Way Improvement Plan.

Kent's Public Rights of Way and Access Service is committed to providing the best access to the countryside for Kent's residents. The services provided are wide ranging and Kent's residents come into contact with them in many ways. Not only do they provide the means to enjoy Kent's varied and beautiful landscapes, they also help to improve health & well-being, to build sustainable and self-supporting communities and to support Kent's economy.

This forward-thinking plan sets out how all of these benefits will be delivered and how the future needs of Kent's residents will be met: supporting local communities, building a strong economy and benefiting the health and well-being of Kent's residents.

The document is presented in three parts:

- Part 1: Delivering Access in Kent – Customers, Context and Public Benefit
- Part 2: Evaluation of Use, Demand and Public Benefit
- Part 3: Implementation

The Review of the Countryside Access Improvement Plan 2007

The Countryside Access Improvement Plan 2007-2017 was the first such plan produced by Kent County Council. It has since guided the work of the **PROW and Access Service**, giving clear direction and focus.

Much has been learned during the first five years of delivering the Countryside Access Improvement Plan. There have been many successes including the Countryside Access Wardens Scheme, the 'Walk to Win' campaign which engaged with customers in areas of high deprivation and the use of cutting edge technology in the I-Phone App. This plan sets out some bold ambitions, not necessarily constrained by the resources available, but on meeting the needs of customers. It is undeniable that changes in the availability of resources for local government delivery has, and will continue to have, an impact. Reductions in funding levels are likely to continue for years to come, and will create

new challenges for service delivery. The **PROW and Access Service** recognises this reality, and has restructured to enable it to continue to deliver innovative and forward looking projects.

The **PROW and Access Service** has always been customer focused, and the recent move of the **Service** into the Customer and Communities Directorate has provided an opportunity to demonstrate this clearly. Allied to this, during the last few years, the **Service** has greatly increased understanding of its customers and, through this revised plan, will put this understanding into practice.

Delivering the Customer Service Strategy

Understanding our customers

Our customers are the general public, landowners, businesses and stakeholder partners and often have conflicting concerns and a complex diversity of interest and opinions. The first Countryside Access Improvement Plan in 2007 was developed from comprehensive consultation with our customers. During this consultation 2500 requests for projects were received, which directly led to the development of priority actions. Since then, the **PROW and Access Service** has delivered against these priorities, with annual reports tracking progress. It has carried out in depth research, including surveys, to increase understanding of its customers.

The contents of this plan and corresponding objectives are a direct response to customer suggestions and feedback, putting the customer at the heart of what we do.

The population of Kent is predicted to grow from 1.45 million people in 2012 to 1.54 million in 2022. This overall increase of 96,000 people, some 6% change in the population, will not be evenly spread across the county and four local authority areas will account for 80% of the population growth. Ashford is expected to grow by 25%, becoming home to an extra 31,000 people, while Dartford, Dover and Gravesham are expected to increase by a total of 43,000 across the three areas.¹ Conversely, the population of Canterbury, Sevenoaks, Thanet and Tunbridge Wells is predicted to remain relatively static.

The **PROW and Access Service** needs to respond to this population growth. The concentration of this increase in certain geographical areas will lead to greater pressures on the countryside access resource, which will require intervention to ensure that the level and standard of provision is sufficient.

New comprehensive national research by Natural England² has helped to increase understanding of outdoor visits, providing in depth data about who visits, where they go, what they do and why they choose not to participate.

Alongside this the **PROW and Access Service** has used the customer profiling tool Mosaic³ to understand its customers better. This powerful tool provides detailed and accurate understanding of the demographics, lifestyles and behaviours of customers.

¹ Predicted population increase by 2022: Dartford 20,000 (21%), Dover 13,000 (12%), Gravesham 10,000 (10%)

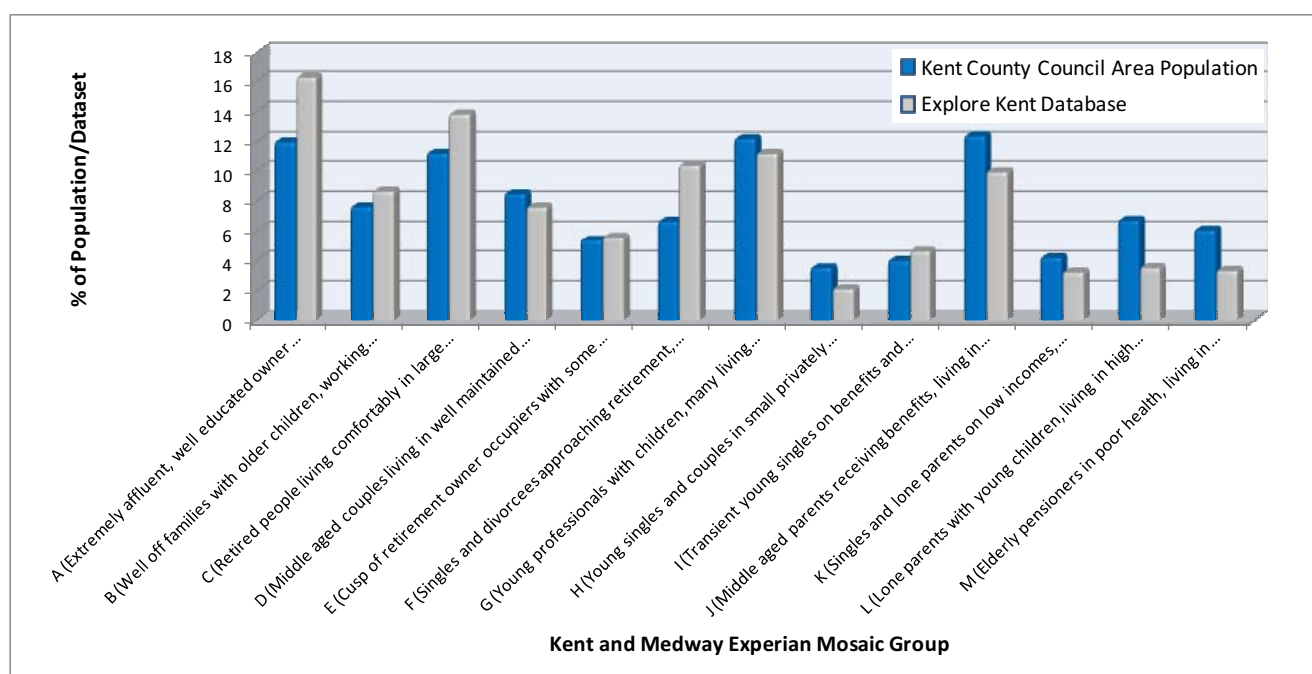
² Natural England, Monitor of Engagement with the Natural Environment (MENE)

³ Experian™ Mosaic

This tool has been used to examine the whole customer database, which includes those registering rights of way queries, those requesting information from 'Explore Kent' and 'Visit Kent' and people participating in specific campaigns. The data has shown uptake of the **Service** from people across all of the Kent and Medway Mosaic groups.

The national research by Natural England shows that, while people from all sectors of the population visit the outdoors, the proportion of those visiting the countryside is greater in the higher socio-economic groups and in the age range of 45 to 64.

Nonetheless, a wide range of Kent's population has registered interest through Explore Kent. Four Mosaic groups make up 52% of Explore Kent customers. While, in line with what would be expected from the national research, these groups undoubtedly represent sectors of Kent's population which are in general in the higher socio-economic groups, they also represent a wide range of ages, with 11% being younger couples with families. The results are shown in the table below.



Demand for access to the countryside is explored in more detail in the section 'Use, Demand and Public Benefit of Countryside Recreation' but, as a general trend, demand for and interest in the countryside and visiting the outdoors continues to increase.

The customer base for the **PROW and Access Service** is likely to continue grow, partly due to an increase in interest, and partly simply due to the fact that Kent's population will increase.

Objectives will be set to continually review the contact we receive from our customers to further inform our understanding of their requirements. The Service will continue to engage with representatives from the main recreational access User Groups and develop 'champions' to increase understanding of under-represented groups.

Actions to understand our customers

- Provide intelligent analysis of customer contact so that resources are focussed on those areas that matter to them

- Provide information and relevant signs to encourage responsible use and support landowners in protecting their interests.
- Within the PROW and Access Service develop 'champions' to further the understanding of the needs of under-represented groups. Use this understanding to promote engagement of these groups in the countryside, both within Kent County Council and with stakeholders and partners.

Connecting with our customers

Increasing customers will also result in more interactions with the **Service**. The **PROW and Access Service** sets targets for responding to rights of way enquiries and problems. It is seeking to move more of its customer reporting to an easy to use web based service (CAMS). Growth in demand has exceeded the capacity of the service to meet all of the requests made of it. The Service therefore prioritises service requests to focus on those routes most used and valued by customers.

Kent's PROW and Access Service has over 90,000 customer interactions each year

The success of projects such as the "app" and "Countryside Access Wardens" has clearly demonstrated that customers respond positively to engagement when it is developed in their language. Development of a variety of methods of communication should ensure the Service reaches its maximum audience. An increasing understanding of our customer profile and use of Mosaic analysis will ensure customers are contacted in the way they prefer.

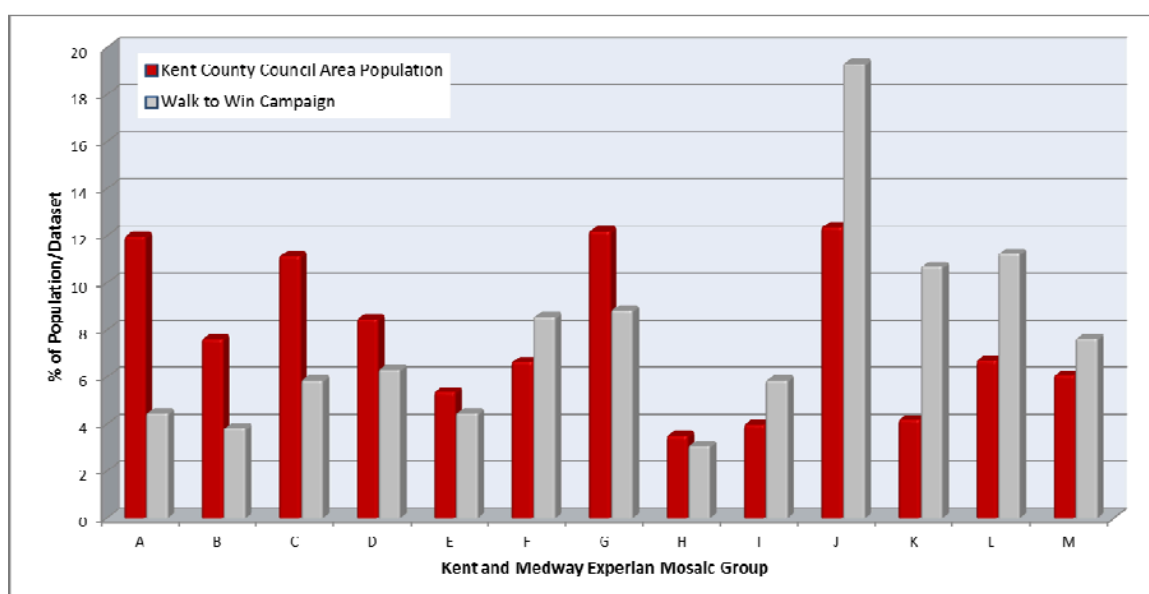
"Just downloaded the @ExploreKent Iphone App - it's fab! Going to go out for a walk tomorrow using it.."

Laura Ellis

Nationally, disabled people, younger adults, those in black and minority ethnic and lower socio-economic groups are less frequent visitors to the outdoors. Increasing engagement from these sectors of population requires overcoming the barriers of transport, culture, income and poor health.



People in lower socio-economic groups in Kent,⁴ as in the rest of England, mainly live in urban areas and have poor health as well as low incomes. Natural England's research⁵ shows that when they visit the outdoors, it tends to be within one mile of their starting point and therefore, unsurprisingly, urban areas close to home are the most common destination rather than the wider countryside promoted through 'Explore Kent' and the rights of way network. Day-to-day engagement in the **PROW and Access Service** would also therefore be expected to be lower. While across the whole customer profile this is true, Explore Kent records 'average' or 'above average' numbers of these customers in the local authority areas of Shepway, Thanet and Dover, suggesting that the **Service** is reaching these customers. The Service is committed to improving engagement and facilities for this sector, to improve the health and quality of life for those residents most in need



How the **PROW and Access Service** will work to overcome the barriers to participation of these potential customers is explored in detail in 'Section 2: Use, Demand and Public Benefit in Under-Represented Groups'.

Actions to connect with our customers

- Use the customer profiling and Mosaic data provided in this report to continually improve our communication channels so our customers receive contact in the way they prefer
- Work closely with health care professionals to promote the health benefits of using Public Rights of Way
- Provide support and guidance to landowners, to ensure they are aware of their legal responsibilities

⁴ Represented generally by Mosaic profiles J (middle aged parents receiving benefits), K (singles and lone parents on low incomes), L (lone parents with young children in social housing), M (elderly pensioners in poor health)

⁵ Natural England, Monitor of Engagement with the Natural Environment (MENE)

Empowering our staff to meet customer expectations

Regular training will result in staff being empowered and confident in their decision making. Objectives have been set to ensure staff are equipped with the right skills and knowledge to deliver this Plan.

The Service will encourage and support innovative approaches to customer service through the appraisal process.

Actions to empower staff

- Ensure high levels of customer service are maintained through staff training
- Increase understanding by businesses and service providers of how to offer a quality service to walkers, cyclists and others seeking outdoor recreation
- Lead a strategic approach to expand the leisure walking and cycling market in Kent in order to increase economic benefit, including improving understanding of the resource and development needs
- Embrace new technology and procedures in delivering an effective service.

Better designed service delivery

The restructuring of Regulatory Services provided an opportunity to look at alternative delivery models. Sharing best practice, experience and resources will improve efficiency across the Service. The use of new and emerging technologies should be developed to reduce the need for human intervention whilst ensuring there is no loss to customer service.

Actions to achieve better designed service delivery

- Regularly review our policies and procedures to maintain efficiency and improve customer service
- Ensure a high level of customer service is maintained through staff training and increase understanding by businesses and service providers of how to offer a quality service to walkers, cyclists and others seeking outdoor recreation
- Retain community involvement as a key element of service delivery and continue to develop the Countryside Wardens Scheme expanding the roles of individual wardens, linking with Sustrans to include cycling wardens
- Embrace new technology and procedures in delivering an effective service.

Enhanced partnerships

The Action Plan at the end of this document sets out objectives that are in direct response to customer consultation. Against each objective potential and existing partner organisations have been identified. In light of clear reductions to available central funding, it is imperative that new partnerships are formed and existing ones strengthened in order to deliver the ambitious outcomes of this plan.

The Service already has a well established partnership network. This is a major asset to service delivery and should be maintained and developed to assist in the delivery of the Service's operations, particularly in times of reduced budget. As well as the direct users of the countryside and rights of way, the businesses of Kent, especially tourism businesses, are also customers of the **PROW and Access Service**. Explore Kent through the promotion of

walking, cycling, horse riding and other countryside recreation activities are a significant element of the tourism offer for Kent. Partnerships in this area should be continued, working with "Visit Kent" and the district authorities to ensure Kent's recreational tourism offer is accessible and inspiring and continues to evolve to support and encourage growth in the rural economy.

The creation of Community Champions will be set as an objective to ensure there is a clear and direct connection between the Service and the various partners and customers.

Actions to deliver enhanced partnerships

- Continue to support the Kent Countryside Access Forum, and seek to ensure that it remains inclusive and effective
- Support the development and implementation of the Kent Downs and High Weald AONB plans, the County Councils Environment Strategy and District Transport and Green Infrastructure Policies
- Establish Community Champions that deliver an annual programme of presentations/engagements with specifically targeted groups
- Develop closer links to Parish Council's who may be in a position to support locally important projects through the Community Infrastructure Levy or a higher precept.

Delivering Wider Public Benefit

The work of the **PROW and Access Service** touches the lives of Kent's residents in many ways. It is obvious that at the most basic level the rights of way network provides free opportunities for all Kent's residents, should they chose to take them, to enjoy Kent's countryside and coast. It is perhaps not as immediately obvious that the impact is much wider.

Access to the countryside and walking, cycling and equestrian activities provide significant support to Kent's economy.

Access to green space is a significant factor in enabling people to improve their health and well-being.

Despite the name, the **Service does not only operate in the countryside; it provides important links both within towns and out to the wider countryside. In short, the work of the **Service** in its entirety enhances the quality of life of Kent's residents.**

Kent County Council's medium term plan "Bold Steps for Kent" sets out the ambitious changes required by the public sector in order to meet the challenges ahead. There are three core aims running through "Bold Steps for Kent", echoing the themes of Kent's Community Strategy 'Vision for Kent':

- To Help the Kent Economy to Grow
- To Tackle Disadvantage
- To Put the Citizen in Control

The wider public benefits of the **Service** are explored in more detail below, using the three aims of "Bold Steps for Kent".

Helping the Kent Economy to Grow

In South East England, the 143 million annual leisure walking trips bring £2.7 billion to the region.

Countryside recreation is a fundamental pillar supporting the Kent tourism 'Garden of England' brand.

Rural tourism businesses in Kent regard cycling and walking as markets with the potential to develop.

Reconnecting people with nature delivers clear benefits to public health and the economy. A good quality environment is associated with better mental health, reduced stress and increased physical and economic activity.

Kent's attractive countryside is a key motivator for people choosing to visit, with 47% of visitors stating it was one of the main reasons why they came.⁶ When visitors are in Kent, the landscape is fundamental factor in choosing the type of activities they like to do, with 46% saying they enjoy walking, 9% cycling, 42% visiting a country pub and 19% trying local produce. Research into visitors to the Kent Downs AONB⁷ and High Weald AONB show that the main reason they choose to come is to walk in the countryside.⁸

Countryside recreation activities are a fundamental component of the economy. According to 'The Volume and Value of Walking and Cycling in the South East Region' report by Tourism South East, there are estimated to be nearly 143 million walking trips for leisure made annually in South East England. The expenditure associated with these trips is in the region of £2.7 billion. The same report estimates that nearly 18 million cycling trips are made in South East England, generating an estimated £345 million.



Countryside recreation has a range of important roles in supporting the visitor economy, and the provision of quality, well promoted and accessible routes adds to the combined tourism 'offer'. It is also a crucial pillar supporting Kent's current marketing focus as the 'Garden of England'.

Given the importance of the countryside as a decision making factor for potential visitors, a quality offer targeted to key markets is crucial in attracting people to Kent rather than competitor areas, and will bring more spend into the county. Detailed information on countryside activities helps visitors build a picture of what is available and also supports visitors deciding to take a short break rather than just a day trip; a key ambition for Kent as this leads to greater spend per visitor. As the gateway to Europe, and bordering the mass population of London, Kent is an ideal location for developing recreational tourism.

Countryside recreation activities also help to mobilise spend into the rural economy. The promotion of local businesses, such as pubs, local producers and attractions, can help this economic benefit to stay within the local economy, helping to support essential services.

Rural businesses themselves recognise the importance of walking and cycling in supporting their businesses. In a survey of rural east Kent businesses in 2011, around 1 in 5 businesses

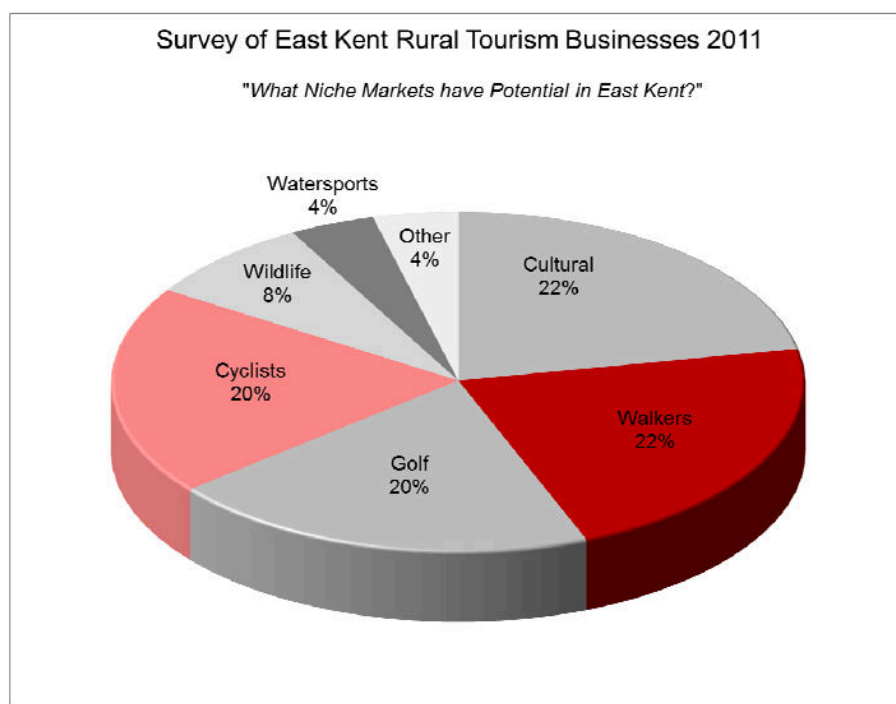
⁶ Visit Kent

⁷ Area of Outstanding Natural Beauty

⁸ South East Protected Landscape Visitor Baseline Research (2009)

regarded walking and cycling as markets with potential to develop, the same level as those who saw potential in the perhaps more obvious east Kent offers of 'culture' and 'golf'.⁹

"The Natural Choice" White Paper evidence suggests clear benefits to public health and the economy of reconnecting people with nature. A good quality environment is associated with better mental health, reduced stress and increased physical activity and economic activity.



The popularity of the Kent countryside for walking has already been demonstrated as being a hugely valuable asset to the rural economy and, recognising this, two of Kent's towns have specifically targeted the walking tourism market. Deal has been accredited as a "Walkers are Welcome" town and Faversham has developed a series of circular walks that connect to local enterprise and tourism initiatives. The Faversham walks project, for example, is estimated to have attracted £148,397 worth of income in its first year alone. The PROW and Access Service assisted the delivery of both projects.

Kent County Council has increased its understanding of how best to harness the significant economic benefits of leisure cycling. In 2009 Christchurch College Canterbury was commissioned by KCC look in to the economic benefits of recreational cycling in Kent and specifically to determine how leisure cycling could boost the economy.¹⁰

The research gave a clear insight into demand and identified one very clear message; that routes "*need to be traffic free*" both to attract repeat visits and first-time visitors. The study also showed that traffic free routes were essential in attracting women and less experienced riders, the groups which bring greatest economic value. The promotion of cycling and provision of a

⁹ The survey was carried out in the year of the opening of the Turner Contemporary in Margate and the Golf Open in Sandwich, raising the profile of both the cultural and golf 'offer' of east Kent.

¹⁰ SPEAR (Sport, Physical Activity and Education Research, Canterbury Christchurch University) (April 2011) Report to Kent County Council, A Systematic Review of Evidence for the Local Impacts of Tourism and Leisure Cycling

better connected traffic-free network will continue to be a priority for the PROW and Access Service, taking into consideration the findings of the Christchurch College study.

The rights of way network also supports sustainable and 'active' travel modes, the use of which also brings economic benefit. A report commissioned by Cycling England suggested that returning cycling trips to the levels recorded in 1995 would save approximately £500 million across the country in costs related to ill health, pollution and congestion. Evidence from the first round of "Cycling Development Towns" suggests that for every £1 that is invested in cycling, the saving in relation to decreased mortality alone is £2.59.¹¹ This does not take into account the value of all the other positive health benefits that are associated with regular cycling.

"I just had to write to say WOW! What a fantastic site! (Explore Kent website). Loads and loads of information about fabulous walks of all abilities, lengths and locations. All so beautifully described and mapped and easy to understand."

Otford Oast Womens Institute

Actions to Help the Kent Economy to Grow

- Lead a strategic approach to expand the leisure walking and cycling market in Kent in order to increase economic benefit, including improving understanding of the resource and development needs
- Work with Visit Kent to strongly promote the countryside recreation offer of Kent to key markets both locally and in London and Northern Europe
- Work with transport partners to ensure information is available at key gateways, including the Port of Dover, Manston Airport and International Rail Stations
- Aim to deliver wider environmental benefits through the delivery of improvement schemes using guidance included within the "Good Design Guide"
- Support the development and implementation of the Kent Downs and High Weald AONB plans, the County Councils Environment Strategy and District Transport and Green Infrastructure Policies
- Promote good design principles for new rights of way created as part of development schemes
- Ensure high levels of customer service are maintained through staff training
- Increase understanding by businesses and service providers of how to offer a quality service to walkers, cyclists and others seeking outdoor recreation
- Seize the opportunity to implement improvements to the walking, cycling and horse riding network through major transport infrastructure schemes
- Secure external funding to support Countryside and Coastal Access Improvement Plan objectives that can be invested in Kent's businesses and communities.

¹¹ Sloman L, Cavill N, Cope A, Muller L and Kennedy A (2009) *Analysis and synthesis of evidence on the effects of Investment in Six Cycling Demonstration Towns*, Report for Department for Transport and Cycling England

Tackling Disadvantage

The countryside can be seen as a great outpatient department whose therapeutic value is yet to be fully realised. (Dr William Bird, Natural Fit, RSPB, 2004)

Kent's PROW and Access Service has led the way into research and provision for disabled people.

Walking, cycling and access to green spaces, improves general health, helps to lower blood pressure and improves heart health, helps with weight and stress management as well as improving mental health and wellbeing.

"Kent's PROW and Access Service are doing fantastic work on the promotion of walking that is far further ahead of any other council that I know. Working very closely with East Kent PCT they ran a very successful campaign using local radio to promote walking to hard to reach groups."

Dr William Bird MBE, Strategic Health Advisor for Natural England

"....we are now planning many healthy walks thanks to the (Explore Kent) website allowing us to download the maps....once again thank you for all the efforts of the team it is very much appreciated."

Health Walks Coordinator, NHS Eastern and Coastal Kent PCT



Activities such as walking and cycling are amongst the most accessible forms of health promoting exercise available. The rights of way and greenspace networks provide an immense free resource across the county and, largely, there is no need for special training or equipment.

Seven in ten people do not take enough exercise to benefit their health as recommended by the Chief Medical Officer. Engagement in physical activity reduces the risk of up to 20 chronic diseases and disorders including obesity, heart disease, Type 2 diabetes and certain cancers.

There is now a wealth of evidence demonstrating the health benefits of regular exercise in the natural environment. Walking, cycling and access to green spaces, improves general health,

helps to lower blood pressure and improves heart health, helps with weight and stress management as well as improving mental health and wellbeing.

Encouraging people to walk more, whether for health, recreation, or as an alternative to driving often requires support. In order to maximise the benefits of walking, in partnership with the Local Health Authority, the **PROW and Access Service** has organised walking festivals within areas of health inequality to encourage daily walking. Since the festivals started two years ago over 2000 people have taken part.

Since the first Countryside Access Improvement Plan, the **PROW and Access Service** has continued to increase its understanding of the needs of mobility impaired and other disabled people, as well as other groups under-represented amongst countryside users (see also Section 2: Use, Demand and Public Benefit in Under-Represented Groups). The accessibility of rights of way, including removing stiles and other barriers, will continue to be a high priority, and the **Service** will continue to provide 'access for all' routes. Working with local communities will enable resources to be focussed on those routes important to them.



Explore Kent will continue to facilitate guided walks, offering a great way to begin walking, and a service that local health providers can promote.

Attention will be focused on supporting the delivery of the Vision for Kent and Local Transport Plan 3 through reducing barriers, providing information to enable independent living, encouraging walking as part of everyday lives, supporting rural economies and providing safe and direct routes to schools and community facilities.

Actions to Tackle Disadvantage

- Providing promotional material specifically targeted to BME populations will be considered, especially to promote new infrastructure, for example cycle routes and paths
- Officers will proactively seek opportunities to improve the accessibility of the network, following consultation with local landowners and parishes
- Deliver the needs of customers through developing new routes and improvements in areas of demand using data from customer, organisations and local communities
- Increase understanding of the needs of groups which are under-engaged in access to the countryside, and champion this agenda across other service providers
- Improve the standard of PROW furniture through the application of asset management principles, the provision of quality materials and better design.
- Identify and investigate where the Public Rights of Way network can provide safe alternative routes to avoid people having to walk, ride, or cycle on busy roads.

Putting the Citizen in Control

The contents of this plan and corresponding objectives are a direct response to customer suggestions and feedback, putting the customer at the heart of what we do

The Countryside Access Wardens scheme has for many years provided opportunities for people to get involved in the delivery of the **Service**

The **PROW and Access Service** works in partnership with a wide range of stakeholders, not least of which are its customers.

The Kent Countryside Access Forum is a statutory but independent forum which advises decision making organisations, including Kent County Council, on the provision of access to rights of way and green spaces in their local area. The group is made up from a range of different people from the local community representing landowners and managers, access users such as walkers, cyclists and horse riders, and other interests such as health and conservation. All of the members are volunteers and together they provide a balanced view about access issues and priorities; both those that affect their local area and those that might influence national policy.



Access Forums are statutory bodies¹² and the relevant organisations are required to have regard to advice given by them, giving the advice provided by the volunteer members significant weight.

The Countryside Access Wardens scheme has for many years provided opportunities for people to get involved in the delivery of the **Service**.

Analysis of the reports and complaints received from the public indicated that some routine tasks, such as waymarking and path clearance, could be safely carried out by volunteers, as well as bringing the added benefits of community involvement, ownership in the **Service** and network and skills advancement. These small-scale works have a high impact on users' enjoyment of the rights of way network.

All volunteers are trained, and wardens who wish to increase their involvement can take responsibility for sections of promoted routes, mentor other wardens or support new recruits, giving opportunities for a range of skills development. The flexibility and attractiveness of the work has resulted in the scheme being very popular.

Local communities will be encouraged to provide volunteers to our Countryside Wardens programme to assist with the maintenance of their local walking routes and report on any larger maintenance issues. Working in partnership with Sustrans, the **Service** will also explore expanding the Countryside Wardens programme to include cycling rangers. It is important to recognise though that the Warden scheme involves significant management responsibilities and resource requirements, which places an effective limit on the number of volunteers that can be supported.

Numerous suggestions for changes to the Public Rights of Way network were received through the research phase of the 2007 Countryside Access Improvement Plan, and these requests continue to be received. This engagement by customers has allowed the **PROW and Access Service** and its partners to select projects which meet the needs of customers and which create a better network for both existing and new users.

Actions to Put the Citizen in Control

- Continue to support the Kent Countryside Access Forum, and seek to ensure that it remains inclusive and effective
- Register requests for network improvements and projects coming from customers and community groups and organisations and prioritise these for action against this plan
- Deliver the needs of customers



¹² In accordance with section 94(5) of the Countryside and Rights of Way Act 2000

through developing new routes and improvements in areas of demand using data from customer, organisations and local communities

- Target appropriate action in response to customer information to resolve any illegal obstructions or changes to rights of way in line with our statement of priorities and the available resource.
- Work closely with Natural England to establish the English National Coastal Trail and other routes requested by communities through the “Paths for Communities” grants
- Retain community involvement as a key element of service delivery and continue to develop the Countryside Wardens Scheme expanding the roles of individual wardens, linking with Sustrans to include cycling wardens.

“Even through the winter months we’ve loved the motivation of knowing that we are helping to make a difference. We’ve already managed to do a few jobs walking near Faversham, although we are looking forward to the summer!”

**200th Countryside Access Warden
Cheryl Mvula**



Legislative and Policy Context

Introduction

The importance of the countryside, coast, and urban green space is documented in many national and local policies and strategies, and is also afforded strong protection in law. An estimated 4000 individual statutes, regulations and judgements have a direct relevance to its protection, usage and development.

High quality, legally protected, and well-promoted access for recreation, walking, cycling and horse riding is also essential for addressing a number of public policy objectives. Good management of rights of way and other urban, rural and coastal public access supports the tackling of health inequality and disadvantage in our communities, provides low cost sustainable transport and generally makes Kent a great place to live, work and visit.

This plan is shaped by national legislation and policy, including over 4,000 statutes, regulations and judgements and directly delivers Kent's priority policies across a broad spectrum of areas including, health, tourism, transport, regeneration and the environment.

Delivering Kent's Priorities

The importance to the people of Kent and the Kent economy is evident by the attention it receives in many of Kent's strategic policies and strategies. Due to the wide reach of the work of the **PROW and Access Service**, the Countryside and Coastal Access Improvement Plan contributes to the delivery of a wide range of Kent policies and strategies. Some of these are Kent County Council policies and strategies; others are those of partner agencies.



Policy/Strategy	Delivery through the Countryside and Coastal Access Improvement Plan
<p>Vision for Kent 2012 – 2022 (Kent Partnership, 2011)</p> <p>Vision for Kent is the County's Community Strategy, building on previous versions in 2002 and 2006. The strategy responds to the challenges created by the current period of unprecedented reform and budget reductions, whilst recognising that this can also bring opportunities.</p> <p>Vision for Kent contains three county-wide ambitions:</p> <ul style="list-style-type: none"> • 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'. <p>To put the citizen 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'</p>	<ul style="list-style-type: none"> • Supporting the rural visitor economy, making the most of Kent's natural assets and supporting Kent's Small and Medium Sized Enterprises are all key priorities in the Countryside and Coastal Access Improvement Plan. • Delivery of works through Kent based small and medium sized enterprises. • Some of the top priorities in tackling disadvantage include improving mental health through prevention campaigns and physical activities including walking and cycling. Better and more accessible walking and cycling infrastructure is a priority to help regenerate deprived areas and improve quality of life. • Promoting volunteering and empowering citizens is central to this strategy. Supporting capacity building activity, supporting the Countryside Access Forum, and expanding the Explore Kent Partnership will all deliver priority outcomes against this Ambition.
<p>Bold Steps for Kent (Kent County Council, 2010)</p> <p>Bold Steps for Kent is KCC's Medium Term Plan to 2014/15, setting out how KCC needs to change how it works to adapt to the changing shape of public services, underpinned by the clear message that residents should have more influence on how services are provided locally.</p> <p>Running throughout Bold Steps for Kent are the three ambitions of 'Vision for Kent';</p> <ul style="list-style-type: none"> • To help the Kent economy to grow • To put the citizen in control <ul style="list-style-type: none"> • To tackle disadvantage 	<ul style="list-style-type: none"> • The Statement of Action of this plan will clearly demonstrate how Countryside and Coastal Access Improvement Plan supports Bold Steps for Kent and Vision for Kent. • The development and promotion of recreational routes that support business and the rural economy. • Working with communities to ensure residents have access to key destinations and services without the reliance of vehicles.

Policy/Strategy	Delivery through the Countryside and Coastal Access Improvement Plan
<p>•</p> <p>Local Transport Plan 2011-2016 (Kent County Council, 2011)</p> <p>Kent's third Local Transport Plan (LTP3) sets out Kent County Council's Strategy and Implementation Plans for local transport investment for the period 2011-16.</p> <p>The Department for Transport recommends that authorities integrate their Rights of Way Improvement Plans with their LTP.¹³</p> <p>The Plan explains why transport is important to Kent, the current transport related problems and how the authority will prioritise measures under five Themes based on the Government's five National Transport Goals, adapted for Kent:</p> <ol style="list-style-type: none"> 1. Growth Without Gridlock 2. A Safer and Healthier County 3. Supporting Independence 4. Tackling a Changing Climate 5. Enjoying Life in Kent <p>Each of the five Themes focusses on the areas where the challenges are most acute. In the prioritisation of, cycling and walking consistently score highly against the value for money assessment.</p>	<p>•</p> <p>The Countryside and Coastal Access Improvement Plan and the LTP3 are closely integrated documents. In particular, the Improvement Plan supports all five of the LTP3 Themes and Objectives.</p> <p>Supporting and developing schemes identified in LTP3 and local authority priorities that provide pedestrian and cycling routes for access to jobs and services</p> <p>Working with local schools, communities and developers to deliver safe, traffic-free routes, including the development of "behind the hedge" paths that provide safe walking/cycling routes adjacent to country lanes to safely connect communities and services</p> <p>Promoting the benefits of Active Transport through the Explore Kent brand including the promotion of "Access for All" routes and guided walks</p> <p>Supporting independence for all through the removal of unnecessary barriers and targeted improvements to path surfacing and drainage.</p> <p>Developing the Public Rights of Way network to encourage modal shift to walking and cycling</p> <p>Objectives in the Countryside and Coastal Access Improvement Plan are key components of delivering LTP objectives for;</p> <p>Enjoying the Journey</p> <p>Access to Green Spaces and Countryside</p> <p>Protecting Kent's Natural and Man-Made Environment</p> <p>Providing transport information, specifically in developing Kent's Town's Walking and Cycling maps</p> <p>Developing the first phase of the English Coastal Trail through Kent.</p>

¹³ DfT (2009), Guidance on Local Transport Plans

Policy/Strategy	Delivery through the Countryside and Coastal Access Improvement Plan
<p>Kent County Council Equality Strategy (Kent County Council, 2010)</p> <p>This strategy sets objectives for responsive and accessible services:</p> <ul style="list-style-type: none"> • To provide services which are accessible to all people within the community, based on their needs and choices • To provide clear, meaningful information about council services in ways that are accessible to all and meet diverse needs • To work with partners in consulting and communicating with all sections of the community including in formats suitable for those with sensory impairments on service needs and provision • To monitor take-up and evaluate services including using trends from the Complaints Procedure, to ensure they do not discriminate or exclude. • We aim to measure our achievement in providing responsive and accessible services by reaching and maintaining 'Excellent' status, the highest level of the Equality Framework for Local Government (EFLG). 	<ul style="list-style-type: none"> • The Countryside and Coastal Access Improvement Plan considers and specifically addresses the needs of a wide range of people and including under-represented groups. • The PROW and Access Service will champion greater inclusion by these groups and will disseminate best practice across Kent. • The PROW and Access Service will continue to increase the accessibility of the network, for example through removing stiles and improving surfacing.
<p>Unlocking Kent's Cultural Potential - A Cultural Strategy for Kent 2010 – 2015 (Kent Partnership, 2010)</p> <p>The Cultural Strategy for Kent 2010-2015 promotes a shared understanding of how the county's cultural offer can enhance the lives of Kent's residents and how it can be used to strengthen the individual, collective and economic wellbeing of the county.</p> <p>The strategy has three 'Intentions'. Intention 2 states 'We will protect Kent's existing strengths by being passionate and responsible stewards of Kent's built and natural environment'.</p>	<ul style="list-style-type: none"> • The Countryside and Coastal Access Improvement Plan will support the emphasis of the Cultural Strategy to encourage people to enjoy their built and natural environment and encourage wider use of the countryside.
<p>Growing the Garden of England: A Strategy for Environment and Economy in Kent (Kent County Council, 2011)</p> <p>The three-year Kent Environment Strategy has three themes and ten priorities representing the major challenges and opportunities for Kent over the next 10 to 20 years. It is one of eight corporate strategies setting out the Vision for Kent's objective 'to be a better place for people to live, work and visit'.</p> <p>One of the three targets under the third theme, 'Valuing our natural, historic and living environment', is to</p>	<p>Action VE 10.1 states: Deliver the Countryside and Coastal Access Improvement Plan, with an on-going commitment to customer led improvements to Kent's green infrastructure, with the target to:</p> <ul style="list-style-type: none"> • Improve the condition, use, and value of Kent's Public Rights of Way and open space. <p>Action VE 10.2 states: Deliver initiatives in the Kent area that enable people to more readily access green space and the historic environment such as Explore Kent, outdoor learning, and volunteering, with the target of:</p>

Policy/Strategy	Delivery through the Countryside and Coastal Access Improvement Plan
<p>'Improve Kent residents' access to their natural environment by delivering all seven objectives of the Kent Countryside and Coastal Access Improvement Plan'.</p> <p>Unlocking Kent's Potential Kent County Council (2009)</p> <p>Unlocking Kent's Potential, Kent County Council's Regeneration Framework aims to:</p> <ul style="list-style-type: none"> • Be forward looking, looking to the future challenges and opportunities facing Kent in global and domestic contexts • Set out the key questions and choices that flow from these challenges • Be a statement of Kent County Council's commitment to tackle the big issues facing our county • Scope the essential infrastructure needs for the public capital investment for the next 20-25 years <p>It identifies five key challenges:</p> <ul style="list-style-type: none"> • Building a new relationship with business • Unlocking talent to support the Kent economy • Embracing a growing and changing population • Building homes and communities, not estates • Delivering growth without transport gridlock <p>It identifies two cross-cutting themes:</p> <ul style="list-style-type: none"> • Meeting the climate challenge • Recognising Kent's diversity 	<ul style="list-style-type: none"> • Further development of Explore Kent Partnership • The Countryside and Coastal Access Improvement Plan directly delivers against priority 4, 'Building homes and communities, not estates', through providing essential elements which improve the quality of life of Kent's residents, including access to greenspace and recreation. • The Improvement Plan has also set out how the changing population of Kent will be provided with the service it needs, thereby addressing priority 3, 'Embracing a growing and changing population'. • It also delivers against priority 5, 'Delivering growth without transport gridlock', through the provision of walking and cycling routes. • The Countryside and Coastal Access Improvement Plan also assists in meeting the two cross-cutting themes of 'meeting the climate challenge' through supporting sustainable travel modes, and 'Recognising Kent's diversity', through working to expand services to all members of Kent's population.
<p>Growth Without Gridlock (Kent County Council, 2010)</p> <p>This strategy sets out the transport improvements required if Kent is to accommodate the growth expected across the county and is to have sufficient capacity and resilience to provide for efficient and reliable journeys. It states that the county's highway network is already overloaded at critical points and that transport has a key role to play in enabling a transformation of the fortunes of communities in the County.</p> <p>Improving the cycling and walking networks in the Growth Points and Growth Areas and all major urban settlements is a theme throughout the document, and is contained within the ten significant priority actions of the plan.</p>	<p>This Countryside and Coastal Access Improvement Plan will deliver against the priorities of Growth without Gridlock, through supporting walking and cycling:</p> <ul style="list-style-type: none"> • Further improving traffic management in our towns to reduce congestion and improve air quality • Delivering district authority planning priorities and proposals, all of which include improving cycling and walking networks

Policy/Strategy	Delivery through the Countryside and Coastal Access Improvement Plan
<p>Kent and Medway Tourism Development Framework 2009 (Kent County Council, 2009)</p> <p>Over £1.5bn of Kent's £3.2bn annual tourism income is directly attributed to visitors exploring the countryside and coast. A safe, well-maintained, and well promoted Public Rights of Way network is essential to support the tourism industry.</p> <p>The 10-year Kent and Medway Development Framework sets out ten tasks to support and develop the tourism industry. This Framework states that 'Kent and Medway enjoy an extensive Public Rights of Way network and a number of walking and cycling routes have been established and are well promoted via Explore Kent. The network is undoubtedly a major asset and offers further potential for on-going promotion and development'.¹⁴</p>	<ul style="list-style-type: none"> • The Tourism Framework's Action Plan states the need to 'Work with Explore Kent on the development of circular routes, connecting key visitor destinations, signage and the development of partnerships between key stakeholders to develop and inform visitor packages'.
<p>Kent Rural Delivery Framework (Kent Rural Board, 2007)</p> <p>The first dedicated multi-agency action plan for Kent's rural areas seeks, through partnership working, to address the key issues affecting our rural businesses, communities and environment. The Framework recognises the importance of Public Rights of Way and access to public green space to Kent's rural communities and the rural economy.</p>	<p><u>Action Plan 1 - Supporting Rural Enterprise</u> 4b) Create more added value tourism products eg themed /guided walks (based on existing Public Rights of Way). Facilitate more community tourism initiatives linked in mainstream tourism marketing activities in Kent 5b) Support the further development of walking, cycling and equestrian tourism products</p> <p><u>Action Plan 2 - Fostering Vibrant Rural Communities</u> 1d) Maximise opportunities provided by Kent's open spaces and public right of way network for exercise to develop health and safe communities. 3d) Develop the rural Public Rights of Way network to improve rural accessibility by;</p> <ul style="list-style-type: none"> • Improving information on access to Kent's Public Rights of Way network • Improving the connectivity of the rights of way network to other access provision in rural areas • Improving the rights of way network to encourage a modal change from private car to walking and cycling for short journeys in rural areas e.g. schools, employment & village shop trips • Increasing opportunities for cyclists and equestrians to use traffic free routes e.g. Greenways <p><u>Action Plan 3 - Valuing the Rural Environment</u> 1a) Develop promotional campaigns, leaflets to enhance consumer understanding of the links between locally produced products and landscape conservation e.g. food themed-walking trails 4a) Explore ways of increasing rural leisure &</p>

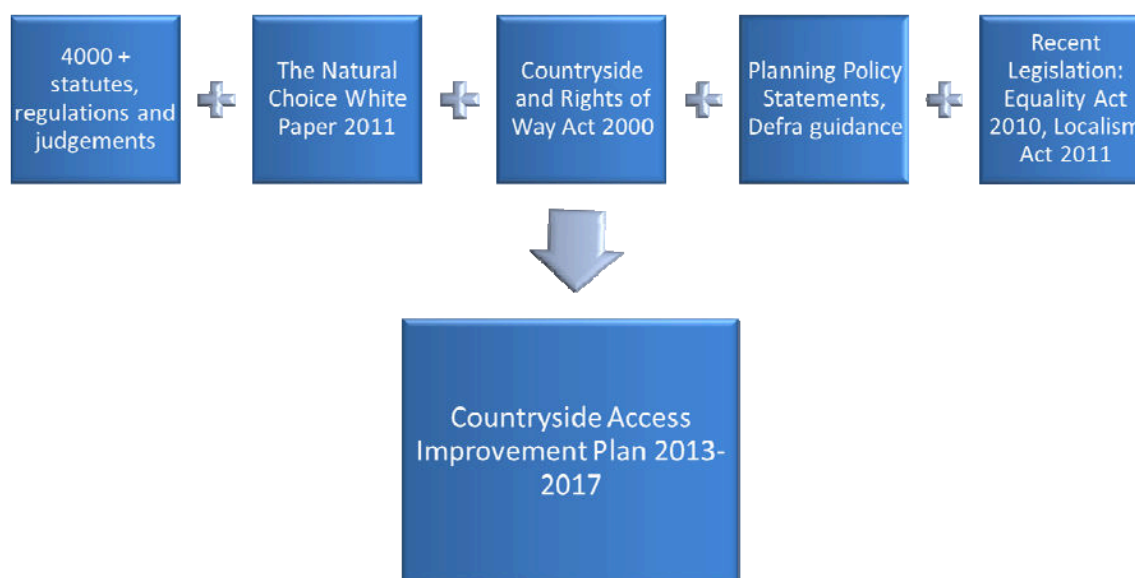
¹⁴ paragraph 2.2.5

Policy/Strategy	Delivery through the Countryside and Coastal Access Improvement Plan
	recreation opportunities including promotion of Kent countryside as an 'outdoor gym'
<p>Kent Children and Young People's Plan 2011-2014 (Kent Children's Trust, 2011)</p> <p>The Kent Children's Trust was established in September 2006 to ensure joined-up approaches centred around the child/young person's needs. Kent is home to 330,795 children and young people aged 0-18, nearly 25% of the population, and 18% will be obese on leaving primary school.</p> <p>A Healthy Start in Life' is one of seven areas of need identified, to be address through promoting healthy lifestyles to address health inequalities.</p>	<ul style="list-style-type: none"> • 'Explore Kent will directly support the 'Healthy Start in Life' area of need, through the promotion of exercise and active recreation. • Routes linking to schools and childcare centres will be prioritised for improvement and maintenance
<p>Live Life to the Full – A Public Health Strategy for Kent (East and Coastal Kent PCT, West Kent PCT, Kent County Council 2007/8)</p> <p>This strategy brings together the public health plans and activities of Primary Care Trusts and Local Authorities and is a joint commitment from them to the public, to improve the health of Kent residents. The strategy has six priorities:</p> <ul style="list-style-type: none"> • Reducing health inequalities significantly • Improving children's mental health and wellbeing • Improving sexual health and reducing teenage pregnancies • More adults living healthier lives and preventing more disease • Enabling more older people to live at home with chronic disease • Reducing substance misuse and excessive alcohol drinking 	<p>Work through the Countryside and Coastal Access Improvement Plan will in particular contribute to:</p> <ul style="list-style-type: none"> • More adults living healthier lives and preventing more disease. • Healthy exercise – tackling obesity, increases in physical activity, promoting walking and cycling to work
<p>Development and Strategic Planning and Local Development Frameworks</p> <p>A Local Development Framework (LDF) is a spatial planning strategy introduced by the Planning and Compulsory Purchase Act 2004. It replaces the previous system of county level Structure Plans and district level Local Plans.</p> <p>At the end of 2012, 6 district councils in Kent had adopted Core Strategies (Ashford, Dartford, Dover, and Sevenoaks. Tonbridge and Malling, Tunbridge Wells). The Core Strategy is part of the suite of documents which make up the LDF. All make reference to the importance of Public Rights of Way and access to green space in their respective administrative areas. Further specifics can be found in the LTP3.</p>	<ul style="list-style-type: none"> • The Countryside and Coastal Access Improvement Plan will support a range of planning policies, for example to increase sustainable travel, access to the countryside and to deliver green infrastructure. • Objectives ensure that the PROW and Access Service are involved in the development of strategies affecting Public Rights of Way and Green infrastructure

Policy/Strategy	Delivery through the Countryside and Coastal Access Improvement Plan
<p>Green Infrastructure Plans</p> <p>Some district councils have formulated strategies to ensure that there is adequate Green Infrastructure (GI) provision within their administrative areas. Some, although not all, of these plans also form part of the LDF suite of documents.</p> <p>Green Infrastructure is a strategically planned and delivered network of high quality green spaces and other environmental features. It should be designed and managed as a multifunctional resource capable of delivering a wide range of environmental and quality of life benefits for local communities. Green Infrastructure includes parks, open spaces, playing fields, woodlands, allotments and private gardens.</p> <p>The rights of way network is a fundamental and important component of the green infrastructure network, with common land and 'access land' also both valuable green space resource.</p>	<ul style="list-style-type: none"> • The rights of way network forms a fundamental component of the GI network and improvement and expansion of the network as set out in the Countryside and Coastal Access Improvement Plan would significantly support the aims of green infrastructure strategies. • The PROW and Access Service will continue to work with district authorities to raise recognition of the contribution that the rights of way network can make in delivery of green infrastructure.
<p>Kent Downs Area of Outstanding Natural Beauty (AONB) Management Plan</p> <p>The management plan sets in place clear policies and actions for the conservation, management and enhancement of the AONB from 2009-2014 taking in to consideration a longer term view. The AONB covers an area of 878 sq. km from Dover to the Surrey Border.</p>	<p>The following actions contained within the Management Plan will be delivered through joint working with the AONB</p> <ul style="list-style-type: none"> • The rights of way network forms a fundamental component
<p>Kent High Weald AONB Management Plan</p> <p>The High Weald covers an area of 1457 sq. km and covers the Wealden areas of four counties, Kent, East Sussex, West Sussex and Surrey. The area has been designated to protect its historic landscape of rolling hills, small irregular fields, abundant woods and hedges, scattered farmsteads and sunken lanes. Produced in 2004 and reviewed in 2008 the plan sets put a 20 year strategy for protecting the AONB.</p>	<p>The following actions contained within the Management Plan will be delivered through joint working with the AONB</p> <ul style="list-style-type: none"> • UE1 Objective: To increase opportunities for learning about and celebrating the character of the High Weald • UE2 Objective: To increase the contribution of individuals to the conservation and enhancement of the AONB • UE4 Objective: Integrated management of the resources for informal open-air recreation to facilitate 'green' use by residents and visitors

Policy/Strategy	Delivery through the Countryside and Coastal Access Improvement Plan
<p>District Cycling Strategies</p> <p>Cycling Strategies have been produced to cover many of Kent's District Council areas. Some have been produced by Kent County Council in partnership with District Councils have produced cycling strategies to increase cycling infrastructure provision and cycling uptake within their local authority areas.</p>	<ul style="list-style-type: none"> • This Countryside and Coastal Access Improvement Plan adds to the evidence base for increase cycling infrastructure provision and uptake. • Delivery of new cycling route through this plan will directly support the aims and delivery of District level cycling strategies.

Responding to National Legislation and Policy



The Countryside and Coastal Access Improvement Plan is framed by national policy, law and regulations. The volume of these is huge; detailed here are some of the key statutes and national policy, including some recent legislation, which has informed this edition of the Countryside and Coastal Access Improvement Plan.

Countryside and Rights of Way Act 2000

Under the Countryside and Rights of Way Act 2000 (CRoW Act), Kent County Council was required to prepare its first Rights of Way Improvement Plan by November 2007. This new duty, placed on all highway authorities, aimed to transform traditional reactive frontline services into visionary, forward-thinking, and proactive ones. The Act placed a duty on KCC to consult and listen to the public and then through a Statement of Action plan to implement improvements. Kent's first plan, the Kent Countryside Access Improvement Plan 2007-17, was adopted by Cabinet in February 2008.

The Countryside and Coastal Access Improvement Plan 2013-17 is a revision of the first plan. In preparing this new plan KCC is again required to undertake the following assessments:¹⁵

- a) the extent to which local rights of way meet the present and likely future needs of the public,
- b) the opportunities provided by local rights of way for exercise and other forms of open-air recreation and the enjoyment of the authority's area,
- c) the accessibility of local rights of way to blind or partially sighted persons and others with mobility problems,
- d) such other matters relating to local rights of way as the Secretary of State may direct.

¹⁵ Under CRoW Act section 60(2)

Before preparing or reviewing a plan, and in particular in making any assessment under section 60, KCC is required to consult widely, including each adjoining local highway authority, all district councils and each parish or community council, the Kent Local Access Forum, and of course the wider public.

The Equality Act 2010

Under the Equality Act, the three existing separate duties have been replaced with a single more effective framework. This single Public Sector Equality Duty requires Public Authorities in the exercise of their functions to have due regard to the need to:

(A) Eliminate discrimination, harassment, victimisation and any other conduct which is prohibited by or under the Act;

(B) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(C) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The new statutory duty covers race, disability and gender, as previously, but now also includes age,¹⁶ sexual orientation, gender identity and religion or belief.

The Localism Act 2011

The Localism Act gained Royal Assent in November 2011, with a series of detailed secondary regulations still to be enacted. The Act is extremely wide ranging, covering public service reform, community rights, increasing democracy and participation, housing and planning reforms and new freedoms and flexibilities for local government. It reflects Government's ambitions to decentralise power away from Whitehall and back into the hands of local councils, communities and individuals to act on local priorities.

The Act confers new rights and powers for local communities and:

- makes it easier for local people to take over the amenities they love and keep them part of local life
- ensures that local social enterprises, volunteers and community groups with a bright idea for improving local services get a chance to change how things are done
- enables local residents to call local authorities to account for the careful management of taxpayers' money

The Act also makes reforms to the planning system making it clearer, more democratic and more effective. The Act:

- places significantly more influence in the hands of local people over issues that make a big difference to their lives
- provides appropriate support and recognition to communities who welcome new development
- reduces red tape, making it easier for authorities to get on with the job of working with local people to draw up a vision for their area's future

¹⁶ only in respect of people over eighteens

- reinforces the democratic nature of the planning system - passing power from bodies not directly answerable to the public, to democratically accountable ministers

Environment Agency: Creating a Better Place 2010-15: Our Corporate Strategy (Environment Agency 2010)

The Environment Agency has a statutory duty to promote the use of inland and coastal water and associated land for sport and recreation. This strategy sets out how the Agency, working with others, will bring pace and ingenuity to the challenge of a changing environment. The strategy includes five key themes, one of which is 'working with people and communities to create better places' which is supported by a strategy on angling, navigation and recreation. This supporting strategy has two aims, one of which is for 'More people, from all backgrounds, to enjoy and benefit more from improved local environments through angling, navigation, sport and other recreation.' The Environment Agency must have regard to advice it receives from the Kent Countryside Access Forum in implementing its recreation strategy in Kent.

Healthy Lives, Health People: Improving outcomes and supporting transparency Part 1: A Public Health Outcomes Framework for England, 2013-2016

The Public Health Outcomes Framework is policy update on the reformed public health system following the earlier *Healthy Lives, Healthy People: Update and Way Forward*. The system will be refocused around achieving positive health outcomes and reducing health inequalities.

The Framework focuses on two high-level outcomes; increased healthy life expectancy and reduced differences in life expectancy and healthy life expectancy between communities.

Public health indicators have been allocated into four 'domains'. The work of the **PROW and Access Service** strongly delivers against:

Domain 1 (Improving the wider determinants of health (Indicator 1.16 Utilisation of green space for exercise / health reasons)

Inclusion of this indicator is recognition of the significance of accessible green space as a wider determinant of public health, and the strong evidence suggesting that green spaces have a beneficial impact on physical and mental wellbeing.

Domain 2 – Health improvement (Indicator 2.13 (2.13i and 2.13ii) Proportion of physically active and inactive adults)

Lack of physical activity costs the NHS over £1bn per year – £6.5bn per year to the wider economy – and is one of the top risk factors for premature mortality. Physical activity provides important health benefits and participation during youth and early adulthood can lay the foundation for lifelong participation in physical activity.

Emerging National Policy

The Natural Choice White Paper: Securing the Value of Nature (2011)

This White Paper, the first on the natural environment for over 20 years, places the value of nature at the centre of the choices our nation must make to enhance our environment and support economic growth and personal wellbeing. It aims to strengthen connections between

people and nature, to the benefit of both. Setting a vision to 2060, it is the most recent clear signal from Government about the value of nature and public access to it.

The White Paper sets out four key reforms necessary for ‘reconnecting people with nature’:

- 1) Improving Public Health Locally: making high-quality green space available to everyone;
- 2) Action to get more Children Learning Outdoors: removing barriers and increasing schools’ abilities to teach outdoors;
- 3) New Green Areas Designation: empowering communities to protect local environments that are important to them;
- 4) Help for Everyone to ‘do the right thing’: at home, when shopping or as volunteers.

The Government proposes to address the challenge of reconnecting people with nature in six ways. The following ideas and aspirations taken from the White Paper will be specifically addressed, or will be supported by this Countryside and Coastal Access Improvement Plan.

‘Connecting through nature’s health service’: There are clear benefits to public health and the economy of reconnecting people with nature. A good quality environment is associated with better mental health, reduced stress and increased physical activity.

‘Connecting through better neighbourhood access to nature’: Not everyone can enjoy green spaces near where they live. Minority ethnic communities, elderly people and those with disabilities also often have less access to green spaces, and this contributes to health and other inequalities. The Government wants to improve access to nature in local neighbourhoods, giving more people the opportunity to gain benefits from connecting with it. The new Green Areas Designation will give people an opportunity to protect local community green spaces and local authorities and civil society organisations need to consider new approaches for accessing, maintaining and managing green spaces. Green spaces should also be identified in neighbourhood and local plans.

‘Connecting by improving access to the countryside’: The White Paper states that clear, well-maintained paths and bridleways are important to give people access to the natural environment, as well as having a significant positive impact on the local economy. The Government aims to make it easier for local communities and civil society groups to get involved, and will consult on simplifying and streamlining the processes for recording and making changes to Public Rights of Way. This will make it easier to claim Public Rights of Way and to make changes to them in order to create a network that meets the needs of local people.

‘Connecting by ‘paying back’ to nature in our most visited landscapes’: Tourism is the fifth largest industry in the UK and supports 2.2 million jobs in England, contributing nearly £97 billion to the economy, with this money helping to support many coastal resorts and rural communities. Tourism must develop in a way that is responsible to the environment, respecting the needs of local people. Tourism businesses directly benefit from these natural assets and may be willing to pay to help protect them, for example through voluntary payback schemes. Through this mechanism, visitors or local business which benefit from tourism activity ‘pay back’ to the area through donations which, in turn, support work to enhance the local natural environment.

‘Connecting through voluntary action – good for us and good for nature’: The White Paper states that volunteering is one of the most fulfilling ways to experience the natural world, helping people develop skills, solve local problems and develop a sense of local ownership.

There are high levels of interest in volunteering, and to boost volunteering further, the Government intends to launch a new phase of the Muck In 4Life campaign, so that more people experience the benefits of spending time in the natural environment.

"This experience has given me the confidence to join other groups... I will definitely be recommending this to all my friends".

Debra Andrews, Kent resident

Kent's Access Resource



Kent residents have a fantastically rich resource to choose from to access and enjoy the Kent countryside and coast, in both urban and rural areas. Public Rights of Way criss-cross every corner of the county and 20% of these routes are promoted to make them as accessible as possible. Added to this are the many publicly accessible green spaces, country parks, coast, common land and open access land, creating a vast network for people use and enjoy.

Public Rights of Way

Kent's PROW and Access Service manages the longest Public Rights of Way network in the country, the distance between Maidstone and Deli.

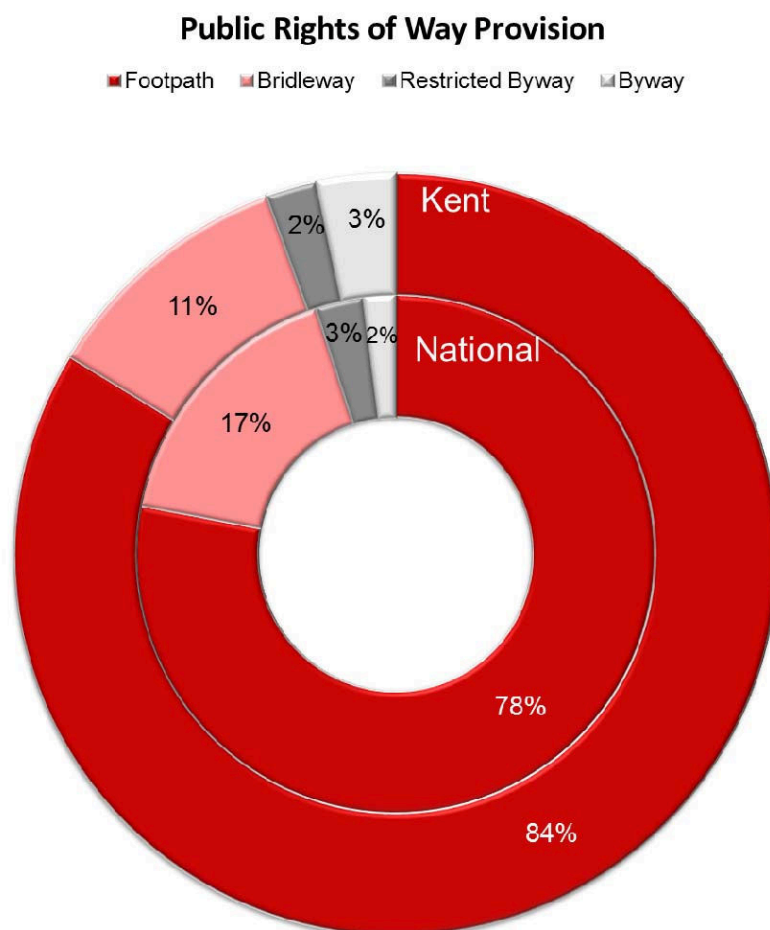
England and Wales have a unique network of publicly-accessible paths and tracks, which are legally protected public highways.

Kent County Council manages a larger rights of way network than any other local authority. This network constitutes a significant amount (44.5%) of available public highway, above the national average (39%). Kent has 5276 miles (8491 kilometres)¹⁷ of public roads and 4,279 miles (6,887 kilometres) of Public Rights of Way. This total has increased since the 2007

¹⁷ Department for Transport 2011

Countryside Access Improvement Plan due to the addition of 'Excluded Areas'¹⁸ and improved mapping.

When compared to national averages, Kent's rights of way network has a higher percentage of footpaths and, consequently, has a lower than average percentage of the network available to cyclists and horse riders. Whilst a number of "higher status" paths have been created through the work of the [Service](#) since 2007, there remains a significant difference.



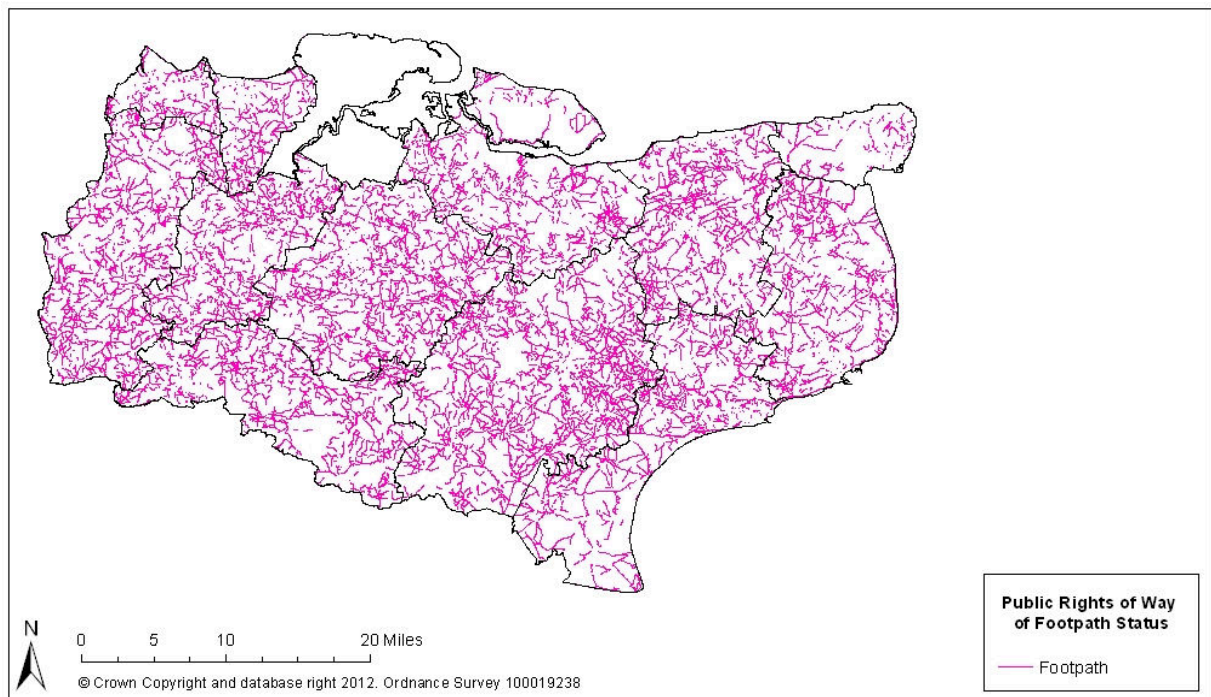
Footpath	3581 Miles	5764 km
Bridleway	463 Miles	745 km
Restricted Byway	92 Miles	147km
Byway	143 Miles	231km

¹⁸ The National Parks and Access to the Countryside Act 1949 required surveying authorities to produce maps and statements of their areas showing Public Rights of Way. Section 35(4) of the 1949 Act allowed the surveying authority to exclude any part of its area which appeared to be so fully developed that it would be inexpedient to include it. The Wildlife and Countryside Act 1981 removed the surveying authority's option to avoid mapping these 'Excluded Areas'.

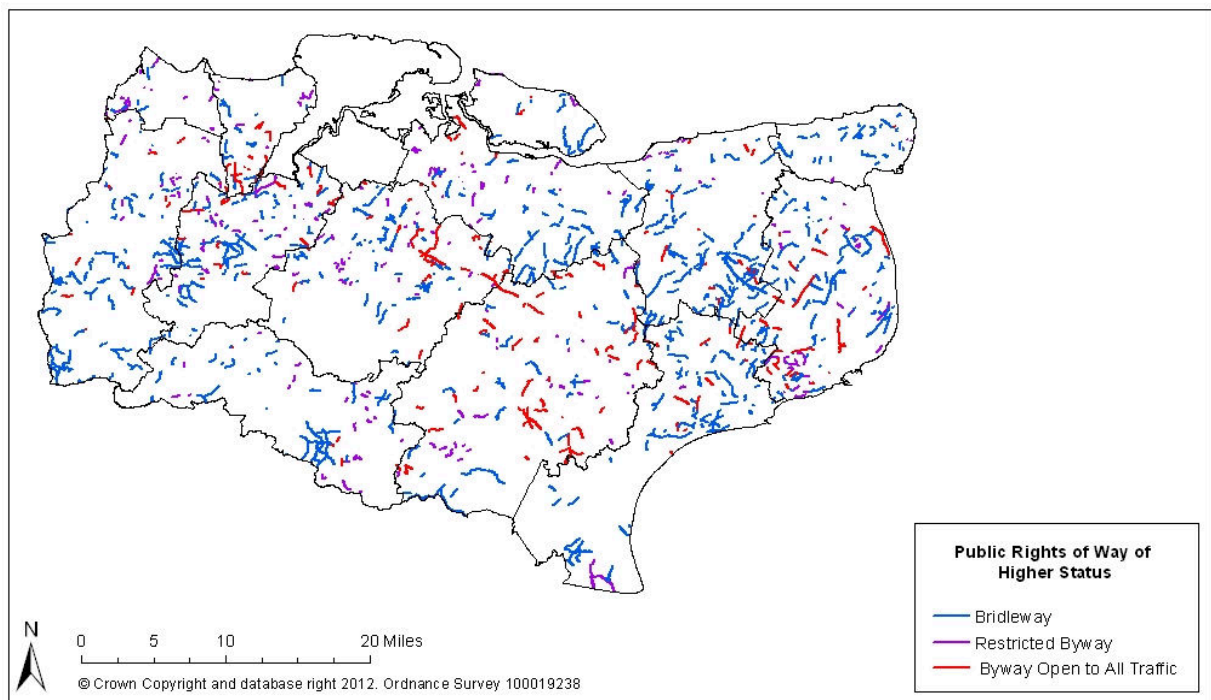
This resource is not spread evenly across the county, with Kent's residents better served in some areas than others. The following plans give a high level demonstration of the inequality of PROW provision. They also clearly show those areas which would generally benefit from new routes, being, Thanet, Sheppey and Dartford and Gravesham. As these locations are also "Growth Areas" set for development, clearly projects in these areas need to be prioritised.

The "Higher Status" plans also show areas where provision is sparse and would benefit from the development of new routes. These areas are; The Romney Marsh, South Maidstone/Tunbridge Wells, Thanet, "The Blean" and Dartford and Gravesham.

Plan of footpath network

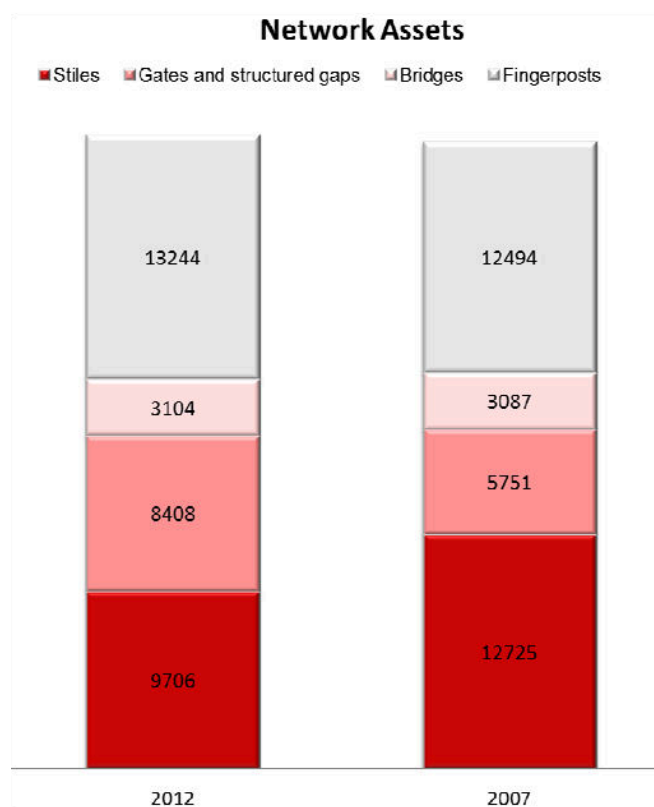


Plan of “Higher Status” network



Asset Statistics

The following chart demonstrates the volume of furniture assets on the network and the difference between 2012 and the start of the Countryside Access Improvement Plan in 2007. Specific targets were set to replace end of life or absent bridges, reduce stiles and improve waymarking. A more detailed analysis of the asset value and its management is included in Appendix 1.



Since the Countryside Access Improvement Plan of 2007, 3019 stiles have been removed from the network. These have been replaced by gaps or gates, greatly increasing the accessibility.

The Public Rights of Way network is supplemented by 'permissive' paths. These are not Public Rights of Way, but are offered by landowners to enable the public to cross their land, and can help join up the rights of way network.

Promoted Routes

The County Council actively publicises many 'promoted routes', all of which are available on the 'Explore Kent' website. These cater for types of walkers, including long distance routes and shorter circular walks, as well as cyclists and riders. These routes, currently standing at a total length of 1351 miles in Kent County Council area (2175 kilometres) showcase the beautiful scenery and diverse landscapes, and are attractive to both residents and visitors to the county. The routes are maintained to a high standard to keep them as easy to use as possible.

There are currently twelve County Council promoted long-distance promoted walking routes in Kent, including the North Downs Way National Trail, Kent's premier walking route. There are also over 40 short promoted routes around Kent, for which there is strong demand. The 'Walks in Kent' leaflet series, for example, consistently receives over 2500 downloads a month.

There are also many routes promoted by other organisations. Due to the high volume these “other” promoted routes the County Council is not resourced to deliver the same standard of maintenance on them. Should an organisation choose to promote a route there is an expectation that they should maintain any signs and keep routes in good condition.

Accessible Green Space

An analysis in 2007 estimated there to be over 18,357 hectares of accessible natural green space in Kent.¹⁹ Kent County Council itself owns and manages thirteen country parks, five of which have visitor centres and receive over 1 million visits each year.

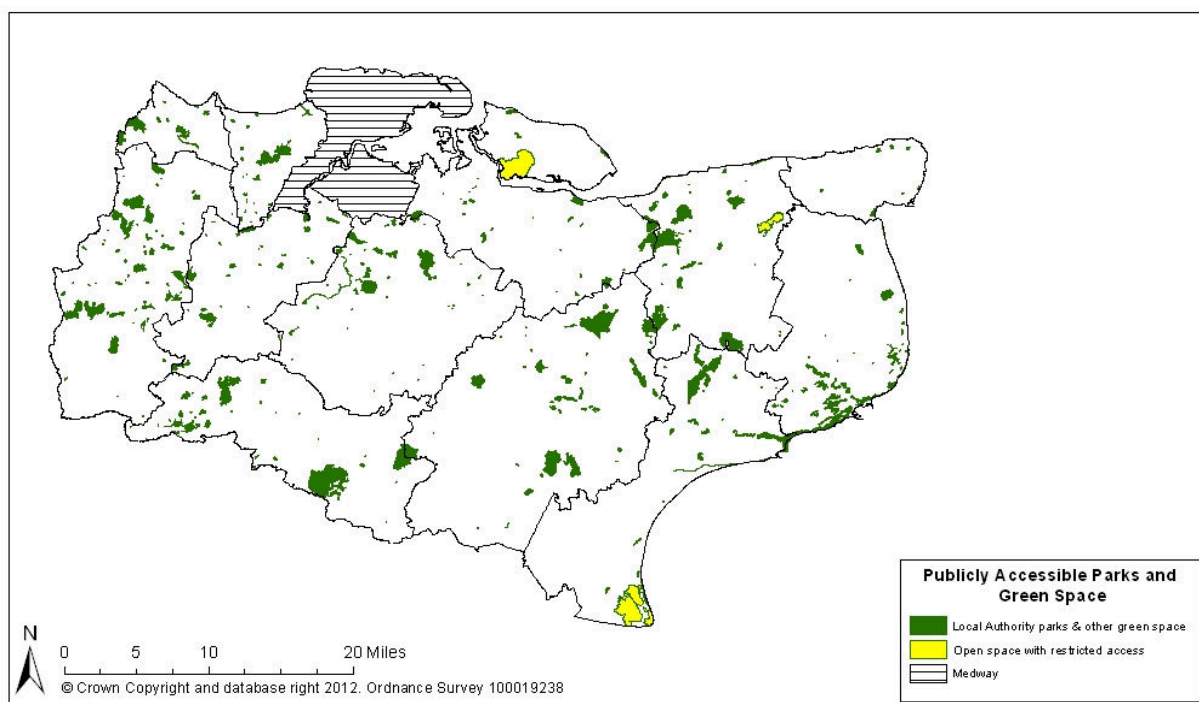


In addition to Kent County Council's areas of responsibility, other organisations and landowners control significant amounts of publicly-accessible green space. These include the RSPB, English Heritage, the National Trust, the Forestry Commission, Woodland Trust, Southern Water, District Council's and the Kent Wildlife Trust. Working in partnership is therefore particularly important for the future development of open green space provision in Kent. Many of these have walking routes, and several allow cycling and riding.

The following plan is a general demonstration of provision of publically accessible open space. There are also however a number of other privately owned estates for which an entry fee is required for access. Beeches, promenade and coastal margins are also not shown on the plan. Thanet and Shepway districts both have excellent beeches and this should be considered when referring to the map below.

¹⁹ An Analysis of accessible natural greenspace provision in the South East. South East AONBs woodlands programme/Forestry Commission/Natural England (Feb 2007).

Plan showing publically accessible green space



Open Access

Only 0.6% (2,075 hectares) of land has been designated Open Access in Kent

The Countryside and Rights of Way Act 2000 dedicated many areas of “Open Access” land across England and Wales, giving new public access rights to land defined as mountain, moor, heath, down and registered common land.²⁰ The right to access is limited to walkers, but also allows a number of ‘advised activities’, such as orienteering, climbing and running. Rights do not extend to horse riding, cycling or 4 x 4 use, except where they already exist under other legislation or where the landowner lifts restrictions.



²⁰ Information about access land in England is available from Natural England at www.countrysideaccess.gov.uk and is clearly marked on new Ordnance Survey Explorer maps.

How open access has been improved since the launch of the CAIP

- Kent County Council volunteered to be a pilot authority in the creation of Coastal Access. Working with Natural England. A report on the alignment of Phase 1 of a new National Trail along Kent's coastline between Folkestone and Ramsgate was released for public consultation in August 2012.

Village Greens and Commons

There are 200 registered village greens in Kent, totalling an area of approximately 304 hectares.

There are also 109 parcels of registered common land, totalling approximately 785 hectares.

Village greens and common land are part of the historic fabric of rural life. These essential components of village life provide for a variety of outdoor activities. On average, the County Council receives around 10 applications to register land as a new village green each year, which is significantly higher than the national average. Since 2008, the County Council has also been one of a small number of authorities involved in DEFRA's pilot implementation of new legislation contained in the Commons Act 2006.

Actions to promote and enhance Accessible Green Space

- Secure the protection and enhancement of the access estate through commenting on and influencing, emerging planning policy documents that may impact on access to green space and the Public Rights of Way network
- Maintain and update the county's Definitive Map of Public Rights of Way and Commons Register
- Effectively manage access land and open green space
- Provide information, support and advise providers to increase awareness and availability of Accessible Green Space.

Part 2: Evaluation of Use, Demand and Public Benefit

The Countryside Rights of Way Act 2000 (CROW Act 2000) requires this plan to assess the opportunities provided by local rights of way for exercise, enjoyment and open-air recreation, and the extent to which they meet the present and likely future needs of the public.

Part 2 of this plan details this assessment, and is split into two sections. The first section evaluates the opportunities provided for the main types of countryside recreational activity, fulfilling s60 (2) parts a) and b) of the CROW Act 2000. The second section evaluates accessibility for blind and partially sighted persons and those with mobility problems, therefore fulfilling s60 (2) parts part a) and c) of the Act. In addition, this section considers Kent's black and minority ethnic population and younger residents, both of which are under-represented as users of the countryside.²¹

²¹Natural England, Monitor of Engagement with the Natural Environment (MENE) 2011-12

Section 1: Use, Demand and Public Benefit of Countryside Recreation

Introduction

Kent receives more countryside visits than any other county in the South East, and is one of the most visited counties in England
From Natural England Monitor of Engagement in the Natural Environment research 2010

The countryside is a resource enjoyed by large sections of the population. Natural England reports that 98% of people had made at least one leisure visit a year to the outdoors and of this just under half had visited the countryside or coast.²² The countryside and coast are two of the main reasons visitors choose to come to Kent,²³ and visitors to the Kent Downs AONB²⁴ and High Weald AONB chose to come so that they could walk in the countryside.²⁵

Demand remains strong, with participation increasing. Natural England has estimated an increase in countryside visits of around 7% since 2005. The largest increases were in walking (28% increase) and mountain biking and cycling (63% increase), whereas other leisure activities, such as sightseeing and visiting attractions, decreased.²⁶

The same research also demonstrated a high level of demand for countryside visits in Kent in particular. Between 2009 and 2011, residents of Kent took among the highest number of countryside visits of any county in England.²⁷ The volume of these visits is the highest of any of the counties in the South East.

Strong levels of demand are also the experience of the **PROW and Access Service**. New facilities, created to meet the needs of customers, have consistently received high levels of use.

Along the Royal Military Canal at West Hythe, for example, the footpath was upgraded so that cyclists and horse riders could also use the path, along with the provision of rest areas, information boards and a 'traffic-free' link to the new route. Since these improvements, over 61,000 visits have been recorded on the new route in a 13 month period. The Tonbridge to Penshurst Cycle Route, a well-established popular family route, has recorded 229,930 visits between March 2008 and January 2012, with a year on year increase in popularity.

This is also demonstrated in demand for information on walking and cycling in Kent. The Explore Kent website has experienced significantly increased demand between 2010 and 2012, with increases in page views for many activities. Views of walking pages, already a strong market, increased by 39% and cycling by 147 %. The above figures indicate a strong

²² Natural England, Monitor of Engagement with the Natural Environment (MENE) 2009-11

²³ Visit Kent, 47% of visit state that the countryside is a key motivator for their visit

²⁴ Area of Outstanding Natural Beauty

²⁵ South East Protected Landscape Visitor Baseline Research (2009)

²⁶ Natural England, Monitor of Engagement with the Natural Environment (MENE) MENE/ELVS comparison

²⁷ Natural England, Monitor of Engagement with the Natural Environment (MENE) 2010-2011

level of latent demand. It is therefore important that we build or promote routes that people say are important. The figures both nationally and locally would indicate that the strongest demand is for family friendly, traffic free cycling.

Walking



Walking is the most popular outdoor recreation activity in the country

Visitors to the protected landscapes of the South East, which includes the Kent Downs AONB¹ and High Weald AONB, recorded that walking was not only the most popular activity, it was the main reason for the visit

The borough of Tonbridge and Malling ranks the fifth highest in the country for adult participation in walking.

The Benefits of Walking

Walking:

- Helps to reduce traffic congestion
- Is the only true 'carbon neutral' form of transport
- Improves well-being, physical and mental health
- Promotes an independent lifestyle
- Supports rural economies
- Gives experience and understanding of the natural environment

Walking is the most popular outdoor recreation activity in the country. In 2009/2010, 739 million walks took place in the English countryside, and recent survey completed by Natural England²⁸ showed an increase of 28% in walking between 2005 and 2010, with 45% of people having walked in the last year.²⁹

According to Tourism South East, an estimated 143 million leisure walking trips are made annually in South East England.³⁰ Surveys of visitors to the protected landscapes of the South East, which includes the Kent Downs AONB³¹ and High Weald AONB, recorded that walking was not only the most popular activity, it was the main reason for the visit.³²

Of the pages on the Explore Kent website the walking pages are also the most popular, with around 357,000 visits between May 2011 and May 2012.

According to the recent Department for Transport "Active People"³³ survey the borough of Tonbridge and Malling ranks the fifth highest in the country for adult participation in walking. In Kent, Tunbridge Wells registered as a close second. Levels of participation from Gravesham were one of the lowest recorded in the Country.

Walkers have many areas where they can walk and, of all recreation activities, walking is the best served. Walkers have access to more public paths than any other user type, and can freely use the entire 4,200 mile Public Rights of Way network.

Kent has a wide choice of places for walkers to visit. There are many waterside routes, including most of the main rivers, including; the Medway, Thames, Darent and Stour. The single largest expanse of woodland in Kent, Blean Woods near Canterbury, allows walking, including a series of circular walks promoted on Explore Kent and developed in conjunction with the management partnership. Many of the 156 parks and reserves listed on the Explore Kent database, managed by numerous organisations, include walking trails, and can also be

²⁸ Natural England, Monitor of Engagement with the Natural Environment (MENE) 2010-2011

²⁹ Walking without a dog

³⁰ Tourism South East (2006), The Volume and Value of Walking and Cycling in the South East

³¹ Area of Outstanding Natural Beauty

³² South East Protected Landscape Visitor Baseline Research (2009)

³³ Local area walking and cycling statistics, Sport England/DfT 2010-2011

gateways to the wider countryside. Kent County Council itself owns or manages several country parks and picnic sites, offering opportunities for recreation, relaxation and education.

Kent also has 2,075 hectares of “Open Access” land.³⁴ The right to access this land is limited to walkers, but also allows a number of ‘advised activities’, including running. Alongside this there are 200 registered village greens and 109 parcels of registered common land.

Approximately 75% of Kent’s coastline has linear public access on Public Rights of Way, cycle routes and promenades, all of which are available to walkers. The promoted Saxon Shore Way stretches for 160 miles, giving access to the majority of the coast. The Kent coast is also a pilot area for the “English Coastal National Trail” and will be one of the first areas to have a complete coastal route.

People walk for a variety of reasons. This can be to get to work or school, to exercise a dog or for leisure and to enjoy the countryside. Each of these different groups of walkers has slightly different needs and demands.

Those who walk for leisure choose a range of places, including woodland, riverside, rural and urban parks, the coast and farmed landscapes. Information on routes is important. For those who may not be regular walkers or who lack confidence, guides and promoted routes are particularly important, for example the range of material promoted through Explore Kent, including the popular ‘Walks in Kent’ series. Those more familiar with the countryside are likely to explore less well-used paths and value choosing routes independently. Explore Kent’s interactive map is a popular resource for this market, and is used to design personalised walks.

Nearly 76,000 Kent residents also walk to work.³⁵ Our research showed that information is particularly important in encouraging people to use paths to get to work, school or shops. Not knowing where routes go was the main factor deterring people, and in this regard destination information can be useful. National research by Lancaster University³⁶ also found that preparing to walk somewhere was often more complex than driving. These users value good surfacing and safety.

Dog walking is a significant motivation for walking and, according to Natural England, dog walking accounts for 42% of all walkers.³⁷ People in lower socio-economic groups are more likely to walk with a dog than without one.³⁸ Routes without stiles, woodland paths and areas where dogs can run free without livestock are popular, and dog walkers are more likely than non-dog walkers to choose the countryside for their walks.³⁹

The rights of way network undoubtedly represents an exceptional resource for walking. If resources were allocated equally across such a large network, this would result in a severe dilution of impact. Expenditure is therefore prioritised. To achieve this, Kent County Council has adopted an intelligence-led approach based on the understanding of customers’ needs

³⁴ Land designated through the Countryside and Rights of Way Act 2000 which, after enactment in October 2005, gave new public access rights to land defined as mountain, moor, heath, down and registered commons. Information about access land in England is available from Natural England at www.countrysideaccess.gov.uk

³⁵ 75,698, 11.6% of the working population, excluding those who work from home Census 2001

³⁶ Lancaster University (2011), *Understanding Walking and Cycling*

³⁷ Natural England, Monitor of Engagement with the Natural Environment (MENE) 2010-2011

³⁸ Natural England, Monitor of Engagement with the Natural Environment (MENE) 2009-2010

³⁹ Natural England, Monitor of Engagement with the Natural Environment (MENE) 2009-2010

and wants. Prioritisation will also more effectively target resources to meet wider strategic objectives, including Kent's 'Bold Steps' of supporting the Kent economy, tackling disadvantage and putting the citizen in control, as well as supporting sustainable travel and contributing to 'Growth Without Gridlock', 'Vision for Kent' and Local Transport Plan 3.

One of the biggest barriers to walking is a lack of information, and there is constant strong demand from users for more information. Explore Kent provides many promoted walking routes across the County. Evidence shows that promoted circular walks are not only a successful way of supporting countryside walking, they provide a valuable contribution to rural economies. The needs of different types of walkers will be provided for with targeted and customer orientated information, including internet and mobile communication technology. The County Council must be innovative and forward thinking in providing information at minimal cost.

There are also economic gains to be made through promoting walking as part of the tourism offer of Kent and marketing the existing range of walking routes to key target markets. Local destinations can also make better use of the promoted walking resources on their doorstep to support their marketing.

The accessibility of routes is very important, not least to support use by the widest range of people, including those with mobility impairments. Our research has shown it makes a huge difference to local communities, with a clear request from Parish Councils to improve route accessibility. Better, more accessible routes also encourage use by infrequent walkers, and good quality routes add to the rural visitor economy offer. Increasing accessibility also encourages walking as part everyday life, providing safe and direct routes to schools and community facilities.

The **Service** will continue to make the Kent countryside more accessible and support will continue to be given to organisations offering health walks and guided walks. The PROW and Access Service will also work with developers to ensure that new developments are designed to accommodate walking.

Our Priority Walking Objectives

- Make promoted routes as accessible as possible and promote them to a wide audience
- Empower local communities with information so they can prioritise resources on routes important to them
- Retain community involvement as a key element of service delivery and continue to develop the Countryside Wardens Scheme expanding the roles of individual wardens, linking with Sustrans to include cycling wardens
- Ensure new developments encourage and provide for walking and cycling, including links to the wider countryside
- Widen the audience for walking, including under-represented groups
- Deliver the needs of customers through developing new routes and improvements in areas of demand using data from customer, organisations and local communities
- Work with Visit Kent to strongly promote the countryside recreation offer of Kent to key markets both locally and in London and Northern Europe
- Lead a strategic approach to expand the leisure walking and cycling market in Kent in order to increase economic benefit, including improving understanding of the resource and development needs
- Work with transport partners to ensure information is available at key gateways, including the Port of Dover, Manston Airport and International Rail Stations

- Officers will proactively seek opportunities to improve the accessibility of the network, following consultation with local landowners and parishes
- Establish greater provision of quality and promotable routes in the areas surrounding Ramsgate, Ashford, Folkestone, Dartford and Gravesham.

How walkers have been supported in accessing the Kent countryside

- 6,115 fault reports were processed in 2011-2012.
- The Explore Kent walking pages are regularly refreshed and subsequently received an increase in demand of 39% between 2010 and 2012.
- The Walking to Health Initiative and Explore Kent Guided Walk database offer guided walks at various locations across the county which provides a detail on the level of required fitness and expected limitations on the routes.
- In addition to nearly £800,000 worth of capital infrastructure projects delivered in 2011-2012 a further £418,659 was secured from external funding to deliver projects over and above the statutory management. Amongst others, this included a new route to Capel le Ferne primary school.



Cycling



In 2011 the London School of Economics reported “*considerable evidence*” that participation in cycling is increasing.

Evidence shows that there is strong latent demand for family-friendly cycle routes in Kent

The Benefits of Cycling

- Contributes to tourism and local economies
- Is good exercise and contributes to personal health and well-being
- Can be a cheap and fun family day out
- Reduces transport costs
- Requires far less space for routes and parking compared to motor vehicles
- Saves energy
- Causes no air or noise pollution

"Thank you for the professional approach and advice on the layout of new routes and how they can be achieved at the former Northfleet Works site."

Lafarge

People cycle for many reasons; for leisure, for sport and to go about their day-to-day business.

In 2009 the Department for Transport estimated that 42% of the UK population aged over five owned a cycle. In 2011 the London School of Economics reported "*considerable evidence*" that participation in cycling is increasing, citing that across the UK 3.7m bikes were sold, 1.3m people became cyclists and 208 million cycle journeys were taken in 2010.⁴⁰

Predictions suggest that cycling for leisure is also set to grow⁴¹. The success of the Team GB cyclists in the Olympics, can only further boost the predicted uptake. In South East England there are an estimated 18 million annual domestic leisure cycling trips.⁴² Although, according to our research, cycling is the main activity for only 9% of visitors to the Kent countryside, cycle counter data on Kent's leisure routes records steady and increasing participation. Our experience and research shows that good quality off-road routes are always very popular after construction and tap into what is clearly a strong latent demand for family and leisure cycling. This is clearly demonstrated by the 61,000 trips recorded on the newly upgraded Royal Military Canal cycle route in a 13 month period. There is also strong demand for cycling information on Explore Kent and, between May 2011 and May 2012, the cycling section of Explore Kent received over 139,000 visits.

The recent Department for Transport "Active People"⁴³ survey showed that 12% of adults cycle for at least 30mins at least once a month in Kent. The highest ranking authority for cycling activity in Kent, is Dover at 16%, with the lowest results coming from Dartford and Shepway at 8%. It is hoped the recent creation of cycling routes in both the low ranking authority areas will increase activity.

The needs of cyclists will vary depending on the purpose of the trip and the experience and confidence of the cyclist. Commuters value direct, well-signed, smooth tracks linking essential services and destinations. Traffic free, well surfaced routes are particularly important for infrequent leisure cyclists and family groups, whilst more experienced cyclists who are more confident cycling with traffic will use country lanes and the road network. Mountain bikers will seek a variety of rough and challenging routes.

Kent has a range of routes to cater for all types of cyclist. Alongside the road network, cyclists can use Kent's 504 miles (812 kilometres) of dedicated cycle network, three National Cycle Routes and five Regional Routes as well as 698 miles (1123 kilometres) of bridleways, restricted byways and byways. Although cycling is not permitted on Kent's 3581 miles of footpaths, some do get used for this purpose, and this perhaps highlights areas where there is a need for more cycling provision.

⁴⁰ Dr Alexander Grous, (2011) *The British Cycling Economy, 'Gross Cycling Product' Report*, London School of Economics

⁴¹ Tourism South East (2006); *The Volume and Value of Walking and Cycling in South East England* – original data from Sustrans and The Ramblers Association

⁴² Tourism South East (2006); *The Volume and Value of Walking and Cycling in South East England*

⁴³ Local area walking and cycling statistics, Sport England/DfT 2010-2011

Kent has several promoted cycle routes, many of which offer traffic free cycling. Popular routes include the Viking Coastal Trail in Thanet, the Oyster Bay Trail at Herne Bay, the Crab and Winkle Way through the Blean woodlands, the route between Penshurst Place and Tonbridge Castle. The popular 12 ½ mile circuit around Bewl Water is just across the County border in Sussex.

In response to public demand for traffic free cycling the **PROW and Access Service** has worked with partners to provide new cycling routes. The Royal Military Canal was upgraded in 2010 and now provides a linear route of 6 Miles. In 2011 the Sheerness Way and Isle of Harty Trail were opened on the Isle of Sheppey, along with the Great Stour Way and Pilgrims Cycle Trail from Canterbury. In the Thames Gateway growth area, work has been completed to extend the Darent Valley cycle route and progress to establish a Thameside path continues.

Kent also has some premier cycle facilities. Bedgebury Forest arguably offers some of the best family and mountain biking facilities in the South East, with cycle hire, over 7.4 miles (12 Kilometres) of single-track mountain biking, and a professionally-designed 'Freeride' area with challenging jumps. The increasing popularity and demand for off-road cycling is evident by the large number of visitors, particularly at weekends. Cyclopark, near Gravesham, opened in May 2012 and offers a road race track, BMX track and mountain bike track. Fowlmead Country Park near Deal is now well established and offers a variety of cycling routes and regularly hosts national and international road races.

Of the cyclist user types, mountain bikers are perhaps the least well served as, although all bridleways, restricted byways and byways are available to them, this network can be fragmented. The variable quality of surfacing also reduces the amount of routes suitable for some of these users and there are few promoted routes.

Through the Local Transport Planning process the Government is asking local authorities to set targets to increase cycling as an alternative to car travel, especially for short journeys. Kent County Council has such a target within the Local Transport Plan 3, with a cycling strategy identifying priorities. Some District Councils have also adopted cycling strategies. These strategies are supported by the emerging Local Development Frameworks (LDFs), which seek to ensure sustainable development, in which cycle routes are a key element. The London School of Economics study demonstrates the need to create cycle friendly communities and transport systems and in therefore linking to the planning system and development of the growth areas is particularly important.

The conclusive layer of cycle routes now mapped and digitised by KCC has enabled intelligent investment and, for the first time, a dedicated maintenance programme. The continuation of this maintenance programme will be essential in encouraging cycling activity. Other



successful projects include work-travel planning, which demonstrates to employees the opportunities available to them to get to work sustainably.

Creating and promoting new routes to schools will also help to address 'school run' issues and support the longer term cultural shift to choosing cycling for short journeys. A number of routes serving schools have been identified through our consultation and further routes will be developed.

Cycling safety is currently high on the agenda for national Government with funding being made available to specifically address areas of concern. It is important that the County Council seizes this opportunity to address concerns raised by residents.

Significant economic benefits could be achieved through developing more fully the leisure cycling market in Kent. This is the largest potential market for cycling, and includes general recreational cycling and families. In 2009 Christchurch College Canterbury were commissioned to investigate the potential economic benefits of the general leisure market in Kent and in particular to show what products, infrastructure and marketing brought the greatest economic impact.⁴⁴

The research gave a very clear insight into demand, the requirements of cyclists, infrastructure needs and marketing preferences and information on customer segmentation. The clear 'headline' message was that to attract more people and the most economically valuable groups, traffic free routes were essential.

"Routes need to be traffic free to attract repeat visits and marketed as traffic free to attract first-time visitors"
Canterbury Christ Church University (2011)

Kent has an enviable resource of traffic free routes and top class cycling facilities. There is great potential to develop Kent into a cycling destination, to the benefit of Kent's economy

Other essential factors to attract the leisure cycling market include:

- Clear, coherent and visible signing and waymarking
- Route maps and guidebooks available; inexperienced groups like to feel route is "tried and tested"
- Marketing which appeals to inexperienced cyclists;
- Circular routes, that have the potential to become attractions in their own right
- Accurate distance and "cycling time" information
- Routes of between 15 and 30 miles
- "Connectedness" to nearby villages, towns and holiday accommodation, linking out of urban areas
- Routes in and through pleasant scenery and surroundings

⁴⁴ SPEAR, Canterbury Christ Church University (2011), *A Systematic Review of Evidence for the Local Impacts of Tourism and Leisure Cycling*, Report for Kent County Council

The relatively flat river corridors of the Thames, Medway, Darent and Stour offer great potential for developing family friendly and commuter routes, linking towns and rural communities. The low-lying areas around Swale, Thanet and the Romney Marsh also offer excellent opportunities for increasing the leisure cycling market, particularly for the family market.



Kent already has good infrastructure, including many traffic free routes and this, alongside the other facilities such as Cyclopark and Bedgebury, presents an opportunity for Kent to establish itself as a leisure cycling destination.

How cyclists have been supported in accessing the Kent countryside

- Working with our partner District and Borough authorities a series of town Walking and Cycling maps are now available for numerous Kent towns. These demonstrate the ease of cycling from homes to key destinations.
- In April 2012 “Discover Kent by Bike”, a definitive guide to recreational cycle routes in Kent was published and printed.
- Through partnership working and significant external funding numerous routes have been created or improved to enhance the cycling offer across the county. These include; the Pilgrims Cycle Trail, Darent Valley Path, The Isle of Harty Trail, Sheerness Way, The Royal Military Canal, The Oyster Bay Trail and Great Stour Way.

Our Priority Cycling Objectives

- Improve walking and cycling provision in the Growth Points and Growth Areas, including enhancements to National Cycle Route 1 in the Thames Gateway and the creation of new multi-user routes in Ashford
- Support increasing cycling for everyday journeys, including seeking improvements to routes serving transport hubs, large employers and schools, and connecting cycling networks
- Lead a strategic approach to expand the leisure walking and cycling market in Kent in order to increase economic benefit, including improving understanding of the resource and development needs
- Deliver a continued increase of traffic-free routes and a better connected network to support the development of tourism, family and recreational cycling
- Work with transport partners to ensure information is available at key gateways, including the Port of Dover, Manston Airport and International Rail Stations
- Work with highway partners in the delivery of cycle safety schemes as identified by Kent residents

Horse Riding and Carriage Driving

Equestrians themselves state that they need:

- A better connected riding network
- More information on where to ride
- Improvements in infrastructure

Although a minority leisure pursuit, demand remains high

"I deal with all the authorities across the South East. I have to say that Kent County Council (PROW and Access Service) in terms of their communication, the publications they put out, their website, their programmes of work on the ground, their understanding of statutory orders is head and shoulders above the rest"

SE Region Representative, British Horse Society

"Thank you for your sterling work. It [a new bridleway] really is a pleasure to ride on and I am sure most appreciated by walkers and cyclists too."

Horse rider in West Kent

The Benefits of Equestrianism

- Significant contribution to the rural economy
- A fun and invigorating way to explore the countryside.
- A great form of physical exercise.
- Good for improving personal confidence.
- Facilities for disabled people to ride and gain freedom



Equestrianism encompasses a range of activities, making a valuable contribution to the fabric of rural society, and offering a wide range of people, including young children, an excellent way of exploring the countryside.

Recreational riding includes a number of activities including hacking, trekking and carriage driving. Hacking and general riding are the most popular, with our research showing trips on bridleways and roads last between 1 ½ - 3 hours.

Around 2.4 million people ride in the UK. Nationally, the equine industry directly employs 50,000 people, with £3.4 billion spent annually on horses and riding, and 45 million paid-for lessons taking place every year.⁴⁵

Equestrian activity contributes an estimated £100 million to the Kent economy; 13% of the land-based value in Kent, with between 30,000 and 40,000 horses in the County.⁴⁶ There are 26 BHS affiliated riding clubs and five British Horse Driving Trials Association affiliated clubs. It is difficult to quantify the number of horses and riders in Kent, however around 6%⁴⁷ of Kent's population are thought to ride. Riding schools are the most visited of the equestrian pages on Explore Kent, providing a direct link to supporting equestrian businesses.

Nevertheless, despite the lack of certainty over levels of participation, compared with walking and cycling, horse riding is statistically a minority leisure activity, but one which continues to appeal and retain demand.⁴⁸

Research from a range of sources, including DEFRA⁴⁹ and Kent County Council indicates that horse riders and carriage drivers need:

- A better connected riding network
- More information on where to ride
- Improvements in the quality of infrastructure, including the removal of obstructions and better route surfaces

Horse riders in Kent have access to 698 miles (1,123 kilometres) of bridleways, byways and restricted byways. Despite this seemingly long length of routes, compared with neighbouring counties the percentage of the rights of way network available for equestrians is low. In Kent the figure is 16%; in Surrey it is 35% and East Sussex 21%.

Even taking into account permissive rides, the level of access is still low. Rights of way suitable for equestrians may be long distances apart, meaning that equestrians have to use the road network, or routes can be broken by busy roads or railways. Many areas which walkers can access freely, such as woodland, riverside, common land, access land and parks provide no, or limited, access for equestrians. Carriage drivers are even more constrained, being limited to byways and restricted byways. These form only 5% of the rights of way network, and therefore carriage drivers must rely heavily on rural lanes.

Toll rides provide an important additional resource for rides. Kent has an impressive network of such rides, both for riding and carriage driving, giving access to private estates and Forestry Commission woodland. Toll rides are provided through landowner agreements and are

⁴⁵ Defra (2005), Strategy for the Horse Industry in England and Wales

⁴⁶ Kent County Council (2002); The Land Based Economy of Kent

⁴⁷ Kent County Council (2002); The Land Based Economy of Kent

⁴⁸ British Equestrian Trade Association (BETA) (2006); National Equestrian Survey 2006; Tourism South East (2001); A Strategy for Equestrianism Tourism in the South East

⁴⁹ DEFRA (2004); A Report of the Research of the Horse Industry in Great Britain

administered by the Toll Rides (Off-Road) Trust (TROT). Despite a membership fee being required, the scheme continues to significantly increase new riding areas as well as providing additional income for landowners. There are currently forty-two toll rides in Kent, of which six are open to carriage drivers.

An attractive and popular resource which Kent has, despite some local restrictions, is access to beach riding.

Research into where there are high numbers of horses, along with the location of livery yards, stables and riding schools is ongoing and provides valuable information. This, alongside an equestrian working group of the Kent Local Access Forum, has identified several locations where improvements are needed. These include increasing access to woodland, including the Blean, Bedgebury and Lyminge Forests, upgrading the North Downs Way and a 'greenway' in Elham Valley. The Pilgrim's Way, Wye downs, Bedgebury Forest and around Meopham are areas which have been identified as needing more access for carriage drivers.

Improvements to the rights of way network will be prioritised, using this knowledge of Kent's areas of need and demand and the concerns of Kent's horse riders. The bridleway and restricted byway network will be extended and fragmentation reduced, with particular attention given to road crossings and rider safety. The **PROW and Access Service** will proactively support the Toll Rides (Off-Road) Trust in expanding permissive rides. Restricted byways are particularly beneficial to support carriage driving and, where an opportunity arises to upgrade a route to a bridleway, consideration will be given to whether a restricted byway would offer wider public benefit.

In response to the first Countryside Access Improvement Plan, in 2007 the County Council produced the brochure 'Ride Kent' to promote horse riding and support the equine industry. The Explore Kent website also shows the best areas of the county to visit on horseback, currently promoting seven riding areas. Explore Kent will continue to support the equestrian industry through providing information.

Improvements in infrastructure, such as inaccessible equestrian gates, will also be prioritised.

How horse riding and carriage driving have been supported in accessing the Kent countryside

- Working with local landowners we have secured the upgrade of a number of Public Footpaths to Public Bridleway status increasing the availability of routes for equestrians.
- Horse Riding has a dedicated page within the Explore Kent website and includes up to date information on riding routes, riding schools and links to other useful sites and information.
- A definitive guide to horse riding in Kent, "Ride Kent" was produced in 2007.
- Working with the British Horse Society, officers have experienced first hand training on the sort of issues experienced by equestrians to help design improvements with riders in mind.

Our Priority Equestrian Objectives

- Improve and develop the content and functionality of the "Explore Kent" website to raise awareness of Kent's Walking, Cycling, and Horse riding provision and access to Green Space
- Continue to develop understanding of safety issues for equestrianism and deliver safety improvements including improvements to Highway verges
- Continue to improve equestrian infrastructure and develop new routes in target areas identified by riders.

Motorised vehicles

"The permit system is really good, KCC should be given a lot of credit, they should be applauded for producing a system that provides a balanced solution for all."

Kent resident (byway user)

The responsible use of motorised vehicles on public byways is a legitimate activity. Nationally it is very much a minority activity, with recent surveys indicating that nationally only 0.3% of people participate, with less than 0.1% of Kent residents participating.⁵⁰

In Kent, motorised vehicle rights have a patchy distribution of 138 miles (222 kilometres) of byways, which account for 3% of Kent's Public Rights of Way network. Of the 102 byways in Kent, only 21 are considered to be physically inaccessible by 4x4 vehicles. 28 are subject to Traffic Regulation Orders (TRO's).

In a Defra report in 2005, Kent was not identified as a destination for attracting visitors from outside the area.⁵¹ However, recent work by in the Medway Gap north of Maidstone has identified that users do choose to come Kent from outside of the county.

Following the Natural Environment & Rural Communities Act in 2006, the public right of way network available for motorised vehicles has been reduced. Routes formally designated as Roads Used as Public Paths (RUPPS) were reclassified as Restricted Byways, with rights only for non-motorised vehicular use.

Public vehicular use of the Public Rights of Way network is often considered by other users to be disruptive, noisy and damaging to the environment.

While there are many responsible users, and several Kent associations promote responsible use of byways, in some areas there have been unwelcome levels of illegal use of motor vehicles on Public Rights of Way and areas accessed from them. This can cause distress both to local residents and lawful users, as well as damaging path surfaces and surrounding land, including on occasion sites protected for nature conservation.

There is no doubt that the cost of maintaining Kent's byway network is disproportionate when compared to non vehicle routes. Although the status of byway infers particular suitability of a route for use by equestrians and pedestrians inevitably maintenance must be to a standard that supports the continued use by vehicles and this requires a stronger construction. Private "pay and play" tracks are better suited to providing the adventure sought by these users and there are a number of such off-road tracks throughout Kent, catering for a range of activities, including 4x4 and motorcycle scrambling.

DEFRA's "Making the Best of Byways" guidance has been produced to assist highway authorities in addressing problems of conflict between users, poor surface conditions and increases in byway use.

⁵⁰ Natural England, Monitor of Engagement with the Natural Environment (MENE) 2009-11

⁵¹ Research project report on project on motorised vehicles using byways open to all traffic, DEFRA 2005.

The guidance advises that the following factors should be considered in resolving byway problems:

- Conflicts between users
- The local rights of way improvement plan
- The durability of the byway
- The condition of the byway
- The use of the byway
- Hedgerow and tree protection
- The heritage of the byway
- Any ecological sensitivity associated with the byway
- The management approach

The advice suggests that co-operation with organised groups interested in this type of activity can encourage responsible use and help with the cost of maintaining the network. In Kent a byway working group has been established involving representatives from user groups and interested parties such as Parish Councils, Kent Police and Kent County Councillors. The group advises on appropriate management for those byways causing most concern. It is hoped that the Byway Working Group will provide sustainable solutions to the issues arising from motorised vehicle use.

A database exists for all of Kent's byways, detailing their use, condition, past maintenance and historical issues. The up-keep of management information using Kent's Countryside Access Management System (CAMS)⁵² helps to manage surfacing issues, and recording illegal usage on routes other than byways will help to improve conditions for legitimate users.

The use of TRO's is an option for protecting byways; however, their use constrains legitimate legal rights and causes a burden for policing. DEFRA guidance encourages the use of temporary orders for those byways which suffer from seasonal damage. The adoption of this approach has been largely successful although some damage to restrictive infrastructure has occurred.

Our Priority Motorised Vehicle Objectives

- Work with User groups to protect and enhance Byway infrastructure for the benefit of all users
- Ensure provision and information is made for recreational vehicular use across the County.

⁵² CAMS is a data and map management system which supports maintaining rights of way, and holds detailed information on paths, path infrastructure, surface details and maintenance.

Section 2: Use, Demand and Public Benefit in Under-Represented Groups

Introduction

Certain groups in the population are under-represented amongst users of the countryside and outdoor spaces. People from black, Asian and minority ethnic backgrounds (BAME), disabled people and younger adults visit the countryside less frequently than the wider population.

The Countryside Rights of Way Act 2000, (CROW Act 2000) requires this plan to assess the accessibility of Public Rights of Way to blind or partially-sighted people, and others with mobility problems. Section 69 of the CROW Act 2000 also makes amendments to the Highways Act 1980 in order to improve access to the countryside for those with mobility problems.

Alongside this, the authority is legally bound by the Equality Act 2010, which puts all equality law into one place to form a single Public Sector Equality Duty. It sets out to give consistent rights and protection to people from different groups under nine equality characteristics.⁵³ Disabled people also have additional protection.

Kent County Council's Equality Strategy sets out that County Council will make services accessible to all people, provide clear, meaningful and accessible information about council services, work with partners in consulting and communicating with all sections of the community, monitor take-up and evaluate services.

An equal society recognises people's different needs, situations and goals, and removes the barriers that limit what people can do and be. To do this we need to understand better the needs of people.

An inclusive, 'countryside for all' approach does not necessarily exclude under-represented groups, but neither does it actively promote to these groups or work to break down the barriers which prevent them from visiting the countryside.

Research into provision for under-represented groups in the countryside⁵⁴ has made recommendations for ways in which service providers can improve. A key area is to improve the language, imagery and communication to under-represented groups. The Explore Kent brand is a powerful tool through which to communicate and champion greater uptake of countryside access by these groups.

Our Priority Objectives:

- Within the **PROW and Access Service** develop 'champions' to further the understanding of the needs of under-represented groups. Use this understanding to promote engagement of these groups in the countryside, both within Kent County Council and with stakeholders and partners.

⁵³ Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation

⁵⁴ "What about us?": Diversity Review evidence – part two Challenging perceptions: provider awareness of under-represented groups (CRN95)

People with a Disability

There is great diversity amongst people with a disability. Disability takes many different forms and has an impact on people's lives in many different ways. The term 'disability' covers a wide range of conditions, including mobility difficulties, blind or partially sightedness, learning difficulties and mental health problems.



18% of people with a disability never visit the natural environment, compared with 8% of the non-disabled population

Accessing the natural environment gave people with disabilities a sense of continuity between their disabled and non-disabled selves, and a sense of achievement.

Some disabilities are permanent; some only affect people intermittently. While some people have lived with their disability from birth, most people are those who develop impairments in the course of their life, or are simply getting older and more frail.

Using the broadest definition of people with a disability, the 2001 Census recorded that 214,798 Kent residents had long term limiting illness, equating to 16.5% of the population.

Applying this to 2011 population estimates would mean this total could now total approximately 232,000 Kent residents.⁵⁵ More people claiming disability related allowances live in east Kent, especially in Thanet, Shepway and Dover local authority areas where the proportion is higher than the national average.⁵⁶ In addition, Kent's population of elderly is set to increase at a faster rate than both the national and regional average, increasing by 35.2% between 2010 and 2035.⁵⁷ An inevitable consequence of this is that the number of the population with a disability will increase.

The MENE research has shown that 18% of people with a disability never visit the natural environment, compared with 8% of the non-disabled population. Overwhelmingly the reasons for not visiting the countryside are related to their condition, with 'old age', 'poor health' and 'a physical disability' given by 92% of respondents as the reason for not visiting.⁵⁸ It would seem, therefore, that a disability presents a significant barrier to visiting the natural environment.

Research into under-represented groups in the countryside⁵⁹ found that disabled people perceived the countryside as inherently rewarding and beneficial to the same degree as the wider population, especially for the psychological benefits. Research in Kent also found that disabled people visited the countryside to enjoy the views, landscape and to relax.⁶⁰ In addition, accessing the natural environment gave people with disabilities a sense of continuity between their disabled and non-disabled selves, and a sense of achievement.

However, there are a range of barriers which make visiting the natural environment more difficult for people with a disability. The most obvious are physical barriers, created through inadequate infrastructure, such as poor quality paths, stiles and other obstructions or lack of facilities such as disabled toilets. Research in Kent found the three most important factors for encouraging more frequent visits to be more accessible routes, facilities, toilets and car parking and more detailed information. The completed network survey provides vital information for assessing where there are areas that could be improved. Added to this is the information received from the Parish Council questionnaires, advising where enhancements would be of most benefit to their communities. Physical restrictions are, however, only part of the reason disabled people are more reluctant to visit the countryside.

⁵⁵ Kent County Council Research and Evaluation Statistical Bulletin, Disability in Kent (April 2012)

⁵⁶ Total disability claimants as % of total population, August 2011, Thanet 11.3%, Shepway 10.4%, Dover 9.6%, nationally 8.3%, South East 6.4%

⁵⁷ This compares to 34.7% for the South East region and 28.4% for England. Kent County Council Research and Evaluation Statistical Bulletin, 2010-based Sub National Population Projections for Kent (March 2012)

⁵⁸ 'old age' 26%, 'poor health' 42% and 'a physical disability' 34%

⁵⁹ "What about us?": Diversity Review evidence – part one Challenging perceptions: under-represented groups' visitor needs, Natural England (CRN94)

⁶⁰ 2003 postal survey to assess the needs and demands of disabled people in accessing the countryside

How disabled people have been supported in accessing the Kent countryside

- Since the commencement of the CAIP 3019 stiles have been removed or replaced with gates.
- Kent County Council has historically been at the forefront of researching the needs for this group. Four local 'Diversity Review' action-based research projects were commissioned by Natural England in response to the Rural White Paper (2000), including the Kent-based 'By All Means' project.
- The Kent Outdoor Pursuits Disability Project has been working to increase access to the outdoor and rural environment, aiding 3500 people. The development of facilities and activities opens up opportunities for disabled people to enjoy the countryside and take part in informal sports. The project offers courses in cycling, walking, climbing, archery, Country Parks, sailing and rowing.
- The Walking to Health Initiative and Explore Kent Guided Walk database offer guided walks at various locations across the county which provides a detail on the level of required fitness and expected limitations on the routes.

Disabled people are more likely than the general population to be retired, unemployed or poor, more likely to live in urban areas and less likely to drive a car. Transport is therefore a key barrier and physically accessing the countryside presents more of a challenge.

Some disabled people perceive the countryside as threatening, leaving them feeling vulnerable due to the scarcity of provisions or a lack of awareness of whether such provisions exist at a location.⁶¹ Previous negative experiences can compound the sense that the countryside is somewhere that is not welcoming. Therefore access to information which details where to go, what to expect when they get there, and what to do at the site is important, enabling individuals to make their own informed decisions and increasing confidence in visiting the countryside. Following consultation with the Kent Association for the Blind, elements of the Explore Kent website have been restructured, to allow compatibility with software used by people with visual impairments.

The interactive map on Explore Kent can be used to identify limitations on walking routes for the more independently minded. This resource should be maintained with any improvements made with consideration for the needs of disabled people.

⁶¹ "What about us?": Diversity Review evidence – part one Challenging perceptions: under-represented groups' visitor needs, Natural England (CRN94)

Managed sites, such as Country Parks, with a good level of information, a range of facilities and welcoming on-site staff, provide high levels of support for disabled people seeking to access the countryside. In common with the general population, some disabled people will seek a greater challenge and it is therefore important not to generalise about what disabled people want. To meet this demand, the **PROW and Access Service** has produced 27 Walks for All, available from the Explore Kent website, which detail routes in the wider countryside.

Often it is easier to address physical issues than those that are sensory and mental. Most participants feel they are victims of tokenism, as very few facilities take into account the needs of people with sensory impairments or learning difficulties.

Our Priority Actions for Disabled People

- The content of Explore Kent will continue to be improved, including ensuring that an acceptable percentage of advertised events are inclusive for disabled people.
- Provide information on the accessibility of the whole journey to enable informed decision making
- Officers will proactively seek opportunities to improve the accessibility of the network, following consultation with local landowners and parishes
- Establish Community Champions that deliver an annual programme of presentations/engagements with specifically targeted groups
- Build on the existing knowledge within the **PROW and Access Service** to support disabled people and increase understanding of the needs to wider stakeholders and partners
- Work closely with health care professionals to promote the health benefits of using Public Rights of Way
- Use the “Countryside Access Good Design Guide” to consider disability in design.

Black, Asian and Minority Ethnic (BAME) Groups

In the 2001 Kent census, 3.1% (41,534 people) classified themselves as belonging to a black, Asian and Minority Ethnic (BAME) group. The majority of those people who stated a religion in the 2001 Census were Christian, with the second largest stated group being Sikh, at 0.6%.⁶² In the mid 2009 review⁶³ the total had risen to an estimated 7.6% of the population, at 107,100 people. Although the population is growing, the proportion of Kent's population is still lower than the England average of around 12%. The greatest numbers of BAME groups are located in North Kent in the boroughs of Dartford and Gravesham, where this population approaches the national average. A change in immigration law grants naturalisation and settlement status to retired and serving members of the British Army's Brigade of Gurkhas. In 2004 the Sagarmatha Gurkh Community was set up in Ashford and between 2002 and 2007, over 1700 new National Insurance numbers were allocated to people from Nepal, living in Kent.⁶⁴

Further work has been carried out by Kent County Council to classify the population based on the origin of their personal and family name.⁶⁵ This research, although not conclusive, does give some indication of the country of origin not available from any other data source, for example the number of Eastern European residents. This research suggests that excluding English, Celtic and Irish (forming 90% of the population), the dominant group is Western European (2.8% of the population) followed by Eastern European (1.7% of the population).



BAME populations are more likely to visit urban green spaces, with culture and transport being key barriers.

Research has shown that the BAME population tend not to visit the countryside as much as the non-BAME population. The MENE research has shown that almost a quarter of those who never visit the natural environment were from the BAME population⁶⁶ and, although this group makes up 12% of the national population, only 8% were frequent visitors to the natural environment. The Sport England Active People Survey also recorded that 15% of the non-white population of Kent took part in sport or active recreation on average 3 times a week,⁶⁷ compared to 22% of the white population.

⁶² 302124 people, 23% of Kent's population either stated 'no religion' or declined to answer

⁶³ Office for National Statistics (ONS) estimate mid-2009

⁶⁴ The Nepalese in Britain, The Runnymede Trust, 2008

⁶⁵ Using Mosaic Origins

⁶⁶ 24%

⁶⁷ The proportion of respondents that participated in sport and active recreation, at moderate intensity, for at least 30 minutes on at least 12 days in the last 4 weeks (equivalent to at least 3 times a week over the previous month). Active People Survey Oct 2010- Oct 2011

Research into under-represented groups in the countryside⁶⁸ has highlighted the key barriers to these groups accessing the countryside.

People from ethnic minority backgrounds are more likely to live in urban areas, and to be poorer than the general population. This is true in Kent where a higher proportion of Kent's ethnic population chose to live in urban Dartford and Gravesend. These reasons alone make them less likely to access the countryside due to the cost, time and transport issues. This is also borne out in the MENE research, which has shown that BAME populations which do visit the outdoors are more likely to visit urban locations and places closer to home.

There are also cultural differences, some ethnic minority communities may not have developed a cultural habit of going to the countryside, resulting in a lack of knowledge of recreational opportunities, or simply a lack of interest. The fear of prejudice, discrimination and racism in the countryside between themselves and predominantly white rural dwellers can also prevent visits, creating a sense that they will just not 'fit in'.

Historically rural spaces and information have tended to cater for the 'typical' countryside user; white, middle-aged and middle-class, compounding these barriers.

The MENE research also highlights differences between the reasons given for not visiting the countryside with, only 9% of BAME non-participants citing old age, poor health and disability as reasons for not visiting the countryside, compared with 41% of the white population. The most common reason, greater than in the white population, was 'too busy',⁶⁹ followed by more people stating 'not interested' or 'no particular reason'.⁷⁰

The Defra report 'Outdoors for All?'⁷¹ suggests various actions that local authorities could take, which include making sure promotional material is available in a range of formats and languages, avoiding stereotypes, working in partnership with a range of organisations and establish community outreach organisations extending staff and volunteer awareness and diversifying volunteer profile.

Our Priority Objectives for Black, Asian and Ethnic Minority Groups

- Promotional material will be appropriately targeted to BAME groups and provided in alternative formats and languages as necessary
- Raise awareness throughout the Service and with wider stakeholders of best practice in engaging with BAME populations
- Improve walking and cycling provision in the Growth Points and Growth Areas, including enhancements to National Cycle Route 1 in the Thames Gateway and the creation of new multi-user routes in Ashford.

⁶⁸ "What about us?": Diversity Review evidence – part one Challenging perceptions: under-represented groups' visitor needs, Natural England (CRN94)

⁶⁹ 40% white compared with 57% non-white

⁷⁰ 30% in the BME population vs 21% in the white population, too busy given as a reason 40% in white vs 57% in BME

⁷¹ Outdoors for All? Department for Environment, Food and Rural Affairs (2008)

Younger Residents

In 2010 there were estimated to be 350,500 people under 19 living in Kent⁷², giving Kent a younger age profile than the national average. This group includes both children, adolescents and younger adults beginning their independent lives, and so encompasses a wide range of needs.

Younger adults tend to visit the countryside less than the general population. The MENE research has shown that younger people between 19 and 25 years of age, along with those over 65, were least likely to have visited the outdoors in the previous 7 days. These young adults are more likely to visit green spaces in urban areas rather than the countryside.

The lower representation of younger adults amongst countryside visitors is due to a range of factors. While lack of transport, money and time might be factors in younger adults not participating in countryside visits many, quite simply, are not at the stage of their lives where the countryside presents an appealing way to spend their leisure time.⁷³

While younger adults perceive the countryside as healthy, peaceful and natural, they are more likely than other under-represented groups to perceive these as negative characteristics. Those who do visit were seeking a range of experiences. Some wanted high-energy, challenging activities; others wanted to wander through the countryside on their own.

In order to better to assess the needs and use of the network by Kent's younger members of society, members of the Kent Youth County Council, Duke of Edinburgh Scheme participants, a class of pupils from Goudhurst School and focus group in Canterbury were consulted.

While generally participants had a good idea of where to look for information on ways to access the countryside, most were not regularly doing so. Working with the focus group



⁷² Mid Term 2010 Population Estimates, KCC, 2011

⁷³ "What about us?": Diversity Review evidence – part one Challenging perceptions: under-represented groups' visitor needs, Natural England (CRN94)

revealed that there was a perception that maps and guidebooks are for older people and not appealing to the younger market. When advised of the sort of activities that can be undertaken on rights of way, a significant number said that they would want further information on where they could go and that they would search the internet to find information. Research identified a requirement for more information to be made available via media formats attractive to a younger market.

Explore Kent's I-Phone App makes the countryside more accessible to younger adults.

In 2010 Explore Kent launched an I-phone app, which has proved to be very popular. Whilst it is not possible to know which sectors of the population are downloading the app, profiling of the Explore Kent customer base has shown a higher uptake by the young adult population than would be predicted by national research data,⁷⁴ suggesting that the Explore Kent offer is appealing to younger adults.

In contrast to national research, participants in the Kent consultation raised feeling safe as an issue and many described the feeling of safety that managed sites provide. Several of the Canterbury group described the desire to find more areas of 'secure wilderness' where they could walk away from other people, whilst at the same time feeling safe. Physical conditions such as stiles, gates, barriers and even muddy paths were not regarded as a deterrent, but clear signposted and waymarked paths were regarded as important.

Younger people have a higher dependency on others for transport. This was reflected in the Kent groups, where family walks and regular dog walking accounted for the largest use of the Public Rights of Way network. Compared with the average population, a larger proportion of young people had also been horse riding.⁷⁵ The Explore Kent customer has a higher number of families with young children than would be predicted by national research data, and the appeal of Explore Kent can be increased through providing information which is appealing to families.⁷⁶

The Kent focus groups also cited cycling as a popular activity. The County Council has secured external funding to continue to deliver the Bikeability programme to schools. Funding has been received to deliver training to 5000 children this year, and is set to increase for the next two years. Nationally 33% of children claimed to want to cycle to school, yet only 2% currently do,⁷⁷ demonstrating clear demand. The lack of good off-road cycling facilities was regularly mentioned as the main barrier.

Our Priority Objectives for Younger People:

- Develop traffic-free walking and cycling facilities, specifically to support school travel plans, the "Healthy Schools" initiative and the family recreational tourism market.

⁷⁴ Mosaic group I, which comprises a mix of young professionals, singles and students; 4.6% of Explore Kent customers vs 3.4% of Kent County Council area population.

⁷⁵ 7% advised they had ridden

⁷⁶ Mosaic group G, which comprises couples with young children; 11.1 of Explore Kent customers vs 11.8% of Kent County Council area customers.

⁷⁷ Walking and Cycling, links to schools, Sustrans, DfT, Cycling England (2006)

- Encourage country park sites to be developed as “gateways” for younger people to explore the wider countryside
- Continue to develop new media through Explore Kent, expanding this to cycling
- Work with the Bikeability programme to provide information to children on routes where they improve skills in safety.

Part 3: Implementation

Action Plan (Objective and Actions)

How the Plan is Prioritised.

A wide-ranging consultation exercise was carried out during 2007 and 2011 with local communities and user groups. The Action Plan below summarises those areas that local communities felt should be given priority and also demonstrates how those areas fit with the overarching priorities of the County Council as set out in the Vision for Kent and Bold Steps for Kent. The consultation provides us with an informed basis for establishing operational priorities and programmes of work that place the desires of citizens at the core of our decision making.

The need for the Service to secure the very best value for its customers from any investment made is essential. Programmes of work and specific schemes are therefore subject to a cost benefit analysis before resource is allocated to them. The cost benefit analysis was developed by the Service. It weights schemes on the basis of operational priorities, strategic objectives identified in this Plan and practical considerations relating to how easily the scheme can be delivered and its longer term impact on maintenance budgets.

The Main Objectives

Our research and evaluation of use and demand has given us a clear indication of what the people of Kent would like from its network of Public Rights of Way. From this research we have identified seven key themes to guide the process of improving opportunities for walking, cycling and horse riding. This provides a framework for delivery through the Action Plan. The following actions will be prioritised in accordance with any funding opportunities that arise and through their ability to contribute towards the delivery of Bold New Steps and the Local Transport Plan.

Well Maintained Countryside Access

A large percentage of people questioned thought that a higher standard of path furniture (gates, bridges etc) should be a priority. This would encourage people to explore the countryside and encourage wider use of Public Rights of Way for their everyday journeys. Currently about 66% of the network is considered easy to use. Subsequent research in 2011 reported an increasing concern on the reduction to vegetation cuts introduced as a necessary response to recent budgetary constraints.

Objectives M1 to M8 will focus activity to “Tackle Disadvantage” and “Support the Economy”. They will raise the standard of furniture on paths and deliver a more accessible and useable network. Better signposting and waymarking, together with the installation of more informative destination signs in appropriate locations, will increase people’s confidence in using the rights of way network for everyday journeys. County Council promoted walks and rides will be maintained to a high standard making Kent an attractive destination for recreational tourism. Prioritisation of route maintenance will be influenced by local communities and increasing efficiency in the use of the volunteer countryside access wardens will ensure the up-keep of popular paths will be noticeably improved.

	Objective	Tackling Disadvantage	Growing the Economy	Putting the citizen in Control	Key Partners
M1	Improve the standard of PROW furniture through the application of asset management principles, the provision of quality materials and better design.	✓	✓	✓	PCs LND VOL OTHR
M2	Use the "Countryside Access Good Design Guide" to consider disability in design.	✓	✓		OTHR DEV VOL
M3	Officers will proactively seek opportunities to improve the accessibility of the network, following consultation with local landowners and parishes	✓	✓	✓	PCs VOL CMTY
M4	Work with User groups to protect and enhance Byway infrastructure for the benefit of all users			✓	VOL OTHR
M5	Continue to improve equestrian infrastructure and develop new routes in target areas identified by riders	✓	✓	✓	BHS VOL
M6	Make promoted routes as accessible as possible and promote them to a wide audience	✓	✓		CMTY VOL OTHR
M7	Empower local communities with information so they can prioritise resources on routes important to them	✓	✓	✓	CMTY VOL PCs
M8	Effectively manage access land and open green space.	✓		✓	PCs VOL OTHR NE DC

Growth And Development

The Issue

Planned development in Kent both poses threats and provides opportunities to the existing Public Rights of Way network and public access to green space. Within the two Kent growth areas there are proposals for 80,000 new homes and the creation of over 100,000 jobs over the next 30 years. The location for these new homes will primarily be in The Thames Gateway, East Kent and Ashford. It is essential that rights of way in these areas are protected and opportunities to enhance the network for all users are taken. By demonstrating the opportunities that Public Rights of Way and open space offer, we will be contributing to the sustainability of new development and regeneration of these areas.

Objectives D1 to D6 focus on the provision of sustainable transport systems and high quality green space within new developments. Work will concentrate on those areas identified by communities and the LTP3 that reduce traffic congestion, improve safety and provide community recreational facilities. The existing rights of way network and provision of open green space will be enhanced as a consequence of new development, reducing the impact of the growing population, traffic and loss of land.

	Objective	Tackling Disadvantage	Growing the Economy	Putting the Citizen in Control	Key Partners
D1	Promote good design principles for new rights of way created as part of development schemes.	✓	✓		DEV DC
D2	Secure the protection and enhancement of the access estate through commenting on and influencing, emerging planning policy documents and planning applications that may impact on access to green space and the Public Rights of Way network.	✓	✓	✓	DEV DC PCs
D3	Improve walking and cycling provision in the Growth Points and Growth Areas, including enhancements to National Cycle Route 1 in the Thames Gateway and the creation of new multi-user routes in Ashford		✓		DEV DC PCs SUS
D4	Ensure new developments encourage and provide for walking and cycling, including links to the wider countryside	✓	✓	✓	DEV DC SUS
D5	Seize the opportunity to implement improvements to the walking, cycling		✓		DEV DC

	and horse riding network through major transport infrastructure schemes.				
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A More Sensible Network

The Issue

Research from the Kent Residents' Panel identified a number of reasons why people are not using the Public Rights of Way network for their daily journeys. The reasons included the fact that paths are not always in the right place, or do not always take the most direct route.

Kent's Public Rights of Way network is fragmented and poorly connected in certain parts of the county. This results in a heavy reliance on a relatively small percentage of the network. Carefully considered local and strategic changes would give greater opportunity for using the Public Rights of Way network for recreation and leisure, and for linking residential areas to local schools and services and the surrounding countryside.

Compared with other counties, the network also has a lower than average accessibility for horse riders and cyclists. By creating new or 'upgraded' paths this problem could be addressed.

We must develop the Public Rights of Way network for future generations to enjoy and ensure that walking and cycling routes provide real and sustainable alternatives to the private motor vehicle.

The objectives in this theme aim to work with partners to secure new routes in areas of high demand and where possible in direct response to customer requests. Horse riders and cyclists will have access to new paths supporting their recreational needs whilst at the same time supporting the needs of rural businesses. Kent will have a less fragmented network with routes going where people want them to. The Public Rights of Way network will give people the opportunity for healthier transport options, helping reduce the reliance on the private motor vehicle for short journeys.

	Objective	Tackling Disadvantage	Growing the Economy	Putting the Citizen in Control	Key Partners
N1	Deliver the needs of customers through developing new routes and improvements in areas of demand using data from customers, organisations and local communities	✓	✓	✓	DC PC's VOL CMTY KCAF
N2	Register requests for network improvements and projects coming	✓		✓	RA PCs

	from customers and community groups and organisations and prioritise these for action against this plan.				DC CMTY BHS KCAF
N3	Establish greater provision of quality and promotable routes in the areas surrounding Ramsgate, Ashford, Folkestone, Dartford and Gravesham.		✓		DEV DC
N4	Work closely with Natural England to establish the English National Coastal Trail and other routes requested by communities through the "Paths for Communities" grants.		✓	✓	NE CMTY
N5	Deliver a continued increase of traffic-free routes and a better connected network to support the development of tourism, and family and recreational cycling		✓		SUS CMTY PCs DC TSE VK KTA
N6	Support increasing cycling for everyday journeys, including seeking improvements to routes serving transport hubs, large employers and schools, and connecting cycling networks	✓	✓	✓	DEV DC CMTY
N7	Develop closer links to Parish Councils who may be in a position to support locally important projects through the Community Infrastructure Levy or a higher precept.		✓	✓	PCs DC CMTY DEV

Knowing What's Out There

The Issue

When asked, most people like "the great outdoors" and would like to spend more time exploring the Kent countryside. Surprisingly though, the majority of these people assume that the countryside is inaccessible and lack the confidence to go out walking, cycling or riding. Why is this? The main reason is quite simply that people don't know where to go. People need and want clear information about where to go to make the most of the countryside. An important way of giving people confidence, raising awareness and increasing use of Public Rights of Way is to provide them with the clear information they need to help them take that step. Better access on the ground must go hand in hand with good, easy-to-use information for everyone.

The objectives within this theme are set out to support the economic viability of Kent's rural communities and establish Kent as a destination for recreational tourism. The objectives will increase the participation of healthy outdoor recreation, and peoples understanding of what

can be discovered in Kent. This increased understanding will add value to the quality of life and enjoyment of living in Kent. The awareness of Kent's recreational resource will be known at local, national and international levels.

	Objective	Tackling Disadvantage	Growing the Economy	Putting the Citizen in control	Key Partners
I1	Maintain and update the county's Definitive Map of Public Rights of Way and Commons Register.			✓	CMTY DEV DC PCs
I2	Provide information, support and advice to providers to increase awareness and availability of Accessible Green Space	✓	✓		CMTY DC OTHR
I3	Improve and develop the content and functionality of the "Explore Kent" website to raise awareness of Kent's Walking, Cycling, and Horse riding provision and access to Green Space	✓	✓		CMTY DC OTHR
I4	Continue to develop new media through Explore Kent, expanding this to cycling		✓		OTHR
I5	The content of Explore Kent will continue to be improved, including ensuring that an acceptable percentage of advertised events are inclusive for disabled people.	✓			OTHR CMTY VOL
I6	Promotional material will be appropriately targeted to BAME groups and provided in alternative formats and languages as necessary.	✓			CMTY VOL
I7	Lead a strategic approach to expand the leisure walking and cycling market in Kent in order to increase economic benefit, including improving understanding of the resource and development needs		✓	✓	VK TSE DC KTA
I8	Ensure provision and information is made available for recreational vehicular use across the County		✓		VK TSE DC KTA
I9	Work with Visit Kent to strongly promote the countryside recreation offer of Kent to key markets both locally and in London and Northern	✓	✓	✓	VK TSE DC KTA

	Europe				
I10	Work with transport partners to ensure information is available at key gateways, including the Port of Dover, Manston Airport and International Rail Stations	✓	✓	✓	VK TSE DC KTA
I11	Work closely with health care professionals to promote the health benefits of using Public Rights of Way.	✓	✓	✓	HCP

Improving Safety

The Issue

Throughout our research, general concerns were raised about feelings of personal security and safety when using the rights of way network. The County Council takes its responsibility towards the health, safety and welfare of Kent residents very seriously. Although the majority of rights of way offer few safety concerns, there are areas, particularly where they meet roads or railways, which can. The Local Transport Plan already sets out a strategy for improving safety, but the following aims are in addition to those, and specifically relate to public footpaths, bridleways, byways and restricted byways.

The Plan includes objectives for this theme to increase the feeling of safety and security on the network. Paths which had previously not been used due to safety concerns will see increased usage as people gain confidence in the safer environments. A greater availability of safe walking and cycling routes around schools will reduce car congestion and safety concerns associated with the “school run”.

Schemes will be prioritised that deliver against LTP3, local concerns and National Government objectives.

	Objective	Tackling Disadvantage	Growing the Economy	Putting the Citizen in Control	Key Partners
ST1	Identify and investigate where the Public Rights of Way network can provide safe alternative routes to avoid people having to walk, ride, or cycle on busy roads.	✓	✓	✓	CMTY RA SUS DC PCs OTHR KCAF
ST2	Work with highway partners in the delivery of cycle safety schemes as identified by Kent residents	✓	✓	✓	CMTY PCs

ST3	Continue to develop understanding of safety issues for equestrianism and deliver safety improvements including improvements to Highway verges		✓	✓	BHS
ST4	Develop traffic-free walking and cycling facilities, specifically to support school travel plans, the “Healthy Schools” initiative and the family recreational	✓	✓	✓	HCP CMTY SUS DC PCs KCAF
ST5	Encourage country park sites to be developed as “gateways” for younger people to explore the wider countryside	✓	✓		DC HCP
ST6	Work with the Bikeability programme to provide information to children on routes where they improve skills in safety	✓			SUS VOL
ST7	Effectively manage resources through prioritising popular routes and routes where public safety is at risk.	✓	✓	✓	CMTY VOL
ST8	Work with Network Rail to improve Public Rights of Way level crossings at grade		✓		NR RA

Education And Respect For The Countryside

The Issue

The natural environment is under increasing pressure from human activity. Our research has highlighted an apparent lack of understanding of the public’s rights and responsibilities associated with exploring the countryside on Public Rights of Way. Public bodies should make this information available to help protect the environment and the interests of land owners.

Land owners, tenants and land managers should also ensure that they fulfil their responsibilities for protecting Public Rights of Way through responsible land management. KCC is committed to working closely with these groups to ensure that they have the information they need in order to achieve this.

Objectives E1 to E4 will deliver appropriately located information panels and signage that will lead to a greater understanding and appreciation of the Kent countryside. This will lead to the protection of land owner interests and the habitats and landscapes that make the Kent countryside so unique and popular.

	Objective	Tackling Disadvantage	Growing the Economy	Putting the Citizen in Control	Key Partners
E2	Target appropriate action in response to customer information to resolve any illegal obstructions or changes to rights of way			✓	RA LND
E3	Provide support and guidance to landowners, to ensure they are aware of their legal responsibilities.			✓	LND
E4	Provide information and relevant signs to encourage use and protect landowner interests.			✓	LND
E5	Aim to deliver wider environmental benefits through the delivery of improvement schemes using guidance included within the "Good Design Guide".		✓		DEV LND
E6	Support the development and implementation of the Kent Downs and High Weald AONB plans, the County Councils Environment Strategy and District Transport and Green Infrastructure Policies.	✓	✓	✓	AONB CMP

Delivering the Customer Service Strategy (formally referred to as "Working Smarter and Improving Our Customer Service")

The Issue

In order to realise the identified Improvement Plan objectives, and continually improve service to the public we must be prepared to explore use of new technology and react to meet our customer's changing demands. This theme will also address the statutory objectives for addressing the need of under-represented groups.

Our customer focus can be improved by involving and listening to user groups and individuals, and having a flexible attitude to the way in which we work. Emerging technology and best practice guidelines can all contribute to improving this service further.

The objectives are set out to deliver against the 5 areas of action within the Customer Service Strategy: **Understanding Customers, Connecting with our customers, empowering our staff, enhanced partnership, better designed service delivery**. This will be achieved through continued investment in staff training and new technology. Greater and more efficient use of the Countryside Access Wardens will both empower communities and assist in the increasing reduction to the public purse.

	Objective	Understand Our Customers	Connect with Customers	Empower staff	Enhance Partnerships	Improve Service Delivery	Key Partners
S1	Regularly review our policies and procedures to maintain efficiency and improve customer service.		√			√	CMTY PCs DC OTHR
S2	Embrace new technology and procedures in to delivering an effective service.	√	√			√	OTHR
S3	Build on the existing knowledge within the PROW and Access Service to support disabled people and increase understanding of the needs to wider stakeholders and partners	√	√		√	√	CMTY OTHR HCP
S4	Within the PROW and Access Service develop 'champions' to further the understanding of the needs of under-represented groups. Use this understanding to promote engagement of these groups in the countryside, both within Kent County Council and with stakeholders and partners.	√	√	√	√		CMTY OTHR
S5	Raise awareness throughout the Service and with wider stakeholders of best practice in engaging with BAME populations	√	√	√	√		CMTY OTHR VOL
S6	Retain community involvement as a key element of service delivery and continue to develop the Countryside Wardens Scheme expanding the roles of		√		√	√	CMTY VOL OTHR SUS

	individual wardens, linking with Sustrans to include cycling wardens.						
S7	Provide intelligent analysis of customer contact so that resources are focussed on those areas that matter to them		√			√	OTHR
S8	Ensure high levels of customer service are maintained through staff training					√	OTHR CMTY VK TSE KTA
S9	Secure external funding to support Countryside and Coastal Access Improvement Plan objectives that can be invested in Kent's businesses and communities					√	OTHR CMTY SUS KTA VK TSE NE
S10	Use the customer profiling and Mosaic data provided in this report to continually improve our communication channels so our customers receive contact in the way they prefer	√	√				CMTY
S11	Establish Community Champions that deliver an annual programme of presentations/engagements with specifically targeted groups	√	√	√	√	√	CMTY VOL
S12	Increase understanding of the needs of groups that are under-engaged in access to the countryside, and champion this agenda across other service providers	√	√	√	√	√	CMTY VOL
S13	Continue to support the Kent Countryside Access Forum, and seek to ensure that it remains				√		KCAF VOL

	inclusive and effective						
S14	Increase understanding by businesses and service providers of how to offer a quality service to walkers, cyclists and others seeking outdoor recreation				√		OTHR CMTY VK TSE KTA
S15	Continue to act as a consultant for District Councils in the processing of Town & Country Planning Act Orders and actively seek to enter into agreements with the remaining District Councils (delivering against enhanced partnership).				√	√	DC PCs

Key Partners

LND	Landowners
DC	District/Borough Councils
DEV	Developers
VOL	Volunteers
RA	Ramblers' Association
BHS	British Horse Society
CMPs	Countryside Management Projects
AONBs	Area's of Outstanding Natural Beauty
KCAF	Kent Countryside Access Forum
PCs	Parish Councils
HCP	Health Care Providers
SUS	Sustrans Sustainable Transport Charity
KTA	Kent Tourism Alliance
TSE	Tourism South East
VK	Visit Kent
NE	Natural England
CMTY	Local Communities
NR	Network Rail



This plan is available in other formats, please call 08458 247 600.

Copies can be requested and the additional information referred to in the text can be obtained by writing to:-

The Countryside Access Service
Kent County Council
Invicta House
Maidstone
Kent
ME14 1XX

Or by sending an e-mail to :- prow@kent.gov.uk

January 2013



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

To: Communities Cabinet Committee

Date: 17 January 2013

Subject: Review of Interactive Voice Recognition Pilot

Classification: Unrestricted

Summary : This report has been compiled following the successful Interactive Voice Recognition pilot carried out in the Contact Centre. The Cabinet Committee is asked to comment on and note the contents of the report.

ON AVERAGE 23% OF SOCIAL SERVICES CALLS THAT COULD RELATE TO ADULT AND CHILD PROTECTION ISSUES, ARE MADE VIA THE 247247 TELEPHONE NUMBER. THE USE OF THE IVR HAS ENABLED THESE CALLS TO BE TRANSFERRED DIRECTLY TO THE RIGHT SKILLED ADVISOR FIRST TIME AND ENSURED THAT THESE CALLS ARE PRIORITISED. IN THE WEEK COMMENCING 10 DECEMBER 2012, 84% OF THESE SOCIAL SERVICES CALLS WERE ANSWERED IN 20 SECONDS AND 99% ANSWERED.

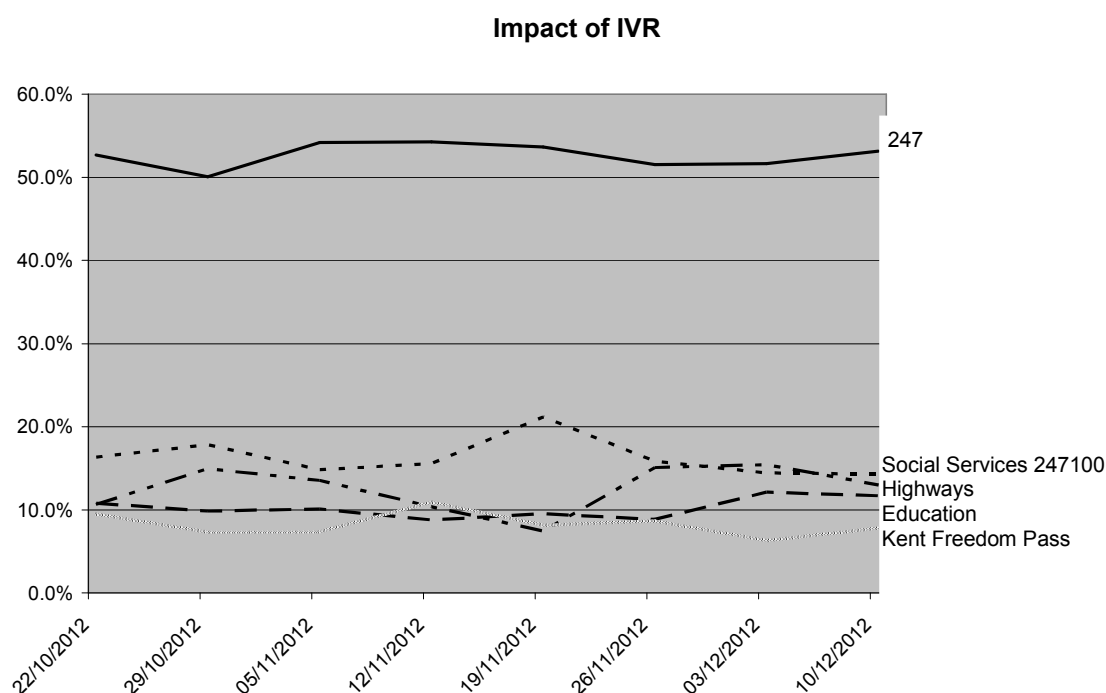
1. Introduction

- 1.1 Concerns were expressed at the Performance & Evaluation Board on the 4 July 2012 about service level performance of Contact Point during the previous period. Call volumes then increased further during July and customers using the generic 247247 number had reported difficulty getting through to appropriately skilled advisors. This was a particular concern for high priority calls such as Social Services which were potentially being delayed behind less urgent calls.
- 1.2 Interactive Voice Response (IVR) is a tool widely used in Contact Centre Industry. The objective of IVR is to automatically triage the call first time to the right skilled advisor or to give a brief automatic message designed to answer their query or to act as intelligent signposting to direct callers to self-service options available via the web or mobile technologies.

- 1.3 IVR is effective in improving performance and quality and could potentially reduce costs. The system reduces call waiting times for customers and reduces double handling as the call is answered first time by the right skilled person and avoids the need for the caller to call back or be transferred – effectively reducing failure demand. IVR offers the caller a limited number of options to select by pressing a number on their telephone keypad. These will not exceed three/four options (or layers), and offer the opportunity to be connected with the service expertise more quickly than waiting in a generic queue. Despite some misconceptions that IVR can reduce the ‘personal touch’, customer feedback has shown customers value a more rapid, responsive system and still retain the choice of a more personal option, as the system will always provide an opportunity to speak to an advisor.
- 1.4 Following approval by the Leader and Cabinet Members for a small number of appropriate services, a three-month trial of an IVR system started at the end of July 2012. CMM agreed to the introduction of IVR on 26 November 2012. This report reviews progress to date, with early evidence of its effectiveness and how we plan to extend the usage of IVR.

2. IVR and its outcomes : 247247

- 2.1 In relation to the IVR on the 247247 line, the overall contact volumes on this line were just 6896 in August, 7681 in September, 7627 in October, 6525 in November reduced from July volumes of 19,079. The following table outlines the more detailed analysis on the IVR line.



- 2.2 In relation to the IVR on the 247247 line, as shown above the majority of callers are being put directly into the right queue. The remaining callers required other council services, such as libraries. This has significantly reduced the number of callers who have to be placed in a queue, as the advisor who handles the initial call for activities 1 to 4 (Highways, Social Services 247, Education and Kent Freedom Pass) now automatically has the right skills set. It is not cost effective or practical to train every advisor to handle all call types. This would require huge financial investment and is unnecessary with the appropriate use of technology. This is standard practice across the Contact Centre industry and this is used widely in Central/Local Government, as evidenced in Surrey and Northamptonshire.
- 2.3 The IVR has been a critical factor in improving access for Social Service callers. Prior to the introduction of the IVR on the 247247 line, it was not possible to prioritise these calls ahead of less critical or high risk contacts. The caller can now select option 2 for social services and the call will be transferred directly to the 247100 line. This line together with Children's Social Services is given the highest priority within Contact Point. In the week commencing 10 December 2012 we answered 84% of Social Services 247100 within 20 seconds and handled 99% of calls received.
- 2.4 In relation to Kent Freedom Pass, the IVR has enabled calls to be passed directly to Advisors who have just been trained to undertake this service. As this is mainly a seasonal enquiry with a large demand in the summer months, it has been possible to limit the time spent on training, maintain service quality and provide extra resource very quickly. This is a good example of how the system can be responsive to peak demand whether seasonal, weather related or in response to an emergency incident. Each of these types of events creates unanticipated demand which is more effectively handled using technology appropriately.
- 2.5 The feedback from advisors is that it has helped them to handle calls more effectively. There have been fewer complaints from consumers about having to be placed in another queue and it has reduced unnecessary contact volumes by encouraging channel shift to self-serve web options.
- 2.6 GovMetric, our automated customer feedback system, has been operational since the start of August. So far feedback has been received from 7216 consumers (as of the 20 December 2012) who wished to comment on their experience of Contact Point. There have been only two complaints about the IVR system.

3. Highways IVR

- 3.1 The use of the IVR messaging has had the effect of reducing the number of queries received by advisors relating to overgrown vegetation on Kent roads. In turn, this has improved service capability to handle other highways services calls and emergencies. The caller always has the option to speak to an advisor if the message does not answer their query. With the reduction in vegetation call volume, the IVR option was changed to 'drainage' during

September. Although there is no need to retain this specific message over the coming months, this message facility can be effectively used again for winter maintenance, severe weather or adverse road conditions, for example Operation Stack, or other specific issues.

- 3.2 Currently, it normally takes three weeks to train an advisor to handle the entire range of Highways calls to the required standard. Using an IVR option, it has been possible to train 8 advisors to handle Speed Awareness Course calls in 4 hours, and achieve productivity from those staff in a shorter period. Typically, these calls total 800 per week. The effect of being able to direct these calls efficiently, has meant that our fully trained and experienced Highways advisors can now focus on other Highway service calls. The caller experience is to 'press 1' on the IVR and the caller is put through to an advisor handling Speed Awareness. The use of IVR could support the option of undertaking modular training for Highways such as potholes and street lighting – enhancing the efficiency and productivity of advisors and reducing the need to train the entire service on block. An advisor could then, over some months, increase the scope of highways calls handled, and a wider staff resource could be trained in key areas to support peak demand.
- 3.3 There has been a reduction in calls on Speed Awareness of -80 down to 200 per week, as the IVR message has encouraged more consumers to channel shift to web instead and use Kent.gov.uk.

4. Education IVR

- 4.1 September has historically been the busiest month in Contact Point, due to the number of Education calls received on issues such as Primary and Secondary school admissions, Kent Test and School Transport.
- 4.2 During this month, these contact volumes have an adverse impact on other services such as Social Services 247100. The information provided by the advisors is limited and consistent on the majority of contacts, as for example on Primary School Admissions it will take 20 working days from application to process. If the Consumer pressed option 3 for Primary School Admissions then they would receive the following message "Please note that it is possible to apply for a Primary School place by downloading an in year application form from www.kent.gov.uk/schools. If your call is regarding an application you have already made for a Primary School place, please note that due to the summer holidays the current turnaround time for an application is 20 working days. If you are calling with regards to the September 2013 school intake, please note applications can be made from the beginning of November. For any other enquiries, please hold for the next available advisor."
- 4.3 The volume of contacts to the Education line has reduced by 3362 from September 2011 (23.3%) due in part to the IVR. These efficiencies supported Contact Point in improving its performance and effectiveness during late September and October 2012. The target for service level and answer rate were also achieved for Education in September 2012. It has also freed up

time for the ELS back office staff to deal with applications, as the use of IVR also supported the closure of the lines to the Education team between 14.00 and 16.00 every afternoon.

5. Impact of IVR

- 5.1 The primary function of the IVR system is to place the caller as quickly as possible with the appropriately trained advisor and/or to provide them with the information required – with more calls successfully resolved at the first point of contact. The principle is to keep the IVR simple and to avoid the use of multi layering. The early signs as outlined above are that IVR is effective in improving performance and quality and value as part of a range of measures designed to improve the customer service experience. The system is reducing call waiting times for customers and the right person answers the call first time. **If the customer does not want to use the IVR, then their call will always be answered by an advisor.**
- 5.2 Customers are receiving a more informed and accurate response to their queries first time. Ultimately costs will reduce, as training will be streamlined; become more focussed on complex tasks with added value to the caller, whilst also helping to reduce overall call volumes by promoting channel shift. Over time this could either reduce the number of advisors needed to support anticipated service demands and realise savings, or provide opportunities for new business and income generation.

6. Extending the use of IVR

- 6.1 The extended use of IVR would assist further consumers in being able to connect to the right skilled advisor on the first occasion. The majority of calls received at Contact Point are via the 247247 number and the introduction of further options, such as Registrations, Blue Badges and Libraries would increase the percentage of calls directed to the correct Advisor by a further 15%.
- 6.2 Consumers calling the registrations line, require a variety of services such as births, certificates, ceremonies and deaths. The use of a limited IVR would improve the consumer experience of using this service. For example consumers calling for a certificate have to be transferred to Mansion House Tunbridge Wells. The advisor can not assist with these calls and they just place it in the telephone queue to be answered. The IVR could automate this process, the consumer presses the option for registrations and the call is automatically transferred to Mansion House.
- 6.3 We will work closely with the service owners when implementing any further IVR and seek their approval. The IVR will be designed to improve the journey for the customer and it will avoid the use of multi layering.

7. Conclusion

- 7.1 The IVR trial and its use therefore after has been very successful and it is effective in improving performance, quality and efficiency. The system is

reducing call waiting times for customers and reduces double handling as the right person answers first time and fulfils the call. The IVR trial also highlighted how its usage could be broadened, to make further improvements and to deal with specific incidents. It has introduced flexibility in our approach to training, by reducing the duration of training in complex services, enabling new Advisors to be operational in a much shorter period of time.

- 7.2 IVR is acceptable to consumers if it avoids the use of multi layering and they always have the option to speak to an advisor. Consumers dislike however being placed into another queue if the original advisor is not skilled to handle their query. It also ensures that urgent calls such as Social Services Adult and Child protection received on the 247247 line are prioritised.
- 7.3 In view of the success of the trial, the use of IVR will be extended to other incoming lines in consultation with service owners. The IVR will always allow the consumer the option to speak to an advisor and it will avoid the use of multi layering. Feedback from consumers via Govmetrics will be reviewed at least weekly, to ensure that any adverse comments about the IVR are investigated and changes are made where appropriate.

8. Recommendation

- 8.1 The Committee is asked to comment on and note the contents of the report.

Background Documents

N/A

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

To: Communities Cabinet Committee

Date: 17 January 2013

Subject: **New Strategic Framework for Sport and Physical Activity in Kent**

Classification: Unrestricted

Summary: KCC's Sport and Physical Activity Service has produced a new Strategic Framework for Sport and Physical Activity in Kent entitled 'Kent's Golden Decade of Sport'. The owner of the Strategic Framework, the Kent & Medway Sports Board, is keen for all local authorities in the County to acknowledge its Framework.

1. Introduction

- 1.1 The new Strategic Framework for Sport and Physical Activity has been developed to build upon the good work that has taken place across the County in the run up to the Olympic and Paralympic Games and seeks to turn the ambition of a sport and physical activity legacy from London 2012 into reality.
- 1.2 It is a 'partnership' document, overseen by the Kent & Medway Sports Board which was established in 2007. The Board consists of an Independent Chairman and representatives from different sectors involved in sport and physical activity and its primary remit is to oversee the work of the County Sports Partnership in Kent, one of 49 partnerships in England which receives funding from Sport England to support the development of sport at local level. In Kent, the County Sports Partnership is hosted and managed by Kent County Council and is integrated within the Sport and Physical Activity Service, part of the new Culture & Sport Group in Customer & Communities.
- 1.3 The Strategic Framework has been developed through a two stage-consultation process with a wide range of partner agencies between June and October 2012.

2. The Strategic Framework for Sport and Physical Activity

- 2.1 The nation is at the beginning of what has been heralded as the 'Golden Decade for Sport' with a number of major international events planned to be hosted in Great Britain, including but not exclusively:
 - 2013 Rugby League World Cup
 - 2014 Commonwealth Games
 - 2015 Rugby World Cup
 - 2017 World Athletics Championships
 - 2019 Cricket World Cup

- 2.2 There is potential to use these high profile events to develop programmes and activities to encourage Kent residents to lead active lifestyles and to participate in sport.
- 2.3 It is recognised that sport and physical activity can be fun and enjoyable in its own right but increasingly there is recognition that it can make a significant and valuable contribution to health, social cohesion, educational attainment, community safety and other social agendas.
- 2.4 The scope of the new Strategic Framework, therefore, is focussed on the formal and informal sport and physical activities delivered through a range of services and partnership structures in the County relating to physical exercise, such as recreational walking, cycling, swimming and going to the gym, through to competitive sports and regular participation in clubs and leisure centres.

3. Components of the Strategic Framework

- 3.1 The Strategic Framework provides an overall vision statement, key underpinning principles and a number of themes with suggested recommendations. The scope, vision statement, key principles and themes have all been supported through the consultation process. The themes are:
 - 1. Increasing participation in sport and physical activity
 - 2. Using sport and physical activity to contribute to other social agendas
 - 3. Supporting the voluntary sector and volunteering
 - 4. Attracting funding and investment
 - 5. Improving facilities for sport and physical activity
 - 6. Ensuring sport and physical activity is recognised and supported by local policy and decision makers
 - 7. Improving information, co-ordination and partnership working
 - 8. Supporting and developing talented performers
 - 9. Attracting major events to the County
 - 10. Researching and planning for sport and physical activity
- 3.2 The Strategic Framework for Sport and Physical Activity aims to provide an overall 'direction of travel' for the next 10 years and as a partnership document it aims to be complementary to other partners' plans and strategies. In this way, partners can use the Framework to develop their own plans, according to their own priorities, whilst still contributing to the overall development of sport and physical activity across Kent.
- 3.3 The Kent & Medway Sports Board will review key performance information on a regular basis in order to assess progress against the themes and to identify further work that may need to be undertaken with partners.

- 3.4 A summary version of the Strategic Framework has been produced to provide a user friendly and easily readable document, which also signposts the full document which is available at www.kentsport.org/publications

4. Resources

- 4.1 The Framework requires no additional resources to be made available by KCC. It recommends that best use is made of existing and future resources available for sport and physical activity; that funding could be made available as appropriate through the Public Health agenda, and that sport and physical activity should be a part of the County Council's work in tackling disadvantage and addressing crime and disorder, tackling obesity and in building pride within communities and regeneration schemes.

5. Recommendation

- 5.1 It is recommended that Members of the Communities Cabinet Committee acknowledge the new Strategic Framework for Sport and Physical Activity on behalf of Kent County Council.

Appendix A - Kent's Golden Decade

Background Documents

- A Strategic Framework for Sport and Physical Activity
- Equality Impact Assessment

Contact Officer

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Kent's Golden Decade

A Strategic Framework for Sport and Physical Activity



November 2012

The Vision

The Vision for the new Strategic Framework is that by 2021

‘All people across the County will have a range of quality, accessible sport and physical activity opportunities to be more active, more often and those wishing to progress in sport will be able to do so’

Context

Much has been made of the importance of securing a sports legacy from the London 2012 Games and particularly following the success of Team GB and Paralympics GB.

In Kent, much work was undertaken in the build up to the London 2012 Games by a wide variety of partners working together. This Strategic Framework aims to build upon this work and to enable the County to maximise the sporting benefit from the Games.

The Country is at the beginning of what has been heralded as the ‘Golden Decade for Sport’, with a number of major international events being hosted in Great Britain, following the London 2012 Olympic and Paralympic Games, including:

- 2013 - Rugby League World Cup
- 2014 - Commonwealth Games
- 2015 - Rugby World Cup
- 2017 - World Athletics Championships
- 2019 - Cricket World Cup

For a full list of major events in Great Britain announced in September 2012, please see Appendix 1

Therefore, there is also potential to use these high profile events to develop programmes and activities to encourage the county’s residents into leading an active lifestyle and to participate in sport.

In recent years, participation in sport and physical activity amongst adults aged 16+ in Kent has seen a small but significant increase ⁽¹⁾. However, at the same time, it is recognised that whilst this might be the case, the gap in health inequalities is growing and there is significant concern regarding the levels of obesity amongst children and adults. It has been estimated that the cost of inactivity to the County is approximately £21million per year ⁽²⁾. Sport and physical activity can play its part in reducing health inequalities and obesity levels through encouraging more people to lead more active lifestyles. Among certain minority groups and communities, levels of participation in sport are significantly less and therefore corresponding health inequalities from inactivity are higher.

With London 2012 pledging to ‘inspire a generation’, there has also been a focus on young people getting involved in sport. Current Government policy is focussed on competitive sport in schools, largely to be delivered through the national School Games programme. In August 2012, David Cameron announced a new national PE curriculum would require every primary school child to take part in competitive school sport. More regular participation and an emphasis on pupil competence across a wide range of activities would be a key focus.

However, with an ageing population in the county, there also needs to be a focus on physical activity opportunities for adults and older people.

Sports governing bodies will be taking a key role in developing participation in their sports and 46 sports will be funded between 2013-2017, through investment by Sport England (*see Appendix 2 for list of 46 funded sports*). Responsibilities for public health are being transferred to local authorities and it is important that physical activity, including sport, is a central feature of the work in public health.

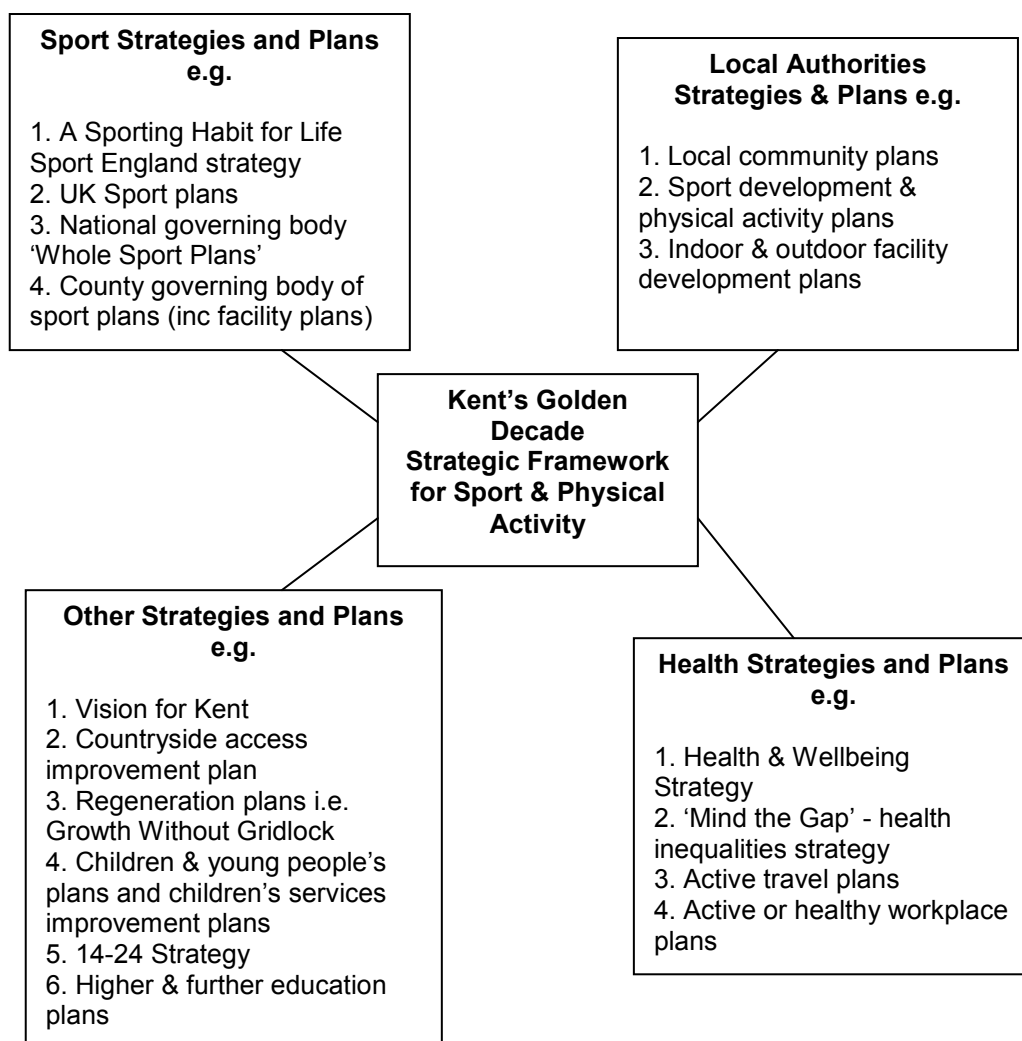
(1) Active People Survey

(2) DoH commissioned BHF Health Promotion Research Group, Oxford University

Links with other Strategies and Plans

The Strategic Framework for Sport & Physical Activity should not sit in isolation from other key strategies and plans. It is recognised that local authorities, such as Medway Council will have their own sports policies and plans for their area. The Framework should be complementary to those plans and where possible be used to influence other plans to ensure that sport and physical activity’s contribution can be recognised and that the County’s sporting and physical activity needs are met.

The following diagram provides an example of the complementary nature of the new Strategic Framework in relation to other strategies and plans.



The Strategic Framework is not designed to provide detailed targets, actions and timescales but rather to provide a direction of travel for all partners and organisations involved in sport and physical activity. Some common recommendations are made within each theme of the Framework but it is expected that detailed actions and targets will feature in the plans of individual organisations. hence offering flexibility for organisations to work on the most appropriate and relevant themes for them.

It is hoped that with this Framework as a guide, each organisation will be able to identify its own priorities and develop its own plans which will contribute towards the Vision.

The Framework will be overseen by the Kent and Medway Sports Board, with an Independent Chairman and representation from key partners involved in sport and physical activity in the County. The Kent & Medway Sports Board oversees the work of 'Kent Sport', the County Sports Partnership. This is funded by Sport England to provide support for national governing bodies of sport and for co-ordinating and managing a range of funded programmes with partners across the County.

Underpinning Principles

- The development of sport and physical activity can be undertaken through partnerships in order to ensure that best use is made of limited resources (staffing, funding and facilities/equipment).
- There should be efforts made to maximise sport and physical activity opportunities for all people and groups as defined with protected characteristics within the Equality Act 2010, including gender, race, disability, age, sexuality, religious belief.
- Sport is worthy of development in its own right for enjoyment and as part of local quality of life, but equally sport and physical activity benefits society in a variety of ways and assists in meeting wider social outcomes. This includes improving health and reducing health inequalities, developing local communities, enhancing education, supporting crime prevention (such as reducing anti-social behaviour) and developing key skills which are transferable into employment.
- Organisations involved in the development of sport and physical activity in the County should ensure that planning for sport and physical activity is based upon strategic need, consultation and research.
- Organisations involved in the development of sport and physical activity in the County should aim to provide opportunities and facilities that are accessible, affordable and of high quality.
- Safeguarding and protecting young people and vulnerable adults should be a key component of planning for sport and physical activity in the County.
- Partners should aim to increase and support the numbers of coaches, officials, volunteers, health trainers and practitioners, leaders and other sport and physical activity workers (such as in sport, leisure and healthy living centres).

In addition:

- The Strategic Framework should be flexible and adaptive and there will be regular reviews.
- The Strategic Framework should be complementary to other national, regional, county or local organisations strategies and plans.

Key Themes and Priorities

In order to achieve the Vision, the following key themes and priorities will be the main focus for the Strategic Framework and for those working in sport and physical activity. Each theme is inter-related and interdependent with at least one other theme listed:

1. Increasing participation in sport and physical activity

(a) Partners should provide and promote a wide range of opportunities to become physically active and to participate in sports opportunities, including recreational walking and cycling, family activities, non-competitive and competitive sports. This provision should contribute significantly to the recommended 150 minutes per week of activity for adults.

(b) Informal activities and opportunities such as walking and cycling in the countryside, green spaces and country parks should be promoted widely to encourage physical activity.

(c) The needs of disabled people, older people and other specific groups should be catered for when planning participation programmes and activities.

(d) Partners in the County should promote and engage with national programmes aimed at increasing participation, such as 'Sportivate' and national governing body participation programmes (e.g. Back to Netball, No Strings Badminton, Rush Hockey, Instant Ping Pong).

(e) Schools should provide a wide range of physical activity and sporting opportunities appropriate to the age group, gender, ethnic background and individual needs of their pupils, both within their PE provision and in extra-curricular activity. This provision should include disabled pupils and make a significant contribution to recommended activity guidelines for specific age groups.

(f) The Kent School Games should continue to be organised and schools should be encouraged to participate in the wide range of activities organised locally through the School Games Organiser network.

(g) In order to increase participation, partners should develop coaches, leaders, health trainers and other sports workers to encourage and lead activity.

2. *Using sport and physical activity to contribute to other social agendas*

(a) Those working in sport and physical activity should aim to develop links with local agencies and partners dealing with health, community safety and disadvantaged communities and to encourage the use of sport and physical activity in their work.

(b) Partners should aim to ensure that physical activity and sport features in key public health strategies and work e.g. Health and Wellbeing Strategy and Clinical Commissioning Group plans, in order to contribute to public health outcomes, such as reducing levels of obesity and reducing health inequalities.

(c) Health partners (including GPs) should be encouraged to use exercise referral or exercise on prescription, for people with a range of medical conditions, as research suggests that exercise is effective as a preventative and rehabilitation measure.

(d) Partners should seek to ensure sport and physical activity features in community safety plans, hence helping to reduce anti-social behaviour.

(e) Encourage those working in health and community safety and with disadvantaged communities to allocate resources towards sport and physical activity.

(f) Sport and physical activity should be used to promote community cohesion, pride in locality and developing quality of life in the County.

3. *Supporting the voluntary sector and volunteering*

(a) Partners should support governing bodies of sport (NGBs) to develop sport in the County, with emphasis on the 46 NGBs funded through Sport England but recognising that other sports may also need assistance. Governing bodies of sport should be supported to increase their skills and knowledge of marketing and communications, in order to promote their sport widely, using a range of communication methods.

(b) Clubs with junior sections should be encouraged to obtain and maintain Clubmark accreditation (or their NGB equivalent) and should be encouraged to develop links with schools in order to provide local opportunities for young people to progress from school to community sport and to continue to be physically active.

(c) Clubs should be supported through regular communication, briefings, workshops and information for their development. This should include information on sources of funding, safeguarding young people and promoting the club to widen membership.

(d) Coaches, leaders, volunteers, health trainers and other sports workers at all levels should be offered support with training and continuing professional development opportunities, which enable them to encourage more people into sport and physical activity and to improve their performance.

(e) The individual needs of participants should be matched to the most appropriate coach, leader, health trainer or other sports worker.

(e) Partners should encourage the involvement of local people to volunteer in sport and physical activity.

(f) Volunteer centres in the County to promote opportunities to volunteer in sport and physical activity and promote relevant training opportunities to voluntary sector sports organisations.

(g) Volunteers should be appropriately recognised and rewarded for their efforts.

4. *Attracting funding and investment*

(a) Funding sources for sport and physical activity should be reviewed regularly and widely promoted to all partners.

(b) National governing bodies of sport wishing to work in the County should be encouraged to allocate resources from their 'Whole Sport Plans' to Kent.

(c) Partners should work together to ensure that the County benefits from the specific funding opportunities provided through the Government's Olympic legacy plan "Places, People, Play"

(d) All agencies involved in sport and physical activity in the County should seek funding through sponsorship, trusts, European sources and lottery funding streams and seek to co-ordinate with partners to ensure best use of resources.

(e) Sport and physical activity partners should prepare evidence of the value of sport and physical activity to other social agendas, in order to attract funding from non-traditional sources.

5. *Improving facilities for sport and physical activity*

(a) Facility developments in the County should be based on strategic need and to meet the needs of the local community. This includes multi use 'leisure' facilities and sport specific facilities, which should be fed into 'Local Development Frameworks', wherever possible.

(b) Facility developments should be accessible to a wide range of users, should be welcoming and provide a varied programme of activities, including 'minority sports' to encourage as many people as possible to become active. This should include investigating new and innovative facilities and equipment (e.g. outdoor gyms or fully accessible gym equipment to enable disabled people to use local fitness facilities) and should also take account of cultural or gender requirements of users.

(c) Schools and other educational sites should be encouraged to open up their facilities for community use, including linking with local sports clubs and facilities to enhance sports opportunities for pupils, students and the wider community. Physical education and community sport's facility needs should be catered for when educational facility developments are planned.

(d) 'Playing Pitch Strategies' should be prepared and maintained to ensure there is appropriate provision of sufficient quality pitches to meet current and future needs.

(e) Sharing of facilities by different organisations, including clubs, should be considered to make best use of resources.

(f) The training of facility staff and volunteers should be undertaken to ensure high standards in health and safety, customer service and awareness of the needs of under-represented social groups, to ensure facilities cater for a wide range of users.

6. *Ensuring sport and physical activity is recognised and supported by local policy & decision makers*

(a) Sport and physical activity should be recognised by decision-makers as a means through which the aims of the new Vision for Kent and the three Kent Ambitions ('Growing the Economy', 'Tackling Disadvantage' and 'Putting the Citizen in Control') could be met and thereby attract resources.

(b) Partners should work to demonstrate the value of sport and physical activity to health, community safety and education partners, providing relevant local case studies to support this.

(c) Kent and Medway Sports Board should seek to influence key policy and decision makers to recognise and support sport and physical activity.

7. *Improving information, co-ordination and partnership working*

(a) All providers involved in sport and physical activity in the County (e.g. schools, health, commercial and private sector, local government, higher and further education, governing bodies of sport) to link with

other sectors and networks. Each sector should consider organising networking events, to plan joint working, enable greater understanding of partner's objectives and the sharing of best practice.

(b) The changing school sport network needs to be co-ordinated to take account of the views of physical education and school sport across the County, in order that maximum benefit can be derived from national and local initiatives.

(c) All organisations should be aware of, and respond to, the need for a variety of communication methods to be used, from the written word through to modern digital and social media. Communication and information should be appropriate to the audience at which it is aimed and accessible in a range of formats if needed.

(d) Information on opportunities to participate in sport and physical activity should be readily available and promoted widely.

8. *Supporting and developing talented performers.*

(a) Partners should work together to provide a wide range of coaching, playing and competitive opportunities for people to progress in their chosen sport.

(b) Sources of funding for talented performers, including talented disabled performers, should be co-ordinated and promoted, and coaches of talented performers should be supported.

(c) Financial and other resources should be sought from a range of organisations to help fund talent identification and development work and to support talented sportspeople with their training costs and competition.

(d) The FANS (Free Access for National Sportspeople Scheme) should continue and services for members be developed and partners should consider a similar scheme for county level performers.

(e) The three Kent based Universities should continue to develop co-ordinated support, advice and services (including sport science support) for sports performers, coaches and parents. Sports scholarship programmes should be promoted to young Kent sports performers, in order to provide local Higher Education opportunities, which can also support their development in sport.

(f) Sport specific facility requirements (including specialist equipment) which support the development of talent should be identified with, and supported by, national governing bodies of sport.

(g) Schools should explore flexibility within the school day to accommodate the training and competition needs of talented performers.

9. *Attracting major events to the County*

(a) All partners should seek to attract major sporting events to the County and work in partnership with appropriate agencies to support these events.

(b) All partners should plan for community sport and physical activity opportunities and programmes linked to major events in the County and to encourage more people into activity.

(c) All partners should aim to use major international and world level events coming to the UK in the next 10 years to promote sport and physical activity opportunities and encourage residents to join local sports clubs, where appropriate.

10. *Research and planning for sport and physical activity*

(a) Sport and physical activity partners should work together when planning activity to ensure it is targeted to areas of greatest need.

(b) Research data and available tools, such as the Active People Survey and local health profiles, should be used to plan for local sport and physical activity and to underpin facility development proposals and bids for funding.

(c) There is a need for partners in sport, physical activity and public health to work together and plan physical activity provision which will have a lasting, positive impact upon health outcomes and health inequalities in the county.

(d) Partners should aim to monitor and review their projects and programmes and to share learning and best practice to aid the development of sport and physical activity in the county.

(e) Equalities monitoring should be undertaken to assist partners to gain information on participation levels and therefore provide guidance on groups that can be specifically targeted to increase participation

Potential Performance Measures:

The following performance measures will be reviewed regularly through the Kent and Medway Sports Board. It is recognised that there may be many other measures that could also be considered but it would be impossible for the Board to be aware of or be able to review these. Therefore, the measures

below have been selected as they are primarily based on known or existing performance management information and will provide an overview of the direction of travel across a number of the themes in the Framework:

- Participation in sport and physical activity by those aged 14+ (via Active People Survey – this is also used as a measure in the Public Health Outcomes Framework)
- Indicators within the Health & Wellbeing Strategy and associated plans that sport and physical activity can contribute to (e.g. National Weight Measurement programme at reception and year 6; health inequalities) to be confirmed – see note 2 below
- Number of clubs with Clubmark or NGB equivalent in the county (via NGBs and County Sports Partnership reporting)
- Number of club links with educational establishments (via County Sports Partnership reporting)
- Number of schools involved in intra and inter school sport and attending 'Level 3' Finals/Festivals as part of the School Games (via School Games Organisers)
- Funding and investment for sport (via all partners – collated through Kent & Medway Sports Board)
- Number of talented performers supported (via FANS scheme records)
- Major events attracted to the County (via local authorities and NGBs)
- Number of facility developments and/or improvements (via all partners – collated through Kent and Medway Sports Board)
- Number of coaches, volunteers, leaders and health trainers accessing training and continuous professional development opportunities (via County Sports Partnership reporting and health partners)
- Number of national governing bodies of sport working in the County on specific identified programmes of work (via County Sports Partnership reporting)

Note:

1. Equality monitoring will be utilised where possible within appropriate performance measures mentioned above.
2. The countywide Health & Wellbeing Strategy is still under development and therefore the relevant indicators within this are currently to be determined
3. All agencies should undertake monitoring and evaluation of their own areas of work and programmes
4. Relevant partners should undertake customer satisfaction surveys to assist in developing improvements to customer experience

Acknowledgments

Kent and Medway Sports Board wishes to express it's thanks to Kent County Council for hosting Kent Sport, the County Sports Partnership and for its support in drafting and producing this Strategic Framework.

Appendix 1 – Future Major Sports Events in Great Britain (as at September 2012)

Rugby League World Cup	2013
BMX Supercross World Series	2013
European Athletics Team Championships	2013
World Youth Netball Championships	2013
World Triathlon Championship Series Final	2013
Rowing World Cup Series	2013
Men's World Open Squash Championships	2013
ICC Champions Trophy	2013
Commonwealth Games	2014
Ryder Cup (Gleneagles)	2014
Rugby Football World Cup	2015
World Rowing Series (Option)	2015
World Canoe Slalom Championships	2015
European Eventing Championships	2015
World Fencing Championships	2015
World Artistic Championships (M&W)	2015
European Hockey Championships	2015
IPC Swimming European Championships (50m)	2015
World Athletic Championships	2017
Cricket World Cup	2019

Appendix 2 – List of 46 National Governing Bodies of Sport funded nationally through Sport England to implement their ‘Whole Sport Plans’
(Please note this is not an exhaustive of recognised sports, a list of which can be found at www.sportengland.org)

Angling	Football	Rugby Union
Archery	Goalball	Sailing
Athletics	Golf	Shooting
Badminton	Gymnastics	Snowsport
Baseball/Softball	Handball	Squash
Basketball	Hockey	Swimming
Boccia	Judo	Table Tennis
Bowls	Lacrosse	Taekwondo
Boxing	Modern Pentathlon	Tennis
Canoeing	Mountaineering	Triathlon
Cricket	Netball	Volleyball
Cycling	Orienteering	Water Skiing
Dance	Rounders	Weightlifting
Equestrian	Rowing	Wheelchair Basketball
Fencing	Rugby League	Wheelchair Rugby
		Wrestling