

COMMUNITIES CABINET COMMITTEE

Tuesday, 11th June, 2013

11.00 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

COMMUNITIES CABINET COMMITTEE

Tuesday, 11 June 2013, at 11.00 am
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: **Karen Mannering**
Telephone: **01622 694367**

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

Membership (14)

- Conservative (8): Mrs S V Hohler (Chair), Mr M J Angell, Mrs M E Crabtree,
Mr T Gates, Mr M J Northey, Mr C R Pearman, Mr C Simkins and
Mr M A Wickham
- UKIP (3) Mr B Neaves, Mr A Terry and Mrs Z Wiltshire
- Labour (2) Mrs P Brivio and Mr T A Maddison
- Liberal Democrat (1): Mr B E Clark

UNRESTRICTED ITEMS

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

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A - Committee Business

- A1 Introduction/Webcast announcement
- A2 Substitutes
- A3 Election of Vice-Chairman

- A4 Declarations of Interest by Members in items on the Agenda
- A5 Minutes of the Meetings held on 14 March 2013 and 23 May 2013 (Pages 1 - 14)
- A6 Portfolio Holder's, Corporate Director's & Directors' brief introduction to Customer & Communities Directorate - Presentation

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

- B1 Temporary Relocation of Library Services from Herne Bay and Swanley Libraries during the refurbishment of the buildings to become Gateways - Decision Nos: 13/00040 & 13/00041 (Pages 15 - 22)
- B2 Dissolution of Kent Cultural Trading and Kent on Canvas - Decision No: 13/00042 (Pages 23 - 28)

C- Monitoring of Performance

- C1 Customer & Communities 2012/13 end of year Business Plan Outturn Monitoring and Directorate Dashboard (Pages 29 - 52)

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

- D1 Kent Big Society Fund - Annual Report to Kent County Council from the Kent Community Foundation (Pages 53 - 76)

Peter Sass
Head of Democratic Services
(01622) 694002

Monday, 3 June 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 Thursday, 14 March 2013.

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

ALSO PRESENT: Mr P M Hill, OBE

IN ATTENDANCE: Mr M Algar (Business Transformation Programme Manager - Kent Troubled Families), Ms C Anley (Head of Libraries, Registration and Archives), Mr M Burrows (Director of Communications & Engagement), Mr D Crilley (Director of Community Cultural Services), Mrs J Doherty (Policy Manager), Mr R Hallett (Head of Business Intelligence), Mr T Harwood (Senior Emergency Planning Officer), Mr C Hespe (Head of Culture and Sport Group), Ms A Honey (Corporate Director, Customer and Communities), Mr J Pearson (Project Manager), Ms K Phillips (Countryside Partnerships Manager), Ms A Slaven (Director of Service Improvement), Mr S Terry (Emergency Planning Manager), Mr K Tilson (Finance Business Partner - Customer & Communities), Mr D Weiss (Head of Public Private Partnerships and Property Team) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

53. Minutes of the Meeting held on 17 January 2013 (Item A4)

RESOLVED that, subject to a correction to Min 44 (8) to read 'St James' Palace', the minutes of the meeting held on 17 January 2013 are approved as a correct record and they be signed by the Chairman. There were no matters arising.

54. Portfolio Holder's and Corporate Director's update (Item A5)

1. Mr Hill gave an oral update on the following issues:-
 - **KCC Budget** – this was considered by the County Council on 14 February. Mr Hill thanked the Directorate's officer team responsible for preparing the budget for their work in achieving a balanced budget while protecting front-line services.
 - **Launch of the Communications Strategy on 28 February** – preparation of the Strategy had been a long, hard road, but the Directorate is now in good shape to achieve services for the authority. The launch and accompanying market place exercise on 28 February had been excellent.
 - **Opening of the Edenbridge Centre on 6 March** – much work had gone on to address many problems, but this project had now achieved a very good outcome with the opening of the new centre.

2. Ms Honey gave an oral update on the following issues:-

- **Appointment of new provider for drug and alcohol services in East Kent** – Turning Point will commence provision on 1 April 2013, although KCA will continue to provide the contract for services to support young people.
- **Localisation of the Social Fund** – this will go 'live' on 1 April 2013 as the Kent Support and Assistance Service. Support will be in the form of goods and services only, not cash payments.
- **Testing for horse meat** – Kent Trading Standards have so far tested over 40 samples of meat for traces of horse DNA, all of them having produced a negative result. The Food Standards Agency has asked for a third round of testing, of mince and mince-based products.
- **Young people not in Education, Employment or Training (NEETs)** – this issue is a priority across the whole County Council, which is working with Job Centres on the Work Ready programme. This aims to build young people's confidence and get them ready to take on Apprenticeships. The success rate so far has been good, and a further update will be made to this Committee later in the year.
- **A Youth Commissioner** will be appointed to work with the new Police and Crime Commissioner, Anne Barnes. The Integrated Youth Service is involved with the young people's panel which will interview and judge candidates. This Committee will be notified of the outcome of the selection process.

3. Mr Hill and Ms Honey responded to comments and questions from the Committee and the following points were highlighted:-

- a) a recent meeting of the Ashford Youth Advisory Group had received a good presentation by the new drug and alcohol service provider, and a further progress report had been requested from them in June or July;
- b) it was requested that all Members be given a briefing on the Social Fund so they can familiarise themselves with how it works and be able to advise their local communities. Ms Honey replied that briefings were planned for the near future;
- c) the new Edenbridge Centre had been visited by a local Member shortly before re-opening and had been described as 'excellent';
- d) Mr Hill's congratulations to the officer team which had prepared the budget were supported;
- e) the appointment of a Youth Commissioner was also supported, as the presence of such a post is particularly needed in areas where problems with drugs are a regular issue at local Members' surgeries. The new Youth Commissioner, once appointed, will be invited to visit such areas; and
- f) Members were reassured that Kent Trading Standards had exceeded the FSA's required level of tests on horse meat. Officers undertook to supply more detail on the testing of mince to a questioner outside the meeting.

4. RESOLVED that the updates, and comments made by Members, be noted.

55. Proposed changes to library service delivery at Sandgate and Sherwood Libraries - Decision Nos: 13/00017 & 13/00018

(Item B1)

1. Mr Hill introduced the report and reminded the Committee that Sandgate and Sherwood were the first two of a number of libraries for which the responsibility for the day-to-day running of library services will need a formal decision. Ms Anley added that KCC would retain the statutory obligation to monitor service delivery and provide book stock and resources; what will change as a result of the proposed decisions is the delivery of front-line service to customers. She and Mr Pearson responded to comments and questions from the Committee and the following points were highlighted:-

- a) Members were encouraged by the scale and largely positive nature of the responses received to the consultation;
- b) lack of confidence was expressed that the community-run services at Sherwood would work as well as they would at Sandgate, and that sufficient volunteers would be available. Ms Anley assured Members that, as the Sherwood library was located in the TN2 community centre, she was confident of there being sufficient volunteers available to staff it. Mr Pearson added that Tunbridge Wells Borough Council was fully engaged with the changes, had agreed to extend the library opening hours to match those of the TN2 centre and had already identified volunteers;
- c) one Member related the experience of a lady trying to access facilities for library users who are hard of hearing and the apparent lack of training that desk staff had been given about these facilities. Ms Anley undertook to look into the issue and act upon the comments made, and assured Members that volunteers would be trained to the same level as front-of-house library staff; and
- d) the same lady, however, had praised the new Kent History and Library Centre, describing it as 'exemplary'.

2. RESOLVED that the decisions proposed to be taken by the Cabinet Member for Communities, Customer Services and Improvement, to delegate the responsibility for the day-to-day running of the library services at Sandgate Library to Sandgate Parish Council, and the day-to-day running of the library services at Sherwood Library to Tunbridge Wells Borough Council, be endorsed.

56. Expansion of the parameters of the Kent Big Society Fund in response to proposals made in the annual report from the Kent Community Foundation to KCC - Decision No 13/00019

(Item B2)

1. Mr Hill introduced the item and explained that a variation to the policy required a formal decision, and the proposed arrangement would lever in additional funds. Ms

Doherty and Mr Hill responded to comments and questions from Members and the following points were highlighted:-

- a) Big Society funding is not currently available to individuals, and KCC is keen to make more people aware of its availability, and to demonstrate active commitment to supporting small and medium enterprises;
- b) the promotion of the KCC's credit union was discussed recently by the Cabinet, and a question about whether or not the union was being adequately promoted was noted;
- c) Members asked to be able to see the Kent Big Society Fund annual report from the Kent Community Foundation. Ms Doherty explained that it is currently only in a draft form but the final version would be reported to this Committee at its June meeting;
- d) concern was expressed that the Fredericks Foundation charge a 5% fee and then an interest rate of 15%, and that this might lead to applicants using this as a 'last ditch' attempt to obtain finance. This sort of applicant is perhaps not the sort that KCC would want to support. Ms Doherty explained that the KCC has no direct control over the lending model and rates charged. Finance is targeted to applicants who cannot access finance elsewhere, who are thus a higher-risk group; and
- e) other Members commented that the short-term, small-scale loans involved suggest that the interest rates referred to are manageable. Surely the lender would not agree a loan if they did not feel the applicant could manage the repayments. In a difficult economic climate, when many small businesses are having trouble securing finance, this source of funding will be an asset.

2. RESOLVED that:-

- a) the decision proposed to be taken by the Cabinet Member for Communities, Customer Services and Improvement, to allow investment of a one-off donation of £130,000 from the Kent Big Society Fund to support the development of a micro-finance hub in Kent, managed by the Fredericks Foundation, be endorsed; and
- b) a report be made to the Committee's next meeting on the final response from the Kent Community Foundation.

57. The decision is needed to progress with a lease of the site at White Horse Wood. To develop and extend the country park and to provide improved community facilities, achieved through the development of part of the site for woodland burials. Decision No 13/00015
(Item B3)

1. Mr Hill and Ms Phillips introduced the report and explained that the proposal would be subject to extensive public consultation and an exhibition. The principles of the leasehold agreement set out in the report would need to be in place before the lessee could continue to the planning application stage in the early summer of 2013

for a woodland burial site, and would be finally signed only if planning permission were granted. Mr Hill and Ms Phillips responded to comments and questions from Members and the following points were highlighted:-

- a) the proposed leasehold agreement brings an income stream to the County Council. Although the percentage of the income from the site that the KCC will take has not yet been negotiated, some level of profit will be locked in;
 - b) positive comments had been received from the local KCC Member, particularly about the public facilities at the site, which will be available for community use; and
 - c) the Committee acknowledged and thanked Ms Phillips for the extensive work and commitment that she had given to the project.
2. RESOLVED that the decision proposed to be taken by the Cabinet Member for Communities, Customer Services and Improvement, to agree to the change of use of White Horse Wood Country Park and the development of a 99-year lease of the site to Greenacres Ltd, and to delegate authority to enter into the contract to Director of Property and Infrastructure Support to enable its implementation, be endorsed.

58. Customer & Communities Performance Dashboard and Deep Dive on Troubled Families - Year One *(Item C1)*

1. Mr Hill and Mr Hallett introduced the dashboard and explained the two changes which had been made to the performance targets since last reporting to the Committee:-

- the requirement that all deaths be registered within five days had been replaced by a requirement that everyone wishing to report a death should be offered an appointment to do so within five days.
- a new performance indicator had been added, to measure satisfaction of users with the KCC website.

Officers responded to comments and questions from Members on the dashboard and the following points were highlighted:-

- a) one Member confirmed that he had indeed been offered an appointment within five days to register a relative's death;
- b) the number of civil wedding ceremonies at KCC premises has increased since November 2012, going against the national trend. Officers undertook to include information in the next report on the number of other ceremonies (eg funerals) taking place, as well as data on the number of church weddings compared to civil ceremonies;
- c) the new performance indicator which measures net satisfaction of users with the KCC website surveys 2% of users, across all areas of KCC services. The survey is worded very carefully so it is anonymous. The

Society of IT Managers has increased KCC's website's star rating from 2 to 4 stars in the last three years;

- d) patterns of use of the library service are changing, with increasing use of virtual 'visits' and e.books, and data on these types of use will be included in future dashboards; and
- e) concern was expressed about reduced contacts with young people, but officers explained that this was not related to the way in which services are commissioned. Youth work activity can be presented district by district in future dashboards so Members can see the patterns in their local areas.

2. Mr Weiss, Mr Algar, Ms Slaven and Ms Honey then introduced the deep dive report on the Kent Troubled Families programme and highlighted the following key points:-

- the programme is part of a national project, targeted at families who have may have some or all of the following identifying characteristics; intergenerational worklessness, involvement in youth crime, anti-social behaviour and children who have more than 3 unauthorised absences from school in any one year. The Programme aims to change the lives of the families and the way in which they are supported.
- 2,560 families have been identified in Kent, and in the first year Kent aimed to work with 1,082 families. 12 Family Intervention Project (FIP) workers have been recruited to work across the county.
- KCC has a strategic lead with 12 locally-based projects.
- KCC works with partners to deliver the Programme, but controls the funding.
- the programme aims to develop a key professional role working with each partner agency to establish a single point of contact for families.
- a maximum of £4,000 of government funding is currently available per family. This is phased within a Payment by Results model and KCC must make the best use of this opportunity.
- the Government is taking a keen interest in Kent's approach to the project, and the issue is high on the political agenda.

3. The Committee then discussed the Troubled Families programme at some length. Officers responded to comments and questions from Members and the following points were highlighted:-

- a) in the first year most of the funding has been paid to KCC from the Department for Communities and Local Government as upfront 'attachment fee funding', reflecting the national formula;
- b) concern was expressed that a three year project was not long enough. Progress made must be sustainable in the longer term, and must not stop when the money stops. Families must demonstrate the required outcomes before full government funding can be received. Focussed, intensive short-term intervention can break the cycle of long-term dependency and drift. Families will continue to be tracked at the end of their involvement with the programme;

- c) families who have benefitted from the programme could act as role models and mentors to other families. This may be more acceptable to future families than the intervention of a professional, eg a social worker. Dartford Borough Council has proposed a mentoring scheme, which was commended by a Dartford Member;
- d) the establishment of a key worker role was welcomed, as the relationship between the key contact person and a family is vital to the success of the programme. Four Job Centre Plus officers have also been seconded to Troubled Families teams;
- e) the Kent and Medway Fire and Rescue Authority is keen to be involved and have a key role in making contact with families by visiting homes to check fire safety;
- f) some families with long-standing problems have built up hostility to intervention, often over many years, and the programme seeks to inspire behavioural change for the community as well as the family itself;
- g) debt is a major problem for many of the families who will be helped by the programme, and the impact of the new welfare reforms may result in worsening financial pressures. Addressing debt is a major part of the programme. It brings an opportunity to support families to maximise their income by ensuring that they are receiving the correct level of benefits to which they are entitled and supporting families to return to work where possible;
- h) in the first year, the Troubled Families team used database information to identify families and checked these records with partner agencies. In year two, the team is working with partners to seek nominations of families known to agencies;
- i) the programme has already engaged 75% of the year 1 cohort of eligible families identified in Kent. There are different ways of engaging families, e.g. ensuring that the changes required reflect the issues experienced by the family and are agreed with the family. New opportunities can be presented via sport activity and work training, and those who do not seek involvement immediately after initial contact may seek contact later. The programme should encourage their involvement by offering them something they want, e.g. help and advice with debt;
- j) concern was expressed about the involvement of Community Safety Partnerships, as in some areas their practice is to ring the police. Kent Police are committed to the programme, with engagement at different levels, and officers undertook to advise the questioner about this engagement;
- k) support for issues relating to domestic abuse can be built into the programme, where this is identified as a key issue. The approach taken in each area will be tailored to address the issues which prevail in that area. If domestic abuse is identified, a business case can be made for more financial support to be built in to address it. The programme will work with

victims and perpetrators, and seek to get the latter into a support programme without the need for a Court Order. Business cases are built and judged at a local level; and

- l) the programme and its progress were warmly welcomed as a challenge but also a major opportunity to change the culture of, and approach to, family support, and its holistic approach was praised.

4. RESOLVED that:-

- a) the performance dashboard be noted, and the next report include the number of funerals and other ceremonies taking place (to balance data on wedding ceremonies), and data on the number of church weddings compared to civil ceremonies;
- b) in the meantime, Members be advised of the various youth work activities, broken down by electoral division;
- c) the work being done with troubled families be welcomed and supported, and future reports include more detailed feedback, broken down by district, and anonymised example case studies; and
- d) in the meantime, Members be advised of the police involvement in the Troubled Families initiative, and the range of engagement possible.

59. Customer & Communities Directorate & Portfolio Financial Monitoring 2012/13
(Item C2)

1. Mr Tilson introduced the report and explained that the outturn presented to the Committee was in relation to the most recent forecast of the expenditure for the year to March 2013, based on actual costs incurred as at the end of Quarter 3, ie the end of December. The significant changes to the monitoring since the last meeting were summarised and Mr Tilson referred to the detailed explanations within the report.
2. RESOLVED that the revenue and capital forecast variances from budget for 2012/13 for the Customer & Communities Portfolio, based on the third quarter's full monitoring report to Cabinet, be noted.

60. Kent County Council Olympic and Paralympic Legacy Plan
(Item D1)

1. Mr Hill and Mr Hespe introduced the report and emphasised the need to maintain momentum to secure the Olympic and Paralympic legacy. The Legacy Plan sets ambitious targets and shares responsibility for its delivery across all service areas of the County Council. A Cross-Directorate Olympic Committee is chaired by Mr Hill. Since publication of the report, section 4 a) i of the plan - 'Key Actions by Sector' – had been amended to read 'place a statutory duty on local authorities to *consider* provision of sport and physical activity services'. The Plan will be web-based; it is not proposed to produce a public-facing paper document.

2. Mr Hespe and Mr Hill responded to comments and questions from Members and the following points were highlighted:-

- a) the clarity of the programme was complimented. Its targets appear achievable, and it is good that its implementation involves the whole County Council;
- b) Kent had provided a record 28 athletes for the Olympics and Paralympics, after providing structures for their development. A condition of the Free Access to National Level Sports People (FANS) initiative, managed by KCC, is that the top sports people agree to make themselves available for local community events at no, or minimal, charge. Mr Hespe undertook to advise one questioner of how to engage a top performer to speak at a youth group meeting;
- c) the Plan is well timed to coincide with an imminent announcement about funding for PE in Primary Schools, and supports the training of Primary School teachers to deliver good quality PE. However, the precise scale and timeframe of government funding for PE is not yet known; and
- d) a view was expressed that more explicit mention of disabled people should be made, and Mr Hespe agreed to look into this.

3. RESOLVED that the Kent County Council Olympic and Paralympic Legacy Plan be welcomed and endorsed, and its implementation be supported.

61. The Kent Cultural Strategy (Item D2)

RESOLVED that the approach being taken by Kent County Council to implement, oversee and monitor the achievement of the Kent Cultural Strategy be acknowledged.

62. Ash Dieback (Item D3)

1. Mr Terry and Mr Harwood introduced the report and explained that ash dieback (*Chalara fraxinea*) has been a major challenge for KCC and its partners for the 4 – 5 months since the start of the outbreak. Emergency Planning is taking a lead role alongside Highways in tackling it. They highlighted key points as follows:-

- Kent's approach has been praised by the Department for Environment, Food and Rural Affairs (DEFRA) as an example of good practice.
- Kent has a particular challenge of being the first county in which ash dieback has appeared in the natural environment. Mr Harwood displayed a map showing the extent of confirmed outbreaks across Kent, which were all in the natural environment.
- ash is native to Kent as it grows on chalk soil, and is the most widespread tree in the county.
- ash dieback can affect street trees (of which, there are approximately 20,000 in the county) and trees in the KCC estate, eg on school sites.

- the stability of ash trees is poor, and they can fall quite suddenly once dead.
- an advice leaflet for schools has been published, which has been commended by the Department for Communities and Local Government.
- Kent Trading Standards have been targeting rogue traders who seek to capitalise on the situation by offering unqualified advice and tree surgery services to householders and landowners. Some trees have a natural resistance to the condition and may not need to be felled.
- trees coming into leaf in the spring will raise the public profile of the issue.

They responded to comments and questions from Members and the following points were highlighted:-

- a) pre-emptive felling is not recommended by DEFRA as some trees are only slightly affected and may be able to survive the outbreak;
- b) the public is advised to be vigilant and to monitor local trees. The Forestry Commission's website and posters and a helpline number are all easy to find. Advisory leaflets will be made more widely available to raise public awareness in spring, and DEFRA will issue more guidance later in March;
- c) KCC is working with landowners as part of its partnership arrangements. The AONB team liaises with landowners while Emergency Planning takes on a command and control role. KCC is also working with Martin Ward, the national lead on ash dieback;
- d) it is not yet quite clear to what extent aerial spread has contributed to the outbreak; it could possibly have entered the country on nursery stock imported from mainland Europe;
- e) it is possible that trees felled in dealing with the outbreak could be used as biomass fuel or in domestic wood burners. In that way, some small benefit could be gained from a bad situation;
- f) an established system run by the Highways teams can identify and contact landowners, but some who are difficult to trace and/or who wish to avoid the effort and expense of clearing infected trees will need to be pursued and compelled to act. KCC has the power to act quickly if a situation is dangerous and recover the costs from the landowner later, although this is both costly and time consuming; and
- g) Kent is at the vanguard of the response to the outbreak and, as it deals with it, will establish best practice which other authorities can then follow.

2. RESOLVED that:-

- a) the potential serious consequences that the *Chalara fraxinea* outbreak poses to the environment and economy of Kent be noted;
- b) the KCC approach outlined within the report be endorsed; and

c) comments made by Members during debate be noted.

63. Vote of Thanks

1. The Cabinet Member reminded Members that this was the last meeting of the Committee before the County Council elections in May. He thanked Members for their work on the Committee and the Chairman for her leadership of it.

2. The Chairman thanked the Cabinet Member for his comments and added her own thanks to him and the Committee Members for their support during her Chairmanship.

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COMMUNITIES CABINET COMMITTEE

MINUTES of a meeting of the Communities Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 23 May 2013.

PRESENT: Mr M J Angell, Mrs P Brivio, Mr B E Clark, Mrs M E Crabtree, Mr T Gates, Mrs S V Hohler, Mr T A Maddison, Mr B Neaves, Mr M J Northey, Mr C R Pearman, Mr C Simkins, Mr A Terry, Mr M A Wickham and Mrs Z Wiltshire

IN ATTENDANCE: Mr P Sass (Head of Democratic Services)

UNRESTRICTED ITEMS

64. Membership

(Item 1)

The Committee noted its Membership as set out above.

65. Election of Chairman

(Item 3)

Mr M A Wickham proposed and Mr C Simkins seconded that Mrs S V Hohler be elected Chairman.

Carried

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

To: Communities Cabinet Committee

Date: 11 June 2013

Subject: **Temporary relocation of library services from Herne Bay and Swanley Libraries during the refurbishment of the buildings to become Gateways : Decision Nos : 13/00040 & 1300041**

Classification: Unrestricted

Summary: To seek approval to relocate Herne Bay and Swanley library services to temporary premises during the refurbishment of the facilities to become Gateways

Recommendation: Members of the Cabinet Committee are asked to consider and either endorse or make recommendations on the member decisions to relocate library services from the Herne Bay and Swanley Libraries to temporary premises during the refurbishment of the buildings to become Gateways.

1. Background:

- 1.1 In partnership with public and third sector organisations plans are being drawn up to completely refurbish premises to deliver Gateways in Herne Bay and Swanley as agreed by Cabinet as part of the 2012-13 Customer Services divisional business plan.
- 1.2 During the proposed redevelopment of the two sites, in accordance with the 1964 Public Libraries and Museums Act, a temporary location must be provided to ensure the continued provision of library services in these areas. The anticipated build timeline for both sites is anticipated to be 51 weeks.
- 1.3 Funding for the projects will come from a number of sources including external partners. Work is underway to ensure agreements will be reached on the design, build costs, leases, capital and revenue investments prior to the Project Advisory Group meeting on 26 June 2013.
- 1.4 The work will ensure a number of KCC services will be located in one facility, together with district and town council services, ensuring customers benefit from a 'one front desk' experience. Expressions of interest have been received from a number of third sector organisations to use the sites, in some cases taking on leases and covering revenue and capital costs.

2. Policy Context

- 2.1 Kent County Council provides library and archive services under the Public Libraries and Museums Act 1964, which requires the provision of a 'comprehensive and efficient' library service.

2.2 In April 2004 the Cabinet endorsed the “Library and Archives Strategy: 2004 to 2014” which set out the vision for Libraries and Archives to :

“Provide a network of welcoming and attractive libraries which are centres for local communities, open at convenient times.”

2.3 This included a network of facilities that:

- are welcoming and vibrant community spaces
- enable all our customers, current or potential, to access the full range of services, whether directly or remotely
- are tailor made to meet the needs of the local community.

3. Process

3.1 To enable library services to be available throughout the build periods alternative temporary locations are being looked at nearby.

3.2 An appraisal of various facilities is being undertaken for both locations and already some options have emerged :

3.2.1 Herne Bay

Canterbury City Council has offered the use of land attached to the leisure centre directly behind the library and subject to a ground lease being agreed it is anticipated a prefabricated facility will provide the necessary temporary accommodation.

3.2.2 Swanley

Swanley Town Council has offered the use of land attached to their Civic Centre directly behind the library.

3.3 In order to minimise the inconvenience to our customers, signage to temporary sites will be put up at the existing buildings and the library opening hours are expected to remain the same. Re-location will also include suitable registration facilities.

3.4 The Home Library Delivery Service will be offered to local people if this is a more appropriate alternative library service for them.

3.5 Awareness of alternative ways to access library services will also be promoted including services available at nearby libraries and the wide range of services accessible through the KCC website.

4. Resource Implications

4.1 During the closure period costs for the provision of temporary facilities will be kept to a minimum and any revenue costs should be offset by a reduction in user costs for the individual facilities.

4.2 Relocating library services for Herne Bay and Swanley will provide the contractor with an unfettered site which will reduce the time of the build and therefore lower capital costs.

4.3 The temporary facilities will be stocked from existing library resources and there are no implications for the current staffing establishment.

5. Recommendation

5.1 Members of the Cabinet Committee are asked to consider and either endorse or make recommendations on the member decisions to relocate library services from the Herne Bay and Swanley Libraries to temporary premises during the refurbishment of the buildings to become Gateways.

Background Documents

- Libraries & Archives Strategy can be found at :
http://www.kent.gov.uk/leisure_and_culture/libraries/using_the_library/about_kent_libraries.aspx

Contact

Jonathan White
Projects & Operations Manager
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Jonathan.white@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Mr Mike Hill
Cabinet Member for Communities

DECISION NO:

13/00041

For publication

Subject:

Temporary relocation of library services from Herne Bay Library.

Decision:

As Cabinet Member for Community Services, I agree to the relocation of library services from Herne Bay Library to temporary premises during the refurbishment of the building to become a Gateway.

Reason(s) for decision:

In partnership with public and third sector organisations plans are being drawn up to completely refurbish premises to deliver Gateways in Herne Bay Library as agreed by Cabinet as part of the 2012-13 Customer Services divisional business plan.

During the proposed redevelopment of the library site, in accordance with the 1964 Public Libraries and Museums Act, a temporary location must be provided to ensure the continued provision of library services in these areas. The anticipated build timeline is anticipated to be 51 weeks.

Cabinet Committee recommendations and other consultation:

To be entered after the meeting and considered by the Cabinet Member when taking the decision.

Any alternatives considered:

None

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None

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signed

.....
date

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Mr Mike Hill
Cabinet Member for Communities

DECISION NO:

13/00040

For publication

Subject:

Temporary relocation of library services from Swanley Library.

Decision:

As Cabinet Member for Community Services, I agree to the relocation of library services from Swanley Library to temporary premises during the refurbishment of the building to become a Gateway.

Reason(s) for decision:

In partnership with public and third sector organisations plans are being drawn up to completely refurbish premises to deliver Gateways in Swanley Library as agreed by Cabinet as part of the 2012-13 Customer Services divisional business plan.

During the proposed redevelopment of the library site, in accordance with the 1964 Public Libraries and Museums Act, a temporary location must be provided to ensure the continued provision of library services in these areas. The anticipated build timeline is anticipated to be 51 weeks.

Cabinet Committee recommendations and other consultation:

To be entered after the meeting and considered by the Cabinet Member when taking the decision.

Any alternatives considered:

None

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None

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signed

.....

date

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

To: Communities Cabinet Committee

Date: 11 June 2013

Subject: **Dissolution of Kent Cultural Trading and Kent on Canvas –
Decision No : 13/00042**

Classified: Unrestricted

Summary: This paper sets out the background to Kent On Canvas and Kent Cultural Trading Ltd and the steps taken to re-align the business following recent developments, including the rationale for the proposed dissolution of both companies.

Recommendation: Members of the Cabinet Committee are asked to consider and either endorse or make recommendations on the member decision to voluntarily dissolve Kent on Canvas and Kent Cultural Trading Ltd so Legal Services can take the requisite action to have the companies dissolved, following which they will be removed from the Companies House register.

1. Introduction

- 1.1 In late 2006 work was commissioned by the then Chief Executive to look at KCC's historical and cultural assets, including the potential development of short and long term income generation opportunities. As part of this work, 'Kent on Canvas'¹ was launched in 2008 as an 'art on demand' service and the project initially met high levels of demand.
- 1.2 Following a series of Freedom of Information requests and legal advice, the service offer was restricted to KCC employees only as 'Kent on Canvas' was deemed by Legal Services not to be trading in full accordance with the provisions of the Local Government Act 2003.
- 1.3 In order to regularise the situation, a Cabinet Member decision² was taken to establish 'Kent on Canvas' as a limited company. Over the following years, it developed various promising opportunities around merchandising, digitising, archiving and various partnership prospects. It was then felt that these opportunities could best benefit from being under an umbrella

¹ Not an incorporated company

² 09/01404

company and a business case was presented to the Governance & Audit Trading Activities Sub Group³ following which Kent Cultural Trading Ltd (KCT) was established⁴ as a wholly-owned subsidiary of KCC.

- 1.4 In 2012, Internal Audit examined KCT's activities and subsequently a decision was taken to temporarily cease trading and suspend a member of staff. Following the findings of the investigation, advice was sought from Legal Services to determine what course of action the council needed to consider.
- 1.5 Given the loss of staff and the temporary freeze in trading which had impacted on the company's ability to trade effectively, a full assessment of KCT's trading activities was undertaken in order to consider what viable business opportunities remained, especially in light of the ever more difficult economic climate. If dissolution was to be considered, it was essential that KCT assets and outstanding opportunities should be looked into to ensure that all possible value was extracted from the company.
- 1.6 In order to assist with the options analysis, Commercial Services were brought in to advise and consider solutions. The business opportunities under review included:
 - Kent Library Shop (online shop owned and operated by KCT)
 - Kent on Canvas (online shop owned and operated by KCT)
 - Digital Capture and Data Management Systems
 - Kent Galleria
 - Cleansing product
 - Patient Essentials

2. Business options analysis

- 2.1 The following paragraphs set out the key trading activities and opportunities that were being pursued by KCT, along with the reasons why the activity was eventually discontinued.

2.1.1 **Kent Library Shop** – Online merchandising operation

Discontinued due to:

- Loss of marketing ability significantly reduced trading volumes
- Loss of staff capacity to deliver the service
- Ongoing economic downturn made recovery prospects weak
- Commercial Services advised situation now made viability poor even if transferred to them
- Potential for new start up capital to be required
- Temporary freeze in trading contributed to loss of confidence
- Library review suggested discontinuing given difficulties

2.1.2 **Kent on Canvas** – An online print on demand service to print Kent images including photographs and art works onto canvas.

³ 17th May 2010

⁴ 20th July 2010

Discontinued due to:

- Lost trading volumes and trust after it was required to close following requirements to change legal setup
- Re-branding required due to loss of trust
- Potential for new start up capital to be required

2.1.3 **Digital Capture and Data Management Systems** –The digitisation of art work, archive material and registration records, producing high quality images and prints and the creation of an indexed database of births, deaths and marriage records linked to a simple retrieval system.

Discontinued due to:

- Significant capital investment required and business case only just being prepared
- Delays by the MD followed by the subsequent investigation, coupled with several new entrants to the market, now made this opportunity less financially viable

2.1.4 **Kent Galleria** – development of a service offering low-cost website facilities, online payment system, order fulfilment and distribution to Kent SMEs. The Galleria would highlight similar products and services and provide an Amazon-type shopping experience for the customer. The Library Shop and other public sector services would also have been promoted. KCT would have taken a percentage of each transaction made through the portal.

Discontinued due to:

- Business case was being prepared and would have required a significant capital investment

2.1.5 **Cleansing product** – Spray or liquid able to cleanse hospital facilities far more effectively than current market leaders.

Discontinued due to:

- Research in tandem with Commercial Services proved that the information provided by the MD in regard to the opportunity had been overstated and Commercial Services advised that the benefits were unlikely to deliver a financial gain.

2.1.6 **Patient Essentials** – Service to deliver packs of essential products to patients in hospital during their stay. The e-commerce solution including logistics was to be provided by KCT Ltd for a commission.

Discontinued due to:

- Discovery of conflicts of interest with a proposed partner company during the course of the investigation

2.2 Based on the above, and with ongoing financial pressures to consider, along with little appetite for further investment, the directors with input from all key stakeholders have recommended the dissolution of Kent Cultural Trading Ltd and its subsidiaries.

2.3 Operations have been wound down prior to the companies recommended dissolution. As part of this work, all remaining assets have been transferred to KCC for the sum of £1 in order to compensate KCC for any losses.

3. Finance

3.1 The accounts⁵ were presented to the Governance & Audit Trading Activities Sub Group on 1 March 2013. Final accounts show that KCT for the year ended 31 January 2013 made a loss of £191,815. Kent on Canvas for the year ended 31 August 2012 made a loss of £4,632.

3.2 There are no outstanding creditors other than KCC.

4. Recommendation

4.1 Members of the Cabinet Committee are asked to consider and either endorse or make recommendations on the member decision to voluntarily dissolve Kent on Canvas and Kent Cultural Trading Ltd so Legal Services can take the requisite action to have the companies dissolved, following which they will be removed from the Companies House register.

Background Documents

- Minutes from Governance & Audit Committee Trading Activities Sub Group held on 1 March 2013

<http://kent590w3:9070/documents/g5168/Printed%20minutes%2001st-Mar-2013%2015.00%20Governance%20and%20Audit%20Committee%20Trading%20Activities%20Sub%20Group.pdf?T=1>

Contact

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⁵ KCT for the year ended 31st January 2012 and KoC for the year ended 31st August 2012.

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Mr Mike Hill
Cabinet Member for Communities

DECISION NO:

13/00042

For publication

Subject:

Kent Cultural Trading Ltd and Kent on Canvas Ltd.

Decision:

As Cabinet Member for Community Services, I agree to the dissolution of Kent Cultural Trading Ltd and Kent on Canvas Ltd.

Reason(s) for decision:

The Governance & Audit Trading Activities Sub Group on 1 March 2013 endorsed the proposal that, in the light of the findings of the 2012 Internal Audit examination of Kent Cultural Trading's activities and the decision to temporarily cease trading, that the companies should be dissolved.

A Cabinet Member decision to dissolve the companies is needed so that Legal Services will be able to take action to dissolve the companies and remove them from Companies House register.

Cabinet Committee recommendations and other consultation:

To be entered after the meeting and considered by the Cabinet Member when taking the decision.

Any alternatives considered:

Consideration was given to maintaining the companies but based on the findings of the Internal Audit examination, the financial climate and ongoing financial pressures, along with little appetite for further investment, the directors with input from all key stakeholders recommended the dissolution of Kent Cultural Trading Ltd and its subsidiaries.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None

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signed

.....
date

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

To: Communities Cabinet Committee

Date: 11 June 2013

Subject: **Customer & Communities 2012/13 end of year Business Plan
outturn monitoring and Directorate Dashboard**

Classification: Unrestricted

Summary: The Business Plan monitoring provides highlights of the achievements against Business Plan priorities and actions during the financial year and the Directorate Dashboard shows progress made against targets set for Key Performance and Activity indicators.

Recommendation:
Members are asked to NOTE the report.

1. Introduction

- 1.1 One of the roles of the Cabinet Committees is to review the performance of the services which come under the remit of the Committee.
- 1.2 The Business Plan monitoring and Directorate Dashboard are provided to assist the Committee in its role in relation to reviewing performance.
- 1.3 Divisional Business Plan monitoring is reported to the Cabinet Committees twice a year and the current report is for the end of the financial year.
- 1.4 Performance Dashboards are regularly reported to Cabinet Committees throughout the year and the current report includes data up to the end of March 2013.

2. Business plan outturn monitoring

- 2.1 A full monitoring exercise of priorities and actions included in Divisional Business Plans was conducted at the end of the financial year, with the aim of identifying achievements and also where actions were not completed.

- 2.2 A summary report of the findings of the Business Plan outturn monitoring for the Customer & Communities Directorate is attached in Appendix 1.
- 2.3 The monitoring report is by Division and provides a RAG (Red/Amber/Green) rating for each Priority, which is based on the level of completion of the detailed actions for the priority.
- 2.4 The report also provides summary highlights of achievements for each Division and any significant issues arising.
- 2.5 A priority has been given a Green status where all actions relating to the priority which were due in the year were substantially completed.
- 2.6 An Amber status is given where good progress was made in relation to the Priority but where not all actions were completed within the year. Outstanding actions which are still considered important have been carried forward into the next financial year.
- 2.7 There are no priorities with a Red status and this would imply limited progress or action in relation to the Priority.

3. Directorate dashboard

- 3.1 The Customer & Communities performance dashboard, attached in Appendix 2, includes end of year results for the Key Performance and Activity Indicators included in the 2012/13 Business Plan.
- 3.2 Each Key Performance Indicator is shown with a Red/Amber/Green (RAG) status, based on progress to the Target set.
- 3.3 A Direction of Travel (DOT) is also provided for Key Performance Indicator to show whether performance has improved or not against the previous year result.
- 3.4 Activity Indicators are not shown with a RAG status. Activity Indicators usually represent demand for services, and are provided as context information for the Performance Indicators.
- 3.5 The Dashboard includes brief commentary where relevant for particular variances from Target.

4. Recommendation

- 4.1 Members are asked to NOTE the report.

Background papers:

[KCC Business Plans 2012/13, Customer & Communities](#)

Contact:

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Division	Customer Services	
Director	Des Crilley	
Priority		Progress
1) Leisure & Cultural economy		GREEN
2) Olympics and Kent School Games		GREEN
3) Customer Services Strategy		AMBER
4) Operational activity		GREEN
<p>Key Achievements:</p> <ul style="list-style-type: none"> • Completed a number of modernisation projects for libraries, with the Kent History and Library Centre opening in April 2012 and The Beaney in Canterbury in September 2012. The Broadstairs library refurbishment was completed in August 2012 and the new Edenbridge library opened in January 2013. The public have made good use of the new facilities and visitor numbers have increased. • Integration of Registration services with the Libraries service has improved service delivery and efficiency of operation. • Extensive consultation has been completed with local communities concerning the Future Library Service with concrete proposals emerging in a number of localities. • Developed and launched in November 2012 a new sport and physical activity framework for the next 10 years. • Established a good working relationship with physical activity Boards and Public Health and a joint action plan has been developed. • Increased filming activity attracted to Kent this year, with big films including 'Call the Midwife', 'Les Miserables', 'Rush' and 'Henry V'. • Regeneration impact of the Turner Contemporary demonstrated through external evaluation and research. • Established a Youth Arts Network and young ambassador group, and successfully delivered the Youth Arts festival. • Successfully delivered consultancy support contracts for the Folkestone to Ramsgate and Folkestone to Camber Sands sections of the England Coastal Trail in the South East. • Successfully delivered another Kent School Games with 30,000 young people from 558 schools participating. • Supported a large programme of arts and culture events, including Applause Outdoors, Olympic Torch Relay, Boat Project, Song for Dover and LiveLive. • Managed and delivered KCC's commitment to the Paralympic Road Cycling event at Brands Hatch. This was a sell-out event and generated significant publicity for Kent and Sevenoaks. • Contributed strongly to the delivery of the sporting legacy following the Olympics, including a celebration event in November 2012. 		

Division	Customer Services
Director	Des Crilley
<ul style="list-style-type: none"> • A programme for customer journey mapping is in place and this will deliver improvements in the way customers can transact with the Council with improvements to channel infrastructure to ensure customers are served by the most appropriate and efficient route. • A council-wide customer service training plan and programme has been put in place in preparation for achieving the National Customer Excellence Standard. • Strong working relationships established with partner organisations through the 'Kent Customer Service Group' to develop and improve access to and customer convenience for public services in Kent as a whole. • New Gateway opened in Edenbridge and options appraisal completed for Gateways in Herne Bay and Swanley. • Trading Standards have continued to deliver a successful advice service to Kent businesses and have achieved successful prosecutions in relation to serious offending rogue businesses. <p>Issues:</p> <ul style="list-style-type: none"> • The development of an 'Ask as Kent Historian' has been placed on hold whilst recruiting the History Services Development Manager post. The approach will be reviewed in 2013/14 and linked to the Kent Community History Network. • The Customer Feedback project, part of the Customer Services Strategy, has been delayed. Options have been compiled for taking this project forward and are being considered with a solution likely to be procured in 2013/14. • Research into options to enable customers to access services through a single smart card, the Kent Card, has been delayed due to an unsuccessful EU bid. However, a new bid is being developed using the current EU and District partnerships. • A single online payment system was not delivered and this work was superseded by e-billing and payments work. 	

Division	Service Improvement	
Director	Angela Slaven	
Priority		Progress
1)	Deliver the operational framework for Locality Boards and the programme for Community Budgets	GREEN
2)	Social Enterprises, VCS, Big Society Fund and SILK (Social Innovation Lab for Kent)	GREEN
3)	Youth Service Transformation Programme	GREEN
4)	Delivery of Effective Youth Justice Services	GREEN
5)	Service Reviews (Make, Buy, Sell)	GREEN
6)	Community Safety Arrangements and Emergency Planning	GREEN
7)	Commissioned Services	AMBER
<p>Key Achievements:</p> <ul style="list-style-type: none"> • The Locality Board Programme established 10 Locality Boards and alternative arrangements were made in one district. • The Troubled Families Programme is now rolled out across Kent with 1,082 families identified for engagement in the programme. • The Big Society Fund Investment Panel has funded 11 organisations. • Development of the new relationship with the voluntary and community sector is progressing with a Programme Board established and priorities being worked up. • Successfully delivered new service model for Youth Service which was agreed through Locality Boards. Contracts were awarded in November 2012 and the new model was fully operational in January 2013. • Action plans have been developed for a coordinated Youth Strategy including integration of youth services staff with youth offending teams following on from pilot work in Ashford. • Continued to deliver effective youth justice services through a preventative approach, ensuring that the number of young people entering the criminal justice system continues to reduce year on year. • Successfully completed a number of service reviews including generation of options for delivery of savings. • Delivered an awareness event for the potential Police and Crime Commissioner (PCC) candidates to ensure that priorities for KCC services were understood, and ongoing good working relationships with the elected PCC have been established. • Reviewed the County Council Community Safety Framework which was approved by full council in September 2012. • Delivered the Emergency Planning and Resilience Plan for the 2012 London Olympics. 		

Division	Service Improvement
Director	Angela Slaven
<ul style="list-style-type: none"> • Payment by Results pilot for drug treatment services is in place and being monitored. A full evaluation of the pilot will be undertaken during 2013/14 financial year. <p>Issues:</p> <ul style="list-style-type: none"> • Although good progress has been made, more work still needs to be completed in relation to accommodation, training and employment support for young offenders, with closer joint working between Youth Services, Specialist Children's Services and Supporting People. This area is an ongoing priority for 2013/14. • Agreement for the new 3 to 5 year commissioning plan for Supporting People Services has been delayed. The Commissioning Board have agreed to delay this until September 2013. Initial commissioning activity on priority areas is complete and a needs assessment has been commissioned to inform the strategy. 	

Division	Communications & Engagement	
Director	Matt Burrows	
Priority		Progress
1) Full communications/consultation review and audience-based communications plan		GREEN
2) Evaluating performance & tracking reputational impact		GREEN
3) Campaigns/Key themes		GREEN
4) Internal communications		GREEN
5) Improving the Council website		AMBER
6) Increase take-up of information and services online		GREEN
7) Make key digital content available from mobile and tablet devices		GREEN
8) Establish a unified approach to consultation		GREEN
9) Equality & Diversity		GREEN
10) Community engagement		AMBER
11) Support to Locality Boards & Children's Trust Boards		GREEN
12) Support to KCC Members with briefings and administration of grants schemes		GREEN
<p>Key Achievements:</p> <ul style="list-style-type: none"> • Successful delivery of a number of high profile campaigns including Make Kent Quicker, fostering recruitment, and supporting economic objectives such as Regional Growth Fund and the Youth Employment Fund. • Internet communications for staff have been significantly improved with a new intranet (k-net) platform and use of regular e-mail alerts including "K-mag" for staff. • A range of improvements have been delivered to the KCC web-site to improve usability and social media is being used to help direct residents to the information they require. • Established a single council-wide approach to running consultations including ensuring that the all consultations carried out meet legal requirements. <p>Issues:</p> <ul style="list-style-type: none"> • Although good progress was made in improving the KCC web-site, the full range of enhancements planned are dependent on a complete re-refresh on the web-site platform with this work being rolled forward into actions for 2013/14. 		

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Customer and Communities Performance Dashboard

Outturn Monitoring 2012/13

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Produced by Business Intelligence, Business Strategy

Publication Date: 29th May 2013

Guidance Notes

RAG RATINGS

GREEN	Performance has met or exceeded the Target
AMBER	Performance is at an acceptable level - below Target but above the Floor Standard
RED	Performance is below the Floor Standard

Targets and Floor Standards set in Annual Divisional Business Plans. Floor Standards represent pre-defined levels of performance where management action should be taken.

DOT (Direction of Travel)

↑	Performance has improved since the end of the last financial year
↓	Performance has fallen since the end of the last financial year
↔	Performance is unchanged since the end of the last financial year

Explanatory Notes

Activity Indicators generally relate to external demand and are not shown with alerts in the same way that the performance indicators are. Activity Indicators are reported alongside expected and previous year levels.

Division	Service	Head of Service
Communications & Engagement	Digital Services & Internal Communications	Tracey Gleeson & Paula Rixon

Performance Indicators - Quarterly

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Net satisfaction of users with the KCC website	23.5%	N/A	N/A	Not Set	Not Set	New indicator
Number of visits to the KCC website (kent.gov)	5.2m	GREEN	↑	4.0m	3.7m	3.7m

The net satisfaction figure is for the final quarter of the year only as this is a new indicator which was only introduced part way through the year. Although 23.5% may appear to be a low satisfaction rating, this result actually compares favourably with other Local Authorities using the same GovMetric tool. Many authorities are reporting negative net satisfaction levels for their website.

Website visits for the year were ahead of target with significant increases in the quarter to March as a result of heavy snowfall combined with our multi channel campaign directing people online to find out about school closures and gritting routes.

Performance Indicators - Annual

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Percentage of staff who feel informed	72%	GREEN	↑	61%	51%	51%

Based on a 'temperature check' of around 1.5% of staff in July/August 2012.

Division	Service	Head of Service
Customer Services	Community Learning & Skills	Ian Forward

Performance Indicators - Annual

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Percentage of apprentices who successfully complete their training, in the academic year	72.4%	AMBER	↑	75%	53%	71.9%
Percentage of learners who successfully complete accredited courses (short and long courses), in the academic year	85.4%	GREEN	↑	83%	64%	82%

The outturn for percentage of apprentices who successfully complete their training in the academic year is 1.4 percentage points below the national outturn across all providers. It should be noted that across the provider base there are differentials in the type of provision and imposed entry requirements. KCC have adopted an approach where we wish to balance risk and opportunity and deliver against the Bold Steps initiative pertaining to tackling disadvantage, accepting individuals who are academically operating at lower levels compared to those accepted by some other providers.

Division	Service	Head of Service
Customer Services	Culture & Sport	Chris Hespe

Performance Indicators

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Number of athletes supported to compete at a national level (cumulative last 4 years)	1,431	GREEN	↑	1,350	1,275	1,240
Number of schools involved in Kent School Games	558	GREEN	↑	550	500	552 (2010)
External funding brought into Kent by Sports, Leisure & Olympics	£2.6m	GREEN	↔	£2m	£1.5m	£2.6m
External funding brought into Kent facilitated by the Arts and Culture service	£4.5m	AMBER	↔	£5m	£3.5m	£4.5m
External funding brought into Kent facilitated by the Kent Film Office	£7.3m	GREEN	↑	£2m	£1m	£2.5m
Percentage of Country Parks income against expenditure	63%	GREEN	↑	60%	50%	58%

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Activity Indicators

Indicator Description	Outturn 2012/13	Expected Activity	Previous year
Number of visitors to Kent Country Parks	1.6m	1.6m	1.6m

Division	Service	Head of Service
Customer Services	Customer Relationships	Jane Kendal

Performance Indicators

Indicator Description	Qtr 4 2012/13	RAG	DOT	Target	Floor Standard	Previous Quarter
Percentage of Grade 1 priority calls to the Contact Centre answered	96%	GREEN	↔	95%	92%	96%
Percentage of all calls answered	95%	N/A	↑	Not set	Not set	94%
Percentage of Grade 1 priority calls to the Contact Centre answered in 20 seconds	78%	AMBER	↑	80%	75%	77%

The results for the Contact Centre (Contact Point) are shown by Quarter and not for the full year, consistent with reporting to Cabinet. Overall net satisfaction for callers to the Contact Centre was 91.6% for the Quarter, up from 89.2% the previous quarter. Satisfaction with the advisor taking the call was 99%.

Activity Indicators

Indicator Description	Outturn 2012/13	Expected Activity	Previous year
Number of calls to the Contact Centre	978,891	1,100,000	1,123,180
Gateway Customer Footfall	1,119,800	N/A	N/A

Note: Results are not available on a comparable basis for the Gateways footfall as footfall counters are not installed at all locations.

Division	Service	Head of Service
Customer Services	Libraries, Archives and Registration Services	Cath Anley

Performance Indicators

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Number of physical visits to Kent libraries (millions)	6.26m	RED	↓	7m	6.5m	6.65m
Books issued from libraries (millions)	5.66m	RED	↓	6.76m	6.2m	6.2m
Visits to the Libraries and Archives website (thousands)	898k	GREEN	↑	850k	750k	751k
Income generated by registration services	£4.38m	GREEN	↑	£3.14m*	£2.94m*	£3.6m

Traditional library usage in Kent continues to reduce, following the trend seen in previous years both locally and nationally. However there is a steady increase in customers using our services online with around 898 thousand visits to our website, an increase of 20% on the previous year.

There have been several library closures during the year which had an impact on overall visitor numbers. Broadstairs and Canterbury were both closed for 3 weeks as part of the modernisation programme earlier in the year and the second half of the year saw temporary closures for installation of self-service at several libraries. Edenbridge was temporarily closed for 2 weeks whilst they moved to new premises. During the last quarter there were temporary closures at Queenborough and Minster in Sheppey for refurbishment works.

*Target and Floor Standard amended; cash limit for 12/13 is £3.14m as per budget book not £3.31m as per the 2012/13 Business Plan.

Division	Service	Head of Service
Customer Services	Libraries, Archives and Registration Services	Cath Anley

Activity Indicators

Indicator Description	Outturn 2012/13	Expected Activity	Previous year *
Number of marriage ceremonies conducted at KCC premises including Register Offices	2,308	1,950	1,297
Number of marriage ceremonies conducted at non KCC premises	2,964	2,500	Not collected
Number of other ceremonies conducted at KCC premises	249	180	Not collected
Number of other ceremonies conducted at non KCC premises	46	70	Not collected
Number of KCC approved licensed wedding venues	218	214	205

* Previous year data for marriage ceremonies excludes Register Offices.

Full year figures for marriage ceremonies and other ceremonies at KCC premises was higher than expected. We promote the service at wedding fayres, in magazines and by using Facebook. Statistics have been collected in a slightly different way this year and inclusion of Register Offices may account for the difference.

Note: Data for all indicators excludes registration services for Bexley.

Division	Service	Head of Service
Customer Services	Regulatory Services	Mike Overbeke

Performance Indicators

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Number of rogue traders disrupted by Trading Standards	24	AMBER	↓	30	20	25
Vulnerable consumers supported by Trading Standards	264	GREEN	↑	250	180	184
Average number of days to resolve Public Rights of Way faults	53	GREEN	↑	90	100	95

Activity Indicators

Indicator Description	Outturn 2012/13	Expected Activity	Previous year
Number of Public Rights of Way faults resolved	7,478	5,500	4,500
Kent Scientific Services: Analytical samples external income	£561k	£404k	£460k
Kent Scientific Services: Calibration samples external income	£168k	£202k	£196k
Countryside Management Partnerships – number of Community and environmental projects led by KCC	249	150	241

Division	Service	Head of Service
Service Improvement	Business Transformation & Programmes	David Weiss

Performance Indicator

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Big Society Fund - Number of new employment opportunities created	24	AMBER	N/A	30	20	New Indicator

Activity Indicator

Indicator Description	Outturn 2012/13	Expected Activity	Previous year
Number of loans made by the Big Society Fund	11	50	New Indicator

After a slow start for the Fund, the number of loans started to increase towards the end of the year. Initial expectations for the take-up for the fund were set too high and following review of similar funds the take-up is above where it could be expected to be.

Division	Service	Head of Service
Service Improvement	Community Commissioned Services	Diane Wright

Performance Indicators

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Percentage of opiate and crack users completing treatment free from dependence	13.9%	RED	↓	45%	40%	30%
Percentage of young people leaving treatment in an agreed and planned way	89%	GREEN	↔	85%	75%	89%
Percentage of supporting people service users who achieve or maintain independence	98.6%	GREEN	↑	98.2%	95%	98%
Percentage of supporting people service users who successfully move on from temporary living arrangements	78.9%	AMBER	↓	80%	75%	80.4%

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We are seeing a fall in the numbers of successful discharges in community services in Kent and this is also being seen nationally. The Payment by Results (PbR) integrated drug and alcohol service went live in April and has been delivering a very different service compared to previous arrangements. It requires significant efforts to build partnerships and pathways and problems have been identified in recording and monitoring of client outcomes.

Action Plans have been put in place with the providers to ensure that the number of successful discharges see significant improvements. The team and service providers are focussing their efforts on: better links with children's services and practical ways for treatment services to link with them, closer working with hospitals and A and E departments, improved partnership working with Jobcentre Plus and Work Programme Providers, and closer working with mental health services for dual diagnosis clients.

A full review of the PbR model is in hand and will to improvements in how this is delivered in the future

Division	Service	Head of Service
Service Improvement	Community Commissioned Services	Diane Wright

Activity Indicators

Indicator Description	Outturn 2012/13	Expected Activity	Previous year
Number of adult drug users accessing treatment	2,935	3,467	3,379
Number of young people accessing drug and alcohol Early Intervention Services	7,718	7,360	6,448
Number of alcohol users accessing treatment	1,794	Not set	2,090

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Division	Service	Head of Service
Service Improvement	Community Safety & Emergency Planning	Stuart Beaumont

Performance Indicator

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Number of incidents of recorded crime per 1,000 population	56.2	GREEN	↑	≤59.5	63	57.9

Crime levels in Kent have continued to show a reduction this year.

Division	Service	Head of Service
Service Improvement	Integrated Youth Services	Nigel Baker

Performance Indicators

Indicator Description	Outturn 2012/13	RAG	DOT	Target	Floor Standard	Previous year
Number of First Time Entrants into the Criminal Justice System, per 100,000 10-17 yr olds	807	GREEN	↑	1,178	1,240	1,088
Percentage of young people known to youth offending teams who are in education, training and employment	65.8%	RED	↓	75%	67%	76.9%
Percentage of 16 to 17 year olds known to youth offending teams in suitable accommodation	81.8%	RED	↑	90%	85%	81.7%
Custodial sentences as a percentage of sentences imposed	4.3%	AMBER	↓	3.5%	5%	3.5%
Remands to the Secure Estate as a percentage of all remand decisions with the exception of Unconditional Bail	4.3%	GREEN	↑	8%	10%	8.5%

The year has seen continued reductions in the number of young people entering the criminal justice system. However, there is more work to do in relation to housing needs and education, training and employment for young people known to the youth offending services with these areas being taken forward as priorities in the Business Plan for 2013/14.

The percentage of young offenders of statutory school age in education, training and employment was 72%. For young people post statutory school age results were at 61%. In the current economic claimants it has become more difficult to find employment opportunities for young people and for all young people an increase in NEETs has been seen both nationally and locally. High proportions of young offenders only want employment and refuse training or education opportunities. However most are not work ready. The service has invested in resources to help improve work readiness. Schemes such as Kent's Vulnerable Learners Apprenticeship Scheme (VLAS) have supported a number of young people from Youth Justice to engage with employment and training. Young people on this scheme require a great deal of support. There is also an increase in the number of young people who present with more complex problems, such as homelessness, substance misuse and mental health issues and these problems take priority over employment and training.

Division	Service	Head of Service
Service Improvement	Integrated Youth Services	Nigel Baker

Activity Indicators

Indicator Description	Outturn 2012/13	Expected Activity	Previous year
Number of attendances at Youth Centres	261,912	200,000	210,000
Number of attendance at youth service street based work	33,988	36,000	42,000
Numbers of attendance for commissioned youth work	12,980 *	35,000	35,000
Number of enrolments for Duke of Edinburgh's Award	4,620	5,046	4,943
Number of attendances at youth service Holiday Programmes	17,080	16,000	18,000
Number of votes cast in Kent Youth County Council Elections	18,625	12,000	15,000
Number of young people engaged with the Youth Service and achieving an accredited outcome	3,800	3,000	4,250

*Note that data for the "Numbers of attendance for commissioned youth work" is for Quarter 4 only and not a complete year.

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

To: Communities Cabinet Committee

Date: 11 June 2013

Subject: Kent Big Society Fund - Annual Report to Kent County Council
from the Kent Community Foundation

Classification: Unrestricted

Summary: Kent County Council has received the attached Annual Report on the Kent Big Society fund from the Kent Community Foundation

Recommendation: Members of the Cabinet Committee are asked to note the report

1. Introduction

- 1.1 The Kent Big Society Fund was established in January 2012 by charitable donation from Kent County Council (KCC) to Kent Community Foundation (KCF). The Key Decision (11/01755) was taken by the Cabinet Member for Customer and Communities on 16 December 2011. The Fund operates principally as a social finance loan scheme and its main aims are to support growth in the social enterprise sector and to create and sustain new employment opportunities.
- 1.2 The governance arrangements require KCF make an annual report to KCC on the operation of the Fund and the market conditions in which the Fund is operating.
- 1.3 The second donation of £1 million has been made to the Fund in accordance with Key Decision 11/01755.
- 1.4 The Annual Report proposes altering the parameters of the Fund to allow for a one-off donation to support the setting up of a micro-finance hub in Kent managed by the Fredericks Foundation. This proposal was considered and endorsed by Communities Cabinet Committee on March 14th 2013 and Key Decision 13/00019 was made on March 25th 2013.
- 1.5 The Annual Report is presented to Communities Cabinet Committee for note – Appendix 1.

2. Recommendations

- 2.1 Members of the Cabinet Committee are asked to note the Annual Report.

Background Documents

- Key Decision 11/01755
- Key Decision 13/00019

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Kent Big Society Fund

Annual Review 2012

Prepared by Kent Community Foundation for Kent County Council



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INTRODUCTION

The Kent Big Society Fund (KBSF) was established in 2012 to support existing and newly created social enterprises that benefit the local community and enhance the economic, social and environmental vibrancy of Kent.

The Kent Big Society Fund was set up under Kent Community Foundation (KCF) and funded by a phased charitable donation from Kent County Council (KCC) to KCF.

In this report, KCF reports on the operation of the Kent Big Society Fund in its first year, including an analysis of fund activity and market appetite for the Fund. The reports sets out what has been learned so far and recommendations as to the future management of the Fund. Under the conditions of the donation, KCC has the opportunity to consider any proposed changes to the parameters of the Fund.

This document provides commentary on the following:

- The progress of the Kent Big Society Fund during its first year of providing support to new and existing social enterprises within Kent.
- The opportunities and challenges that face the Fund in providing support to the social enterprise sector including an analysis of Fund activity and appetite
- Proposals as to the future management and parameters of the Kent Big Society Fund

BACKGROUND

Under its 4 year plan, “Bold Steps for Kent,” Kent County Council committed itself to establishing a social enterprise Loan Fund. The decision was made to fund KBSF with a phased donation of £3m to Kent Community Foundation. The largest fund provided by a local authority in the country, its purpose was to support the development of new and existing social enterprises.

“Bold Steps for Kent” identified 3 main priority areas, namely

- To help grow the Kent economy.
- To put the citizen in control.
- To tackle disadvantage.

Kent Big Society Fund (KBSF) was designed to meet these areas and, specifically, with regard to the social enterprise sector, it was considered important that

- KBSF should support the transformation in the shift in the voluntary, community and social enterprise sector from dependency on grant towards more sustainable business models, including supporting them in managing the increased use of payment-by-results contracts within the public sector
- That it should principally be a social finance loan scheme as the best mechanism to create a recyclable fund, and maximise the longevity of the fund and resources available.
- That in order to make the Fund attractive to other funding philanthropic and government funding sources, it should seek a partner with an existing social finance intermediary to operate and manage the Fund, and that any partner should be Kent based.

The decision was bold and innovative when considering that it was also made against a general economic climate of considerable uncertainty that meant

- The level of austerity measures to be taken at central and local government levels was not fully quantified.
- Usual lenders were either unwilling to provide financial support to enterprises or were seeking a level of security that could not be provided.

To market, manage and administer KBSF, Kent Community Foundation (KCF) was engaged in view of its county wide coverage, engagement with and knowledge of the social and voluntary sector and its standing within it.

A decision was taken to provide an annual donation to KCF of £1m over 3 years in order to assess the level of interest and take-up in what was acknowledged to be a fledgling market.

With the agreement between KCC and KCF being signed in February 2012, the first donation of £1m was made in March 2012 and a launch to market on made on 30th March.

ABOUT THE FUND

KBSF gives assistance to new and existing social enterprises by way of finance on the following basis:

- Provide loans to social enterprises of between £10,000 and £100,000 over an anticipated term of 2 to 5 years.
- Finance anticipated being unsecured.
- Offer assistance with the financial planning and application process
- On-going relationship support.
- An element of grant being available.
- Terms to be flexible and competitive.

Whilst the above are guidelines, there is a desire to offer flexibility of terms and, as such, parameters could be stretched for applications if considered appropriate.

Examples of flexible arrangements that have been offered to date include

- Capital and capital & interest repayment holidays
- Loan to cover VAT on capital purchase to be repaid when VAT reclaimed
- Short term loan assistance with no interest charged

The grant element has been important incentive in encouraging applications. In a number of instances, the grant element awarded more than covers the cost of the loan finance.

One of the benefits of the Fund is that an applicant can utilise the services of the KCF Fund Manager to assist in the organisation's business and financial planning.

THE LOAN APPLICATION PROCESS

Setting up the new lending operation at KCF went very smoothly and KBSF was fully operational by the summer 2012. KCF employed an experienced Fund Manager to oversee the Fund and the first loans were offered in July 2012, just four months after the official launch in March. The loan application process operates as follows:

An initial expression of interest is made either via the KCF website or telephone at which point basic eligibility criteria (such as legal entity, amount and purpose) is confirmed.

A full application is then provided, with the Fund Manager working with the organisation on a face to face basis to assist with the business plan and financial forecasts. KCF has developed templates to assist with the formulation of business plans and financial forecasts.

The Fund Manager assesses the request, carries out due diligence and prepares a report to the Loan Investment Panel with an overview by the social lender, the Key Fund.

The Investment Panel, comprising of KCC Councillors and KCF Trustees (with the option to co-opt relevant expertise as necessary), considers the application and makes the decision as to whether the request is agreed and any terms and conditions that should apply.

For applications that have been put to panel so far, the timescale from application to the date the decision has been agreed has been on average 2/3 months which reflects the work

undertaken in getting business plans to a stage of investment readiness. In general, with most requests coming from new or relatively new enterprises, it takes about two months for KCF to work with the business to finalise their business plan sufficiently to assess their way ahead and put their application before the Investment Panel.

All paperwork with regard to the provision of funds, subsequent monitoring of repayment and conditions are completed by KCF.

Once agreed, funds have been in the main distributed within 10 days, with any longer period due to pre-draw conditions having to be met.

KBSF can respond to urgent requests, as demonstrated by an applicant whose request was agreed within a week of submission following intensive assistance.

Following draw-down of the facility, KCF's Fund Manager retains an active face-to-face relationship with the organisation which means that on-going advice can be provided allowing opportunities to be capitalised upon or difficulties to be tackled at the earliest opportunity. The benefit of loan financing, as opposed to traditional grant-financing, is the inherent on-going relationship and support for a considerable period after the award.

FUND ACTIVITY TO DATE

The fund has received 38 qualifying initial expressions of interest¹ totalling £1.233m. At this time 20 have progressed to a full application. The difference between the number of initial expressions of interest and the number of full applications relates largely to organisations considering their options and the working through the financial and non-financial aspects of their enterprise.

Of the full applications, 4 were subsequently withdrawn and 3 declined at application stage. The Investment Panel has seen 13 applications and by 31 March 2013 funding of £499,530 had been offered.

Acceptance of the offers made amounts to £479,530 with drawn facilities totalling £166,250. The amount between acceptance and drawn amounts relates to recently approved offers where draw down is awaited and loans that have been agreed where there are stage payments.

Appendix 1 outlines a general overview of factors that impact on activity during 2012.

¹ The number of general enquiries and discussions is in excess of 100.

ECONOMIC BENEFITS

5 new enterprises have been created with 8 existing enterprises being supported.

17 new jobs have been created with a further 85 supported. There are a further 6 employment opportunities that will become available within the business plans of the enterprises over the next year.

21 new volunteer opportunities have been created with the potential for these individuals to use the skills obtained within the enterprise to assist in their future search for jobs. 1 has already secured employment.

An additional £90,000 has been secured via philanthropists wishing to support the business and social enterprise sector in Kent through micro-finance.

MARKETING

KCF has a wide knowledge of the voluntary, community and social enterprise sector in Kent and has carried out a multi-channel marketing campaign to promote loans through KBSF. Appendix 2 highlights the marketing activity that has been undertaken during 2012 and KBSF marketing plans for 2013.

KCF developed specific marketing brochures, website, on-line electronic direct mail to raise awareness of KBSF and highlight the benefits it offers. Face-to-face meetings have been crucial in assisting applicants through the various stages of the application process. The KBSF Fund Manager has met with all full applicants and most of those who have expressed an initial interest.

The breakdown of enquiries received where applicants have stated how they learned of KBSF was as follows:

Web Based	38%
Press	36%
KCF proactive approach	15%
KCC	6%
Referrals	6%

For 2013 the marketing priorities will be

- Reinforcing KBSF and its success via online, e-marketing, social networks and press
- Working with universities and colleges
- Enterprises looking to take advantage of service delivery transformation.

DEFAULT

No default has taken place with regard to scheduled repayments. No provision for bad or doubtful debt has been felt necessary at this time.

BENEFICIARIES

Turner Cars

Based in Westgate-on-Sea, Turner Cars is a community transport scheme that wanted to specialise in Special Educational Needs transport.

The directors had direct experience of school transport provision for children with special educational needs, both as a parent of a child using the service and as a driver of such a scheme, and believed that they could improve on the service.

Having already bought some vehicles, they required 2 new disabled access cars in order to compete for new tenders. KBSF financed these in full.

New contracts have since been won and the company is now working with parents and KCC to implement a charter across the county between users and providers to enhance the experience for all concerned.

Scott Dumigan, Director of Turner Cars, said: "The local bank manager was not interested in our proposals to purchase and maintain two wheelchair adaptive vehicles to help us develop the transport side of our organisation. With flexible terms from the Kent Big Society Fund, we are now able to provide low cost, good quality, reliable transport to all aspects of the community. This will allow our clients to access areas such as health, education and social opportunities, which they currently find difficult. As an organisation we are here for community benefit, not for profit."

7 paid drivers and 4 volunteer escorts are utilised by the company and there is a desire to increase the number of contracts it operates during the year.

Beach Creative Community Interest Company (CIC)

Having taken over a disused council property in Herne Bay, the 3 directors transformed the empty property into a creative hub providing work space for 15 local artists and exhibition/meeting space to be used by the community. Schools and Canterbury City Council are already using the facilities for exhibitions, and workshops that have been run for the wider artistic community have been very well received.

KBSF provided a working capital facility which meant that the directors did not need to worry about finding funds for any 'emergency' work on the building and they were able to react quickly in providing services to their tenants which would enhance their experience and improve income streams.

Gillian Wilson of Beach Creative said: "We are absolutely thrilled to get this loan. We put a lot of work into developing our application with Kent Community Foundation and feel confident that we should comfortably be able to pay back our loan over the required terms. The loan enables us to deliver courses for the whole community and to build confidence in practical skills."

Stronger Together CIC

Stronger Together runs a women's only gym in Gravesend providing fitness programmes for disadvantaged women in the locality, as well as to private members. Membership was hit badly in the autumn as the nights drew in and members felt intimidated by some anti-social behaviour near the centre. The gym was faced with closure.

KBSF provided funds for a relocation to the centre of Gravesend and a new marketing initiative. Since reopening there has been significant progress in attracting new members with 2 new jobs being created.

Music For Change

Arranging and sourcing performing artists for schools and events Music For Change has been operating for 15 years and involved over 800,000 people in their activities.

KBSF assisted with working capital to allow for a new member of staff to be employed in order to boost their marketing capabilities and grow their enterprise.

Singing for Dementia Limited

Folkestone's Singing for Dementia has a clear social objective: to facilitate group singing sessions in care homes or groups for the elderly, by means of its customised karaoke-style Music Box, with a view to enhancing the social aspect and mental health of the participants. With the number of people living with dementia in Kent due to rise by 8,000 to 33,000 over the next 10 years, Singing for Dementia has developed an excellent product which has not only created a new enterprise, but will support four freelance and two part-time positions and will employ a further new part-time employee and with hopes for an apprentice to join.

Stuart Brown, Director of Singing for Dementia and creator of the Silver Song Network Club says: "We are delighted to get this loan and to be able to move forward with our plans to buy and install Music Boxes in care homes across Kent and Medway. The positive benefits of singing for our health and wellbeing are increasingly being documented, and feedback from care homes already using the Music Box testify to the reaction from their residents being *'like electricity: the room comes alive - they start off sleepy and finish up alert, awake and engaged'*. We put a lot of work into adapting a commercially available karaoke system to have a bespoke piano accompaniment, options for words or pictures to make it easier to follow, as well as changeable speeds and key of the music to meet the needs of the groups. We are now able to fund key staff to roll out this programme, with income being generated from the rental of the Music Boxes to care homes."

Stepping Stone Studios CIC

Stepping Stones Studio offers a community venue in the heart of Maidstone at Museum Avenue - an Art Studio by day and a live venue by night. From affordable Musical Monday Mornings for Mums and Toddlers, to Half-Term Pinhole Photography Lessons. Stepping

Stones is already employing 1 person and has 3 volunteers with the intention to employing more people in the future.

Farm Active CIC

Providing a mobile farm experience Farm Active is a new enterprise that takes animals to schools and groups, linking in with children's education curriculum. The enterprise has to date created one job role and a further volunteer position.

Communities Food CIC

Providing food prepared from ingredients that would otherwise have been thrown away by major supermarkets, Communities Food is providing affordable, cooked meals in the newly opened café, The Bench, in Gravesend.

In addition to 3 new jobs, 12 people who are not in employment, education or training are being given the opportunity to learn skills needed in a working café. Having linked in with an employment agency which deals with the catering establishments in Bluewater, every volunteer will be provided with the opportunity to have an interview for a job with a catering business in the complex. There has already been success in that one person has moved on to full time employment.

Business Readiness Grants

A business readiness grant has been offered to an organisation where it was considered that the use of a third party in assisting them in formulating their business plans was appropriate.

The remaining loans are awaiting draw down and beneficiaries will be made known at that time.

ANTICIPATED 2013 FUND ACTIVITY

There is a growing interest in social enterprise and social investment as a sustainable way of tackling entrenched social issues and encouraging a more financially resilient voluntary, community and social sector. While there is general consensus that social lending has enormous potential for growth, it is also agreed that this emerging market will need nurturing and support over some years to become fully established.

A report in September 2012 commissioned by Big Society Capital, authored by The Boston Consulting Group (BCG), finds that demand in the social investment market in England could reach £1 billion by 2016, six times what it is today. BCG found that the demand for social lending could increase by as much as 38% a year as a result of trends such as outsourcing of public services, new models of payment such as payment-by-results and a growing focus on social value by commissioners, conscious consumers and socially minded businesses. Adrian Brown, who led the BCG research on behalf of Big Society Capital comments:

“Social investment is clearly a market ready for growth. There is increasing interest from commercial and other investors, and a growing demand for capital from social organisations. There is continued need for strong, positive action from donors, commissioners, investors and market intermediaries.”

KBSF is at the forefront of supporting local social enterprise. The fact that other councils across the country have since adopted similar schemes demonstrates the foresight that was evident when KCC took the initiative. The number of successful loans made in the first 12 months of the fund should not be seen as a destination in itself, rather a milestone along the way of long-term strategy over three to five years.

As a new area, it is not straight-forward to provide accurate short-term forecasts of demand. So far, KBSF the total enquiries (including general discussions) of a known value of £1.738m. Excluding ineligible, withdrawn and successful applications, there are enquiries valuing £768,004 still in the pipeline that potentially could progress on to successful loans. In addition, on the basis that KBSF continues to receive the same value of enquiries, there could be an influx of *new* loan requests totalling £1.3m during 2013.

As at March 2013 KCF is actively working with applications of c£250,000.

The Investment Panel plans to meet 5 times during 2013 and based upon the outcome of those in early 2013 this would lead us to believe offers of £500,000 will be made during the year.

FUTURE MARKET OPPORTUNITIES

KCF consider that appetite of the kind of social investment offered by KBSF should be viewed in the context of a 5 year strategy. Future demand is likely to grow considerably as a result of the following trends:

- Existing voluntary & community organisations (charities, housing associations, infrastructure organisation) developing social enterprise as a financially sustainable way of delivering their mission (e.g. Auto22 - a commercial garage that trains and employs NEETS)
- Existing voluntary & community organisations seeking new financially resilient income generation models through social enterprise, not necessarily mission-related e.g. a second hand furniture project.
- Recipients of traditional public-sector grant funding facing the transition to new payment structures i.e. public tender, payment by results etc.
- Local Authority out-sourcing services that are currently directly provided. Within Kent, the recent commissioning of Youth Services is a prime example.
- New social entrepreneurs, not necessarily from voluntary and community sector but perhaps from universities, business schools etc, who want to develop social enterprises for social or community benefit.
- The community taking over the delivery of a local service or community asset, perhaps eventually through Right to Challenge e.g. local libraries. KBSF client, Beach Creative CIC, is a prime example.
- New enterprises/mutuals/cooperatives that develop as a result of changes in public service delivery. Health, for example, is leading the way in this area.

KBSF PRIORITIES FOR 2013

Continue proactive work with existing Voluntary and Community Sector

KCF will continue to work proactively through our usual networks and contacts to highlight the availability of social finance through KBSF. See marketing plan in Appendix 3.

In addition, we will work specifically to help the sector understand better the role that repayable finance can play in supporting VCS organisations to expand and grow. We have observed a degree of unease, particularly at Board level, about securing forms of investment other than grants or donations. Loan financing is certainly not a panacea and cannot be used as a straight replacement for grants. However, distrust of any form of repayable finance could limit the voluntary and community sector's ability to respond to the changing landscape.

Investment is crucial to all organisations in delivering services or products, and remaining competitive in the market they serve. Without it, growth cannot be achieved.

KCF believes that there is a need to explain alternative sources of funding (pros and cons) in order that organisations have a full understanding of the facts to allow them to make informed decisions for the future. To this end, KCF will facilitate at seminars, specifically targeted at trustees/board members, to enable them to reflect on the options of investment open to them in a time of change and to assess the most appropriate funding mechanism for their organisation's needs.

Supporting new social entrepreneurs

We will specifically target educational establishments (including Kent University and Canterbury Christ Church University) to encourage and support student interest in social enterprise. We plan to develop an offer specifically to assist students who are looking to start up their own social enterprises and will be looking to use the flexibility within the Fund's terms to assist where appropriate.

Working with KCC, District and Public Sector Commissioners

As the transformation agenda takes hold and new opportunities emerge in such areas as commissioning, out-sourcing and 'Right to Challenge', KCF will continue to work with KCC, district councils, schools/universities, police and health bodies to ensure that KBSF is highlighted as a possible source of finance for those wishing to set themselves up as a service provider.

We remain in active contact with various departments within KCC and receive details of contracts that are open to tender and 'meet the market' activities. This means we understand the changes affecting the social and business sectors and can add value at the outset of any opportunity.

Industry Infrastructure Bodies

We maintain close links with infrastructure bodies both within the VCSE and private sector. These include Chamber of Commerce, Federation of Small Business, business mentors and the various Council for Voluntary Service groups around the county.

Investment Readiness

We will continue to offer a high level of business planning support, as well as modest business readiness grants, to help applicants to the Fund become investment ready. Post loan assistance will also remain a key area of support.

PROPOSALS FOR FUTURE MANAGEMENT AND PARAMETERS OF KBSF

Fredericks Foundation

The main demand being seen for KBSF comes from individuals and small enterprises needing access to bespoke terms and business support. Just as KBSF provides the potential for an enterprise to move to a stage where funds can be obtained from a bank, there is the need for many enterprises to have access to seed finance below the £10,000 threshold of KBSF, where the potential is for an enterprise to subsequently expand to a point where KBSF can assist. As such, we consider that an integrated social finance product range would be of considerable benefit.

We have identified a way to widen the remit of the KBSF but retain its core social purpose, which is to utilise funds to support individuals who are furthest from the workforce, and have no access to high street finance, into self-employment. This is often a way out of benefit dependency with the gap in the market leaving potentially the only recourse for individuals to borrow monies via the sub-prime, payday lender market.

Fredericks Foundation is a registered charity which assists individuals who are unable to obtain bank finance to either start up or expand their businesses. Business planning assistance is provided, with a panel (to which the beneficiary discusses their business plan) agreeing micro finance of up to £10,000 to a start-up venture or £20,000 to an existing business. In reality, the levels of loan assistance are usually in the £2,500-£7,000 range.

Through existing partnerships, KCF has already raised £90,000 from private donors to start a micro-lending hub via Fredericks Foundation in Kent, and whilst not exclusively for social enterprise there is an opportunity for KBSF to help fully launch this in Kent. If a further £130,000 can be raised for Fredericks Kent, the Regional Growth Fund will provide another £120,000 for the operation and running of the Fund over the first three years.

Therefore, we propose that up to £130,000 of KBSF funding is allocated to Fredericks Foundation to set up the micro-loan loan fund in Kent. Whilst KBSF would not receive any repayment or interest return directly from this funding, any funds donated to Fredericks Foundation via KBSF would be ring-fenced for lending in Kent.

Pricing Structure

We are not proposing any substantive changes to the existing pricing structure but recommend that the Fund continues to be flexible, tailoring the terms of each offer dependent on the applicant's circumstances. We will continue to balance the needs of loan clients with the benefit of seeing the loan monies being recycled to enterprises of the future. It is very important that KBSF has the flexibility to respond to the market in future.

APPENDIX 1

FACTORS AFFECTING FUND ACTIVITY

As background, there are some 4,500 charitable and voluntary organisations within Kent and, whilst there are no definitive figures available for 'not for profit' companies, there are 821 Community Interest Companies in the South East² which is 13% of the national total.

The provision of social investment, of which loans forms a part, is a relatively new concept although it is an area that is of increasing importance as new ways of providing services are explored in an age of general economic uncertainty and austerity.

However, this increasing importance has to be viewed in the context of a long history of grant and donation funding which has supported the voluntary, community and social enterprise (VCSE) sector.

Investment Readiness

A Big Lottery Fund report in September 2012³ highlighted a survey of 1,255 VCSE organisations who responded to a question around the pursuit of social investment.

21% advised that they had successfully secured repayable⁴ finance with a further 8% seeking it. Interestingly another 22% were not currently looking for repayable finance but were interested to see it was suitable. 7% had tried but failed to secure finance whilst 43% were not looking and were not interested in such schemes.

According to this report, 37% of organisations could be interested in repayable finance. However, for many, there is a significant issue of investment readiness, including identifying potential income streams that would have to be available to meet repayments. This requires, in many cases, a considerable amount of thought as to structure, operations, financials and future practices. These questions can take a VCSE organisation some time to answer and action, with examples being the building of consortia, mergers and the consideration of new income opportunities. Most of the applications to KBSF require a high level of support in terms of financial and business planning and this is borne out in The Big Lottery Fund's report which estimates that 70,000⁵ organisations nationally will require investment readiness support in the next 5 years.

The high proportion of organisations 'not interested in repayable finance' is broadly in line with the response to marketing of the KBSF, with the main reasons highlighted for not being interested being:

- Income should not be diverted from delivery to repaying loans
- The organisation is not geared to generating surplus resources to repay loans
- Trustee/board reluctance to consider the possibility of repayable finance

² Regulator of Community Interest Companies Annual Report 2011/12.

³ "Growing the social investment market: Investment Readiness in the UK" – The Big Lottery, September 2012

⁴ Repayable finance was defined as "any form of financial support, including equity, provided with the expectation that some or all of it is repaid – with or without interest, dividends or revenue participation".

⁵ "Growing the social investment market: Investment Readiness in the UK" – The Big Lottery, September 2012

In the main, these responses match the findings of The Big Lottery Report. However, as the availability of grant and statutory funding continues to contract, it is inevitable that there will be a considerable change within the VCSE sector as organisations come to terms with the new environment they face. This will include consideration of new, more sustainable ways of financing their work, such as social enterprise and social finance, to ensure their survival.

Expansion East Kent

Launched two months after KBSF we have worked with the EEK team so that both parties understand the others offering. For KBSF this has led to assistance being provided where an applicant did not qualify for the EEK loan and business assistance in view of KCF expertise in the social enterprise sector.

KBSF continues to position itself as a niche provider for the VCSE sector with a high level of hands-on support from the KBSF Fund Manager. This is very attractive to VCSEs who may not have the financial resources of a typical business loan applicant.

We fully anticipate continued cooperation particularly as the TIGER initiative rolls out across North Kent.

Public Service Transformation

One of the specific aims of the KBSF was to support the shift in the voluntary, community and social enterprise sector from dependency on grant towards more sustainable business models, including supporting them in managing the increased use of payment-by-results contracts within the public sector and specifically the strategic commissioning being undertaken by KCC.

This transformation, by its very nature, is a process that will take time which means that some services have continued to be paid for under previous agreements. The expectation is that traditional grant funding will reduce in due course and organisations will need to consider the most appropriate financial arrangements in the face of new payment regimes. At that point, KBSF will be available to assist organisations requiring repayable finance.

From its links with other Community Foundations that provide social enterprise loans in their locality KCF has noted this 'latent need' is also common in other parts of the country.

Loan pricing

Loan pricing will always attract scrutiny with the following considered particularly pertinent and actively discussed with applicants

- The terms are flexible to the proposition put forward. Examples where this has been demonstrated include the provision of capital and interest repayment holidays, short term VAT loans on capital expenditure with no costs and the provision of staged draws, meaning that the loan is geared to cash flow.
- The way that interest is calculated means that it is very easy to see and understand precisely how much is being charged with all monthly reductions covering a set

amount of capital and interest. In this fledgling market this is seen by applicants as a great bonus.

- The pricing continues to be extremely competitive against other providers when considering the unsecured nature and the higher risk market that the fund was set up to assist.
- The potential for grant assistance minimises the cost to the organisation in going some way to mitigating the charges made and in some cases can cover them completely.

Our experience has shown that when the features and benefits of KBSF, including business support, is explained any pre-conceived objections to the cost have dissipated. No organisation that has made an initial application has refused the offer, or potential offer, on the basis of price.

Appendix 2 – Marketing of Kent Big Society Fund

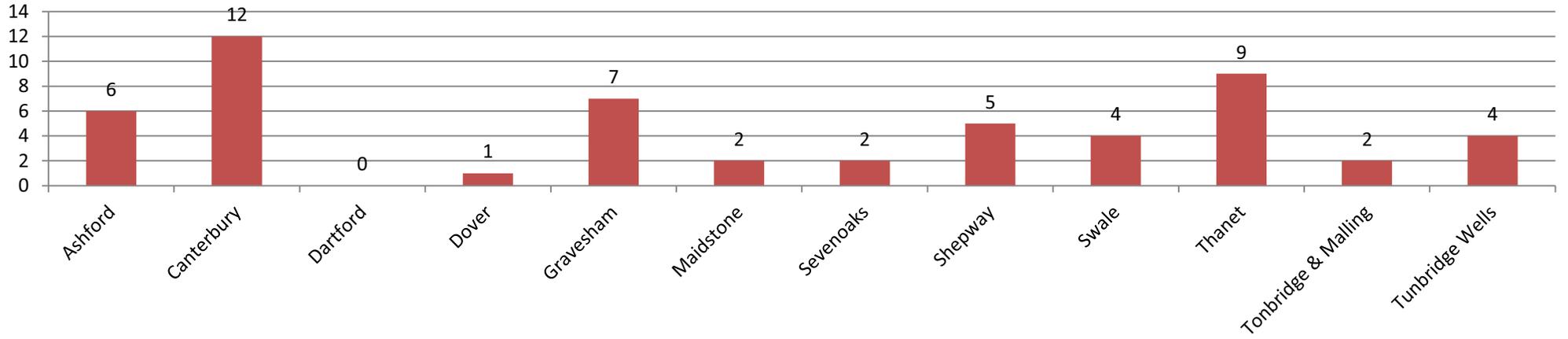
Marketing To	Marketing Undertaken During 2012	Marketing Plan for 2013
Voluntary and Community Sector intermediaries and infrastructure organisations.	Voluntary and Community Sector (VCS) infrastructure organisations and intermediaries have been made aware of KBSF. This includes on-going discussions with organisations such as Kent CAN, Action with Communities in Rural Kent, CASE Kent, Voluntary Action Within Kent, Big Society Co-operative and Community Organisers	To continue proactive work with local infrastructure organisation and in particular with.
Face-to-face presentations to the sector	Presentations have taken place to organisations at a number of funding fairs, seminars, AGMs and surgeries. As an organisation, KCF always includes KBSF as one of the funding options available	KCF is to prioritise seminars where trustees are in attendance to highlight the potential of lending as a source of making organisations more self-sustaining. Continued presence at funding fairs and seminars.
Specific Social Enterprise intermediaries Page 73	Social Enterprise intermediaries have been made aware of KBSF as a way to assist those with whom they are engaged. These include, Social Enterprise UK, Social Enterprise Kent and Kent and Medway Social Enterprise Network	To continue proactive work and link in with presentations being undertaken by these organisations within Kent to highlight the potential for assistance.
E-marketing	A high level of e-marketing has taken place; <ul style="list-style-type: none"> • Specific electronic direct mail designed for KBSF • Email distribution list of social enterprise contacts has been developed (c. 450 contacts) for regular bulletin • Regular e-bulletin to KCF's regular funding networks (c. 450 contacts) 	Regular bulletins to be issued highlighting the fund but also encouraging the concept of social enterprise. Database of not for profit organisations to be refreshed and all to be re-approached.
Web based marketing	Web marketing is a feature of KCC, KCF and wider social enterprise/funding websites. Web content developed for partner websites with KBSF ink A specific initiative to raise web site steers to KBSF was undertaken through Google.	Place enterprise support, such as business plan templates and links, on to website. Continue to work with partner sites

Social Media	Has featured on KCF social media sites – Facebook and Twitter.	To be expanded with regular updates as funds offered, accepted and drawn. Fund Manager to provide commentary and links to encourage enterprise and highlight support.
Press	Initial press coverage undertaken at launch of fund, regular updates on beneficiaries and coverage of Ministerial visit. Secured coverage in key Kent publications eg Kentish Express, KM, KM business, Kent Life, Kent on Sunday, Kent and Sussex Courier. TV coverage was to have featured but offer not taken forward by the TV companies.	Continued use of press to highlight successful applicants and KBSF in general. Positive TV/radio coverage to be sought during the year.
Kent County Council and District Officers Page 74	We have engaged with KCC and district council officers including Commissioners, Economic Development Officers and Town Centre Managers. Gateway Operations Manager engaged.	We will engage with all Town Centre Managers during 2013. Maintain regular proactive contact with Council Officers e.g. Economic Development Officers. Continue to remain abreast of commissioning and changing opportunities that arise via 'Meet the Market' presentations, 'Right to Buy' and 'Right to Challenge'.
Councillors and MPs	Councillors and MP's have been engaged wherever possible. Presentation made to Nick Hurd, Minister for Civil Society.	A bulletin to be provided on a regular basis to encourage understanding and as a reminder of potential assistance to their residents/constituents.
Banks	High street banks have been advised and presentations made highlighting KBSF as a potential source of assistance to their clients where they are unable to assist.	Continued engagement.
Charity and Social lending banks	Have engaged in regular dialogue with other social lenders such as Charity Bank, Charities Aid Foundation, SIB.	Continued interaction with a focus around joint support to an enterprise where needed.

Other lenders	Other lenders – Expansion East Kent and local partners in StartUp Britain are aware of KBSF.	Continued liaison with these providers to encapsulate TIGER in North Kent as it is rolled out.
Professional Advisors	Presentations made to 14 accountant and solicitor practices since July 2012.	To continue proactive face to face presentations.
Business Networks and Support	Presentations made to support networks including, Chamber of Commerce, BSK-CIC, IOD, BNI and Canterbury 4 Business. Participated at Kent 2020 StartUp Live.	Continued attendance and to provide presentations at seminars/conferences.
Employment / Skills Training organisations	Organisations supporting NEETS and particular sections of the population e.g. ex-offenders, homeless, young people, ex-forces. These include Job Centre Plus, Gateways, Shaw Trust, Avanta.	Particular focus around supporting young people with Kent Foundation and Kent Association of Young Enterprise.
Housing Associations	Specific engagement started towards the end of 2012	To be expanded on in 2013 by way of formal presentations with a view to linking in with the Associations' own assistance programmes. Seeking links with Kent Housing Association group.
Universities and Colleges	Education providers such as Canterbury Christ Church and University of Kent have had initial approaches made.	Universities and colleges to receive greater focus with the intention to speak with students direct about social enterprise and the potential for support. To include K College, Thanet College, Mid Kent College, Universities of Greenwich, Kent and Canterbury Christ Church.
Service Transformation	Transformation programme remains at a relatively early stage but engagement undertaken with potential service providers.	As transformation of services, (such as health and adult provision) progresses, specific marketing of assistance via KBSF to feature to those enterprises who are looking to tender for them.
Proactive focus in areas of low enquiry (Dover, Dartford and Sevenoaks)	Dartford Town Centre Manager engaged.	Focus on Dartford, Dover and Sevenoaks via Town Centre Managers, Economic Development Officers, CVS and colleges.

Appendix 3 – Allocation of Enquiries and Loan Applications by District

Allocation of Enquiries where location is identified.



Amount of Applications (£)

