

By: Paul Carter, Leader of the County Council
To: County Council – 14 October 2010
Subject: *Towards 2010* Closedown Report
Classification: Unrestricted

Summary:

In September 2006, KCC set itself 63 challenging and ambitious targets in the *Towards 2010* plans for Kent. The four year term has now ended and this report attaches the draft of the *Towards 2010* Closedown Report for approval at this meeting.

A summary showing the final statuses of each target is shown in Appendix 1 for ease of reference. A separate summary setting out the main highlights and outcomes achieved during the term of *Towards 2010* is given in Appendix 2.

FOR INFORMATION AND DECISION

1. Introduction

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

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

Annual reports on progress on the 63 targets have been discussed and approved by County Council each autumn.

Much has been achieved since September 2006, and the final status of the 63 targets is as follows:

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

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

A summary showing the final statuses of each target is shown in Appendix 1 for ease of reference. A separate summary setting out the main highlights and outcomes achieved during the term of *Towards 2010* is given in Appendix 2.

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

2. Format of the report

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

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

3. Approval process

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

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

The *Towards 2010* Closedown Report is attached for County Council's approval at this meeting. Once approved, it will be published on KCC's website.

4. Recommendations

County Council is asked to APPROVE the *Towards 2010* Closedown Report and NOTE the excellent progress made.

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TOWARDS 2010: OUTTURN POSITION

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

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

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

The status for each target is set out below:

Target/Accountable Directorate	Status
Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding <i>Regeneration & Economy</i>	Good progress
Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services <i>Regeneration & Economy</i>	Completed
Target 3: Support a programme of town centre regeneration <i>Regeneration & Economy</i>	Completed
Target 4: Support rural businesses and communities to build a strong entrepreneurial culture <i>Regeneration & Economy</i>	Completed
Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition <i>CED</i>	Completed
Target 6: Increase opportunities for graduates to work and live in Kent <i>CFE/Regeneration & Economy</i>	Completed
Target 7: Fulfil Kent's potential as a premier tourist destination <i>Regeneration & Economy</i>	Good progress

<p>Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy</p> <p><i>CED</i></p>	Completed
<p>Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits</p> <p><i>Communities</i></p>	Good progress
<p>Target 10: Improve the quality of early years education by strengthening the links between pre-schools/nurseries and primary schools, thereby improving children's ability to learn when they enter primary school</p> <p><i>CFE</i></p>	Completed
<p>Target 11: Help and inspire all our children to do well, with a particular focus on ensuring that the results our seven and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate</p> <p><i>CFE</i></p>	Good progress
<p>Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools</p> <p><i>CFE</i></p>	Good progress
<p>Target 13: Continue to offer and develop further multi-agency support to parents by helping them with the problems they and their children face in everyday life</p> <p><i>CFE</i></p>	Completed
<p>Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent</p> <p><i>CFE</i></p>	Completed
<p>Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by businessmen, entrepreneurs and professionals</p> <p><i>CFE</i></p>	Completed
<p>Target 16: Expand our pioneering vocational 14–16 programme to more than 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world</p> <p><i>CFE</i></p>	Completed
<p>Target 17: Double the number of participants on Skills Force -type programmes</p> <p><i>CFE</i></p>	Completed

<p>Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors</p> <p><i>Communities</i></p>	Completed
<p>Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects</p> <p><i>Communities</i></p>	Completed
<p>Target 20: Build strong business-education partnerships that benefit both employers and schools</p> <p><i>Communities</i></p>	Completed
<p>Target 21: Launch and market a new website, “<i>What’s on in Kent?</i>”, that will list sports and leisure activities and local organisations for all age ranges in the county</p> <p><i>CED</i></p>	Completed
<p>Target 22: Establish a biennial Kent Youth Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics</p> <p><i>Communities/CFE</i></p>	Completed
<p>Target 23: Facilitate and enhance the development of Kent Youth Theatre activities</p> <p><i>Communities</i></p>	Completed
<p>Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV</p> <p><i>CED</i></p>	Completed
<p>Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county</p> <p><i>Communities</i></p>	Completed
<p>Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent’s rich culture</p> <p><i>Communities</i></p>	Completed
<p>Target 27: Open the Turner Contemporary gallery, Margate, in 2010</p> <p><i>Communities</i></p>	Completed
<p>Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent</p> <p><i>Communities</i></p>	Completed
<p>Target 29: Continue to develop ‘gateway’ one stop shops that give easy access to services provided by county and district councils and other public service bodies</p> <p><i>CED</i></p>	Completed

<p>Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots</p> <p><i>EHW/CFE</i></p>	Completed
<p>Target 31: Pilot staggered school hours to relieve rush-hour congestion</p> <p><i>EHW/CFE</i></p>	Completed
<p>Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes</p> <p><i>EHW</i></p>	Completed
<p>Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption</p> <p><i>EHW</i></p>	Completed
<p>Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams</p> <p><i>EHW</i></p>	Completed
<p>Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent</p> <p><i>EHW</i></p>	Good progress
<p>Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing</p> <p><i>EHW</i></p>	Completed
<p>Target 37: Improve the way we repair roads and pavements</p> <p><i>EHW</i></p>	Completed
<p>Target 38: Maximise the use of previously developed land</p> <p><i>EHW</i></p>	Good progress
<p>Target 39: Bring back into use the large number of empty homes in Kent</p> <p><i>Regeneration & Economy</i></p>	Completed
<p>Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes</p> <p><i>EHW/Regeneration & Economy</i></p>	Good progress
<p>Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials</p> <p><i>EHW</i></p>	Completed

<p>Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies</p> <p><i>EHW</i></p>	Good progress
<p>Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders</p> <p><i>EHW</i></p>	Completed
<p>Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products</p> <p><i>Regeneration & Economy</i></p>	Not achieved
<p>Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage</p> <p><i>EHW</i></p>	Completed
<p>Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies</p> <p><i>Regeneration & Economy</i></p>	Good progress
<p>Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes</p> <p><i>CFE/Communities</i></p>	Completed
<p>Target 48: Increase opportunities for everyone to take regular physical exercise</p> <p><i>CED - Public Health</i></p>	Completed
<p>Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing</p> <p><i>CED - Public Health</i></p>	Completed
<p>Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex</p> <p><i>CED - Public Health</i></p>	Completed
<p>Target 51: Encourage healthy eating by providing nutritious lunches through the "Healthy Schools" programme and launch a range of community-based healthy eating pilots</p> <p><i>CFE</i></p>	Completed

<p>Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include:</p> <ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support through Direct payments • taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes <p><i>KASS</i></p>	Completed
<p>Target 53: Strengthen the support provided to people caring for relatives and friends</p> <p><i>KASS</i></p>	Good progress
<p>Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent</p> <p><i>KASS</i></p>	Good progress
<p>Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence</p> <p><i>KASS/CFE</i></p>	Good progress
<p>Target 56: Improve older people's economic well-being by encouraging the take-up of benefits</p> <p><i>KASS</i></p>	Completed
<p>Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas</p> <p><i>Communities</i></p>	Completed
<p>Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse</p> <p><i>Communities</i></p>	Completed
<p>Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents</p> <p><i>EHW</i></p>	Completed
<p>Target 60: Support young people to reduce the risk of them offending</p> <p><i>Communities</i></p>	Completed
<p>Target 61: Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted</p> <p><i>Communities</i></p>	Completed

Target 62: Expand the Kent Handyvan scheme, making the homes of older and vulnerable people more secure <i>Communities</i>	Completed
Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers <i>Communities</i>	Completed

TOWARDS 2010: PERFORMANCE HIGHLIGHTS

Introduction

In September 2006, KCC launched *Towards 2010*, a far reaching plan to transform services in Kent over the next four years. During its term the outcomes delivered have been both tremendous and exciting, and it has made a difference to people's lives and provided a legacy for the future.

We've supported people to develop skills to help them find work, including an expansion of our vocational programme, helped to increase independence for more people, worked to transform education, focused on reducing congestion, and helped to ensure safer and stronger communities for the people of Kent.

The evidence is clear and set out below are some examples. Work has not stopped, however, and more will be done to ensure continued success.

Employment and Skills

- KCC won the £6.5m contract for the **Future Jobs Fund**, leading to job opportunities for up to 1,000 unemployed 18-24 year olds
- Over 100 individuals secured full time employment and moved off incapacity benefit as part of the **Kent NOW** initiative between 2006 and 2008
- A **data sharing pilot with Job Centre Plus** is leading to better targeting of people on benefits needing support
- The **Kent Success Apprenticeship Scheme** is now a fully established employment route of entry into KCC and over 340 young people have come into the scheme since 2006/07, with over 1,100 now working in other public and private sector organisations
- KCC is providing **curriculum choices and different pathways** through its 14 to 24 Innovation Unit. Courses, such as those offered by **Skill Force**, now enable young people to develop team building, problem solving, communication skills, discipline, motivation and respect to enable them to move into employment or further training opportunities
- **The Kent Community Programme** has been introduced, offering practical support, guidance and positive engagement to 250 young people not in education, employment or training.

Regeneration and Economic Development

- **Backing Kent Business** was launched in 2008 to help businesses through the recession, focusing on delivering ten commitments, including paying our Kent suppliers more quickly and maximising employment opportunities for Kent firms
- For the second year since its creation the KCC and Kent Messenger sponsored '**Kent Excellence in Business Awards**' ceremony was a sell-out success celebrating the best of Kent business in the hardest times. **Kent 2020** continues to grow from strength to strength as the biggest annual business to business event in Kent.

- We have focused on creating **opportunities for graduates** which has seen an increase of almost 20% in the numbers of graduate leavers who moved to employment in Kent. KCC has also created a number of graduate recruitment, development and support services to assist the young talent in the region.
- Thanet Offshore, the **world's biggest offshore wind farm**, has opened off the coast of Kent providing energy for well over 200,000 homes. Project developer, Vattenfall, used the Port of Ramsgate during the construction phase which also benefited from the creation of a new operations and maintenance base and is expected to generate more than 25 long-term jobs. With two off-shore wind farms in the Thames Estuary and another about to start construction, the **Swale Skills Centre** opened this September offering industry-influenced qualifications to develop our skills base for this new sector in the Kent economy. A 'Supply Chain Directory', specifically focused on the off-shore wind industry in Kent, was launched in the summer in partnership with London Array and Invicta Chamber of Commerce.
- We have concentrated on **maximising development opportunities** across Kent, for example:
 - **In Kent Thameside**, agreement has been reached with government and local partners on a package of 11 schemes totalling £203m (at 2008 prices) of public and private sector funding to support the growth of homes and jobs in the area
 - **In Sittingbourne**, the Northern Relief Road commenced work in August 2009 and is on track to complete by November 2011. It is a key piece of infrastructure that will 'unlock' Sittingbourne town centre for retail, economic and housing expansion
 - **In Thanet**, KCC is working with Thanet DC to bring about regeneration opportunities at the Manston and Eurokent sites
 - **In Margate**, work has been undertaken to create a more pedestrian friendly environment in and around the Old Town, harbour and gallery open to the development of a stronger cafe culture and attractive to new business. Regeneration impacts associated with the opening the **Turner Contemporary** in the town next year include major improvements to the whole of the eastern seafront area, while a number of new shops and creative spaces have opened in Margate in anticipation of the opening of the gallery
 - **In Folkestone**, a programme is focused on the eastern side of the town centre where recorded deprivation is high
 - **In Dover**, KCC is working with Dover DC and the Homes and Communities Agency to bring about significant regeneration and housing growth opportunities at Whitfield and Connaught Barracks. With Dover Harbour Board we have just completed a visually stunning environmental improvement of Dover's waterfront area to complement the recently built Sea Sports Centre, both of which are already attracting more visitors to the town. KCC secured over £2.5m in government funding to enable English Heritage to undertake major improvements in 2009/10 to its main visitor attractions at Dover Castle, which have already led to a 30% increase in visitor numbers. In 2010 we completed for Network Rail and Southeastern Railway high quality environmental improvements to the approaches to Dover Priory Station to capitalise on the introduction of High Speed 1 domestic services to the town in 2009. KCC is leading the

- planning of a new Bus Rapid Transit service to connect the existing town with the exciting growth opportunities at the port, Whitfield and Farthingloe
- **In Ashford**, KCC delivered the nationally recognised 'shared space' scheme as part of a wider scheme to reduce the impact of the old ring road. KCC is also delivering other key projects to unlock growth in the town, at M20 junction 9, Drivers Roundabout, and a new iconic footbridge over the M20, which will be completed in 2011. KCC is also constructing the Victoria Way scheme in the town centre which will provide a new east-west link and high quality public realm to act as a catalyst for development, with completion in mid 2011.
 - **Visit Kent**, the private/public partnership promoting Kent and Medway to potential visitors from across the UK and overseas, launched its three year eye-catching Kent Contemporary campaign with stunning images of the county, and its first user-generated campaign. With set up funding from KCC for the campaign aimed at changing the perception of Kent as a holiday destination, Visit Kent is already planning the next two years with industry support. Visit Kent has also made it through to the finals of The Beautiful South Awards for Tourism Excellence 2010 in the Destination Marketing category. This follows its success earlier in the year when it was voted Destination Marketing Organisation of the Year by UKInbound, the UK's leading inbound tour operator (KCC is a founding partner of Visit Kent)
 - **Locate in Kent (LiK)**, the county's inward investment agency has consistently met or exceeded its targets for companies investing in Kent and jobs created or safeguarded. A recent report produced by Price Waterhouse Coopers has shown that since 1997/98 a minimum of £89m in net additional annual GVA (gross value added) has been added to the Kent economy thanks to LiK's activities. A recent independent study of investment promotion agencies ranked LiK as 'world class'. Its 'pipeline' of live projects remains at record levels indicating the healthy interest in investing in the county despite the general economic climate. The 2010 Perception Study, commissioned by LiK, reveals that seven out of ten respondents rated Kent as a good or very good business location
 - The **Connecting Kent** programme has continued to build the evidence base, identifying areas of market failure ('Not Spots' and 'Slow Spots') across Kent at postcode level, to support the business case for public sector interventions. The programme has provided capital grants and direct support to communities such as Iwade, Selling and Ulcombe, which has enabled them to directly engage with broadband suppliers to contract for broadband services. The grant process builds on local engagement, with many public meetings attracting over 100 local residents
 - KCC consistently argued for **domestic high speed rail services** as part of its efforts to revitalise the economic prospects for Kent and improve transport links for residents. Routes serving east and north Kent commenced in December 2009
 - Since the inception of the **Kent Film Office (KFO)** in 2006 it has brought more than £14m into the Kent economy by attracting film and television productions to the county and stimulating film tourism, including the 'Other Boleyn Girl' campaign which generated £1m in tourist spend. KFO initiated the 'KCC Filming on the Public Highway' private bill, which became law in July 2010 and makes Kent the only authority outside of London able to legally manage traffic for the purposes of filming and therefore able to become London's preferred

rural partner for high-end productions in need of this service. KFO also invested £75k in a local production company to produce a film entitled 'The Calling' which generated £300k of direct spend and £1.3m in induced spend back into the local economy. The film was premiered and short-listed for an award at the Edinburgh Festival in 2009, opened the London International Film Festival this year, and is now on general release.

Education and Vocational Training

- There is **increased access to early years provision** reaching over 42,000 children, doubling our nursery classes to 70 and creating nearly 100 children's centres. We have exceeded, one year early, the government target for the proportion of children accessing early years education and have increased the take-up of places by historically under-represented minority communities
- We have expanded the numbers of Family Liaison Officers (FLOs) and Parent Support Advisers (PSAs) (now 270) working to **support parents and enhance relationships and communication between parents and schools**. This has led to an increase in the number of families accessing the most appropriate support from agencies and increased engagement of parents with schools and with their children's learning
- 100% of Kent's schools are now engaged in the **Healthy Schools** programme with 87% of schools achieving Healthy Schools status
- We have concentrated on **improving engagement and participation of children and young people**. For example, nearly 40,000 children and young people completed the 2009 Children and Young People of Kent Survey, providing a wealth of information, the results of which are being used to inform performance monitoring and the planning of children's services at county, local and school level. The results are also being used in the production of a needs assessment and in the development of the 2011- 2014 Children and Young People's Plan. There has also been continued success of Kent Youth County Council and the introduction and the development of a Kent Children in Care Council
- KCC's 14 to 24 Innovation Unit is working with all Kent schools and colleges to implement a **universal Kent Careers and Guidance programme**. This includes a new information platform with up to date impartial information on 15 vocational sectors which includes information from employers
- We have **expanded our vocational programme** to 8,300 students, well exceeding the *Towards 2010* target of 4,000 students. Over the past four years the 14 to 24 Innovation Unit has funded and established over 25 vocational skills centres across Kent
- A series of high quality and innovative **masterclasses** have been commissioned for learners and tutors as part of developing a world class guidance system. The learner programme is intended to support choices in terms of vocational programmes and opportunities within occupational sectors at 14+ and 16+. Around 1,000 young people have attended employer-led masterclasses, conferences and taster days giving learners an insight into the world of work and employment
- A strong partnership has been established between educational organisations and the business sector and facilitated thousands of **work-related learning and work experience placements**.

Increasing Independence

- Over 4,400 additional people are now **supported to live independently in their own homes** which has been achieved in a number of ways including the provision of suitable housing, increased take-up of Direct Payments and access to Telehealth and Telecare
- **Support has been strengthened for people caring for relatives and friends.** This includes the Kent Carers Emergency Card Scheme, to help provide carers with peace of mind when they are away from the person that they care for, and the Mental Health Matters helpline, now funded from 5pm to 9am on weekdays and 24 hours weekends and holidays, available to carers and which ensures referrals can be made to the Crisis Resolution and Home Treatment Teams
- We are **delivering more personalised services through Self Directed Support (SDS)** which gives people choice and control over the support they receive. Personal budgets for new service users were introduced from April 2009 and since December 2009 they have also been allocated to existing service users when they have their review. As at the end of July 2010 there were 4,582 people with a personal budget
- In order to help people to feel part of their community we are working with the private and voluntary social care market in Kent to ensure there is a **wide range of local services offering people a choice** about what support they have and when. Around 85% of all social care services are now provided by private and voluntary organisations and not directly by KCC
- We have developed a wide range of **intermediate care** projects in partnership with Health which are helping to prevent avoidable hospital admissions and facilitate safe, early discharge from hospitals so maximising people's ability to regain their independence. Intermediate care has also played a significant part in tackling delayed discharges from hospital and enabling people to live independently
- Partnership working (especially with the Local Pension Service) is contributing to the **increase in benefit take-up for older people** in Kent. As a direct result of joint working with the Pension Service between April 2007 and March 2009, £2.1m in additional benefits was raised for Kent residents.

Culture and Sport

- We established and staged the first **Kent School Games** in 2008 and followed it with another successful event in 2010, involving more schools and increasing cultural input. Each Games involved approximately 30,000 young people. The coalition government has announced plans for a schools 'Olympics' based on the Kent model. In addition to this, over 900 talented sports performers in Kent have been supported through dedicated programmes, funding and other initiatives
- We have **progressively increased the level of PE, school sport and competitive school sport in Kent.** In addition, 187 new or enhanced out-of-school activities for young people have been funded and delivered both after school and during the school holidays
- We have helped create more opportunities for Kent's young people to get involved in **youth theatre** activity, with over 7,200 young people involved in 2009/10

- **Fifteen libraries have been modernised** which have seen an increased number of visits. The modernisation programme has looked at finding new ways of working, including co-location, and over 80% of Kent libraries now host sessions delivered by partners or are co-located with other public service providers
- Excellent progress made on the development of the **Turner Contemporary** to be completed in December 2010, with planned opening to the public in spring 2011
- A network of **volunteers** to help at sports and leisure events is now in place with over 1,000 volunteers signed up to the Kent Event Team which will grow to 2,500 by 2012
- We achieved Beacon Status for the work in Kent to **secure a legacy from the 2012 Olympic and Paralympic Games**.

Stronger and Safer Communities

- **Domestic burglary and car crime in the KCC area has reduced** by 24% and 39% respectively since 2006/07. **The fear of crime has also reduced**, with the percentage of people worried about burglary decreasing from 56% in 2006/07 to 36% in 2008/09. The fear of four specific crimes (domestic burglary, car theft, mugging/robbery and physical attack) in Kent has reduced from 44% in 2006/07 to 28% in 2008/09
- There has been a **reduction in the number of first time entrants to the youth justice system**. This success was highlighted in a national Youth Justice Board review in 2010
- **KCC Community Wardens have developed a broader remit** and play an important role within Neighbourhood Policing teams. For example, they have:
 - Facilitated activities and events within their communities to **engage with local residents**
 - **Provided awareness training** to over 15,000 people since 2006 against the dangers of bogus callers, helping the elderly and vulnerable to remain safe in their own homes
 - Been **involved in almost 200,000 activities, incidents, queries or interactions** with the public and over 145,000 instances of partnership working between April 2006 and March 2010.
- There has been a 45% **increase in the number of community organisations in Kent now receiving alerts** about the activities of rogue traders and since 2008 KCC Trading Standards has made over 90 Rapid Action Team interventions, supporting 320 victims of rogue traders
- The **HandyVan's range of services has been expanded** to include additional safety items such as hand rails and minor adaptations. HandyVan has helped older people feel safer in their homes, with 89% of clients feeling very safe after receiving the HandyVan service compared to just 11% beforehand. A fifth HandyVan with an additional fitter was introduced and deployed in north Kent to support partners such as the police to reduce domestic burglary. This was successful, with Gravesham seeing a reduction in domestic burglary of 53.8% between 2006/07 and 2009/10.

Improving Kent Roads

- We have worked hard to **reduce journey times** on Kent's roads. There has been a reduction of 25% in journey times on key radial routes in Maidstone since the **Traffic Management Centre** became operational and the average reduction was maintained throughout 2009/10
- **The Kent Freedom Pass** scheme has been successfully introduced. Young people in academic years 7 to 11 can buy a pass for £50 which enables them to travel free on public bus services in Kent. Over 22,000 passes have been issued with 75% of trips made in the peak period to school and 25% of all journeys being made outside of this time. Reductions of between 2% and 6% have been seen in the vicinity of schools where the take-up of Freedom Passes has been high
- Working with partners, particularly district councils, we have provided almost 2,000 **additional parking spaces** in Kent.
- We have made sustained efforts to **improve the condition of our roads**, with a 'pothole blitz' in 2008, an increase in resurfacing and the continuation of our focus on potholes in 2009, and the 'find and fix' initiative, a direct response to the dramatic effects of the severe winter conditions, in 2010
- Working with our partners we have achieved a **reduction in the number of deaths and serious casualties from road accidents**. There has been a 47% reduction in casualties compared with the 1994 to 1998 average. This exceeds both the national target reduction of 40% and the 45% local target that Kent Highways Services has set itself in order to stretch our performance
- The successful **Kent Permit Scheme**, designed to keep the disruption caused by roadworks to an absolute minimum, has been launched. This new scheme, which was the first of its kind in the country, ensures that all organisations that dig up the roads (including KCC) work to the stringent standards set out in order to minimise the inconvenience created for all road users.

Other Successes

- Nine **Gateway**, including two mobiles, are now open across Kent with others planned. Gateway offers a single, convenient public service point sited in retail-based locations, using the latest innovative technologies and is working with district and borough councils and a range of other partners including Health, Kent Police, Kent Fire and Rescue Services and Job Centre Plus etc. The focus is on shaping services to fit around customer need, maximising efficiency both for the clients and service providers, and delivering effective, measurable outcomes for people
- The highly successful '**HOUSE**' campaign was launched in November 2008 and rolled out across Kent aimed at young people to increase their awareness and reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex. The results have been phenomenal. It has now visited eleven town centres and 7,500 people have visited it at least once (total visits are 13,000), many of whom are currently unknown to and do not access existing services. 'HOUSE' has provided over 30 participating agencies with new ways of reaching young people, including those 'hard to reach', and a place to work in different and more effective ways. Further work is being done to sustain the success of 'HOUSE' in Kent towns on a more permanent basis. The brand is also being extended to a number of targeted communities on a

mobile basis. This is called 'House on the Move' and is proving very popular with young people

- Working with house builders and district councils we have succeeded in getting in **excess of 70% of all housing developments on previously developed 'brownfield' land**, thus helping to protect 'greenfield' sites
- **All new developments** implemented by KCC's Property Group now meet the Building Research Establishment Environmental Assessment method (BREEAM) 'very good' standard
- The Clean Kent initiative has secured **27 criminal convictions against people found guilty of fly-tipping**.