

By: Paul Carter, Leader of the County Council  
Katherine Kerswell, Group Managing Director

To: Cabinet – 11 October 2010

Subject: *Towards 2010* Closedown Report

Classification: Unrestricted

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### **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 comment and consideration by Cabinet prior to its submission to County Council for approval on 14 October.

A summary showing the final statuses of each target is shown in Appendix 1 for ease of reference.

FOR INFORMATION AND DECISION

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### **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 are discussed and approved by County Council each autumn. The *Towards 2010* Closedown Report is attached for Cabinet to consider prior to its presentation to County Council for approval on 14 October 2010.

Incredible progress has been made and much has been achieved, 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.

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 Dept, and discussed and agreed with the Leader.

The Closedown Report will be sent to County Council for approval at the meeting on 14 October. Once approved, it will be published on KCC's website.

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.

## **4. Recommendations**

Cabinet is asked:

To NOTE the excellent progress made against the 63 *Towards 2010* targets since September 2006 and the arrangements for publishing the Closedown Report.

To RECOMMEND the final draft of the first *Towards 2010* Closedown Report to County Council for approval on 14 October 2010.

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**TOWARDS 2010: OUTTURN POSITION**

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

| <b>Status</b> | <b>Number of targets</b> | <b>Percentage of targets</b> |
|---------------|--------------------------|------------------------------|
| 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 the targets have been met where they were set, and that the activity continues.

The status for each target is set out below:

| <b>Target/Accountable Directorate</b>   | <b>Status</b> |
|---|---------------|
| 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<br><br><i>Regeneration &amp; 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<br><br><i>Regeneration &amp; Economy</i> | Completed     |
| Target 3: Support a programme of town centre regeneration<br><br><i>Regeneration &amp; Economy</i>  | Completed     |
| Target 4: Support rural businesses and communities to build a strong entrepreneurial culture<br><br><i>Regeneration &amp; Economy</i>   | Completed     |
| Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition<br><br><i>CED</i>   | Completed     |
| Target 6: Increase opportunities for graduates to work and live in Kent<br><br><i>CFE/Regeneration &amp; Economy</i>  | Completed     |

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| <p>Target 7: Fulfil Kent's potential as a premier tourist destination</p> <p><i>Regeneration &amp; Economy</i></p>  | 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     |

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| <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>  | Completed |

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| <i>Communities</i>   |               |
| 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<br><br><i>Communities</i>  | Completed     |
| Target 27: Open the Turner Contemporary gallery, Margate, in 2010<br><br><i>Communities</i>  | Completed     |
| Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent<br><br><i>Communities</i>   | Completed     |
| 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<br><br><i>CED</i>                               | Completed     |
| 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<br><br><i>EHW/CFE</i>             | Completed     |
| Target 31: Pilot staggered school hours to relieve rush-hour congestion<br><br><i>EHW/CFE</i>  | Completed     |
| Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes<br><br><i>EHW</i>   | Completed     |
| Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption<br><br><i>EHW</i>   | Completed     |
| 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<br><br><i>EHW</i> | Completed     |
| Target 35: Work with bus and train providers and lobby   | Good progress |

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| government to improve public transport services in Kent<br><i>EHW</i>   |               |
| Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing<br><i>EHW</i>  | Completed     |
| Target 37: Improve the way we repair roads and pavements<br><i>EHW</i>  | Completed     |
| Target 38: Maximise the use of previously developed land<br><i>EHW</i>  | Good progress |
| Target 39: Bring back into use the large number of empty homes in Kent<br><i>Regeneration &amp; Economy</i>   | Completed     |
| Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes<br><i>EHW/Regeneration &amp; Economy</i>  | Good progress |
| 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<br><i>EHW</i> | Completed     |
| 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<br><i>EHW</i>  | Good progress |
| Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders<br><i>EHW</i>   | Completed     |

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| <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 &amp; Economy</i></p>   | <b>Not achieved</b> |
| <p>Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage</p> <p><i>EHW</i></p>  | <b>Completed</b>    |
| <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 &amp; 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>   | <b>Completed</b>    |
| <p>Target 48: Increase opportunities for everyone to take regular physical exercise</p> <p><i>CED - Public Health</i></p>   | <b>Completed</b>    |
| <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>  | <b>Completed</b>    |
| <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>   | <b>Completed</b>    |
| <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>  | <b>Completed</b>    |
| <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"> <li>• encouraging the development of more housing for older people, disabled people and those with special needs</li> <li>• encouraging more people to take control of their care/support</li> </ul> | <b>Completed</b>    |



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| <p>through Direct payments</p> <ul style="list-style-type: none"> <li>taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes</li> </ul> <p><i>KASS</i></p>  |               |
| <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</p>  | Completed     |

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