

**Kent County Council  
Core Monitoring Report**

**INFORMATION RELATING TO SERVICES WITHIN THE COMMUNITIES  
DIRECTORATE**

**Contents and Summary**

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Core monitoring indicators:-			
Library visits	9	Amber	Amber
Library book issues	10	Red	Red
KCC apprenticeships	11	Green	Green
New entrants to the youth justice system	12	Amber	Red
Young offenders in education, employment and training	13	Amber	Amber
Adult education enrolments	14	Green	Green
Drug users starting in treatment	15	Green	Green
Supporting People – people achieving independent living	16	N/a	Amber

## General notes on interpreting the data included in this report

A wide selection of indicators for the core areas of activity and performance of the council is included in this report, as well as some contextual indicators relating to the Kent economy. Indicator values are shown by graph and data tables, including Direction of Travel and RAG ratings (see tables below for a key to interpreting these).

A range of presentation styles are provided for different indicators depending on the information available. In some cases we provide the most recent results for the last four financial year quarters, while for other indicators we provide annual data for the last few years with the most recent two quarter's data also shown.

Where relevant and available, the indicators are provided with comparative data showing national averages or other suitable benchmark information. See the Appendix for more information on the comparative benchmarks used.

It should be noted that annual data provided in this report (i.e. a full financial year up to and including financial year 2009/10 which ended on March 2010), is generally validated data which is in the public domain and available in many cases within the remit of national statistics.

However, quarterly data provided in this report and all information subsequent to March 2010 is classed as provisional local management information which in some cases is provided on an estimated basis. This data is likely to be subject to future revisions.

### Key to RAG (Red/Amber/Green) ratings

		RAG Ratings
Green	★	Performance exceeds local targets where set or is significantly better than the most recently published national average/benchmark
Amber	●	Performance not significantly different from most recently published national average or close to but not exceeding local targets
Red	▲	Performance significantly behind local targets where set or significantly worse than the most recently published national average
N/a		Data not available in order to assess performance

### Key to DoT (Direction of Travel) ratings

		DoT Ratings
	↑	Improvement in performance or change in activity levels with a positive impact on budgets and resources
	↓	Fall in performance or change in activity levels with a negative impact on budget and resources
	↔	No change in performance or activity levels

## Communities Directorate

### Managing Director's commentary on performance during the first 6-8 months of 2010/11

Services within the Communities directorate have been focusing on preparations for delivery of a very tough 2011-13 Medium Term Financial Plan, whilst operating in a period of rapid change. Despite these increasing challenges, our services have made good progress against objectives during the first half of 2010/11 and the following commentary provides an overview.

#### Achievements

- A successful second *Kent School Games* finals held in June / July. The Coalition Government is introducing a School Olympics model based on Kent's approach;
- Towards 2010 targets for Kent Success and other public and private sector *apprenticeships* have been met. A pilot scheme to support vulnerable learners into apprenticeships has been instigated;
- The Kent Cultural Strategy, a key component of the KCC's Regeneration Framework for Kent, has been approved by the Kent Partnership;
- A Youth Theatre Festival took place in the summer, with an expanded format, involving 250 young people;
- The Library Service launched an e-book and e-audiobook service in July and is on track to achieve 4,500 downloads in the first 3 months;
- The Kent History and Library Centre is ahead of schedule and archive repositories are built;
- Volunteers play a crucial role in helping libraries in the county run smoothly - nearly 15,500 volunteering hours were clocked up between April and September;
- Integrated front line services are becoming increasingly important and two pilots involving Registration and Library staff working together have been completed;
- Trading Standards has continued to engage in effective intelligence-led operations aimed at protecting the community. In the last six months this includes conducting test purchases to uncover illegal selling of cigarettes, protecting elderly residents from doorstep scams and enforcement action against those selling counterfeit goods;
- The thirty young people recruited via the Future Jobs Fund scheme to work with Community Wardens as Support Wardens successfully completed their training, with almost half finding further employment;
- A 'Hidden Harm' strategy, aiming to protect and support young people from the negative effects of their parents' substance misuse, has been launched;
- A 'Treatment into Employment' pilot scheme has been established in Maidstone to strengthen links with local Job Centre Plus services to aid those with substance misuse issues find a pathway to employment;
- As part of Kent's preparation for and celebration of the 2012 Olympic & Paralympic Games a successful International Camp was delivered at Swattenden Centre between 24<sup>th</sup> July and 1<sup>st</sup> August 2010, involving over 200 young people from Kent and 12 partner nations to engage in a multi-activity camp;

- The HOUSE project delivered by the Youth Service in partnership with KCC Public Health and M&C Saatchi has been shortlisted for national awards at the Children & Young People Now awards in two categories: Integrated Working and Health & Wellbeing.
- The Kent Scientific Services laboratory received very successful audit results from the United Kingdom Accreditation Service (UKAS), with high praise for the quality of staff and organisation;
- Latest youth re-offending rates have shown improvement on previous years' performance.

### Progress against Projects / Developments / Key Actions

The significant majority of actions set out in Annual Operating Plans are on course for completion by March 2011. However, compared to previous years there are a greater number of actions this year that have been halted and therefore will not be achieved. In most cases this is due to changing central government priorities in areas such as anti-social behaviour and public confidence in the criminal justice system; ESOL (English for Speakers of Other Languages) course provision; and the Building Schools for the Future programme. This has often resulted in a reduction or cessation of grants e.g. Dept of Health funding for County Sports Partnerships; the Volunteering Community Action pilot for 14-16 year olds; Youth Capital Fund; Supporting People administration grant. Some actions originally set out in operating plans are also on hold pending outcomes of Service reviews or potential KCC-wide changes.

### Capital Projects Update

There are a number of exciting capital projects led within the directorate, including several as part of the library modernisation programme: the Beaney Library in Canterbury; Ashford Gateway Plus; Ramsgate library; the Kent History & Library Centre; and Gravesend library. This is in addition to the Edenbridge Community Centre and Turner Contemporary gallery. Good progress is being made overall and much work is being done to ensure that project costs are controlled and funding is available in increasingly difficult circumstances.

### Key Performance Indicators

Services within the Communities directorate work to a series of 'operational' indicators set out in their annual operating plans. Some of these feature in this core monitoring report with a contextual summary underneath. Targets that are not covered by core monitoring that are unlikely to be met in 2010/11 are:

Drug and Alcohol Action Team – The percentage of young people assessed as requiring specialist community treatment receiving their treatment within 15 days of referral is currently running at 92%, against the national target of 100%. Young Person's specialist community treatment services work closely with local children's services to ensure that young people in need of treatment receive a fully integrated service. These young people often have complex needs and are not always ready to engage in treatment. This means the 100% target is unrealistic, although we continue to work with specialist treatment providers to ensure that services are able to offer treatment within 15 days whenever required.

Youth Service – the service is unlikely to meet its target for working care leavers as the project is now supported by only one youth worker (the post is funded through Kent Catch 22 16plus service).

Sport - The service aimed to advise on 60 facility developments during the year. The final number is likely to be closer to 40 as less funding is available for these sorts of developments, including closure of the Building Schools for the Future Programme. The number of Kent Sport website visitors is increasing year-on-year in the build up to the 2012 Games, although the total may fall slightly below the original target set.

Community Safety – the Kent Partnership has been using a proxy measure for the percentage of people who agree that the police and other local public services are successfully dealing with anti-social behaviour and crime in their local area, taken from the Kent Crime & Victimisation survey. This shows that confidence has decreased in recent months, from 73.8% in 2009/10 to 63.7% (Jul 09 to Jun 10). However, the Home Secretary has announced that the single Police Confidence measure and the Policing Pledge would be scrapped. Therefore associated work-streams have been removed from the County Community Safety Agreement and will no longer be a partnership priority.

Kent Scientific Services – Calibration section income is forecast to be below target as not as much private sector work has materialised in the current climate. However, this is expected to be offset by the Analytical section exceeding target.

### External Evaluation & Inspection

Services within the directorate, whether targeted or universal, contribute to the annual performance regimes of Ofsted (for children & young people) and the Care Quality Commission (for adult social care). The recent inspection report for Safeguarding and Looked After Children services was published on 19<sup>th</sup> November 2010, and was taken to Cabinet, along with a draft Performance Improvement Plan on the 29<sup>th</sup> November. Services within Communities will support any improvement actions that are required.

The annual assessment of children's services in Kent was published on 9<sup>th</sup> December, and due to the disappointing inspection result mentioned above, Kent has been assessed as 'performing poorly'. Again, services within this directorate will offer full support to partners in implementing improvements required.

The annual rating for adult social care services in Kent was published on 25<sup>th</sup> November. KCC has been rated as 'performing well' in this area, in what are increasingly challenging times. Previous reports have mentioned aspects of drug and alcohol treatment as areas for improvement. This is not the case this time, reflecting improvements in this area. The CQC is working with the adult social care sector in developing a new system to replace quality ratings (star ratings) for registered social care services.

Youth Offending Services are subject to a rolling three-year programme of inspection, led by Her Majesty's Inspectorate of Probation (HMIP). The Kent Youth Offending Service will be inspected during a two-week period from the 11<sup>th</sup> to 25<sup>th</sup> of April 2011.

### Equality and Diversity

Equality & Diversity principles are built into the core business of our service units. All Units include actions relating to Equality & Diversity in their Annual Operating Plans, which are monitored six-monthly. These stem from KCC's Equality Strategy:

- Knowing your community and equality mapping: services are working to develop deeper understanding of customer's attitudes and behaviours as well using demographic information, in order to inform service planning. For example, the Kent Drug & Alcohol Action Team (KDAAT) have used a MOSAIC analysis of community profiles in Gravesham & Swale to identify neighbourhoods that are most likely to suffer from high numbers of problem drug users and target them for intensive help in a 'system change' pilot. The Supporting People service has also completed its latest Needs Assessment that has been published.
- Community Engagement and Satisfaction; our universal services are focused on engaging all members of the community and in particular, those whose voice are seldom heard. Kent Youth County Council *Community Seats* give young people the opportunity to put forward the views and issues from hard to reach communities. The election process for community seats takes place alongside the area seat elections with members elected from specialist projects.
- Responsive services and customer care: Equality Impact Assessments are being conducted when significant projects or changes to services are being considered. Recent examples include the Supporting People Strategy 2010-15 and the Edenbridge Community Centre. Several EIAs have been conducted on pilot projects, such as the integrated working pilot between the Registration Service and Library staff; these will be reviewed if these pilots are to be rolled out countywide.
- A modern and diverse workforce: staff continue to receive various Equality & Diversity training, which is usually built into existing staff development mechanisms. For instance, the library service recently held a development day in the East of the county, which focused particularly on E & D.

### Environment

As with Equality & Diversity, environmental objectives are included in unit plans as part of the business planning process each year. They are a mixture of business as usual actions and new developments. Some highlights of good practice within the directorate are as follows:

- Business as Usual: these include more 'Green Guardians' coming forward in services to champion the green agenda (There are now 82 guardians in the Communities directorate); using duplex printers; ensuring that capital projects are constructed to BREEAM (BRE Environmental Assessment Method) standards for best practice in sustainable design; 'green' community projects are conducted with young people known to the Youth Offending Service on Reparation Orders; production of 'green' newsletters.
- New Developments: since April 2010, good practice developments include the production of a 'green your event' toolkit to encourage colleagues who are

planning events to consider making best use of resources both for promotion and delivery of all events and activities; electronic 'black bin' days to ensure that electronic storage is used intelligently and reducing the need to print hard copies; electronic invoicing has been introduced in the Library Service and Kent Scientific Services; BT Meet Me has been introduced and championed in several services; and staff in the Community Learning & Skills team are being aligned to be locally focused where appropriate.

- Areas for development: as with the overall list of Unit Plan projects and developments, some actions have not been completed when originally set out, but these are not major actions and are due to be completed by the end of 2010-11.

### Core Monitoring Indicators

The following pages show performance and activity against the agreed Core Monitoring indicators, with commentary featured under each graph. Points to highlight are set out below:

(i) Local and national data is showing a reduction (improvement) in the number of *first time entrants to the youth justice system* across all districts in the county, indicating a positive outcome from various prevention initiatives, particularly involving the police. However, there is no complacency in this area, as the rate per 100,000 10-17 population is higher than statistical neighbours and the national average

(ii) Ensuring young people are in *education, training & employment (ETE)* is one of the key factors in reducing the risk of young people offending. Just over 70% of young people known to the Youth Offending Service are in ETE; this is in line with national average and slightly better than statistical neighbours. However, this is still below the Youth Justice Board's national aspiration and work is ongoing to improve the rate in Kent

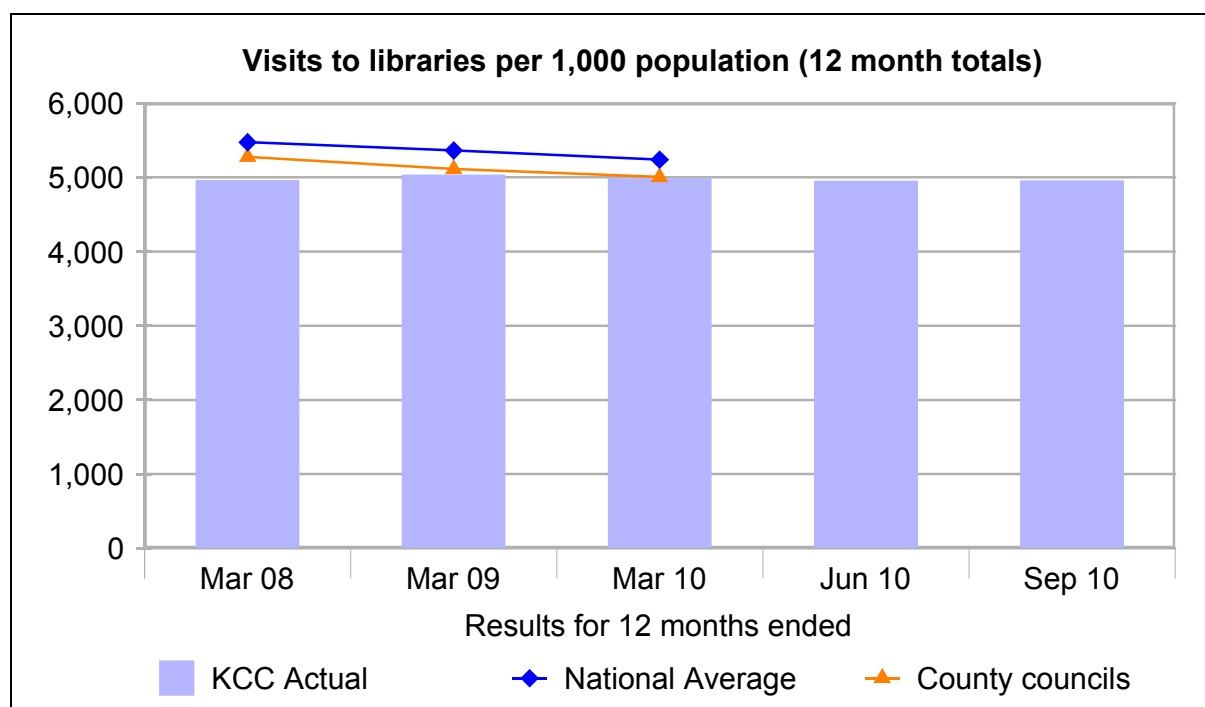
(iii) Footfall in libraries remains close to the county council average and stable in Kent, considering that several libraries have temporarily re-located in recent times while refurbishments take place. In particular, three of the county's busiest libraries (Gravesend, Ashford and Canterbury) are currently operating out of temporary accommodation. This has had a knock-on effect to book loans. Encouraging news is that virtual visits through the web-site are on course to increase in 2010/11 and exceed the 1.4m end of year forecast, and the number of library activities e.g. community groups, reading and homework clubs, Baby Bounce etc. are likely to exceed the 2009/10 figure.

(iv) The number of KCC *apprenticeships* taken on over the past four years comfortably exceeded the target set at the beginning of the Towards 2010 period. Attention has now turned to building on this performance during the next four years.

### Risks in 2010-11

Services have been particularly focusing on mitigating the financial risks that arise from reliance on fee income and other external funding streams such as grants, in an uncertain financial climate.

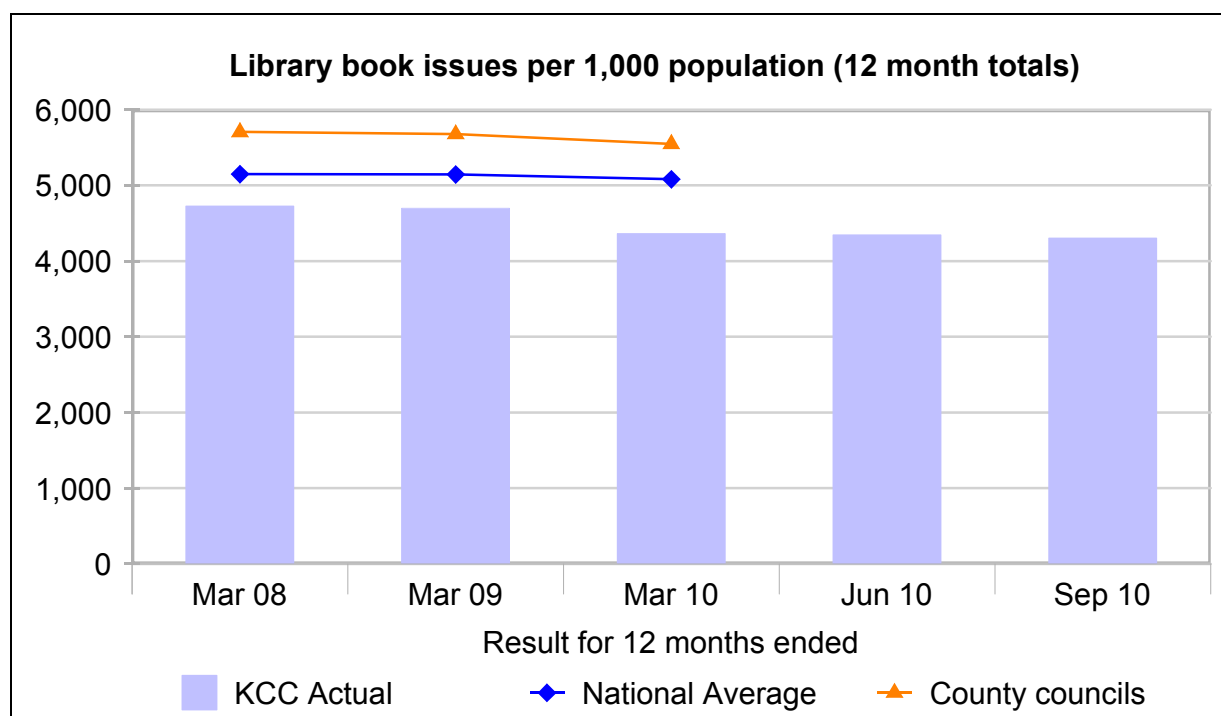
*Amanda Honey, Managing Director, Communities Directorate.*



Higher value is better	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Jun 10 Provisional	Year ended Sept 10 Provisional
KCC Result	4,960	5,030 ↑	4,979 ↓	4,951 ↓	4,956 ↑
National average	5,475	5,363	5,241		
RAG Rating	●	●	●	●	●
County council average	5,276	5,112	5,006		

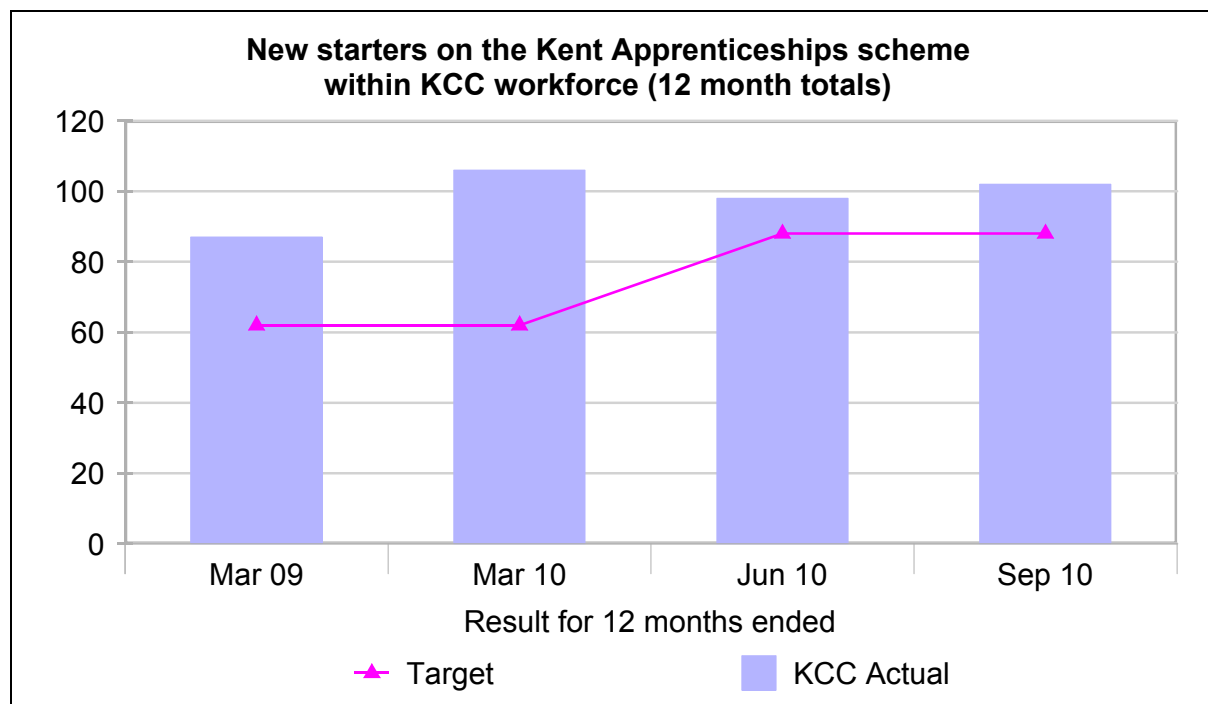
Footfall in Libraries has held up well despite being affected by several temporary library re-locations as part of the modernisation programme. The number of activities such as Reading Clubs and Baby Bounce & Rhyme Time continues to increase in 2010/11. 'Virtual visits' are forecast to have increased on 2009/10 figures by the end of 2010/11.

Kent has closed the gap to the national average for visits to libraries over the past two years, with Kent showing an increase against a national reduction.



Higher value is better	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Jun 10 Provisional	Year ended Sept 10 Provisional
KCC Result	4,724	4,695 ↓	4,361 ↓	4,347 ↓	4,301 ↓
National average	5,147	5,143	5,081		
RAG Rating	●	●	▲	▲	▲
County council average	5,705	5,675	5,547		

The number of books loaned in Kent has historically been below national average and other county councils, although in recent years this gap has been closing. The number of book loans has been affected by the libraries modernisation programme over the past 18 months. In particular, three of the county's busiest libraries (Gravesend, Ashford and Canterbury) are currently operating out of temporary accommodation.

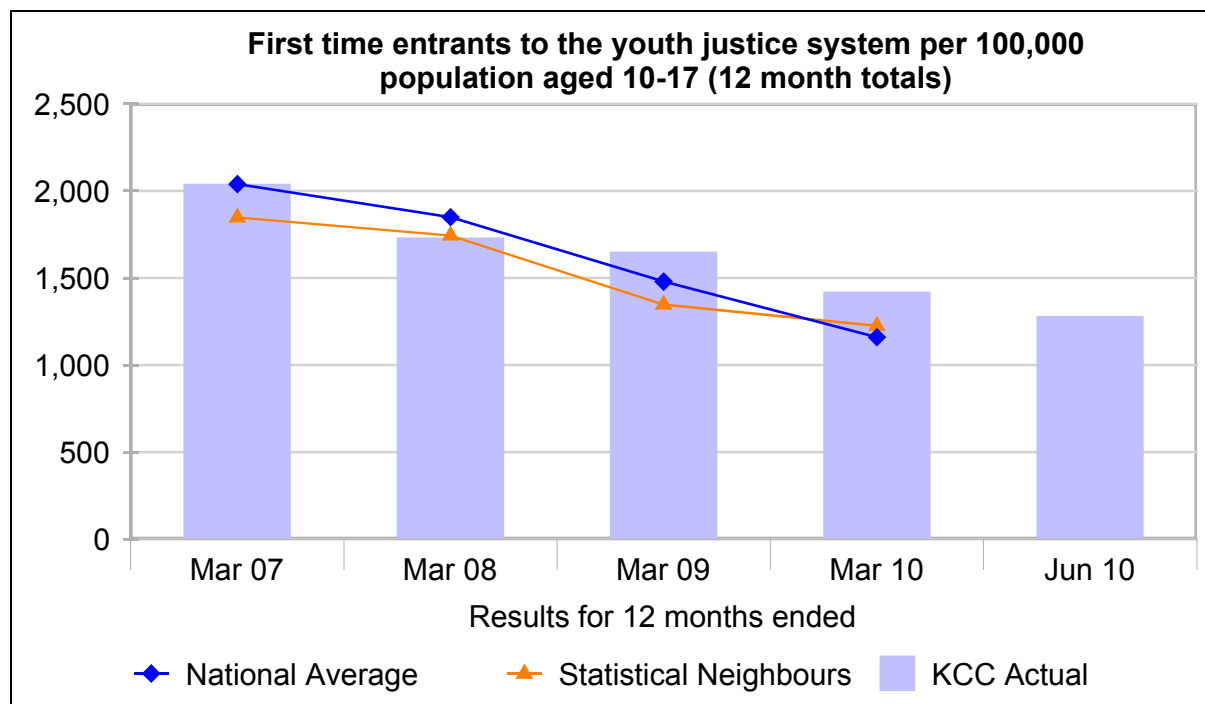


Higher figure is better	Year ending Mar 09	Year ending Mar 10	Year ending Jun 10	Year ending Sep 10 Provisional
KCC Result	87	106 ↑	98 ↓	102 ↑
Target	63	63	88	88
RAG Rating	★	★	★	★

The number of KCC apprenticeship starts continues to exceed target levels.

The target level shown for June and September 2010 is based on 350 new starts over a four year period.

In future, all vacant posts at staff grades KR2-4 and which are considered suitable for an apprenticeship will be filled by apprentices in all cases, unless these is an existing member of staff at risk of redundancy, who would be suitable for and who could be deployed to the position.



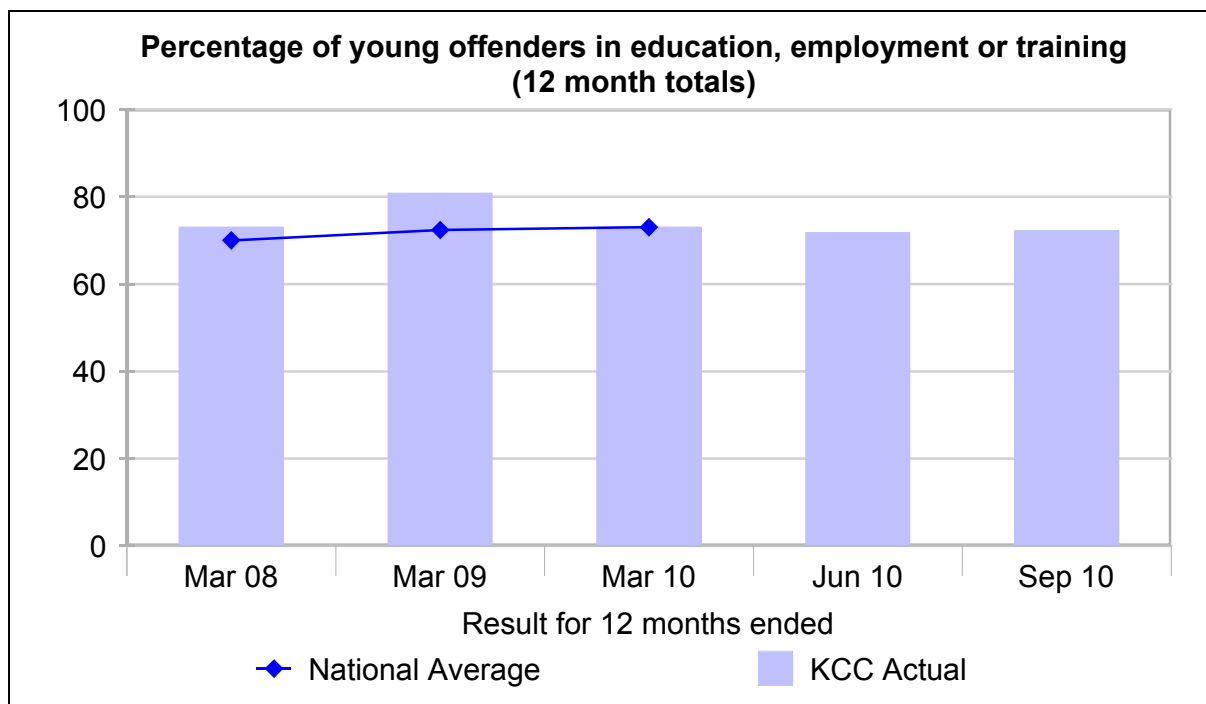
Lower value is better	Year ended Mar 07	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Jun 10 Provisional
KCC Result	2,040	1,730 ↑	1,650 ↑	1,420 ↑	1,280 ↑
National average	2,040	1,850	1,480	1,160	
RAG Rating	●	●	●	▲	●
Actual number of young people (PNC data)	3,030	2,570	2,450	2,080	1,880

First time entrants to the youth justice system are young people who receive their first reprimand, final warning or court disposal. The numbers in Kent continue to reduce (improve) but not as fast as seen nationally.

The large drop seen both nationally and locally is considered to be due to a combination of factors including: a stronger focus on targeted youth crime prevention strategy, an increasing use of informal sanctions (such as pilots of restorative justice approaches) in place of a formal reprimand and changes in police policy with a greater focus on more serious offences.

Restorative justice developments (focusing on the needs of victims and offenders) are being implemented countywide by Kent Police during 2010, and will include support for the diversion of children and young people from the youth justice system.

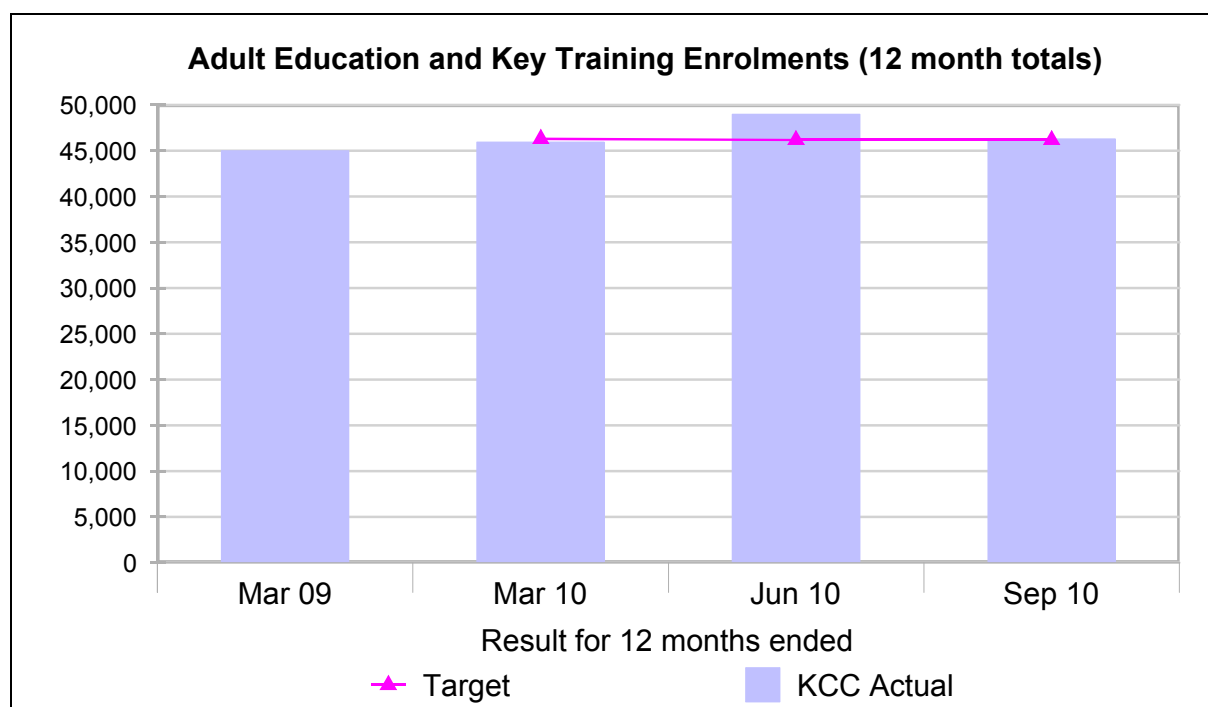
Note: Data to March 10 is based on national statistics taken from Police National Computer (PNC). The data for June 10 is based on local records of young people known to local youth offending teams with an uplift of 8% to account for differences to PNC data.



Higher value is better	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Jun 10 Provisional	Year ended Sept 10 Provisional
KCC Result	73%	81% ↑	73% ↓	72% ↓	72% ↔
National average	70%	72%	73%		
RAG Rating	●	★	●	●	●

Improved recording methodology adopted by Kent in 2009/10, ensuring that only those young people actively engaged in education, training or employment were included, led to a lower figure being reported.

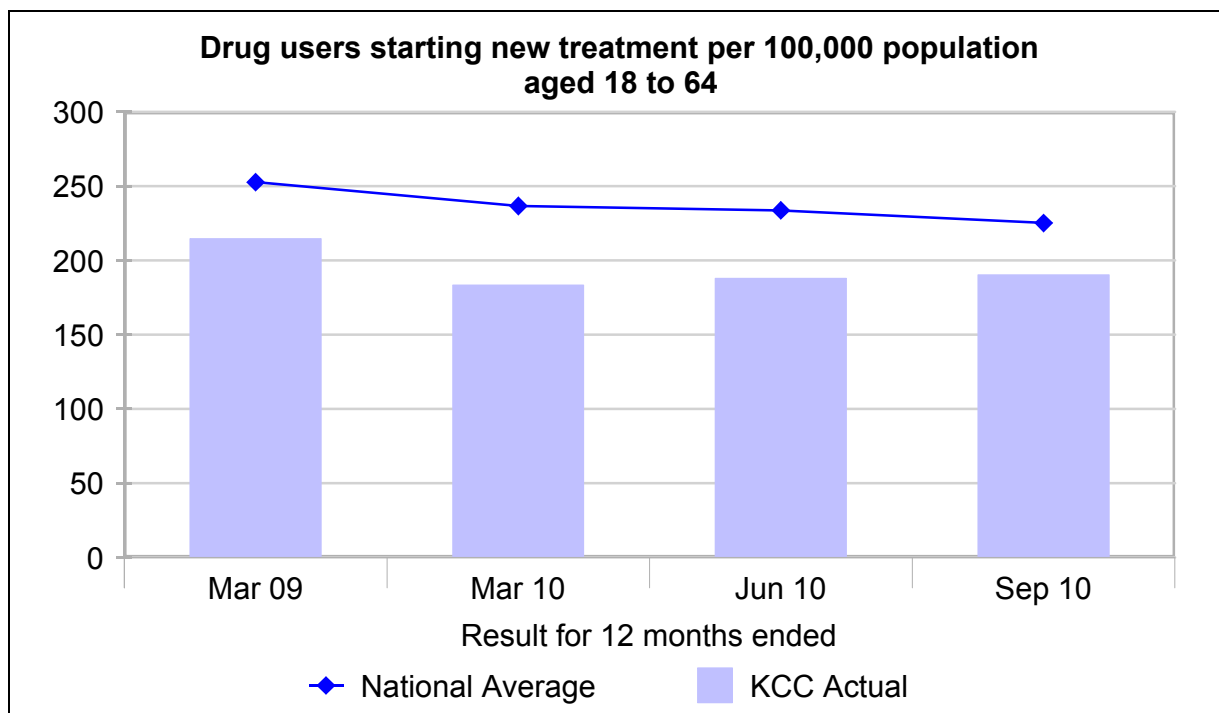
Performance in 2009/10 matched the national average and 2010/11 sees performance continue at a similar level.



Higher figure is better	Year ended Mar 09	Year ended Mar 10	Year ended Jun 10 Provisional	Year ended Sept 10 Provisional
KCC Result current yr	45,000	46,000 ↑	49,000 ↑	46,300 ↓
Targets		46,300	46,200	46,200
RAG Rating	●	●	★	★

Adult Education and KEY Training enrolments are marginally above target for the year ending September 2010.

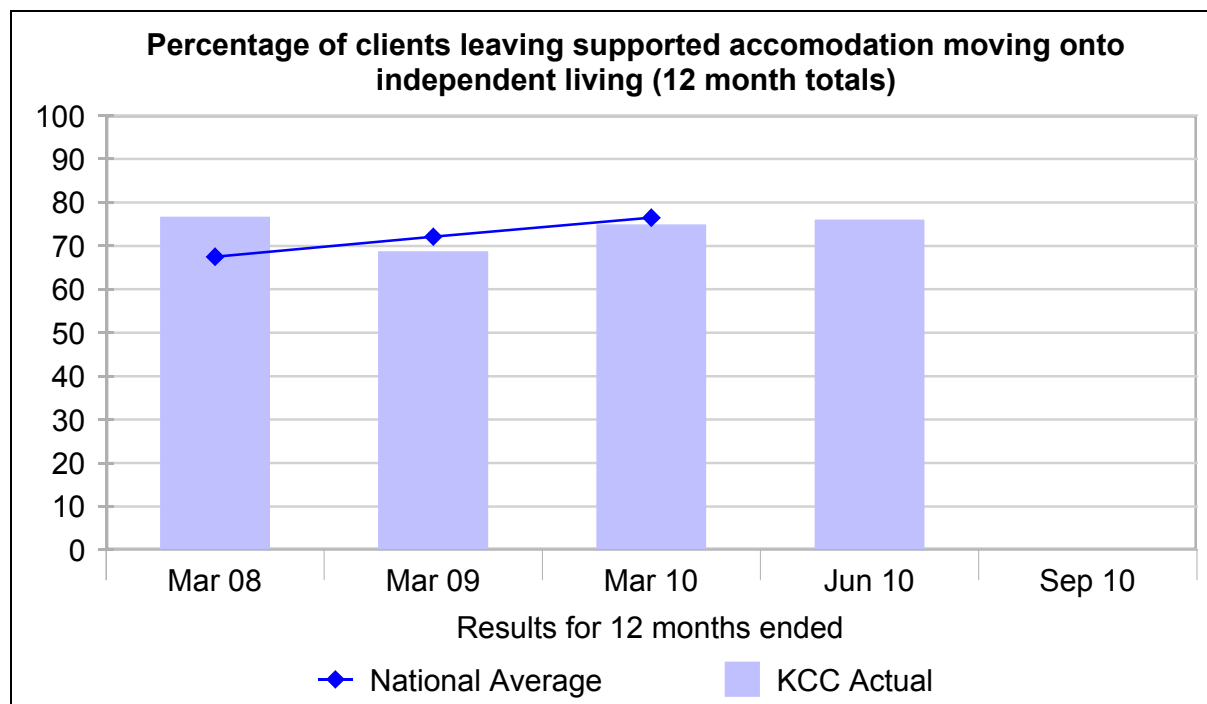
Fee-paying enrolments are slightly down against target but this is compensated for by higher fees on some courses (in line with Government direction).



Lower value is better	Year ended Mar 09	Year ended Mar 10	Year ended Jun 10 Provisional	Year ended Sept 10 Provisional
KCC Result	215	183 ↑	188 ↓	190 ↓
National average	253	237	234	225
RAG Rating	★	★	★	★
Number of adults	1,810	1,550	1,590	1,610

Previously reported figures showed the number of problem drug users in 'effective treatment' in Kent, but this data did not have a basis for comparison to other areas.

The information now reported is the number of all adult drug users starting new treatment. The rate reduced during the last financial year but has been slowly increasing this year. However, the rate of new treatments in Kent continues to be significantly below the national average.



Higher value is better	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Jun 10 Provisional	Year ended Sept 10 Provisional
KCC Result	76.6%	68.6% ↓	74.8% ↑	75.9% ↑	Data still being collected from providers
National average	67.5%	72.1%	76.5%		
RAG Rating	★	●	●	●	
Number of clients moving on	990	1,760	1,880	1,910	

The Kent results for the key performance indicator for the Supporting People services have been behind the national average for the last two years but the gap has been reduced and Kent is now close to the national average.