

KCC Annual Plan

Performance in 2006/2007

Priorities and targets for 2007/2008

Cabinet 6 June

About this plan

The publication of The Annual Plan (Best Value Performance Plan) is a statutory requirement for all local authorities.

This Plan brings all our activities together in a single document and sets out:

- How we performed in 2006-07
- Our objectives and targets for 2007-08
- How we are transforming the organisation and managing our resources
- A Contracts Statement.

Responsibility Statement

Kent County Council (KCC) is responsible for preparing the *KCC Annual Plan*, for the information and assessments within it and for the assumptions and estimates on which the targets are based. KCC is also responsible for putting in place appropriate performance management and internal control systems to ensure that the information and assessments included in the plan are, in all material respects, accurate and complete and, above all, that the plan is realistic and achievable. Please note that all performance information for 2006/07 has not yet been audited.

Leader and Chief Executive's Introduction

This year's plan will see Kent County Council continue to pursue its aim of providing high quality services and outcomes for the people of Kent and delivering the best possible value for money. This is despite local authorities in Kent constantly being asked by central government to deliver more for less with unfavourable settlements year on year, both in real terms and relative to the grants received by many upper tier authorities in metropolitan areas. Together with a more articulate and demanding public, this brings significant challenges to all of local government and it is critical that we continue to improve services, reduce costs and sustain morale. The Vision for Kent and Towards 2010 contain the medium to long-term strategy for Kent which this Annual Plan supports, and these documents contain further details of our priorities and commitments for the next few years. The Annual Plan brings together our key objectives and priorities for delivering these goals.

Earlier in 2007 we retained our nationally rated Four Star status, in the government's performance assessment for local authorities, the Comprehensive Performance Assessment. This is the highest overall rating that can be obtained and we will continue to build on this to ensure that we remain at the forefront of new and better ways of delivering services and engaging the public. Our aspiration is to be judged by the best, on a national, regional and international scale. We will continue to modernise all of our services and wherever possible to personalise them, giving back to residents greater power and control in shaping the services they use. We will also continue our programme of modernising the democratic process to involve Kent residents more in local government and the issues that concern them. We have already extended our use of webcasting and will be using a range of approaches including webjamming to communicate and engage with people.

We will continue to work closely with District Councils following the signing of the Kent Commitment in January 2007 by all Leaders in Kent, to improve public access to local government services, provide more opportunities for involvement of local communities in decision making and identify savings through closer collaboration between councils. This cooperation extends across the wider public sector with continued close working with Police, Fire and Health to deliver efficient personalised services for all residents and businesses in Kent. We will continue to work with other organisations to make the best use of our buying power to obtain value for money in our procurement policies.

The Education economy in Kent has been particularly creative in setting up structures for harnessing talent and sharing best practice. It is continuing to move forward on a multi-agency basis with the development of local Children's Trust arrangements which will ensure that services for children continue to be yet more closely integrated. The evaluation of the three Pathfinders will enable us to secure the right services in the most effective way.

Kent has been chosen, along with only two other authorities to receive funding which will enable use to expand our use of Telehealth and Telecare enabling more people to live independently in the knowledge that medical conditions can be regularly monitored and that they can live safely at home. Maximising the use of technology will also enable us to put people much more in control of their services through use of the Kent Card. Use of the Kent Card will increase individual choice and independence and has the potential to transform the way a whole range of our services are accessed.

We are also changing the way that people can access our services so that they can get in touch, not just with us but with a range of public services, in modern centres set in retail areas. We will be expanding this Gateway programme this year, improving access and satisfaction rates across the county by increasing visibility of and access to public services across the county. We will be launching Kent TV in September. This will bring huge opportunities not just to inform but to engage citizens in Kent and to boost tourism and the local economy. Our Film Office has had a very successful first year and has already generated very considerable additional income for the economy of the County by attracting production companies to work and invest in Kent.

Kent County Council is a Four Star authority with strong political and strategic leadership but we must continue to improve and to use our resources effectively while retaining quality in our dealings with the public; this plan is a demonstration of that commitment.

Paul Carter
Leader, Kent County Council

Peter Gilroy
Chief Executive, Kent County Council

Introduction by the Leader and the Chief Executive

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Glossary

Section 1: Local and National Priorities

1.1 KCC's strategic direction

KCC continues to act locally in pursuit of the County's clearly stated objectives. The "**Vision for Kent**", agreed between Kent's public, private and voluntary sectors, sets out how we will improve the economic, social and environmental wellbeing of the county over the next 20 years.

Designed and developed across the Council, "**Towards 2010**" now defines KCC's major priorities in terms of the Vision for Kent, and gives strategic direction to our business. At the heart of "Towards 2010" are our agreed aims to achieve:

- Increased prosperity for Kent through business growth and job creation
- Transformation in education
- Reduced traffic congestion
- Improved health and quality of life
- Quality homes in a well-managed environment
- A safer Kent
- Continued improvements in services while keeping council tax down

These are further supported by "**The Kent Agreement**", with its associated reward grant which concludes in 2008. "The Kent Agreement" is the County's **Local Area Agreement (LAA)** and **Public Service Agreement (PSA)** with Government, signed by all our major partners in Kent. This year's performance will be vital in achieving the stretching targets agreed and in winning the additional funding for local public services.

The Kent "**Supporting Independence Programme**" continues to be fundamental to the achievement of "Vision for Kent", "Towards 2010" and "The Kent Agreement" targets. Of particular importance is its focus on key dependency groups including young people not in education, employment or training (NEETS), and its multi-agency approach to helping people move from dependency into employment and more fulfilling lives.

The '**KCC Annual Plan**' is a shorter-term document aimed primarily at KCC members, directorate staff and key partners. It sets out KCC's priorities for the current year and reports on performance for the previous year.

In order to align the Council's resources with its priorities, a **Medium Term Financial Plan** (MTP) is designed to look ahead over the next 3 financial years. The main purpose is to seek to identify and estimate resources available over this period.

1.2 National Priorities

One of the key tasks of every local authority is to achieve a balance between national and local priorities. There has been a national drive over the past few years by Government to support councils to deliver improvements in services to local people. The initiatives which have been introduced to deliver these improvements include the following:

- Comprehensive Performance Assessment (CPA), introduced in 2002, helps local Councils improve services for their communities. Using existing information on the performance of services, their ability to improve and the Council's plans and ambitions for the future, an overall assessment on how well Councils are run and deliver their services is conducted. The outcome of the assessment provides a star rating from '0 to 4 stars'

- The Gershon Review introduced a requirement on local authorities to improve efficiency to reduce bureaucracy
- Local Area Agreements (Kent Agreement) have been made between central and local authorities to improve performance, by allowing a more flexible use of resources and delivering responsibility at the local level
- Best Value was introduced on 1 April 2000 as a key element of the governments programme to modernise local government and places local authorities under a duty to seek continuous improvement in the way in which they exercise their functions
- 'Every Child Matters' is a radical reform of children's services taking shape under the Children Act 2004. It is aimed at bringing together the services of health and local government and improving the delivery of health and social care for children and young people
- 'Our Health, Our Care, Our Say. This White Paper sets out a radical agenda focussed on four overarching goals for Health and Social Care :
 - To provide better prevention services with earlier intervention
 - To give people more choice and a louder voice
 - To tackle inequalities and improve access to community services
 - To provide support for people with long-term conditions
- 'Sustainable Communities- People, Places and Prosperity', a five year strategy setting out the Government's vision for sustainable communities, with a focus on vibrant local leadership, resident engagement and participation, and improved service delivery and performance
- The recent Varney report on Service Transformation, which included recommendations for a cross-government identity management system to enable greater personalisation of services and to reduce duplication across government e.g. only having to provide one notification for a change in circumstance such as address change, instead of having to notify each public body separately
- Local Strategic Partnerships (LSPs) are non-statutory, multi-agency partnerships, which matches local authority boundaries. LSPs bring together at a local level the different parts of the public, private, community and voluntary sectors; allowing different initiatives and services to support one another so that they can work together more effectively.

1.3 The Local Government White Paper / Local Government and Public Involvement in Health Bill

The Government published its first Bill on local government since 2000 in December 2006 and this is expected to become statute in 2007 through an Act of Parliament. This legislation will have key implications not just for Kent County Council but all local government in England. It will bring new responsibilities and challenges which the County Council, working together with colleague District Councils are already planning for. It brings new opportunities to reinforce the collective desire to continue to improve service delivery, and achieve further cost efficiencies across the whole of the public sector.

The legislation will reinforce the key role of elected Members as community leaders and finally place on a statutory footing the fact that customers, residents and service users in Kent are at the heart of what we do.

The legislation will bring a new way in which we will, not only be independently judged on our performance not only as a County Council but more importantly how well the whole of the public sector do their best for Kent. Progress against our targets for improvement and change will be regularly reported in a clear and simple way.

The legislation will bring in new ways in which local people can make sure their voice is heard and new mechanisms will be introduced to ensure that where appropriate public services are held to account by local people.

Section 2: Delivering Improvement & Transforming KCC

2.1 The Journey continues

Kent County Council has excellent staff delivering its services and has maintained high performance whilst making significant efficiency savings. We have undergone massive transformation in recent years, placing the customer at the very heart of all we do. In meeting increasingly diverse and personalised service demands, our journey of transformation will continue.

KCC has been rated as Four Star, Improving Strongly in the government's performance assessment for local authorities, the Comprehensive Performance Assessment (See Appendix A4 for more details). This is the highest overall rating that can be obtained, although this is not to say we can be complacent, and we must continue to deliver new service improvements every year.

The last year has seen our new directorate structure take positive shape to enable us to be well placed to continue our journey of transformation, combined with high performance.

Adult Services Directorate

This year has seen the Directorate along with its partners getting to grips with the new challenges of the white paper 'Our Health, Our Care, Our Say'. The Directorate is establishing a culture of personalisation and choice coupled with a focus on modernisation and innovation, whilst maintaining its focus on service delivery.

As outlined in last year's plan Kent Adult Social Services has refreshed and rolled forward its ten year vision, Active Lives. To achieve this there has been a major programme to seek the views of and involve the public and this has re-affirmed the overall objective:

"To help the people of Kent to live independent and fulfilled lives safely in their local communities"

Children, Families and Education Directorate

In April 2006, the new Children, Families and Education Directorate was created, joined in September by representatives from Health, bringing together for the first time in the history of Kent those services that have a significant and long-lasting effect on the quality of children's lives and their upbringing.

This was augmented by the creation of the Kent Children's Trust with representation from district councils, health, the police, probation and youth offending services, the higher education sector, the Church, the Kent Children's Fund, schools through head teacher nominations and the voluntary and community sector. The Trust will ensure that all organisations tasked with supporting children and families will work together at the highest level to ensure the effective delivery of integrated services securing the best possible outcomes across the County.

Communities Directorate

The Communities Directorate is approaching the end of its first year and the task of bringing together 14 service units under one new umbrella has been achieved with great success, reflecting the commitment of all involved. More needs to be done as good practice is identified, the strengths of different culture and experience are drawn together, and opportunities for joining up different systems and functions are reviewed.

The Communities Directorate is developing its own strategic vision to shape its particular contribution to the life of people in Kent of all ages; at the heart of this vision will be three core principles:

- To continuously improve locally delivered services
- To involve communities in shaping them
- To extend the positive impact they have, especially in our more disadvantaged communities

Environment and Regeneration Directorate

The overarching objective of Environment & Regeneration is to deliver high quality services and projects that are designed and implemented in ways that meet both the present and future needs of the people of Kent.

Services provided include road maintenance, waste disposal and recycling, country parks, public rights of way, and support for Kent's businesses.

For the future the directorate aims to guide the housing growth that will be experienced over the next 20 years in order to ensure that Kent remains a vibrant, attractive and sustainable county; striving to provide the jobs, skills, infrastructure and investment Kent needs whilst protecting its essential character and the quality of life of the people who live and work in the county.

Chief Executives Department

The Chief Executive's Department (CED) is a core part of KCC, supporting service delivery and driving forward the modernisation and transformation agenda. This department is a federation of services, including finance, personnel and development and commercial services.

2.2 Our commitments

KCC's five management priorities are to:

- Deliver the *Vision for Kent*, the Kent Agreement (LAA & LPSA2), the Supporting Independence Programme, the strategic statement *Towards 2010* and the KCC Annual Plan
- Provide excellent value for money services and continuously improve KCC's performance
- Take better care of the public by better communication and by listening and responding to their needs
- Inspire staff and make KCC a great place to work
- Transform the way KCC works by investing in information technology

These are enshrined in our commitments for delivering improvement in 2007/08

2.3 Priorities for delivering improvement in 2007/08

Our priorities are set out below:

Towards 2010

Towards 2010 now defines KCC's major priorities in terms of the Vision for Kent, Section 3 – 11 of this document outlines how we will deliver these priorities.

Supporting Independence Programme

A top priority is to develop further the aims and associated action of the Supporting Independence Programme (SIP). Although the Kent Agreement and the Towards 2010 vision document will be used to deliver many of SIP's aspirations, these routes will not cover them all and intensive work will be carried out to drive the SIP even further forward. There will still be significant focus on improving partnership working and a focused approach to effective actions and measurable outcomes at a local and strategic level.

In conjunction with the Kent Public Service Board, the Kent Partnership and the Kent Business Forum, we will assist in providing positive and effective strategic direction to the innovative services and support required across the county.

Integral to the success of SIP will be specific '*Towards 2010* targets' that will promote the importance of independent living and create the framework for some exciting new initiatives with local and central government agencies, the Kent Partnership and the local private and voluntary sector.

A strategic overview of education and employment initiatives will ensure that individuals within our county have access to a greater number of flexible and more meaningful job opportunities and career paths. Exciting new proposals that will further develop vocational education in schools in addition to promoting a wider selection of opportunities post-16 will ensure that young people are given the ability and support they need to choose the right route into further education and employment. Improved careers advice and an increase in apprenticeship opportunities are just two of the many exciting proposals being developed.

We will continue to work with Jobcentre Plus and the Department of Work and Pensions as SIP drives forward a wide range of initiatives to secure an increased number of flexible work opportunities for individuals currently relying on welfare benefits.

With a strong focus on local challenges, SIP will ensure that real solutions are developed to tackle issues of social exclusion and dependency at a community and individual level. Delivering SIP will ensure that KCC and partner agencies make progress towards truly empowering and supporting individuals within the county to lead positive and fulfilling lives.

Further information in Appendix 2.

Kent Commitment

Kent County Council and the 12 district councils are committed to improving services and achieving significant savings for the people of Kent through this innovative local agreement.

The Kent Commitment builds upon the strong working relationships already in place between KCC and the Districts, and continues to put the residents and service users at its heart. An action plan is under development to deliver on these outcomes and is due to be published late summer 2007.

Kent Agreement

During the next year we will develop, with the wider Kent Partnership, a new Local Area Agreement, the Kent Agreement 2, to be agreed with government. It will build on our existing agreement and take us forward in our journey of improving services while maintaining a focus on Value for Money. This agreement will be the place where

overarching priorities for action across all local public services are merged and delivered by the most effective means.

Partnership working

We are keen to work even more closely with partners to build on the continuing improvement in public services and will build upon the work of the Kent Partnership www.kentpartnership.org.uk (see *appendix 4*). This reflects our commitment to improved two-tier working and the recognition that the Kent Partnership - our countywide Local Strategic Partnership - is key to unlocking opportunities.

For 2007-2008, the Kent Public Service Board (PSB) will focus on developing the second Kent Agreement which will be aligned to the Vision for Kent, other Sustainable Community Strategies and partner strategies. Community engagement will be at the heart of the new agreement. In tandem with this, the PSB will facilitate a more cohesive approach to partnership working which reflects the needs of the new agreement as well as the emerging national direction from the Local Government Bill.

Customer Care

The expectations of residents and businesses as consumers of public services are changing. We need to respond to the fact that service users increasingly see themselves as customers, expecting greater choice and services tailored around their needs and those of their families and businesses. Residents want to access services that meet their individual needs at convenient locations and at times that suit them.

KCC is committed to excellence in customer care for all the people of Kent. Whether they access the council's services face-to-face, via technology or by phone we are determined to make every contact a positive experience. We will:

- Make sure we understand what our customers need by consulting and encouraging community involvement and developing our services around their expectations
- Re-launch our customer charter and standards
- Respond positively and promptly to compliments and complaints, using feedback to learn from our mistakes and improve and modernise our services

Personalisation of services

KCC is committed to the 'personalisation' of services; ensuring services meet the needs of the people of Kent.

This means continuing to innovate and improve by:

- Giving individuals and communities a stronger voice in the design and transformation of services
- Ensuring that we continue to improve access through innovative projects such as Gateways and self assessment website, so that services are accessible to all
- Continuing to find new and innovative ways of offering more choice and individual control in order to meet and surpass public expectations
- Making the most of technological innovations to personalise services
- Getting the simple things right first time and ensuring an excellent customer experience for all

KCC's Personalisation Board, chaired by the Managing Director of Adult Services, supports Directorates in meeting these aims by championing improvements in community engagement, identifying and communicating good practice within KCC and maintaining a clear focus on improving the customer experience.

Information and communications technology (ICT)

The potential and capabilities of ICT are being fully developed and exploited across KCC to help drive forward change transformation and efficiency improvements.

We will continue expanding the capability of ICT systems and supporting innovative and modern flexible working practices such as wireless networking, remote access and home working as a key priority.

This year we will deliver the following projects:

- Kent TV, a digital TV broadband channel available through the internet
- Children's Disability Register - a system that has information on all registered children with disabilities
- Webjam -online public/staff consultation system

ICT support is also being provided to the Kent Adult Social Services whole demonstrator project, which aims to extend Telecare and Telehealth services in support of some of the most vulnerable members of our society.

Working with our Kent Connects partners, we will be seeking opportunities for delivering ICT shared services between multiple agencies. Potential benefits have been identified for collaborative working with, for example, virtual call centres, the provision of disaster recovery and procurement.

Equality and diversity

We are a major employer and provider of services, and our staff and elected members are committed to promoting equality, valuing diversity and combating unfair treatment. Equality of opportunity and freedom from discrimination is a fundamental right and we will exercise leadership and commitment in promoting this right.

We will review any policy or practice that is given a high priority by Impact Assessment Panels, to ensure that there is no discrimination in the provision of services to the county's diverse community.

Our staff

Our priorities can not be delivered without the continuing passion, skill and motivation of our staff. We will ensure KCC remains "a great place to work".

Delivering our Strategy for Staff will remain a key priority aimed at making KCC a place where inspiring leadership, enhanced use of technology and an involving management style enable all staff to:

- Feel excited and proud about working for KCC
- Achieve their full potential
- Treat customers as they would like to be treated themselves
- Feel equipped and rewarded for what they do
- Feel able and confident to welcome and initiate innovation in the way they work to deliver excellent customer service

To achieve this and underpin KCC's journey of transformation we will:

- Develop new and improved ways of working through increased use of technology and the creativity of our staff
- Take action to recruit and retain a diverse workforce that reflects the Kent community

- Generate an environment of health, safety and wellbeing which motivates our staff and reduces absence
- Develop and deliver excellent leadership and member development programmes
- Improve our performance through the effective management and development of our staff

International agenda

The European Affairs Group (EAG) has responsibility for overseeing monitoring and influencing EU policy, funding and legislation relevant to KCC and Kent as a whole. As part of the EAG, the Kent Brussels Office provides an important liaison point with the European Union bureaucracy in Brussels, whilst the unit as a whole is tasked with gathering intelligence, developing strategic partnerships (e.g. Nord-Pas de Calais, West Flanders, and Central & Eastern Europe) and influencing European policy development with a view to maximising funding benefits. The unit also provides support to a number of Kent based partners based including District Councils, Universities and business support organisations.

The expansion of the EU to include new countries from Eastern Europe will decrease the amount of funding that will be available to bid for by Kent. A key target therefore over the coming years is to ensure we maximise the amount of funding that is actually secured. Ambitiously we believe that between 2007 and 2013 some £70m for the whole County should be won. For KCC, there is the need to ensure that external funding, such as European money, is targeted in delivering corporate priorities including Towards 2010 targets.

EBN Congress 2007

- The European Business and Innovation Centres Network (EBN) is a non-profit making association based in Brussels which represents Business Innovation Centres (BIC) of which there are currently 160 in 21 countries around the world. Each year, EBN holds a Congress for its BIC members in a European country with BIC representation.
- This year, for the first time, the Congress will be opened up to colleagues from the USA as part of the Kent-Virginia project celebrating Jamestown 2007. Kent's bid to host the congress in 2007 won against stiff competition from a variety of other cities including Budapest. It is also the first time that this prestigious event will be hosted in England.

Smithsonian Folklife Festival

This summer, Kent will be twinned with Virginia at the Smithsonian Folklife Festival in Washington D.C. The Festival will showcase the best of Kent to an international audience and the Festival is expected to attract over 1 million visitors either side of the 4th of July.

Trade Force

In June 2007, KCC will lead a joint trade mission with Essex CC to Washington and Virginia to promote the Thames Gateway and build trade and inward investment links.

2.4 Performance and achievements in 2006/07

Towards 2010

This ambitious four-year programme of actions designed to improve the quality of life for all residents in Kent and expand job opportunities was launched in draft format for consultation in June 2006 and published in September 2006. Section 3 – 11 of this document outlines performance and achievements.

Supporting Independence Programme (SIP)

Further information in Appendix A2

Kent Agreement

The second year of the Kent Agreement concluded at the end of March 2007. A great deal of progress was made during the year, with genuine partnership commitment and engagement leading to excellent progress across most of the 18 Outcomes. The system of Block and Outcome Leads has ensured that plans and activities that had been put in place in Year 1 have been further developed. There is a clearly defined and effective system for monitoring which is overseen by the Public Service Board and the four main Working Groups of the Kent Partnership. A communications system has been developed which is aimed at spreading good practice, maintaining interest and morale and encouraging and emphasising the importance of collaboration between individuals and operational units, regardless of the organisation to which they belong. Some success has been achieved in agreeing Freedoms and Flexibilities with government, but, in general, there has not been as much progress as had been hoped for.

Vision for Kent

The revised *Vision for Kent* (V4K) has not created additional targets on top of the plethora imposed on partner agencies by central government. Instead detailed action plans are being developed to ensure that all the long-term goals and short-term priorities are supported by partner activity. The action plans add value by focusing on drawing together existing targets and monitoring activity. An activity-based mapping tool was developed in May 2006 and enables partner strategies and plans to be developed in synergy with the long-term aims of the V4K. Now recognised as an essential partner tool and an efficient means of aligning strategies and plans in pursuit of shared aims, it has been used to model the framework for the second Kent Agreement.

Enhanced two-tier working in Kent

In January 2007 Kent's Local Government Leaders signed the 'Kent Commitment' which demonstrates their collective approach to improving services, efficiency and responsiveness for the benefit of the people of Kent.

The Kent Commitment sets out a vision for the future in what local government wants to achieve for local people. The wide-ranging agreement targets five major areas for further improvement:

- An excellent customer experience for all the people of Kent who use local government with fair, simple and equitable access that gains improved customer satisfaction
- Greater engagement of local communities so that communities are more involved in shaping their local quality of life through decision making being taken at the lowest possible level
- More clout in shaping the economic growth and regeneration of each part of the county
- An ambitious programme of cost reduction, so that cost savings are driven out of the opportunities for 13 councils to work together far more closely particularly in back office tasks
- A combined set of outstanding capabilities, so that the councils nurture between them the internal talent and external suppliers who can deliver the ambitions which the councils have for the people of Kent

Partnership Working

The focus for 2006/7 was on achieving value for money through better partnership working and more collaboration and innovation. As part of the Kent Partnership, the Kent Public

Service Board (PSB) agreed to focus on the delivery of more joined-up working by dispensing with the organisational boundaries that normally surround things such as procurement, public access and back office arrangements. On 14 June 2006, the PSB hosted a VfM Symposium for all partners which played a significant role in translating the 'big vision' into shared understanding and specific workstreams e.g. multi-agency Gateway Centres. It helped embed the work on enhanced 2-tier working and lay the foundations for the Kent Commitment. The PSB also agreed to support a cross-sector leadership development initiative, having secured some initial funding from the Leadership Centre for Local Government. This was launched as a pilot scheme in Autumn 2006. Candidates have access to international learning, coaching and mentoring through what will be the first Kent-wide leadership development programme covering the public, private and community/voluntary sectors.

The PSB continued to develop as a powerful lobbying force for Kent, giving the public sector a strong, collaborative voice with which to represent the county's interests. Specific examples were sponsoring a coordinated response to the Comprehensive Spending Review 2007 and facilitating high level debate on issues such as the Local Government Bill and the new Regional Economic Strategy.

Going Local

2006/07 has seen a number of developments, national and local, which have added impetus to the "Going Local" agenda. In particular, the Local Government White Paper and the subsequent Bill, and the publication of the final Lyons Inquiry Report with its renewed emphasis on local democracy as a driver of local 'place-shaping'. Within Kent, the local driver for "Going Local" has become the Kent Commitment, the agreement on improved multi-tier working between all 13 councils in Kent.

Throughout the year, the County Council has continued its pilots around local board governance arrangements. This innovation has been undertaken in collaboration locally with district council colleagues. The outcomes will need to be reviewed during 2007/08, within the context of the Kent Commitment, agreed by all councils in Kent in January 2007, and the development work on governance arrangements to support and deliver the next Local Area Agreement.

The other key aspect has been work, via the Informal Member Group, on Going Local, to draw out the important messages from the White Paper, the Lyons Inquiry, the Local Councillor Commission and other sources about the role of the local Member, to see how this can be strengthened locally.

Parish Portals

Every parish council has a web presence thanks to a KCC project. KCC applied its technical resource for the benefit of local communities by extending availability and access. A community information portal and website is available for use by all parish councils (298), voluntary organisations (20,000) and clubs and societies (8,000) in the county. Its purpose is to help groups and clubs publicise information of their activities, both within their organisation and to the wider Kent public. The ultimate aim is for the portal and website to be self-Managed and for those organisations that do not currently have a website to be provided with a web page. This project was a finalist in the 2006 National Egov Awards.

Information and communications technology (ICT)

ICT resources and e-government are used to support delivery of priorities and greater choice for service users. Kent's web service is made available to partners and voluntary agencies and technology help is provided to smaller public agencies who do not have access to appropriate skills and resources e.g. parish councils. Emphasis has been placed on:

- Integrated solutions across multiple agencies e.g. feasibility of virtual call centres, Kent authorities Single Non-Emergency Number project bid
- Links with supporting independence and investing in solutions directly accessible by the community. E.g. On line assessment, Telehealth, Telecare and the Kent Card

Use of channels within the democratic process. eSurveys and the trial of webjam technology to extend range of consultation tools available

- Web casts of cabinet, council now standard. Analysis is underway to assess opportunities to introduce interactive elements within process
- Focus on take up, quality and improved accessibility

Our staff

Now in its third year, we continue to make significant progress in the delivery of our Strategy for Staff and our commitment to inspire our staff and make KCC a great place to work. In the past year we have:

- Increased the accessibility of KCC jobs through targeted advertising and reduced requirements for previous experience
- Enhanced performance management through the full implementation of Total Contribution Pay
- Improved efficiency and reduced costs through the integration of our Payroll and Shared Services Centre teams
- Achieved the local government 'GO Award' in recognition of our commitment to improve the essential skills of all our staff
- Improved internal communications through the development of our Intranet, Knet
- KCC was re-accredited with full Investors In People (IIP) status in December 2006

Kent Leadership Programme

KCC has developed with the University of Kent and Imperial College London a leadership programme to enhance leadership capacity and deliver solutions across Kent. The programme provides participants with the tools and techniques to become resilient leaders who are effective and able to make an impact not only within their organisations but to the benefit of the wider community. The programme is open to public and private sector organisations.

Equality and diversity

For the fourth year running, KCC has been accredited as an organisation able to use the Two Ticks - Positive About Disabled People symbol.

The 'Two Ticks' symbol is a nationally recognised award which demonstrates our commitment to good practice in recruiting, supporting, training and retaining disabled people. It lets disabled people know which employers will be positive about their abilities.

Kent Residents' Panel

Six surveys have been carried out - in summer and autumn 2004, spring and autumn 2005 and in spring and autumn of 2006. After each survey panel members receive a copy of

Opinion newsletter which highlights the answers given to the questions asked. A Copy of each edition of **Opinion** is available on the Kent Residents' Panel area of the kent.gov.uk website.

The spring 2006 survey was all about the important topics of health, exercise and diet. This was because KCC's National Health Service Overview & Scrutiny Committee had asked the Residents' Panel for its help with an investigation it was undertaking. The Committee's investigation tried to decide what KCC and partners could do to help tackle the problem of obesity, with a focus on physical activity. In addition, the Committee asked the Panel's advice on the priority areas for future enquiry.

The topics covered in the autumn 2006 survey were chosen by members of the Residents Panel in a previous survey when they were asked to specify topics that they wished to see included in future surveys. They chose the following topics:

- Roads
- Crime and Disorder
- Local Government
- Education
- Planning
- Health Care
- Public transport.

In addition to questions on these topics, there were questions about countryside activities.

International agenda

The European Affairs Group (EAG)

The unit has helped Kent secure in excess of £100 million from the EU in 2000-2006. This funding has supported a wide range of projects to the benefit of KCC and other organisations in the county particularly in the fields of economic and rural development, regeneration, tourism, environment and small businesses. Kent has been particularly successful in securing (with Medway) some 131 projects worth £24 million from the current Franco-British cross-border Interreg programme.

Kent-Virginia Project

In November 2006 the Leader further enhanced KCC's relationship with the Commonwealth of Virginia by signing a renewed Memorandum of Understanding with the following additional areas for development:

- Performance Management
- Energy
- Environment, sustainability and design
- Law and governance
- Libraries
- Health and social care, including fostering and adoption

In addition, a Statement of Intent on Staff Exchanges was signed in July 2006

International Staff Exchange Programmes

- The Seattle Adult Services exchange programme, which has a focus on older people, mental health, and adults with learning disabilities, continues to make a valuable contribution to the Staff Care package, notably around the motivation and retention of staff.

- A pilot exchange with King County Council, Seattle, has taken place and a range of future potential co-operation themes was identified, with a strong focus around democratic processes and the modernisation of local government.

Section 3. Economic success – opportunities for all

Supporting business, creating jobs

Successful local businesses matter to us all. Kent County Council must do all it can to help our business community - the wealth they create helps pay for good public services and the jobs they provide are key to a happy and successful life.

“In Kent we have a unique opportunity to take full advantage of the busiest ‘gateway’ to the UK between Europe, London and the rest of the country to bring more employment to the county. We will support school leavers and the workforce to develop the right skills to access the jobs and opportunities that a thriving business sector brings. We will also capitalise on Kent’s proven strengths in construction, land-based industries, pharmaceuticals, technology, tourism and biodiversity.”

The 2010 targets in this area are as follows:

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
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
Target 3: Support a programme of town centre regeneration
Target 4: Support rural businesses and communities to build a strong entrepreneurial culture
Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition
Target 6: Increase opportunities for graduates to work and live in Kent
Target 7: Fulfil Kent’s potential as a premier tourist destination
Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy
Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits

What will it mean to you?

Kent recognised nationally as the UK’s premier business location and KCC seen as a friend of business. This will result in better jobs for school leavers, a highly skilled workforce and increased prosperity for all.

3.1 KCC’s specific priorities for delivering improvement in 2007/8

These are as follows:

Transforming the Kent economy

There is considerable analysis of, and agreement about, the challenges and opportunities faced by the Kent economy. These have been articulated through Kent Prospects 2006 to 2012 which sets out an economic development and regeneration framework for the County. Its priorities will need to be delivered by a range of partnerships, boards, steering groups and agencies. KCC will therefore seek to bring clarity and coherence to partners’ activities through its work on the Kent Economic Board and the Kent Agreement. At the same time, we will ensure we deliver on the key responsibilities which fall to us in relation to the development of infrastructure and business premises; the promotion of investment opportunities; the development of skills opportunities and supporting small businesses.

This also includes support for key sectors including tourism, environmental technologies and eco-enterprise, marine and transport industries, land based industries, construction, the creative and cultural industries, financial and business services, life sciences and pharmaceuticals.

Economic Performance

Kent has delivered a good performance on employment and enterprise growth over recent years and continues to attract inward investment. However, more work needs to be done to develop and attract higher value activities so that Kent's performance improves on GVA (Gross Value Added) per head, the size and strength of the knowledge economy, and its wage levels. We therefore need to attract more business investment through our work with Locate in Kent, develop more home-grown businesses, and attract and retain more skilled people. We also need to promote Kent as the gateway to Europe and its strength globally and develop high quality business locations in our growth areas, coastal towns and towns across the county. We also need to enhance Kent's rural areas' and the overall environment and quality of life.

Kent has some of highest concentrations of deprivation in the south-east so we will also need to work with partners to address associated complex issues. From our perspective this includes working with partners and communities on regeneration opportunities to develop better and stronger communities, improve learning and skills, encourage enterprise and create jobs.

Growth areas

We will ensure delivery of the key transport and community service projects for which KCC is responsible. These include further phases of *Fastrack*, the Sittingbourne Relief Road, Ashford ring road improvements, and the Queenborough and Rushenden Relief Road.

We will also work with the Delivery Boards in Kent Thameside, Swale and Ashford to ensure that all partners play their part in ensuring that high quality communities are created and that job growth keeps pace with housing development. An important element of this work is defining and securing the funding to meet the needs of development by identifying the infrastructure and role of private sector and the government contributions necessary to deliver the growth agenda.

We are also working to ensure there is provision for "open spaces" in development. Two major initiatives, where KCC is providing a strategic lead are, "Greening the Gateway" (North Kent) and the Ashford Blue and Green Grid.

Delivering tangible progress in the regeneration of Kent's coastal towns

Many coastal communities face problems in developing the capacity to allow them to access skills, learning and job opportunities. Meeting this challenge relies on partnership working through the Supporting Independence Programme and the activities of schools, community groups and private and public sectors. The Coastal Action Zone programme is a key part of the process which aims to boost local confidence, drawing together key strands of action and major public and private sector investments to develop key regeneration opportunities. These include the No Use Empty campaign to target empty properties, the Dover Pride initiative, development of a creative quarter in Folkestone, regeneration of the rendezvous site in Margate and the Natural East Kent Initiative. During 2007/08, building work will commence on the Dover Sea Sports Centre and the Performing Arts and Business Centre in Folkestone.

Securing funding for improved transport

In areas of housing growth and areas in need of regeneration, transport and community infrastructure are crucial to the viability of local communities. We continue to work hard to secure developer contributions and other external funding to supplement KCC's own resources.

Within the overall Ashford Transport Strategy we will be submitting a bid for Smartlink which, like *Fastrack* will provide for a new rapid-transit bus service for Ashford.

3.2 Performance and Achievements in 2006/07

Re-energising economic development and regeneration within Kent

Regeneration and economic development is both a long-term and ongoing activity. Specific achievements in 2006/07 have included securing agreement and funding for the Dover Sea Sports centre and securing £10m funding from SEEDA and English Partnerships to improve the physical quality of shopping developments in Dover town centre. In Margate, we have secured objective 2 funding to improve pedestrian access between the Old Town and the Eastern Seafront. Nationally, we have influenced emerging Government strategy for coastal towns and helped to retain assisted area status for parts of East Kent so that they can continue to benefit from these funding streams.

The new Sheppey Bridge opened in 2006 increasing regeneration potential in the area and improving access to employment opportunities for local residents. The first new "School of the Future" is under construction at The Bridge, Dartford providing for co-located services in a new community hub.

Delivering new services

During this year, the Kent Tourism Alliance has developed a new on-line booking and marketing system. The Destination Management System was formally launched in March 2007. We have used the Towards 2010 funding in tourism to lever in additional resources of over £2.5m in cash and in kind over the next five years to promote Kent as a premier tourist destination.

With Thanet District Council, we are leading development of a business park at Manston to stimulate regeneration and job creation in Thanet. As part of these proposals we are proposing forward funding of transport improvements at EuroKent.

Kent Film Office

This year we established the Kent Film Office, a KCC initiative which aims to promote the wide diversity of Kent's urban, industrial and countryside locations as major film and television venues. The office helps the film and television industry find locations in which to film in Kent, bringing a boost to the Kent economy through employment opportunity and increased demand for local services. Ecosse Films, filmed the eight part drama *Cape Wrath* in Kent creating 35 local jobs and has injecting £2.5 million into the local economy.

Transport

The introduction of *Fastrack* services in North Kent has been very successful with passenger numbers 50% above forecast with 19% of passengers now using the bus instead of private cars.

Local Indicators	2006	2007
Number of unemployed people in Kent (at March)	18,551	16,660
	2005	2006
Percentage of people of working age living in Kent qualified to NVQ4+ (annual survey by ONS)	24.0%	Not available*
Average weekly cost of working age benefits paid by DWP in Kent (as at August)	£6.60m	£6.58m
	2004/05	2005/06
Net change in employment floor space in Kent	+68,807m ²	+88,137m ²

* To be published in late 2007

Section 4. Learning for everyone

Making education relevant to all our young people

KCC acknowledges the family and education as the most important factors in ensuring that children grow into adults who are both able to look after themselves and contribute to society as a whole. We are convinced that education, skills and learning are key to personal success and fulfillment and to the future prosperity and quality of life in Kent. We are determined to improve the quality of education received by every child in every school and to protect and improve the life chances of the most underprivileged and vulnerable children in our community.

The 2010 targets in this area are as follows:

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

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

Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools

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

Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent

What will it mean for you?

Improved behaviour and achievement in our schools and greater support for parents, along with improved levels of literacy and numeracy amongst children entering secondary school.

4.1 KCC's specific priorities for delivering improvement in 2007/8

These are as follows:

Local Children's Trust

The Development of Local Children's Trust arrangements will deliver integrated services to support the implementation of the Children and Young People's Plan (CYPP). Front-line services will continue to be transferred to the locality-based management. Clusters/trusts will work with all agencies, voluntary and private sector partners to secure wide ranging provision to underpin the Every Child Matters and Trusts' agendas at a local level and support KCC's vision for child health equality, lifelong learning, community regeneration and economic development. Wherever the commissioning takes place, secure management information systems and processes that support the identification of needs will inform it.

Early Years

We will give children in Kent the best possible start by providing a firm foundation for pre school children and ensuring that all children are safe, healthy, ready for school and able to take maximum advantage of rich and stimulating learning environments. Our aim is to improve attainment at Foundation stage and focus on areas that develop personal, social and emotional skills and communication and language and literacy. We will continue to

focus on increasing the take up of early education places particularly in relation to vulnerable groups of children, targeting areas of greatest need.

The quality of early years provision will be supported through the ongoing development of the Children's Centres programme bringing together a wide range of agencies to plan and deliver integrated services to support early education, childcare, health and family support services to children and families, in a seamless manner.

School Performance

We will build upon the improved Key Stage results of 2006/7 by continuing to support the raising of standards at all key stages of education and the narrowing of the attainment gap of targeted groups of children, by reducing low attainment, under-performance and in-school variation.

Primary Strategy

We will continue with the implementation of the 50 recommendations of the Kent Primary Strategy including the implementation of the 21 proposals for school amalgamations and closures now agreed. This action will free up both capital and revenue for reinvestment into the primary and early years sectors, including the next round of 52 children's centres.

Quality of Learning

We will continue to develop academies and federations of schools recognising the benefits they bring in terms of increased attainment and innovative teaching and learning practices.

Bullying

Kent is committed to supporting schools, Clusters and local trusts in developing really effective anti-bullying strategies. Kent's first anti-bullying conference and on-line bullying survey showed that 80% of students reported that they enjoyed coming to school and 76% agreed that their school was good at dealing with bullying. These are encouraging results but show that there is much work to do.

Extended Schools

We will continue to implement the Extended Schools agenda to build independent and self-sustaining communities to enhance life chances and improve social cohesion.

Looked After Children (LAC)

For those children who become looked after, the priority will be to provide them with security and to improve their educational achievement. The implementation of the proposals of Care Matters: Transforming the Lives of Children and Young People in Care (Green Paper) will also improve outcomes for this vulnerable group.

We will take robust action with our partners and through the Kent Safeguarding Board to protect children and develop a wide range of preventative services, ensuring children are supported in their families and the need to remove children becomes a rarity.

Contactpoint, Common Assessment Framework and the Lead Professional Functions

Kent is committed through its (CYPP) to support practitioners to better enable children and young people to achieve the five key outcomes by developing tools to support integrated working. Key developments in this area will include Contactpoint, Common Assessment Framework and the Lead Professional Functions, in line with national requirements.

Parenting Strategy

The Kent Children's Trust has commissioned the development of a Parenting Strategy which will draw together under one strategic framework the plans, programmes and services that have, until now, been separate. This Strategy will cover the full spectrum of services, from universal through to targeted and statutory. Parent Fora are being set up in each cluster to support consultation on gaps in services, quality and accessibility of services and priorities and principles for both the Strategy and a Kent Parents' Charter.

Engagement

We will ensure services provided to children and young people meet their needs by improving the information used to plan and review services at a County and Local level. This will include further developing our data and intelligence about what it is like to be a young person in Kent. A key element of this is ensuring that the views of children, young people and their families inform the decision making process. The results of the Pupil Survey, undertaken in the majority of Kent schools, will be an invaluable source of information to support this activity.

4.2 Performance and Achievements in 2006/07

Early Years

- Take-up of early years places is good with 89% of 3 year olds and 95% of 4 year-olds receiving schooling. The Kent Agreement target to increase the take up of early education by 3 year-olds of three sessions or more has been achieved early
- An approach to improving the quality of settings and the well-being and engagement of young children is being developed with Leuven University. This includes quality assurance for new Children's Centres and the integration of Sure Start local programmes
- The 20 Round One Children's Centres have now been established.
- A review of the Early Years and Childcare development and sustainability funding resulted in 23 childcare development officers being appointed, responsible for the development and sustainability of early years and out of school childcare
- The Early Years and Childcare Unit achieved a national 'good practice' Matrix Award for its Children's Information Service (CIS)
- We delivered *Bookstart* book bags and treasure boxes to 16,425 pre-school children via health visitors and pre-schools. KCC's Registration Service gifts a *Bookstart* Baby Pack to parents when they register their child. This has contributed to a 62% increase in the number of under-5s joining libraries

Primary Schools

- Kent primary schools performed well in the Key Stage 1 and 2 results, At Key Stage 1 performance exceeded national results in reading and writing at Level 3 and in mathematics at Levels 2 and 3. Attainment in reading and writing at Level 2 converged towards national performance
- In Key Stage 2, improvements in English and mathematics generally mirror national performance with little change in the overall performance of pupils achieving at Level 4. However, significant improvements were recorded in writing at Level 4 and 5 and in English, reading and mathematics at Level 5. Results in reading at Level 4, particularly for boys, followed a disappointing downward trend

- The Kent Primary Strategy to transform primary education is well underway, public consultations and public meetings for 34 proposals involving 52 schools were held across the county. To date, 20 proposals have been agreed (15 amalgamations, 5 closures), 13 were halted after considering views put forward through public consultation (11 closures, 2 amalgamations) and one proposal is outstanding (amalgamation to be determined by Schools' Adjudicator). This set of consultations was amongst the largest exercise of the kind ever carried out simultaneously by any Local Authority. Proposals implemented to date have resulted in a reduction of more than 2,000 surplus primary school places across the county
- The proposal to change the Isle of Sheppey's education system from 3 to 2 tier was agreed by the County Council following one of the biggest single public consultation exercises Kent has ever embarked upon

Secondary Schools

- Kent schools produced outstanding GCSE results, with 61.2% of students aged 15 achieving 5 or more A* to C grades
- The implementation of the Kent Secondary Strategy has been proceeding at pace. This includes the development of advisories and project based learning, the expansion of the network of federations and academies, the provision of new vocational facilities, the implementation of the school within a school model and the increased use of schools as community spaces
- Kent has secured three Academies to date with a further three awaiting DfES approval

Building Schools for the Future (BSF)

- KCC's Primary Strategy has been recognised as a 'strong strategic vision' by the Department for Education and Skills and rewarded with £6.5m to modernise those primary schools most in need of investment. This complements our *Building Schools for the Future (BSF)* programme which aims to rebuild or refurbish each of our 99 secondary schools in the next 15 years. We have secured places in Waves 3,4,5 and 6 of BSF

Children's Social Services

- Children's social services adoption and fostering service were inspected and have been awarded **six Level 4's** (excellent) and **fifteen level 3's** (good), acknowledging the extensive and progressive work of the fostering service and that of their partners in Children and families
- At any one time the Children Social Services division is providing a service for around 8,000 people, including the most vulnerable children in our communities and their carers
- A multi-agency action plan is being implemented for Looked After Children to promote placement stability, reduce time out of school, help children catch up and fulfil their potential, ensure carers and other professionals are equipped to support children's learning and promote children's health and wellbeing
- The role of foster carers has been enhanced to promote children's learning through a new competency framework, supervision and annual review processes, new forms of fostering provision, basic computer awareness training, training on creating a learning environment and on Personal Education Plans and a new stock of books for caring. As a result of these and other initiatives there have been improvements in attainment

levels for LAC at Key Stage (KS) 1, KS3 and KS4. We have exceeded target for two years running on the % of LAC achieving 5A*-G at KS4

Adoption, Private Fostering

- The development of new policy and procedures for Adoption, Private Fostering, and Direct Payments have been produced and disseminated in response to changes in legislation. Audits have been completed on children Privately Fostered, children in Kinship Care arrangements and specific areas of Child Protection practice with recommendations for action to Children's Social Services. Alongside this handbooks and leaflets have been produced for professionals, parents and children on the inter – agency child protection process, private fostering, child protection and teenage parenting

Child Protection

- We have worked to comply with new DfES guidance 'Safeguarding Children in Education' including Safer Recruitment and Selection in Education Settings (June 2005) and Dealing with Allegations of Abuse Against Teachers and Other Staff. Training was provided to 234 school or education service staff groups
- During 2006 Children's Social services' teams dealt with 950 child protection cases and 300 plus family group conferences were convened

Learning Difficulties and disabilities (LDD)

- There has been a significant capital investment for children with a disability e.g. the recently opened £3 million Sunrise Centre in Royal Tunbridge Wells and a similar scale development project in Herne Bay in 2007
- The objective of commissioning 52-week multi-agency provision in Kent for children where independent provision is currently needed has progressed with the Additional Educational & Resources needs (AEN&R) unit working in partnership with Social Care, Special School and Health colleagues. Models of structured 24/7 support to meet the needs of two groups of children and young people have been developed. With the advent of the Children's Trusts models this work will be taken forward to jointly commission the appropriate 'in Kent' provision

Partnership Working

- Taking forward essential structural aspects of the children's agenda, the Kent Children's Trust (County Board) was established following consultation. This is a sub-group of the Kent Partnership and has membership, governance and agreed business priorities that meet the requirements of legislation and the priorities of the Kent Partnership. Local pathfinder Children's Trusts arrangements have also been developed
- Kent's first Children and Young People's Plan was approved by the Children's Trust in July following extensive consultation and engagement with stakeholders and Children and Young People. User friendly guides to the plan for Children, Young People and the public have also been produced

Public Involvement

- Building on a successful pilot, a pupil survey involving nearly all schools in Kent has been implemented in partnership with the National Foundation for Educational

Research (NFER). This will be critical to informing the planning and review of children's services at school, local cluster and Trust level as well as countywide

Personal, Social and Health Education (PSHE)

- A multi-agency group which includes representation from young people, is developing a new (PSHE) strategy which will help children make informed decisions. It will include a quality assurance framework for external providers working in schools. A pilot project was run for year 7s and their parents to support dialogue between them on issues such as sex and substance misuse

Community Schools

- The 'Extended/Community Schools Development Strategy' identifies how schools and settings can provide and develop with partners a range of additional learning and recreational opportunities. This has resulted in an expansion of breakfast and after schools clubs with 49 "pilot" Community Schools leading on modeling 'extended services' within their Clusters, and 246 schools with extended facilities plans in place
- Kent Schools now have access to high quality broadband, significantly raising the use of online resources, and improving the experience for Kent teachers and learners. Kent is significantly ahead of other non-metropolitan LA's
- A range of value-added strategic technologies are currently under way, increasingly providing access to personalized learning services from home and school. These services include online learning spaces / portfolios
- Advisory Service Kent has developed Cluster capacity, and supported the introduction and use of interactive whiteboards, maximising the impact of the national initiative
- All Secondary School's participated in e-safety training and multi-agency conferences arranged for Primary Schools. A new e-safety policy has now been published

Admissions

- On-line Admissions was delivered for the first time during 2006, resulting in 17% applying on-line for secondary places and 18% for primary places, exceeding the government target of between 5 and 10%. The aim is to exceed the Government target of 15% in 2007 with a Kent target of 20%
- DfES funding was secured for the provision of a Choice Advice Service. This was successfully implemented for the 2006 secondary school entry and is being expanded and focussed during 2007. Hundreds of parents used the service which resulted in them gaining the advice they needed to make informed school choices

Bullying

- The Attendance and Behaviour Service has worked with schools and communities to help children and young people feel safer through the introduction of a new anti-bullying strategy and guidance documents launched at Kent's first anti-bullying conference. Work to develop accreditation for Safe Clusters has been undertaken and will lead to children being, and feeling, safer

National Indicators (all children)	2005 Actual	2006 Quartile	2006 Actual	2006 Target	2007 Target
<i>In schools maintained by the local education authority (KCC) :</i>					
Percentage of 15 year old pupils achieving five or more GCSEs at grades A* - C or equivalent (BV 38)	59.7%	AM	61.2%	63%	64%

National Indicators (all children)	2005 Actual	2006 Quartile	2006 Actual	2006 Target	2007 Target
Percentage of 11 year old pupils achieving Level 4 or above in the Key Stage 2 Mathematics test (BV 40)	71%	LQ	72%	81%	81%
Percentage of 11 year old pupils achieving Level 4 or above in the Key Stage 2 English test (BV 41)	76%	BM	77%	79%	80%
Percentage of half days missed due to total absence in secondary (BV 45)	8.2%	BM	8.1%	7.8%	7.8%
Percentage of half days missed due to total absence in primary (BV 46)	5.7%	AM	5.7%	5.1%	4.7%

National Indicators (children looked after)	2005/06 PAF Band	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
The percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ (BV 50)	4	56.4%	55.3%	65%	70%

Section 5. Preparing for employment

Making education relevant to all our young people

Kent's overall GCSE and A level results are significantly above the national average and the county is a national leader in improving secondary education. But too many students leave school with insufficient careers advice to fulfil their potential or make the right choices for entry into employment, post-16 education and university. Too many students currently drop out because they make ill-informed choices and too many businesses say there is a significant skills deficit in the young people they employ. Vocational courses that are tailor made to the needs of industry, matching skills to market requirements, and the provision of first-class careers guidance for young people are pivotal to our vision.

All school and college leavers should display the hallmarks of employability - knowledge, discipline, motivation, reliability and respect.

The 2010 targets in this area are as follows:

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

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

Target 17: Double the number of participants on Skills Force -type programmes

Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors

Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects

Target 20: Build strong business-education partnerships that benefit both employers and schools

What will it mean for you?

Quality employment opportunities, offering a fulfilling career for everyone in Kent and a skilled workforce for employers.

5.1 KCC's specific priorities for delivering improvement in 2007/8

These are as follows:

Extended Curriculum choice

We aim to maximise the potential and raise the aspirations of all students particularly at post 14 education. We will ensure that Kent students leave secondary education with the relevant skills to play an active part in their communities, lead fulfilled lives and be able to contribute to the economy as part of a multi skilled workforce fit for purpose in the 21st century. This will be achieved through the offer of an extended curriculum choice, underpinned by the 14 – 19 Strategy, appropriate vocational education and the implementation of diplomas. Students will also receive individual careers guidance to ensure that they are in a position to make appropriate career decisions.

The Kent Community Programme (KCP)

The new Kent Community Programme (KCP) aims to ensure that young people who are not in employment, education or training (NEET) are supported and given the skills to reach their potential by moving into something positive. The KCP is designed to engage

those who have become disenchanted with education and who are already in or are likely to fall into the NEET group, promoting independent living and learning.

Kent Apprentices Scheme

Kent Success, the Kent County Council Apprenticeship Programme, was launched in the autumn of 2006. Apprenticeship opportunities within the County Council will enable young people post 16 years to achieve an accredited Apprenticeship qualification in a supported work placement across a wide range of vocational skill areas. In addition the programme will provide young people with an extensive range of life-skills, employability skills and an Apprenticeship contract of employment with KCC.

Kent NOW (New Opportunities for Work)

Kent NOW (New Opportunities for Work) was launched in the summer of 2006. The programme is working in Maidstone, Folkestone, Dartford/Gravesend, Swale and Canterbury, and is delivering a range of services, including return-to-work advice and guidance; health, happiness and well-being training, and support for people once they are in work - both for our clients and for employers.

EVOLVE (ensuring employment is accessible to all adults)

The EVOLVE Development Partnership focuses on the most deprived districts in Kent, and promotes the employability of disadvantaged adult groups through three types of services: vocational training; mentoring; advice and guidance. The overall aim is to pilot innovative approaches to helping adults build their confidence towards employment, training or voluntary work.

KCC, Communities directorate is the lead for the project working with partners from Adult Education, Social Services, Prince's Trust, NHS and MCCH Society.

EVOLVE seeks to:

- Provide innovative vocational training opportunities for target groups, test new ways to bridge the gap between education and work by supporting the successful transition into employment
- Develop models and guidelines of best practice for programme developers, training deliverers and policy makers that can be used to design and implement interventions for disadvantaged groups in the labour market not just locally but across Europe
- Establish new forms of collaboration between public, private and voluntary sectors in the fields of employment and training

The partners are currently working with 589 individuals which include lone parents, adults with learning and physical disabilities, those recovering from mental health illnesses and those from ethnic communities.

Kent Works

Kent Works is an integral part of the 14-19 agenda, delivering a high-quality education business links service across the county for students, teachers and employers and currently works with over 110 schools and colleges.

In the coming year, the service will be expanding into new areas of work including masterclasses, apprenticeships and enhanced employer engagement.

5.2 Performance and Achievements in 2006/07

Encouraging Young People

We have been actively supporting the District & Borough Councils in publishing their Youth Strategies which describe things to do and places to go for young people. Work has been ongoing in developing an enhanced framework for the commissioning of youth work in the voluntary and community sector. 659 unemployed young people aged 16/17 have been engaged on a 17 week, "Entry to Employment", training programme with 65% progressing into employment or further training. The Duke of Edinburgh Award scheme has provided a number of opportunities for young people with challenging behaviour. From April to December 2006, over 90 participants had received a sectional or full award (at Bronze level).

Vocational Learning

- There has been a high level of activity in the 14 to 19 phase to develop vocational learning. Five Partnerships of Excellence have been established to model innovative best practice in preparing for the first five Specialised Diplomas. Three schools, an Academy and a stand-alone vocational centre have been supported to lead each Partnership respectively and have begun work on developing excellence models across employer engagement, curriculum, workforce development and information, advice and guidance.
- 2,400 14-16 year olds are currently following Levels 1 & 2 vocational qualifications in Construction, Engineering, Motor Vehicle, Hair & Beauty, Hospitality & Catering, Land based Industries, Retail, Business Administration and Outdoor Education

Not in Employment, Education or Training

Connexions have helped 122 young people who are not in education, employment or training (NEET) through the voluntary learning project "Challenge Programme" and the "123" project.

Kent Works

Last contractual year, Kent Works exceeded Learning and Skills target numbers by placing 10,127 students against a target of 8750 and undertook 837 professional development placements for teachers against a target of 690.

Local Indicators	2006/07 Actual	2007/08 Target
Number of Kent Apprenticeships taken on by KCC	60	126
Number of young people completing the Kent Community Programme	0	40

National Indicators	2005/06 PAF Band	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
The ratio of the percentage of young people, who were once looked after, who were engaged in education, training or employment at the age of 19, to the percentage rate for all young people (BV 161)	4	0.67	0.65	0.75	0.70

Section 6. Enjoying life Kent, A great place to live and work

How we spend our leisure time is crucial to enjoying life in Kent. Kent has a unique heritage, beautiful countryside and great choice of leisure activities. Opportunities are all around us and there is a huge variety to suit all interests.

We must ensure that residents and visitors can discover what this county has to offer and can participate in enjoying life in Kent

The 2010 targets in this area are as follows:

Target 21: Launch and market a new website, “*What’s on in Kent?*”, that will list sports and leisure activities and local organisations for all age ranges in the county
Target 22: Establish a biennial Kent Youth Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics
Target 23: Facilitate and enhance the development of Kent Youth Theatre activities
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV
Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county
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
Target 27: Open the Turner Contemporary gallery, Margate, in 2009
Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent
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

What will it mean for you?

Living in a county which supports and values culture, recreation and sport for everyone to enjoy.

6.1 KCC’s specific priorities for delivering improvement in 2007/8

These are as follows:

Cultural Development

A key objective during the coming year will be to advance the development of a consensus-driven cultural strategy for Kent as a whole that provides a framework for local cultural planning across the public sector, for the prioritisation of investment and the balancing of complementary roles. Ongoing assistance will be given to the rolling out of Creative Partnerships services programmes to schools in Swale, Maidstone, Dartford and Ashford. Exciting plans for a summer Youth Theatre Festival in 2008 will be drawn with key agencies during the coming year.

Sport, Leisure & Olympics in Kent

We will continue to provide the strategic lead for, and co-ordinate the development of, sport in Kent through providing direct services to the public and by working with and through a large number of organisations in the public, commercial, private, voluntary and educational sectors. The Tour de France, World Cup Archery and the World Series Hand Crank Cycling events are just some of the examples of key events that we will fully support in conjunction with our partners in the coming year.

Work will continue throughout 2007/8 to deliver the Towards 2010 priorities:

- To establish a biennial Kent School Sports Games, with area heats and competitions being established, leading to the County Finals in the summer of 2008
- To continue supporting and encouraging the large number of sports clubs in Kent via grants, schemes such as the Club Connect Card (which offers discounts to clubs on various equipment and resources from Kent County Supplies and Maudesport, as well as discounts on training courses)
- To facilitate more competitive sport in schools, support more after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes

The London 2012 Olympics and Paralympics will continue to provide great opportunities within which new work on talent identification, supporting talented performers, the development of Pre-Games Training Camps and the enthusing of residents into physical activity.

Some of the challenges arising through the 2012 work that will be addressed during 2007/08 include developing packages of support for the increasing number of international performers and teams now coming to Kent; developing a programme that can result not only in Kent people volunteering for the Games but in being part of a wider team of volunteers that can be used after the Games, and responding to the increasing number of sports that are seeing Kent's proximity to East London as a rationale for seeking to hold international competition within the County.

Turner Contemporary

Work will continue on the finalisation of the design of the building, moving on to planning of the construction. The Turner programme will continue to deliver quality programmes of art exhibitions, education, audience development and outreach for people in Margate, East Kent and the county as a whole and particularly to work with the socially excluded.

Libraries and Archives

- We continue to work with local communities to modernise libraries; Deal and Tenterden will be transformed this year. We are also developing libraries as Gateways including Margate which will improve access to District Council services, including housing benefit, planning and environmental services, and advice from voluntary organisations.
- Work to redevelop Ramsgate has begun following the fire in 2004. We are working closely with Canterbury City Council to redevelop the Beaney Library and Museum following the award of £6.5 million Heritage Lottery funding.
- A *Book Bar* will open at the Café IT youth centre in Folkestone. It will offer a place where young people can relax, access their favourite books and magazines, and be served a book of their choice and a cappuccino choice by a 'Book Waiter'.
- We will deliver the new *Booktime* scheme to all reception-age children this autumn in partnership with CFE. It will include a book for each child as well as materials to help teachers and librarians to promote reading. This will be followed by *Booktime*; aimed at secondary school level.
- We will run a major Public Library User Satisfaction survey in over 35 libraries.
- We will continue to develop opportunities for volunteering in libraries, having achieved national recognition for our work in this area. We are indebted to 650 volunteers who support our work, from Web Wizards to those who deliver books to people who are housebound.
- We will also support KCC's work to raise public awareness of the environmental agenda through our information services, books and promotions.

Gateways

The Gateway offers a convenient public service access point in a retail-based location using the latest innovative technologies and strong partnerships working. The focus is on shaping services to fit around customers and with a successful Gateway thriving in Ashford, the model is now being rolled out throughout Kent.

The gateway core model is based on the following foundations:

- Public internet access
- Modern retail environment
- Core professional services
- Seven days a week access
- Multi-agency
- Web and digital based technology
- Business Centre

We are currently engaging partners in the development and roll out of the Gateway model with key partners including central and local government, NHS, Police, Fire, Job-Centre Plus etc.

6.2 Performance and Achievements in 2006/07

Sports

- Preparation is well underway in Kent for the London 2012 Olympic and Paralympic games. Submissions have been made for potential preparation camps in Kent
- The British Judo Association agreed to use the Dartford Judo Centre as its pre-games training camp
- A brochure and website has been produced to inform and engage partners in the Kent 2012 work along with an electronic guide for small and medium sized businesses to support them to become 'fit for the games'
- Over £4 million of external funding has been secured for sport in Kent in 2006/7, including disability sports projects, developing a wide range of sporting opportunities for disabled people across Kent

Modernise the Library Service

- Use of our libraries increased with issues up overall by 2.7% and children's book issues up 9.63%. This is the result of continued work to transform Kent's libraries
- Modernising our libraries to make them more accessible and attractive to new audiences has been a priority. Sevenoaks, funded by KCC, including £995,000 Heritage Lottery funding and in partnership with Sevenoaks District Council, is now a vibrant centre which integrates library, museum and gallery. Local people were consulted and helped us select over £50,000 of new books
- We responded to a national *Love Libraries* challenge to redevelop Coldharbour in just 12 weeks to provide a funky community facility with its own space for teenagers and a cosy Reading Den. Tom Hart-Dyke with the help of school children and KCC employee volunteers created an environmentally friendly garden
- Our *Summer Reading Challenge* encouraged 16,472 children to read books during the holidays to earn stickers, a certificate and a medal
- Many of our services can now be accessed remotely via the KCC website and we continue to harness new technology to enhance customer service. We introduced e-mail alerts to inform our users that the book they reserved is available or that their books are overdue. *Ask a Kent Librarian* is a remote enquiry service which dealt with

2943 enquiries, answering 92% within 48 hours. Enquiries can be logged 24/7 via the website or answerphone

- We began a *Books can Help* service in some major libraries. GPs advise patients to borrow books or DVDs from the library to help them to manage their condition
- We continued to digitise our archive and local history collections to enable more people to access them and meet growing demand from family historians and researchers. For example, nearly 2,000 estate maps were digitised last year

Promote Kent as a centre for Arts

- A Creative Partnerships programme in conjunction with the Arts Council England was extended to work with schools in seven new Cluster areas in Ashford, Swale, Maidstone and Canterbury in 2006. These partnerships provide valuable support services for schools, helping them to deliver creative learning and to evaluate its impact on educational attainment.
- A Mobile Arts Unit has exceeded all expectations in demands for its unique services and methods of engaging young people and families from areas of social deprivation and exclusion in a wide range of arts activity.
- A Media Studies training facility at Kent Educational TV has been further developed providing training courses for teachers, Creative Partnership staff and adult learners. Strategic, audience development and business planning advice has been given to a range of independent arts organisations on their future development, including the proposed Kent Arena, Marlowe Theatre development and the Margate Theatre Royal.
- The Turner Contemporary Programme has featured nationally and internationally renowned artists, has presented work in both gallery and public settings. Participants in the public programme of workshops and events have ranged from the young to the older community and this will increase significantly when the gallery is open.

Local Indicators	2006/07 Actual	2007/08 Target
Number of athletes supported to compete at a national level in the run-up to the 2012 Olympics and Paralympics	360	400
Number of libraries modernised	5	9
Number of sports clubs and voluntary sports organisations supported by funding (cumulative from 2006/07)	72	132

Section 7. Keeping Kent moving

Tackling congestion

Traffic congestion is the bane of everyone's life, whether you travel by car, bus or train. It causes frustration and pollution in equal measures, slows down economic development and hampers efforts to bring inward investment into Kent.

We need further investment for Kent roads and will continue to press the Government to give Kent its fair share of funding for new roads and improvements. We will also press for the building of a third lower Thames crossing and to reduce the impact on Kent of Operation Stack.

The 2010 targets in this area are as follows:

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

Target 31: Pilot staggered school hours to relieve rush-hour congestion

Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes

Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption

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

Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent

Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing

Target 37: Improve the way we repair roads and pavements

What will it mean for you?

Quicker, safer, easier and more reliable journeys in Kent.

7.1 KCC's specific priorities for delivering improvement in 2007/8

These are as follows:

Continuing to transform Kent Highway Services (KHS)

2007/8 is a pivotal year in delivering a fundamental business transformation of Kent Highway Services. The service faces significant operational and financial challenges over the coming years and to enable us to continue providing a high quality service, KHS will be moving from three divisional offices to two new purpose-built super depots. This move will result in capital and revenue savings which can be re-invested in improved ways of working, upgrading technology and spending more money on front line services. KHS has already created a long term Alliance Partnership with three key contractors Jacobs, Ringway and TSUK and this has resulted in improved performance, enhanced customer satisfaction and a number of new innovative service improvements.

The transformation will bring measured improvements in the standard of service offered to the public, as well as reduced congestion and better condition of our roads and pavements; all important goals set out in *Towards 2010*.

Increasing public expectations

The people of Kent have a right to demand high standards of service from the public sector. As all areas of life experience 'on demand' delivery of goods and services, the public sector needs to keep pace. In part we will do this by guaranteeing that we do 'the basics' well, paying attention to standards of service and delivering on our promises of quality and timeliness. It also means we need to continue to innovate in the ways we listen to customers' wishes and in the ways in which they can access our services. Increasing the flexibility and interactivity of web-based services is central to this, along with real-time traffic and travel information systems delivered to individuals and households.

Kent Highway Services (KHS) continually looks at ways to improve customer expectations. As a direct result of recent staff training, the new Alliance Partnership being formed and it's ongoing commitment to provide an excellent service to all Kent road users, KHS has recently received the highest public satisfaction levels for many years.

The satisfaction result comes from an annual tracker survey that KHS carries out. This survey provides a wide range of information to help shape and improve highway service delivery.

The key headline from the survey is the significant improvement in the public's perception of roads, pavements and streetlights. For the first time since 1987 more residents are satisfied with the condition of roads, pavements and streetlights than dissatisfied.

The survey also reports that almost a quarter of the public surveyed were aware of our single contact number for KHS and we intend to do more to raise the brand profile this year through leaflets, press releases, vehicle livery and our new travel page which will be released in the Autumn and will give good news stories as well as information about travelling on buses, trains and the roads.

In 2007/8, KHS will continue to concentrate on its customers with a number of initiatives designed to improve the customer experience and we will be closely monitoring and reporting the results.

7.2 Performance and Achievements in 2006/07

Kent Highways Services

As well as maintaining their core services, KHS has begun a major transformation to provide a more efficient and cost effective service.

Several key targets have been achieved including:

- The creation of a new Alliance partnership with three key contractors was launched in July 2006
- Plans for two new super depots were developed and agreed and work began on the purpose built accommodation in April 2007
- A new traffic management centre was launched in 2006 which will help manage congestion by improving journey times
- Helping to plan a successful Tour De France when it visits Kent in July 2007
- The launch of a Considerate Contractor Scheme which is designed to encourage all contractors working on the highway to work safely, consistently and considerately

- Making good progress towards achieving its target of a 40% reduction in the number of people killed or seriously injured in Kent through safer roads, education, training and publicity
- Preparing for the launch in June 2007 of the *Kent Freedom Pass* pilots in Canterbury, Tunbridge Wells and Tonbridge, giving 11-16 year olds access to free public transport
- KHS commitment to reducing Kent's carbon footprint by replacing all of our traffic signals with new innovative LED lights, producing a 70% saving on energy use.
- Working closely with the Kent Police to enable them to offer speed awareness and driver improvement training in place of fixed penalty notices, whereby KHS manage the courses

Local Indicators	2006/07 Actual	2007/08 Target
Percentage of residents who experience daily peak time congestion	43%	43%
Percentage of emergency highway repairs responded to within 2.5 hours	98.4%	99.5%
Percentage of hazard highway repairs responded to within 5 days	98.4%	95%

National Indicators	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Percentage of the local authority principal road network where structural maintenance should be considered (BV 223)	AM	7.3%	6.4%	8%	6%
Percentage of the non-principal classified road network where maintenance should be considered (BV 224a)	AM	11.2%	10%	12%	10%
Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered (BV 187)	AM	22.1%	23%	37%	23%

Section 8. Environmental excellence and high quality homes

Future generations will judge us by the quality of the environment they inherit

At the heart of our approach will be a renewed pledge to protect and enhance the beauty and diversity of our countryside. The housing growth agenda enforced by central government presents enormous challenges for Kent. Our challenge is to manage this growth sensitively so that it results in the construction of quality housing with the minimum environmental impact. Kent County Council will continue to ensure that new and existing public buildings (such as schools and offices) are as environmentally friendly as possible.

The 2010 targets in this area are as follows:

Target 38: Maximise the use of previously developed land
Target 39: Bring back into use the large number of empty homes in Kent
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes
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
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
Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders
Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products
Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage
Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies

What will it mean for you?

A better, safer, cleaner, more sustainable county held in trusteeship for future generations.

8.1 KCC's specific priorities for delivering improvement in 2007/8

These are as follows:

Protecting and enjoying the countryside

We will continue to maintain and develop the Public Rights of Way (PROW) network, improving information via the successful and innovative *Explore Kent* website and through a variety of innovative and traditional methods, from pod casts to publications.

This year will see the finalisation of our Countryside Access Improvement Plan which sets priorities for the management of our PROW network over the next few years. Through our own country parks and picnic sites and through the work of our countryside management partners, we will continue to conserve key sites and habitats at the same time as providing welcoming, informative, exciting and safe environments for our ever-increasing number of visitors.

Securing funding for improved community infrastructure

The Kent and Medway Structure Plan (adopted May 2006), is our policy framework for ensuring that requirements for local community services within new developments are identified and taken into account in planning application decisions. Through the

Developer's Guide we have established the basis for contributions from developers for provision of community facilities including transport, education, libraries, youth and adult social services.

Environment and Climate change

Climate change has risen rapidly up the national and local agenda and there is now a heightened awareness of the serious threats that it poses for Kent's economy, communities and environment. KCC will play a leading role in implementing a programme of action to respond to these threats. This will reflect KCC's role as a community leader, service provider and corporate entity. It will include measures to reduce our greenhouse gas emissions particularly carbon dioxide, and to adapt to changes that are already inevitable which will shape the lives of Kent's residents and the services we provide for them. To spearhead this programme we will work through the Kent Partnership to deliver a Climate Change Action Plan for Kent that will draw together action from across the county.

Climate change is not the only environmental issue about which we are concerned, and we will be working with the Kent Partnership over the next year to review the Kent Environment Strategy. This will ensure that we have robust and ambitious policies in place across the full range of environmental issues, and commitment from partners to work together to implement them. Over the coming year each service in KCC will be required to examine the effects of climate change on their services and produce an action plan to show how they will adapt to those changes.

Demonstrating environmental excellence in KCC

In March 2007 the Environment & Regeneration Directorate achieved ISO 14001 accreditation. The Corporate Environmental Performance Group will be working with Communities Directorate, Adult Services Directorate and the Children, Families and Education Directorate with the aim of getting their accreditation by March 2008. We will be continuing to promote and support the Eco-schools programme, and increasing the network of Green Guardians across KCC buildings.

Managing Kent's Waste

Disposal of Kent's domestic waste is a big issue which involves Kent County Council in partnership with the District and Borough Councils in Kent, and others. The new Joint Municipal Waste Management Strategy will be delivered through action plans and through the role of the Kent Waste Partnership. New contracts for the running of Household Waste Recycling Centres will be concluded. The Clean Kent campaign will continue to work to deliver one of the key outcomes of the Kent Agreement – cleaner and greener public spaces – through the targeting of fly-tipping and littering. The service will continue to campaign to increase public awareness of recycling and waste minimisation issues, and work on initiatives making reducing waste, recycling and home composting easier.

8.2 Performance and Achievements in 2006/07

Country Parks

In July 2006 the new visitor centre at Shorne Wood Country Park was opened. The building was specifically designed to make minimum impact on the environment and has provided improved visitor facilities. New meeting facilities have also been provided at Shorne and at Lullingstone Country Park, and with the facilities at Canterbury Environmental Centre, they are being marketed to businesses around Kent as meeting

rooms “with a view”. Our interactive on-line guide to walking, riding and cycling in Kent *Explore Kent* was shortlisted for a prestigious national eGovernment award.

Public Rights of Way

A review of our Public Rights of Way services was held by a group of peers from other counties. The review concluded that we are running good and effective services and made some suggestions for further improvements. Consultations with service users led to the production of the final draft of the Countryside Access Improvement Plan and seven key priorities for taking this service forward.

Household Waste

This year public satisfaction with Household Waste Recycling Centres reached 88% - an improvement from the last figure of 72%. The Allington waste-to-energy plant became operational in 2006, and will dramatically reduce the volume of waste sent to landfill sites as well as increasing the amount of waste recycled. The project has involved close collaboration with district councils and other partners.

Planning

We secured adoption of the Kent and Medway Structure Plan (KMSP) in July 2006 and this continues to provide the bedrock for our strategic planning policies ahead of the introduction of the regionally based South East Plan in 2008. Within the KMSP we have embedded a target of 70% for using previously developed land for new developments.

We have also made robust representation to Government to retain priority consideration of previously developed land in assessing future land supply for housing. We submitted to Government our first batch of Minerals Development Documents in November 2006 and these will have their public examinations in 2007/8. Formative work on our Waste Development Framework and a further Minerals Development Document continues.

Empty Homes

The No Use Empty Initiative continues to bring empty homes back into occupied use and is on target to meet the “stretched” PSA target which will trigger Government Reward Grant into Kent.

Roadside Litter

During the summer and autumn of 2006, significant work was undertaken around the theme of roadside litter in conjunction with the Highways Agency (HA). A successful media launch in June placed the issues of roadside litter clearly within the public eye, notably the use of fixed penalty notices, litter as hazards to road users and the associated anti-social behaviour.

The HA, with support from district councils, held 13 exhibitions across the Kent network and handed out 25,000 car litter bags to encourage a change in behaviour and more responsible road users. These events have been part of on-going support from the HA to improve cleanliness of it's Kent roads through monitoring and implementation of enhanced cleansing regimes.

Neighbourhood Response Teams – street scene

Previously referred to as ‘flying’ or ‘hit’ squads, these three teams which are allocated geographically into east, mid and west Kent are extending the local opportunities to reduce fly-tipping, littering and graffiti. An agreement between KCC, districts and Kent Fire and

Rescue Service (KFRS) is now operating to provide clarity and accountability to the operations.

Schools education

Over 3,800 primary school children have taken part in the Lost in Litter workshops this term which aimed to challenge attitudes and behaviours towards litter, graffiti, dog fouling and fly-tipping amongst year 5 and 6 pupils. The workshops, delivered by Circus Takeaway, follow a successful tour of a theatre show last year to 240 schools and provide an opportunity to enhance and consolidate the pupil's learning.

Through a session which is part interactive and part performance, the children debate and develop their understanding towards some challenging social and environmental dilemmas.

Local Indicators	2006/07 Actual	2007/08 Target
Total value of developer contributions secured for new developments (cumulative since 2001/02)	£43.8m	£52.8m
Number of long-term empty properties brought back into use in Kent	172	158*
Equivalent CO2 tonnes from KCC buildings energy use	168,000	159,000

* The total achieved between 2005/06 to 2007/08 will exceed our original PSA target in the Kent Agreement

National Indicators	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Percentage of household waste arisings which have been sent by the Authority for recycling (BV 82a i)	AM	18.3%	21.4%	19.4%	23.5%
The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion (BV 82b i)	AM	9.8%	11.1%	12.2%	11.5%
Percentage of the total tonnage of household waste arisings that have been used to recover heat, power and other energy sources (BV 82c i)	M	0.0%	12.2%	29.6%	39.4%
The tonnage of household waste arisings that have been landfilled (BV 82d i)	BM	71.9%	55.3%	38.8%	25.6%
The percentage of the total length of rights of way in the local authority area that are easy to use by the general public (BV 178)	BM	66.6%	67.4%	70%	70%

Section 9. Improved health, care and well-being

An essential part of life is staying healthy

Good health matters to all of us. Obesity, teenage pregnancy and smoking can all result in poor health and a lower quality of life. At Kent County Council we have a responsibility to give people support to make 'healthy lifestyle' decisions.

The 2010 targets in this area are as follows:

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

Target 48: Increase opportunities for everyone to take regular physical exercise

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

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

Target 51: Encourage healthy eating by providing nutritious lunches through the "Healthy Schools" programme and launch a range of community-based healthy eating pilots

What will it mean for you?

More opportunities for both young and older people to enjoy a healthy lifestyle and a healthier fulfilled old age.

9.1 KCC's specific priorities for delivering improvement in 2007/8

These are as follows:

The Healthy Schools Programme

KCC's Healthy Schools Programme is designed to support improvements through a whole-school approach to health and well being, inclusion and educational achievement. Part of a national initiative, it sets out clear criteria that schools need to satisfy in order to become recognised nationally as a healthy school. These criteria revolve around the four core themes of personal, social and health education (PSHE); healthy eating; physical activity and emotional health and well being (including bullying issues).

Over the next year activity will include:

- A hard-hitting public health campaign to provide young people and their carers with information, guidance and signposting to help to increase their knowledge and so reduce the damaging effects of drugs, smoking, alcohol and early or unprotected sex. This is being developed in response to the findings of the pilot National Foundation for Educational Research (NFER) Pupil survey where children asked for more information
- Promoting healthy eating and provide nutritious lunches. This will build on the ongoing work of a dedicated team to support schools with the delivery of a programme of nutritional awareness, cookery skills training and vocational qualifications for catering staff and the upgrading of school kitchens

Health Improvement

Developments that will enhance service provision in the coming year, will be:

- Greater integration with health services, including the creation of a Public Health Unit within KCC and appointing a Director of Children's Health from the Kent Primary Care Trusts (PCTs) to the senior management team of the Children Families and Education Directorate. PCTs are also integrating their core services, such as co-locating midwives and social workers in two targeted areas
- The Children and Mental Health Service (CAMHS) strategy, the development of School Nursing and the launch of a Health Commissioning Structure
- Development of a Public Health Strategy for Kent which will support the effective co-ordination of the work of all agencies, to deliver improved health for the residents of Kent
- Helping people manage long term conditions continues to be a major challenge to the Health Service and Kent Adult Services alike. KCC has made a significant level of investment in assistive technologies such as Telecare and TeleHealth as part of its overall strategy to help people live independent lives in their own homes. A fact which has now been reinforced by the Department of Health who have, recently approved Kent as one of only 3 National "Whole Systems Demonstrator" sites using these technologies as a catalyst for change
- The Kent Lifestyle Survey is now reporting its findings with specific reference to physical exercise and obesity. This is helping to shape interventions to ensure they are targeted at those groups most in need
- Charlton Athletic are being engaged to extend their activities to include older adults as well as young people to encourage more people to take exercise
- Smoking continues to be the main public health priority. Both PCTs now have revised their plans to ensure that the smoking quitters targets will be met. KCC is proposing a new, more proactive, smoking policy that will cover employees and members of the public we have contact with, to help them give up smoking if they wish
- We will be promoting healthy living through running activities on our sites (e.g. Nordic Walking, Green Gym) whilst working in partnership with health services and others. We will also be promoting enjoyment and respect for wildlife through promotion of wildlife recording, and also events and other activities to encourage people to explore and understand Kent's coastal environment

Activmobs

Activmobs are helping residents to get fit and improve their social activity. Over a period of six months, KCC and the Design Council worked together to develop a new approach to increasing social and physical activity amongst adults. Residents of a deprived estate in Maidstone were involved in generating ideas and services during the pilot.

Activmobs are small groups who carry out physical activity together on a regular basis; they choose their own activity; and the system supports them to continue with that activity. User feedback impacts directly on service improvement in a continuously evolving loop.

The prototyping demonstrated that the system was able to build upon people's motivations in a way that was entirely new. Feedback from participants and external agencies has been very positive. The system:

- Enables people to carry out the activities that suit them rather than making assumptions about what people will want to do
- Is self organising, through the provision of simple tools, without the need to go through the filter of an organisation
- Builds on the assumption that activity is most effective when driven and sustained by individual motivations activity is placed within the context of peoples everyday

lives rather than in formal and sometimes off putting settings such private gyms or organised classes

After the successful prototyping of Activmobs, KCC is supporting launching the system in a number of locations across Kent. Whilst KCC will seed fund the work for the first three years, the authority (together with the Design Council) aims to transfer the operation into the community so that it is independently run as soon as possible. An important part of the strategy is the early engagement of the private sector leisure market and the voluntary sector that could both be key to making the operation sustainable.

9.2 Performance and Achievements 2006/07

This is a new target area for the KCC Annual Plan, bringing new focus to diverse activities which are currently spread across all directorates. Below are shown some examples of the existing programmes, but more will be done in future years as this new programme of work fully gets underway.

School Sports

There has been a significant increase in the number of children and young people aged 5-19 taking part in high quality school sport and PE sessions for at least 2 hours, up to 75% compared to 64% in the previous year.

Big Lottery Fund Projects primarily on school sites are progressing very well with 58 out of 64 completed by March 2007.

A survey of competitive school sport in Kent Schools has been completed and is currently being analysed. This survey will also be helpful in the planning of the future Kent School Games in 2008 and 2010.

Healthy Schools

At the end of July the Healthy Schools team achieved one of the Kent Agreement targets - 50% of Kent schools signed up as working towards achieving Healthy Schools Status. 546 (90%) Kent schools are now involved in the Healthy Schools programme.

The Drug & Alcohol Action Team have been working on the Healthy Schools project, educating young people in the dangers to health of substance misuse.

Healthy Lifestyles

Trading Standards have conducted '5-a-day' and other healthy eating initiatives throughout the year. Results of food and retail surveillance campaigns have been publicised if they show detriment to the health of the community.

Health Screening Event

Though a partnership between the Ashford Gateway and a community pharmacy a health-screening event was held at the Gateway. The screening was free for those taking part and proved to be a very popular event that was able to make the best use of the location and resources of the Ashford Gateway. Plans are presently being discussed to explore areas where such partnerships can offer innovative approaches to promoting independence and address long-term public health targets.

Other Achievements

- Obesity strategy – the Select Committee of the NHS Overview and Scrutiny Committee has produced its report into physical activity and obesity in Kent. There are a number of wide-ranging recommendations that will contribute to a Kent wide strategy to tackle obesity that will be launched in the Autumn. This will involve KCC, the Kent Department of Public Health, District Councils and PCTs as well as the private leisure industry and the voluntary sector
- KCC has launched “Fit Together” a partnership with the leisure industry in Kent that will enable cross-sector working and more concentrated joint efforts to enable more people to take exercise. Through this we are looking to pilot exercise schemes with the Fitness Industry Association to improve workplace health and physical activity for young women
- For the first time in three years the full government allocation of funds for public health (Choosing Health) will be spent on public health interventions by the PCTs. This is a direct result of the new joint working arrangements of the new Kent Department of Public Health

Local Indicators	2006/07 Actual	2007/08 Target
5-16 year olds taking 2 hours of high quality sport and PE weekly	76%	80%
Percentage of schools which have achieved Healthy School status as at December (both new Healthy Schools status and old level 3 status)	38%	55%

National Indicators	2004 Actual	2005 Quartile	2005 Actual	2005 Target	2006 Target
Reduction in rate of teenage pregnancy since 1994-98 (BV 197)	-9.4%	BM	-9.7%	-16.2%	-22.9%

Section 10. Improved health, care and well-being

Helping older people and those with disabilities to be independent

People are living longer. This provides major opportunities as well as challenges. We will encourage people to plan for their health, social and economic wellbeing in old age and champion senior citizens. We will lead by example to promote a positive image of older people and the value their contribution makes to community life.

Most older people want to live independently in their own homes for as long as possible and this is also true for younger people with disabilities or mental health problems. We will move away from traditional care models towards providing greater choice and control, giving people the support to lead their lives as they want, in their own homes.

The 2010 targets in this area are as follows:

<p>Target 52: Increase the number of people 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>Target 53: Strengthen the support provided to people caring for relatives and friends</p> <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>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>Target 56: Improve older people's economic well-being by encouraging the take-up of benefits</p>

What will it mean for you?

More older people and disabled people enjoying a happier, healthier life in their own homes, contributing to community life and planning for a secure old age.

10.1 KCC's specific priorities for delivering improvement in 2007/8

These are as follows:

ALFA – 'Active Lives for Adults'

This is a modernisation programme that will bring a major cultural change to Kent Adult Social Services, which will see a shift in emphasis away from 'managing care packages', and towards supporting people in identifying how best to meet their own needs. It will transform all front line services, deliver significant efficiencies and deliver increased personalisation of services. It will be a major factor in the delivery of all the planned improvements set out below.

Putting people first

Enabling people to have control over their support packages and to be fully involved in the future development of services is key to promoting independence. We will:

- Encourage people to use Direct Payments, and innovations such as 'In Control', the Kent Card and the Client Money Service, which offer a variety of ways for people to take control of their support
- Continue to improve access to information and services including web-based technologies, such as the self-assessment website and the on-line Care Directory
- Promote and develop services for carers, including developing more flexible respite opportunities shaped around individual need
- Continue to meet our ongoing commitment to protect all vulnerable adults from abuse, including people placed by other authorities and those affected by domestic violence. This work is supported through the multi-agency Adult Safeguards Committee for Kent and Medway
- Roll out the Brighter Futures Group project which is funded by Government grant, and encourages active older people to provide support to older people who need it
- Deliver the Mental Capacity Act 2005 which provides a framework to empower and protect people who are not able to make their own decisions. As part of the Act an Independent Mental Capacity Advocacy (IMCA) service will be established
- Increasingly involve the public, particularly those people who use our services and their carers, in the development and improvement of services. An example of this was the 're-fresh' of Active Lives

Ensuring the availability of high quality services

We will do this by

Developing preventative services to enable people to remain at home continues to be the focus across all the client groups. We have just secured £1.5m of Government Grant (Partnerships for Older People's Projects) to implement an innovative way of providing support to older people in targeted areas across Kent

- Sustaining and protecting people at home through the continued development of the Telecare and Telehealth projects in partnership with the Health Service
- Developing employment opportunities for disabled people including people with learning disabilities or mental health problems
- Encouraging the development of more housing for older people, disabled people and those with additional needs. A major project will be the implementation of the PFI project – Better Homes Active Lives project
- Continuing the work of Supporting People in enabling people to live in their own homes
- Making a reality of Valuing People for people with learning disabilities. The District-based integrated teams with health will be the main drivers for this
- Transitional Planning: it is essential that agencies work together with disabled young people and their families to ensure that plans are in place to enable them to fulfil their full potential in adulthood
- Ensuring that the needs of those people we help place in residential or nursing care are met, and that they receive a high quality service

Valuing, developing and supporting the social care workforce

For high quality services it is essential that a strong and skilled workforce exists across the whole social care sector. We will endeavour to ensure this by:

- Implementing our workforce strategies, underpinned by initiatives such as the staff care package and IIP (Investors in People)
- Promoting training across the social care sector through the Social Care workforce training contract – 'Training 4 Care'
- Optimising central government recruitment campaigns to ensure we attract good quality staff to the social care sector in Kent

Working in Partnership

The delivery of our ambitions can only be achieved in partnership with all relevant agencies. Currently the Social Services procures about 85% of services from outside organisations. Many services are provided by the voluntary and private sectors. We will continue to build upon our strong relationship with these sectors.

'Our Health, Our Care, Our Say' emphasises the importance of the partnership with Health which is welcomed and fully embraced. In the near future social care and health will have a common performance framework, recognising their inter-dependence. Within Kent there is a strong tradition of effective partnership work with Health, illustrated by the major agreements we have in place (e.g. Mental Health Trust, Learning Disability Service and the Integrated Equipment stores). The establishment of two new PCT's (with boundaries which are coterminous with our Areas and District Councils) provide a strong platform to further develop services together. Joint priorities include:

- More joint commissioning which is essential to maximise scarce resources. Practice-based commissioning offers opportunities to commission local services directly with GPs
- Empowering and giving people more control over the conditions from which they are suffering, (e.g. diabetes,) through such programmes as the Expert Patient Programme (EPP) and "Looking after Me" programme for carers
- Tackling delayed discharges from hospital, including the continued investment of reimbursement monies in a range of preventative schemes
- Reducing avoidable emergency admissions to Hospital, particularly of older people. The Health Innovation Forum has made a major contribution to this

Making the best use of our resources

During the next decade we face major challenges including an increasing older population with greater needs, and growing numbers of younger people with very complex needs. At the same time resources are not likely to increase significantly. Therefore it is imperative that we make the best use of resources through innovation and modernisation. Priorities for this year include:

- Development of mobile working which is intrinsically linked with the ALFA project
- The continued modernisation of our day-care and residential services
- Bedding down the new 'SWIFT' information systems
- Maintaining robust financial, planning and performance systems to ensure we continue to perform at a high level and develop efficient services. Kent Adult Social Care has a strong national profile and will endeavour to use this to influence the development of the proposed new national performance framework
- A Capital 'Dignity in Care' grant of £1.895m has been given to improve the quality of the home environment for residential care homes for older people during 2007-8. All residential care homes for older people in Kent will be able to apply for a share of this grant
- Our Health Our Care Our Say supported by recent statutory guidance stipulates that the Director of Adult Social Services (Managing Director) has a wider corporate leadership responsibility for all adults in Kent. In order to develop this role the Directorate is currently in the process of reviewing its senior management arrangements
- The 'Sustainable Communities' work is critically important to ensure that there is the right community infrastructure in the large new developments to meet the future needs of the people living there, and also to support the modernisation agenda
- The successful conclusion of our partnership with Swindon

Creating the conditions, with others, for equality of opportunity

Much of Kent Adult Social Care work is about empowering people who may be discriminated against or excluded by society. Kent Adult Social Services has embraced the Social Model of Disability. The drive to ensure there is equal opportunity for disabled people is an integral part of its core business. Securing supported housing, and encouraging employment have already been mentioned. In addition:

- Safety of people in the community continues to be a matter of concern. In the Active Lives consultation, people with learning disabilities reported that incidents of bullying, harassment and hate crime were common. We will actively work with our partners through such mechanisms as the Crime and Disorder Partnerships to eradicate this. We recognise our responsibilities to support the reduction of crime and disorder as outlined in Section 17 of the Crime & Disorder Act 1998 and will ensure that this is reflected in all our work.

10.2 Performance and Achievements 2006/07

Promoting Independence

Kent Adult Social Services continued to improve its performance in its drive to promote independence. This was recognised in the Annual Review undertaken by the Commission for Social Care Inspection. For the fifth year running Kent Adult Social Services retained its 3 star excellent status, one of only four Local Authorities to achieve this over the last five years.

In line with the Kent Agreement Outcomes, we have continued to develop employment opportunities for people who use our services, maximised the work of 'Supporting People' to promote independence, and have developed more community based services to enable people to live independently.

Choice and Personalisation

As a result of our drive to increase Direct Payments over 1000 people are now using them to exercise control over their support packages. The Kent Card has now been launched and this will encourage more people to take up direct payments. New initiatives such as 'In Control' will continue this shift of control and personalisation.

Over the last year we have continued to develop new ways to engage with the public in the shaping of Kent Adult Social Services. In undertaking the 're-fresh' of Active Lives the public were engaged in a variety of ways, including surveys, consultation events and forming an editorial board which shaped the final version. The public is now being involved in the direct recruitment of staff, including senior posts.

We continue to develop initiatives to enable easier access to services and information, particularly through the use of web based technologies, during the last year the self-assessment website has been improved and expanded as a response to feedback we have received about the service.

Modernisation

Modernisation and using resources effectively continues to be a major driving force within the Directorate. The development of the self-assessment website, Telehealth, Telecare and the integrated community equipment stores with the Health Service are all examples of innovation and modernisation. It is essential that this drive is underpinned by the

development of a skilled and committed workforce across the social care sector. In recognition of this a new initiative 'Training 4 Care' has been launched.

Within Kent Adult Social Services we have maintained a skilled and stable workforce, through a range of initiatives including, the staff-care package, training and Investors In People (IIP).

To ensure we have good information to manage and improve our performance we have now implemented our new information system SWIFT which once bedded down will offer greater capacity and efficiency to meet the challenges of the future.

Local Indicators	2006/07 Actual	2009/10 Target
Number of people supported through Telecare	400	1,500
Number of people supported through Telehealth	74	1,000

National Indicators	2005/06 PAF Band	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Households receiving intensive home care per 1,000 population aged 65 or over (BV 53)	3	11	11	11	11
Percentages of items of equipment delivered and adaptations made within 7 working days (BV 56)	5	86%	92%	90%	93%
Older people admitted permanently to residential and nursing care per 10,000 population aged 65 and over	5	73.4	71.6	72	71
Adults and older people receiving direct payments at 31st March per 100,000 population aged 18 or over (age standardised) (BV 201)	3	80	131	133	156

Section 11. Stronger and safer communities

We must make sure that everyone feels safe in their communities

Although there is much less crime in Kent than in most parts of the country, the 24-hour society, high and increasing traffic volumes and lack of confidence in the criminal justice system have all brought concerns to the people of Kent. Our work with Kent Police the Kent Community Partnership and Local Crime and Disorder Reduction Partnerships (CDRPs) are key to solving these issues.

Crime and anti-social behaviour is often worse in areas that are economically deprived, isolated or in need of regeneration. Vandalism, graffiti, litter, abandoned cars and fly-tipping all degrade communities. Alcohol and drug- related crime is also rising. It is important to promote a strong sense of pride in local communities as well as working with the police to provide services to reassure local people and reduce the fear of crime.

We will continue to work to help maintain Kent's low level 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. We will work with the police to tackle crime and with local people to create stronger communities.

The 2010 targets in this area are as follows:

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

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

Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents

Target 60: Support young people to reduce the risk of them offending

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

Target 62: Expand the Kent Handyvan scheme, making the homes of older and vulnerable people more secure

Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers

What will it mean for you?

A reduction in crime and anti-social behaviour across the county and improved quality of life for communities.

11.1 KCC's specific priorities for delivering improvement in 2007/8

These are as follows:

Kent Community Warden Scheme

The Community Wardens provide a comprehensive, uniformed presence across the County building community confidence and reassurance by reducing crime, the fear of crime, deterring anti-social behaviour, improving access to local authorities and fostering social inclusion. Wardens do not take on the work of the police but act as their eyes and

ears and are a visible and local presence in the community. In addition, the unit currently funds ten Police Community Safety Officers.

2006/07 was a year of consolidation and review for the Service as it reached its full complement of 100 wardens. In 2007/08 the Community Wardens will continue to find ways to make a real difference in their communities initiating projects which involve local people in improving their own communities. A rolling review of warden deployment will be initiated during 2007/08.

Kent Trading Standards

We will 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 by:

- educating young people about the dangers of age-restricted products, such as alcohol and tobacco
- providing advice to businesses to prevent the supply of age-restricted products to young people
- carrying out a policy of strict enforcement to businesses found to be supplying age-restricted products to those underage
- ensuring widespread acceptance and use of approved proof of age schemes

We are extending 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. We will do this by:

- Targeting rogue traders who persistently and deliberately operate unfairly and curtail their activities
- Targeting fraudulent doorstep selling and associated distraction burglary
- Carry out a programme of planned enforcement activity to provide effective surveillance and regulation of trading activity
- Conduct campaigns focused on specific traders, trade practices, goods or services which have been identified by our intelligence-led approach to enforcement
- Support Consumer Direct and respond to referrals by providing advice to consumers on their rights and obligations under civil law

HandyVan and HomeSafe Schemes

The HandyVan Scheme provides and installs a complete range of safety and security products in the homes of people aged 60 and above.

The HomeSafe scheme supplies and fits a range of minor aids and adaptations e.g. grab rails, in the homes of vulnerable, moderately disabled and elderly people. In addition, it supplies and fits security devices similar in range and scope to the HandyVan scheme. There are no age restrictions and service provision is based on need with the majority of referrals coming from KCC's Occupational Therapy Unit.

The HandyVan and HomeSafe initiatives will be developed further to provide a more targeted service. To achieve this closer links will be forged with neighbourhood police and assistance will be given to the CDRPs to identify and then focus on high risk and problem areas. Maintaining the high standards of service delivered by the Handyvan and Homesafe schemes remains a high priority for 2007/08.

Kent Volunteers

Kent Volunteers is a partnership between KCC and representatives of voluntary organisations and businesses in Kent, working together to promote the KCC target to increase involvement in volunteering across the county.

As an employer, KCC enables our staff to volunteer and value this as an opportunity for personal development and community gain. Individuals and teams have engaged in a wide variety of volunteering activities, from beach cleaning to helping primary school children with reading.

We contribute to the national volunteering agenda, bringing benefit to Kent and also sharing our experience and good practice in volunteer management with new groups and organisations.

Youth Offending Services (YOS)

Kent's Youth Offending Service will focus on the following:

- Further increasing our work with parents of those "at risk" and those of who have offended with a view to them exercising effective parental supervision
- Further developing our joint working arrangements with both the Child and Adolescent Mental Health Services and with KCA, the voluntary organisation commissioned by Kent Drug and Alcohol Action Team (Kent DAAT), to provide a substance misuse service, as both are critical to the achievement of a reduction in the risk of children and young people re-offending
- Focussing on young people aged 16 / 17 years securing appropriate education, training and employment opportunities so providing them with an opportunity to achieve in a socially acceptable manner
- Increasing the number of victims of youth crime who have the opportunity to participate in a restorative justice process so having the chance to both have their needs met and to resolve the conflict which occurred between them and the young offender
- The consolidation of the three Youth Inclusion Programmes and the partnership with the Attendance and Behaviour Service to deliver a range of preventative initiatives designed to reduce the risk of offending and anti social behaviour by children and young people

11.2 Performance and Achievements in 2006/07

Community Safety

The review of the KCC community warden service completed by the University Of Canterbury provided extremely encouraging feedback. A County Response Team consisting of 10 experienced community wardens has been created to enable emergency deployment cover across the county; ensuring communities have the continuous services of a community warden. Kent Crime & Victimisation Survey results for April to December 06 show that 93% of people feel very or fairly safe at home alone during the night.

Public Awareness - Trading Standards

The intelligence-led Trading Standards service has continued to target and significantly disrupt rogue traders who deliberately and persistently operate unfairly. Alert messages are now sent out to a wider audience than ever before, alerting local communities to the presence of fraudulent traders. 400 businesses have been educated in how to prevent the

sale of age-restricted goods to young people and numerous intelligence-led test purchase operations have been carried out.

Drug intervention

Drug Intervention and Support Programmes have been delivered across the county, with nearly 400 young people at risk of exclusion due to drug possession attending these programmes. Substance misuse education has been delivered in schools, while a Parents & Carers Support Service has been offering advice and information to those affected by Drug & Alcohol issues. Numerous prevention projects have been established around the county to deter young people from offending, leading to a reduction in first time entrants to the youth justice system.

Road safety

KCC's team of Road Safety Officers (RSOs) operate as countywide specialists with responsibility for a specific area of concern. They focus on key concerns in areas that warrant particular attention. As a result it is possible to run campaigns across the whole county and focus on local problems as they emerge.

The Speed Awareness Courses launched in October 2006 allows motorists detected at 39mph, in areas restricted to 30mph, to opt for a training course as an alternative to prosecution. To date over 1900 drivers have completed the course.

The 'Ride with Attitude' campaign aimed at motorcyclists was launched in summer 2006 and has grown in its appeal. The campaign is web based communicating with 'Bikers' on their terms. All the content on the Website has been contributed to by bikers from around the county, with the aim of helping others to get more out of their riding experience, but to do so more safely.

Partnership working with both Kent Police and the Kent Fire (KP) and Rescue Service (KFRS) has provided additional expertise and resources; their assistance within our projects and campaigns is highly valued. Some examples of the joint working include:

- National Speed Awareness and National Driver Improvement Schemes, education courses for drivers reported for specific driving offences (i.e. Speeding and Driving without Due Care or Attention)
- Campaign planning and support with enforcement to raise awareness of key messages (e.g. anti-drink drive, mobile phones legislation for drivers, etc.)
- Licensed to Kill - hard hitting theatre production for sixth form students to illustrate the consequences of bad driving
- Fit for the Road - a partnership village approach to a joint stand at the Kent County Show
- Police Station and Fire Station open days, where we have a presence to promote our work
- Grow Up Slow Down - a specific anti-speeding campaign aimed at young drivers

Additionally both KP and KFRS, join us in a range of multi-agency groups to discuss strategy, planning, publicity and joint working.

The 'Help Save 478 Lives' initiative is now well established with several campaigns completed. Latest casualty data indicates that the trend downward has continued in 2006.

Kent Volunteers

In the last year the partnership has encouraged more people to take part in voluntary activities. Events have focused on volunteer recognition, recruitment and good practice which all contribute to show the advantages of volunteering and the ways this benefits individuals, communities and the environment we live in.

Our annual Awards for Volunteering Excellence received some 650 nominations of the highest quality and produced 48 winners and highly commended individuals and groups of volunteers.

Youth Offending Services (YOS)

The Service retained considerable credibility with the Courts in the county enabling children and young people to be managed safely within the community as opposed to being held in secure conditions.

The Intensive Supervision and Surveillance Programme had a successful track record in reducing the risk presented by some of the more prolific offenders in the county while offering them the opportunity to develop socially acceptable lifestyles.

Other significant achievements included the reduction, when compared with the previous year, in the number of first time entrants to the youth justice system in the county and in the rates of re-offending for many young people subject to statutory interventions. High levels of satisfaction were expressed by parents and victims with the services they received either from or via YOS.

Local Indicators	2005/06 Actual	2006/07 Actual	2007/08 Target
New entrants (offenders) into the Youth Justice system	2,020	1,728 ^λ	1,919 ^φ
Number of homes assessed/secured by HandyVan teams	2,635	2,401	3,000

^λ Questions over accuracy of this figure; the notifications process is being reviewed and improved to ensure full data accuracy in the future

^φ Target set by National YJB based on 2005/06 base

National Indicators	2005 Quartile	2005 Actual	2006 Actual	2006 Target	2007 Target
Number of people killed or seriously injured (KSI) in road traffic collisions (BV 99a i)	N/A	757	747	See part ii below	
Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year (BV 99a ii)	AM	-9.8%	-1.3%	-4.2%	-4.2%*
Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average (BV 99a iii)	AM	-36.6%	-37.4%	-40% by 2007 (3 years ahead of national target)	

* And at constant percentage rate in future years

Section 12 - Finance (Awaiting close down information)

Appendices

A1 The Kent Agreement

A1.1 Introduction

Ministers and government spending departments acknowledge that the conventional machinery of national controls, targets, ring fenced funding, inspection and direct management from Whitehall must be reduced. This can help harness the potential of those at the frontline of service delivery to make better use of resources and to improve public service delivery. At the same time the difficulties of joining up government nationally are recognised and there is a growing realisation that a new framework for local decision making and collaboration is needed. These issues have led to the development of Local Area Agreements (LAAs). LAAs are the mechanism by which government expects local authority business to be conducted in the future and all Local Authorities nationally are now engaged in delivering them.

Kent County Council was one of the first 21 local authorities in the country to be chosen to take part in the process. The agreement represents a further and major step forward in helping to improve the lives, and support the independence, of the people and communities in Kent.

A wide range of Partners in Kent, including all of the major statutory agencies are contributing to taking forward this far-sighted opportunity to establish a new framework for local decision making focusing on local priorities. The Kent Local Area Agreement (Kent LAA) represents a new way of doing business and Kent partners are well placed to deliver it. The Kent LAA is delivering improvements in public services which can be difficult to realise through centralised initiatives.

A1.2 Developing the Kent Agreement

A decision was taken to merge the LAA and LPSA2 processes and to label the combined document *The Kent Agreement*. The final agreement which was signed off in March 2005 and began on 01 April that year, comprises 18 outcomes which incorporate the 14 LPSA2 “reward” targets agreed with government

The final document includes areas of work agreed as being important to all partners and which are seen as key factors in the development of better services for the people of Kent. Partners are now working together to maximise effectiveness through the achievement of common goals.

The targets are designed to be challenging but achievable and reflect a move towards preventing problems arising rather than simply tackling problems at a later stage. This continues the drive that began during the LPSA 1 period to concentrate on “prevention rather than cure”.

The agreement includes at least one target for each of the main partnerships with the health services, the police, district councils and the fire service and all targets are linked to the key priorities of individual organisations.

A1.3 Summary of the High-level Outcomes

The following table shows the relationship of 18 high-level Kent LAA outcomes to LPSA2 and the Supporting Independence Programme (SIP). It also notes the close relationship between the outcomes and the partners that will take the lead in organising and supporting other partners relevant to each outcome.

	Outcome	LPSA2 Target Link	Supports SIP	Lead partners
Block 1: Children and young people				
1	To promote the physical, emotional, social and intellectual development of young children so they flourish at home and at school	1	Yes	KCC Children, Families and Education Directorate, Jobcentre Plus and KCC Partnership Board
2	To significantly improve performance in literacy and numeracy in primary schools	2		KCC Children, Families and Education Directorate
3	To improve the education of children in care	3	Yes	KCC Children, Families and Education Directorate
4	To identify children and young people (aged 0 to18) with emotional and / or psychological difficulties at the earliest possible stage and respond with the most effective support	4		East Kent Coastal Primary Care Trust, Children and Adolescent Mental Health Service Outcomes Research Consortium
5	To increase attendance in primary schools	5		KCC Children, Families and Education Directorate
6	To increase the number of young people who have the skills and vocational qualifications for work	6	Yes	KCC Children, Families and Education Directorate
7	To improve participation and engagement by all children and young people in youth, cultural and community activities			district councils
Block 2: Safer and stronger communities				
8	To develop the economic prosperity of Kent		Yes	KCC
9	To make Kent a safer place to work, live and travel	12, 14	Yes	CDRPs
10	To reduce crime affecting local communities and reassure the public, reducing fear of crime and antisocial behaviour.	14	Yes	Kent Police

11	To reduce the harm caused by illegal drugs, including substantially increasing the number of drug misusing offenders entering treatment through the Criminal Justice System.		Yes	Kent Drug and Alcohol Action Team (KDAAT)
12	Build confidence in the criminal justice system without compromising fairness			Kent Criminal Justice Board, Kent Police, CDRPs
13	To increase the capacity of local communities so that people are empowered to participate in local decision making and delivery of services.			CDRPs, district councils
14	Cleaner and greener public spaces.	13	Yes	Districts, Fire, KCC
Block 3: Healthier communities and older people				
15	To promote independence through employment for those who are able to work.	8	Yes	Jobcentre Plus
16	To promote and improve the health of Kent's residents and reduce health inequalities by addressing variations in health across the County	10		Kent Public Health Network sponsored by the Primary Care Trusts
17	To improve Kent residents' access to homes of excellent quality, in the right place, at the right time, and at the right cost	7	Yes	district councils
18	To promote independent living for all	9, 11	Yes	KCC

A1.4 Taking the pilot forward with Kent's partners

The Kent Partnership has overall responsibility for the Kent LAA which is overseen routinely at county level by the Public Service Board (see Appendix 3.2). District councils are equal partners in the Kent LAA and have made similar arrangements for local delivery and co-ordination through their own partnership arrangements.

A1.5 Freedoms and flexibilities

The Kent LAA brings a much stronger focus to local priorities and will result in improved service delivery. To enable this it also sets out a series of freedoms to be negotiated with government. In order to achieve radical improvement in service delivery we accept government's challenge to propose a series of bold "freedoms and flexibilities". The most significant of those included in the Kent LAA are as follows:

Establish a strategic partnership with the Department of Works and Pensions (DWP) at Minister/Leader level

Kent's LAA attaches considerable importance to SIP and the value of moving people from benefits into employment. We would like Kent to become a test bed for trying out radical new ideas going beyond pilot status. To facilitate this we would wish to establish a powerful partnership with DWP, committed to meeting and exceeding the targets we have set.

The Kent Public Service Board to be given first opportunity for improving any struggling public services in the county

When acting together, Kent's partners can bring to bear a vast array of management and leadership skills. The LAA will require all partners to be fully effective and, where pockets of under performance arises, we would wish to tackle these locally.

Public services in Kent to receive a higher proportion of the value generated by development

Under all planning scenarios, Kent will continue to experience substantial housing growth but with under-investment in vital public infrastructure. We are passionate about quality of design and about creating successful communities. Many ideas have been floated proposing ways in which additional funding for infrastructure might be generated and Kent would be an ideal place to put these to the test.

A1.6 Focus on areas of deprivation

The 18 outcomes within the Kent LAA are expressed as countywide outcomes setting out improvements for all Kent residents. Kent, though, is a county with stark contrasts reflected in the disparity between neighbouring communities. The countywide and local partners to the LAA are acutely aware of this disparity and are working to reduce it. The intention is to deliver improvements in the prosperity of deprived areas through the delivery mechanism agreed with each partner.

The LAA will strengthen SIP. This is an established partnership approach to making a real difference to the poorer communities in Kent. It works in the most disadvantaged localities (as defined by the Index of Multiple Deprivation) and with the most disadvantaged groups in the population, building bespoke approaches to child poverty, worklessness and economic vitality. Many of the SIP projects and approaches strongly support the outcomes in each of the three blocks, such as the productive partnership with DWP and Jobcentre Plus which is helping people into work.

A1.7 Success criteria for the LAA

The Kent LAA is part of a journey towards greater local autonomy for public services and it continues to evolve. Although the key test will be progress towards the outcomes, the LAA is also about changing relationships and ways of working. At the end of the three-year period (March 2008) we expect to see public services not only performing better, but also having scope for variety and innovation and empowerment to do things differently and to take well-managed risks.

Partners have identified their contributions using a wide range of indicators. Clear lines of accountability have been defined and a system of monitoring put in place. Progress is reported below.

Kent Agreement Status Report as at 31/03/07 Year 2

GREEN = Excellent progress

AMBER = Progressing well

RED = Some concern with progress

	Outcome	Status
1	To promote the physical, emotional, social and intellectual development of young people so they flourish at home and at school	AMBER
2	To significantly improve performance in literacy and numeracy in primary schools	GREEN
3	To improve the education of children in care	AMBER
4	To identify children and young people (aged 0 to 15) with emotional and/or psychological difficulties at the earliest possible stage and respond with the most effective support in order to improve the emotional well-being of the child.	AMBER
5	To increase attendance in primary schools	AMBER
6	To increase the number of young people who have the skills and vocational qualifications for work	GREEN
7	To improve participation and engagement by all children and young people in youth, cultural and community activities	GREEN
8	To develop the economic prosperity of Kent	GREEN
9	To make Kent a safer place to work, live and travel and to reassure the public by reducing fear of crime and antisocial behaviour	AMBER
10	To reduce crime affecting local communities by 15%	AMBER
11	To reduce harm caused by illegal drugs, including substantially increasing the number of drug misusing offenders entering treatment through CJS	AMBER
12	To build confidence in the Criminal Justice System without compromising fairness	RED
13	To increase the capacity of local communities so that people are empowered to participate in local decision making and delivery of services	AMBER
14	Cleaner and Greener Public Spaces	GREEN
15	To promote independence through employment for those who are able to work	AMBER
16	To promote and improve the health of Kent's residents and reduce health inequalities by addressing variations in health across the country	AMBER
17	To improve Kent residents' access to homes of excellent quality, in the right place, at the right time and at right cost	AMBER
18	To promote independent living for all	AMBER

For more detail on the Kent LAA contact Richard Spoerry or Trevor Minter, Sessions House, County Hall, Maidstone (phone 01622 221307/01622 221311 or email richard.spoerry@kent.gov.uk or trevor.minter@kent.gov.uk)

A2. Supporting Independence Programme (SIP)

SIP was set up in April 2002, inspired by Kent's first LPSA with the government. Its aim is to co-ordinate and focus the work of the public, private and voluntary sectors to assist in reducing dependency and promoting independence and well-being for the people of Kent.

The innovation and effectiveness of the programme depends on re-focusing KCC's work and that of partner organisations in the public, private and voluntary sectors to work together in a joint commitment to implement targeted and co-ordinated initiatives aimed at our shared goal of helping people to achieve greater independence. The emphasis is on generating better opportunities for all, with a long-term goal of creating sustainable solutions to the problems of dependency. The medium-term objective is to support initiatives that reduce dependence on welfare benefits.

SIP plays a critical part in helping KCC develop its vital 'community leadership' role in the way it works with partners such as district councils, health authorities, the police and criminal justice system, the fire service, Connexions, the Learning and Skills Council, voluntary and private sectors and other Kent agencies and funders.

The programme is based on four key strands of action:

- Analysing and monitoring welfare expenditure in Kent
- Assessing what is done now
- Re-focusing current efforts
- Targeting areas of need by providing real solutions

SIP is closely aligned to LPSA2 targets (see Appendix 2) and to many of the outcomes identified within the Kent LAA. LPSA2 and the Kent LAA are seen as some of the best opportunities to deliver the aims and aspirations of SIP.

SIP continues to focus on initiatives and projects in the key areas in Kent identified as suffering from the highest levels of deprivation and on supporting the 10 groups of individuals ('archetypes') identified as being in most danger of becoming trapped in a spiral of deprivation.

There has been a dynamic cultural shift within the county as the SIP initiative has been increasingly taken on board as part of the business planning, review, policy, performance, management and delivery mechanism for services throughout Kent County Council and many partner agencies.

Both location-based and archetype-based work is supported by an excellent database of relevant information and statistics. This provides a positive and sound infrastructure for assessing trends and allows direct action to be focused on individuals and communities requiring additional support.

SIP research has identified 10 main groups of people who are most in danger of becoming trapped in the spiral of deprivation and who require targeted assistance if they are to be empowered into living more fulfilling lives.

- School leavers with low educational attainment
- Young people/adults with a record of repeat offending

- Young people in care or leaving care
- Lone and Teenage parents
- Parents lacking basic life and social skills and who lack basic literacy or numeracy skills
- People with alcohol and substance addiction
- People with health problems, learning or physical disability who are applying for low-level, long-term incapacity benefit
- Transient or seasonal groups, including refugees, asylum seekers and the homeless
- The long-term unemployed over 50
- Vulnerable older people aged 70 plus

Performance & Achievements in 2006/07

- The past year has witnessed an increased focus and commitment to the underlying principles of SIP both within KCC and partner agencies. This has ensured that evidence based data reflecting areas of significant deprivation has been used effectively to inform strategic and local delivery.
- High profile, information sharing events in key areas such as Thanet, Shepway and Swale have helped all partners plan their work in a more co-ordinated and targeted way, providing positive and measurable outcomes.
- The SIP Team have commissioned an independent researcher who is an ex-service user himself, to look into the extent to which services delivered in Kent for people with alcohol or substance addiction are directed at the right people, in the right places – along the lines of the SIP agenda. The project will look at the impact of services provided in Kent for those with addictions, the level of provision within Kent, how the messages are communicated to those needing the services and how stronger links can be made between SIP and KDAAT. The researcher is currently working with KDAAT, service users and service providers.
- The SIP team provides data and maps highlighting those areas of need under the 10 archetypes to ensure that work is focused on the areas of Kent with the most need. Units that the team is currently working with are the Youth Offending Service, the Community Safety Unit, the Teenage Pregnancy Partnership, the Gypsy and Traveller Unit, the Asylum Team, Libraries & Archives, Kent Safe Schools, Clean Kent Campaign and Kent Adult Education.
- Positive progress has been made in partnership working with Jobcentre Plus and the Department of Work and Pensions. The SIP team is a member of the DWP's Enabling Measures Working Groups, which has significant influence on the future partnership working arrangements between central and local government, especially in the field of data sharing. The SIP Employability Steering Group now provides a dedicated forum and focus to drive employment issues to the top of the agenda for the public, private and voluntary sectors, as a subgroup of the Kent Partnership
- The key programmes led by the SIP team over the last year are Kent NOW, Kent Success and the Kent Community Programme, which are discussed elsewhere in this document.

A3. The *Vision for Kent* and the Kent Partnership

A3.1 Introduction

The *Vision for Kent*, the key statutory plan for KCC, was launched as the countywide Community Strategy in April 2002. Following a lengthy and extensive consultation process in 2005/06, involving partners from the public, private, voluntary and community sector, the revised *Vision* was published in April 2006. The new *Vision for Kent (V4K)* is founded on guidance from Government on “Sustainable Community Strategies”. This required a much more balanced focus and integrated approach to social, economic and environmental issues, with particular emphasis on sustainable development and the links to Local Development Frameworks. The *Vision* has pre-empted this move by undergoing an informal sustainability appraisal and focussed on how we can better join up our thinking to create sustainable communities of the future.

The *V4K* is the ‘capstone’ Sustainable Community Strategy for the county and acts as an umbrella document for the activities of all the key partners, and co-ordinating activity to improve the quality of life for the people of Kent. The aspirational document is all about the economic, social and environmental well being of Kent’s communities over the next 20 years, and focuses on long term strategic priorities for the county. KCC’s own strategic priorities reflect the *Vision for Kent*, as is the case with many other public sector bodies, including the local priorities expressed in District Community Strategies.

The *V4K* features 8 themes which have their own vision statements, a baseline assessment, where we would like to get to and signposts to activity that help to achieve the overall vision.

The themes are:

- Economic Success – Opportunities for All
- Learning for Everyone
- Improved Health, Care and Wellbeing
- Environmental Excellence
- Stronger and Safer Communities
- Enjoying Life
- Keeping Kent Moving
- High Quality Homes

There are also some key future challenges which cut across the eight themes and require a more joined-up approach.

The Future Challenges are:

- The Growth Agenda
- Economic Change
- Environmental and Climatic Change
- An Ageing Population
- Diversity and Choice
- Engaging Communities
- Promoting Independence

The Kent Agreement (formed of the Local Area Agreement and Public Services Agreements) is now the main delivery vehicle for the *Vision for Kent*, and the long-term

goals and short-term priorities in the *Vision* are closely linked to the LAA outcomes. See Appendices 2 and 3 for more details.

A3.2 The Kent Partnership

The Kent Partnership was formed as a result of the Local Government Act 2000 that required local authorities to work through local strategic partnerships. It is made up of representatives from the public, private, voluntary and community sectors.

Responsible for overseeing progress of the *Vision for Kent*, it has a key role in encouraging community leadership, supporting new initiatives and ensuring effective delivery of services. Importantly, it recognises that defining and delivering Kent's future needs goes beyond the remit of local authorities acting alone.

With a full-time Director driving forward the work of the partnership between meetings, the agency brings Kent's major players together and helps them work to achieve more as a group than they could as individuals. The combined influence of the partnership and its stakeholders has already made a significant difference in Kent.

The Kent Partnership provides a strong collective voice for the leaders of Kent's interests and therefore enhances the efforts made by individual organisations and groups. With the heads of local businesses, leaders of district councils, the heads of various major agencies and key voluntary sector representatives on board, its time is valuable but limited.

The current Kent Partnership members include:

Team Manager - Natural England
Director – Kent Area Team – Government Office of the South East (GOSE)
Leader - Swale Borough Council
Leader – Kent County Council
Area Manager for Kent - Environment Agency
Leader, Gravesham Borough Council
Chief Executive, Kent Invicta Chamber of Commerce
Chief Executive – Canterbury City Council
Area Director - Learning and Skills Council
Kent Council for Voluntary Youth Services
Kent Association of Parish Councils
Leader - Tunbridge Wells Borough Council/West Kent representative
Chief Fire Officer - Kent Fire and Rescue Service
Chairman, Creative Foundation
Pfizer
Chief Constable, Kent Police
Chief Executive - Port of Dover
Group IT Director, Saga Group
Regional Chairman - Federation of Small Businesses
Area Director Kent & Medway – South East Economic Development Agency (SEEDA) (observer)
Director of Public Health
Chairman, Kent Community Alliance Networks
Assistant Director Communication & Improvement – Medway Council
Executive Director – Kent and Medway Economic Board (KEB)
Vice Chancellor – Canterbury Christ Church University
Chairman - KEB

Chief Executive – Kent County Council
Director - Land Securities Development
Job Centre Plus
Director - North West Kent Racial Equality Council
Bishop in Canterbury/Churches Together in Kent
Leader - Dover District Council / East Kent Partnership

The main partnership meets formally every three months. In between, five working groups, aligned to the Kent Agreement blocks address the key issues. The working groups are as follows:

- Kent Children's Trust
- Safer and Stronger Communities
- Health and Well Being
- Kent Economic Board
- Public Service Board

There are also three additional groups:

- Leaders and Chief Executives Forum
- Planning Group
- Kent Partnership Support Group

The work of the Kent Partnership is focussed on issues and outcomes rather than procedures and processes. A main area of activity is the delivery of the Kent Agreement and associated Performance Reward Grant and development of the second Kent Agreement. It works closely with the Kent Economic Board, the Area Strategic Partnerships (SPs), the district Local Strategic Partnerships (LSPs) and other groups focussed on specific subjects. It seeks to add value at a strategic level.

A.3.3 Progress

Following the annual conference in November 2005, the Kent Partnership underwent a review which involved a wide range of partners participating in a series of workshops on the review of the Partnership, key challenges facing the county and the delivery of the *Vision for Kent*. The outcomes of the review were completed in autumn 2006.

The ongoing commitment of all partners in delivering programmes and services that raise standards in Kent has been impressive. Working together continues to be more effective than working alone, as the Kent Partnership matures and develops. The Kent Partnership is widely recognised as one of the most successful and dynamic partnerships in the country. Key to that success has been the active commitment of its members to partnership working in Kent.

The review of the *Vision for Kent* identified seven "Future Challenges" which were defined by partners as the most important challenges facing the county over the next 20 years. The challenges included the growth agenda, economic change, environmental and climatic change, an ageing population, diversity and choice, engaging communities and promoting independence. These challenges are central to the quality of life for the people of Kent, and cannot be tackled by any one organisation alone. The Kent Partnership has responded to the need for collective action on these issues and they will be a priority for action for the Partnership over the coming years.

A3.4 Long Term Goals and Short Term Priorities

The current *Vision for Kent* sets out eight themes which each have an aspirational vision statement. Leading from this statement, each theme features a series of long term goals which are focused on the next 20 years, These are in turn supported by a series of short term priorities which identify priorities for activity over the next 3 to 5 years. Many of these have links with Kent Agreement outcomes. A supplementary document called “Making It Happen” was produced in May 2006 which clarifies the detail on how the Vision will be delivered for all our partners, including signposting to related partner plans and strategies.

The revised V4K has not created additional targets on top of the plethora imposed on partner agencies by central government. Instead a detailed action plan will be developed to ensure that all the long-term goals and short-term priorities are supported by partner activity. The action plan adds value by focusing on drawing together existing targets and monitoring activity. An activity-based mapping tool was developed in May 2006 and enables partner strategies and plans to be developed in synergy with the long-term aims of the V4K. Now recognised as an essential partner tool and an efficient means of aligning strategies and plans in pursuit of shared aims, it has been used to model the framework for the second Kent Agreement.

A3.5 Monitoring the *Vision for Kent*

Each theme in the *V4K* features detail of recent progress by our partners since the last progress report in 2003. The Kent Partnership has expressed its ongoing commitment to overseeing the delivery of the *Vision* through an annual conference with partners and progress reports every 2 years. There will be a full review and refresh every 5 years.

The Kent Partnership established a multi-agency steering group to oversee its delivery and monitoring as well as the Kent Agreement – the Kent Partnership Support Group.

A4. Comprehensive Performance Assessment

A4.1 What is it?

Every year the Audit Commission, the independent watchdog for public services, carries out an assessment of English upper tier and county councils and awards them a star rating of between 0 and 4 stars (previously categories of Poor through to Good, Excellent, etc were used).

The purpose of CPA is to inform residents and the government of how well councils are performing, leading to reduced regulation for higher performing councils, and is also a mechanism to drive further improvement in services for local people.

CPA has been in existence since 2001 and in 2005 the methodology was revised to a harder test. CPA is due to be replaced in 2009 by a new area assessment looking at wider outcomes including those delivered in partnership.

The constituent blocks of the current CPA framework are shown on the next page.

The overall rating is made up of four parts:

- Progress made in the last year - direction of travel
- Management of finances and value for money - use of resources
- Main service performance - service performance
- How well the council is run - corporate assessment

The direction of travel complements the star rating and is provided as an additional and separate assessment. Each of the other parts are scored from one to four, with four being the highest, and these contribute to the overall star rating which is arrived at through combining these scores through a set of rules.

A4.2 Direction of travel

The Audit Commission made changes to CPA from 2005 onwards in order to provide a more structured way of reporting progress on improvement. It added a 'direction of travel' label to the overall CPA category to apply from December 2005.

The labels are as follows:

Score of 4	Improving strongly
Score of 3	Improving well
Score of 2	Improving adequately
Score of 1	<i>Either</i> Not improving adequately <i>Or</i> Not improving

The direction of travel is based on two elements – the council's track record of improving outcomes and the progress made in implementing improvement plans to sustain future improvement.

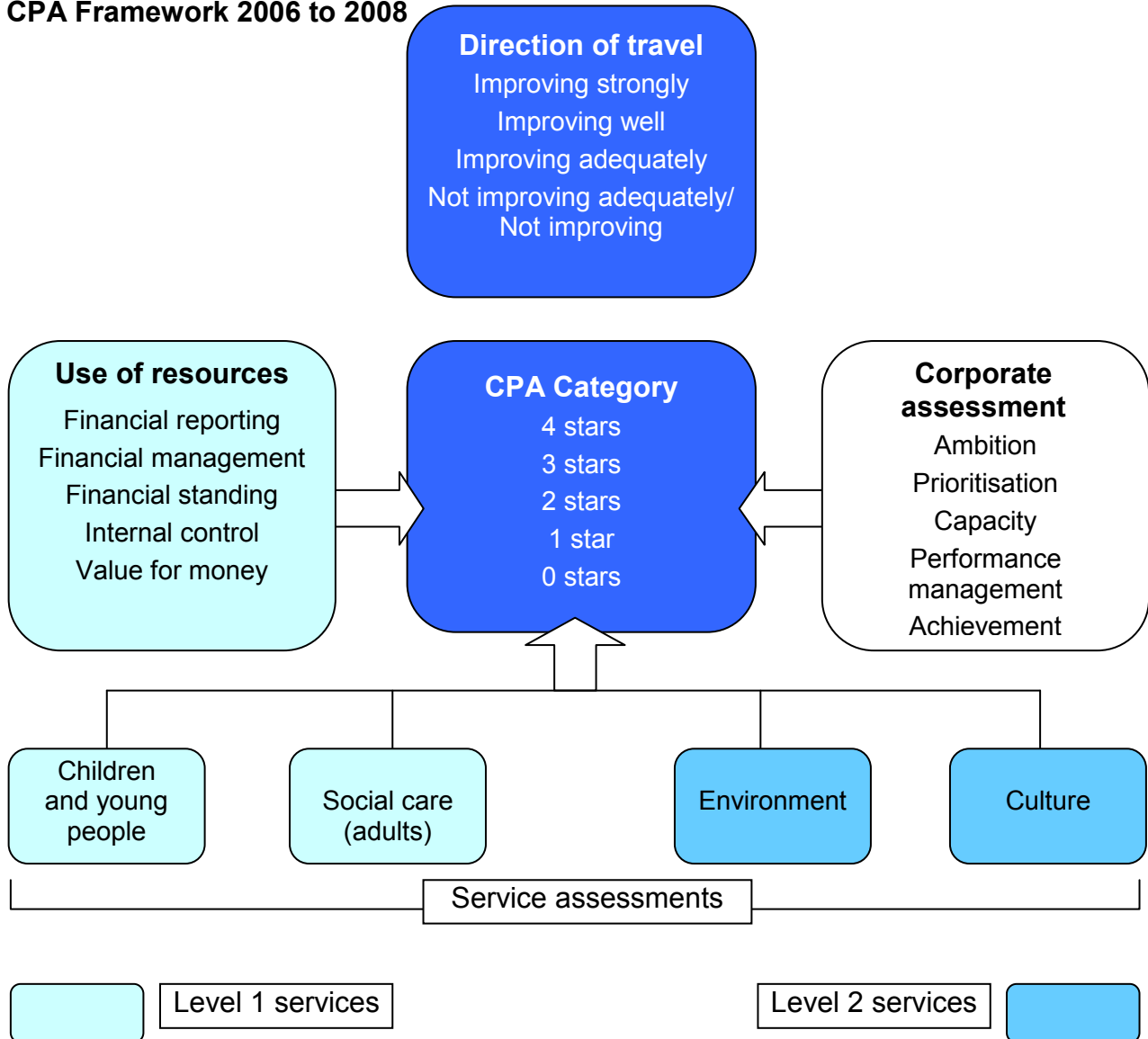
A4.3 KCC's assessment

KCC's latest overall results for CPA, announced in February 2007, were as follows:

This is a council that is **improving strongly** (direction of travel label) and demonstrating a **4 star** overall performance.

These results represented the best possible status in each category – an achievement made by ten councils nationally.

CPA Framework 2006 to 2008



Below is the extract from the February 2006 scorecard from the Audit Commission:

Direction of travel	2005	2006
This assessment indicates the progress being made, or otherwise, to achieve improvement.	improving strongly	improving strongly

The following summary has been provided to support this direction of travel assessment:

The Council continues to make significant improvements against local priorities. It has improved education performance, and helped vulnerable people so that they can live independently so reducing those admitted to residential care. It has been successful in regeneration and creating new jobs, and more people are participating in learning opportunities. Access to services has improved, including the provision of a public access centre involving many agencies while also optimising the use of ICT to deliver personalised services. Securing value for money and improving efficiencies is at the heart

of service improvement. However, although the current performance on waste recycling, collection and levels of crime are variable the council is tackling the issues. The Council's track record of delivering improved services is strong. It has made significant progress in achieving many of the targets set out in its Corporate Plan the 'Next Four Years' 2002-06. Robust improvement plans are in place to continue developing innovative services. It is building its capability to deliver its priorities by identifying efficiencies and strengthening partnership working. Financial planning remains strong.

Use of resources	2005	2006
We have assessed how well the Council manages its finances and provides value for money.	3	4

This use of resources judgement is drawn from five individual judgements provided by the Council's appointed auditor:

Auditor judgements	2006
Financial reporting	4
Financial management	4
Financial standing	4
Internal control	3
Value for money	4

Service performance	2005	2006
Children and young people - The Council's performance in providing children's services, such as children's education and social care. The joint assessment is made by the Commission for Social Care Inspection) and Ofsted following a review of the Council's overall performance and key indicators.	3	3
Culture - The Council's performance in services, such as libraries and leisure, as assessed by the Audit Commission.	2	4
Environment - The Council's performance in services, such as transport, planning and waste, as assessed by the Audit Commission.	3	4
Social care (adults) - The Council's performance in adult social care services. The assessment is made by the Commission for Social Care Inspection following a review of the Council's overall performance and key indicators.	3	3

Corporate assessment	2006
In assessing how the Council is run, the Commission considers what the Council, together with its partners, is trying to achieve; what the capacity of the Council, including its work with partners, is to deliver what it is trying to achieve; and what has been achieved?	4

Score used is from the 2002 corporate assessment.

The way we carried out corporate assessments changed from 2005 onwards. Until 2008, when all councils will have been assessed using the new-style corporate assessment, the CPA category will be based on either its new corporate assessment score or the previous one if that is higher.

A4.4 Corporate Assessment

KCC will undergo a full (two week) corporate assessment inspection, combined with an inspection of services for children and young people (a joint area review) at the end of January 2008. These inspections will be the most significant external review the council has undergone since 2002 and will be important both for our final CPA rating and also our baseline in the new Comprehensive Area Assessment which follows in 2009.

A5. Performance Indicators and Information notes

5.1 Indicators required by national government

Corporate Health	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability (BV 2a)	M	2	2	2	2
The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application (BV 2b)	UQ	84.2%	84.2%	100%	84.2%
Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms (BV 8)	UQ	94.6%	93.9%	100%	100%
Percentage of top-paid 5% of staff who are women (BV 11a)	BM	43.9%	46.5%	46%	47%
The percentage of the top 5% of local authority staff who are from an ethnic minority (BV 11b)	AM	1.9%	2.2%	2.0%	2.2%
Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools) (BV 11c)	AM	2.4%	1.8%	3.0%	2.2%
The number of working days/shifts lost to the Authority due to sickness absence (BV 12)	UQ	7.8	8.0	7.2	7.6
The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force (BV 14)	UQ	0.14%	0.11%	Below 0.2%	Below 0.2%
The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce (BV 15)	UQ	0.15%	0.11%	Below 0.3%	Below 0.3%
The percentage of local authority employees with a disability (BV 16a)	AM	2.0%	1.8%	2.2%	2.0%
The percentage of local authority employees from ethnic minority communities (BV 17a)	BM	2.4%	2.5%	2.4%	2.6%
The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people (BV 156)	AM	71.3%	76.9%	76.5%	78%

Education - attainment	2005 Actual	2006 Quartile	2006 Actual	2006 Target	2007 Target
<i>In schools maintained by the local education authority (KCC) :</i>					
Percentage of 15 year old pupils achieving 5 or more GCSEs or equivalent at grades A*-G including English and Maths (BV 39)	90.4%	AM	89.6%	94%	91%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 test in English (BV 181a)	75%	M	72%	76%	77%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 test in Mathematics (BV 181b)	75%	BM	76%	77%	78%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 test in Science (BV 181c)	71%	M	72%	76%	77%

Education - attainment	2005 Actual	2006 Quartile	2006 Actual	2006 Target	2007 Target
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 teacher assessment in ICT (BV 181d)	70%	AM (2005)	73%	76%	77%
Percentage of 11 year old pupils achieving Level 5 or above in the Key Stage 2 English test (BV 194a)	26%	M	31%	33%	32%
Percentage of 11 year old pupils achieving Level 5 or above in the Key Stage 2 Mathematics test (BV 194b)	30%	M	32%	33%	33%

Education - other	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Percentage of proposed statements of special educational need issued that were prepared within 18 weeks excluding 'exceptions' (BV 43a)	AM	99.5%	99.6%	99%	99%
Percentage of proposed statements of special educational need issued that were prepared within 18 weeks including 'exceptions' (BV 43b)	AM	88.2%	88.1%	85%	90%
Percentage of integrated early education and childcare settings funded or part-funded by the local authority where leaders have a qualification at Level 4 or above (BV 222a)	UQ	37.4%	33.9%	37.4%	33.9%
Percentage of integrated early education and childcare settings funded or part-funded by the local authority that have input from staff with graduate or postgraduate qualifications in teaching or child development (BV 222b)	BM	24.5%	15.8%	24.5%	15.8%

Youth services	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people who participate in youth work in the local authority area (BV 221a)	LQ	28.3%	14.0%	60%	20%
Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work' (BV 221b)	BM	11.7%	10.7%	30%	13%

Children's Social Care	2005/06 PAF Band	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
The percentage of Looked After Children at 31 March with three or more placements during the last financial year (BV 49)	5	10.7%	10.6%	11%	10.8%
The percentage of child protection cases which were reviewed regularly as a percentage of those cases that should have been reviewed during the year (BV 162)	5	100%	98.5%	100%	100%
The percentage of children looked after who were adopted during the year (BV 163)	5	9.3%	11.8%	8.5%	9%

Adult Social Care	2005/06 PAF Band	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Older people helped to live at home per 1,000 population aged 65 or over (BV 54)	2	72.3	75	75	76
Of new clients aged 65 years or over, the percentage for whom an assessment was completed within recommended times (BV 195)	5	90.4%	94.5%	94%	94.5%
Of new clients aged 65 years or over, the percentage for whom the time from assessment to provision of service was less than or equal to four weeks (BV 196)	5	95.3%	97%	96%	97%

Waste collection	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Number of kilograms of household waste collected per head of the population (BV 84a)	LQ	553	549	567	547
Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population (BV 84b)	BM	-2.3%	-0.8%	+2.5%	-0.2%
Cost of waste disposal per tonne of municipal waste (BV 87)	N/a	£53.84	£60.85	£66	£69

Waste Tonnage	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Total tonnage of household waste arisings sent by the Authority for recycling (BV 82a ii)	137,769	160,777	150,400	177,617
The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion (BV 82b ii)	73,455	83,110	94,500	86,672
Total tonnage of household waste arisings that have been used to recover heat, power and other energy sources (BV 82c ii)	0	91,646	228,700	297,488
The tonnage of household waste arisings that have been landfilled (BV 82d ii)	540,751	415,418	300,400	193,233

Road Safety	2005 Quartile	2005 Actual	2006 Actual	2006 Target	2007 Target
Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions (BV 99b i)	N/A	47	74	See part ii below	
Percentage change in the number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions since the previous year (BV 99b ii)	UQ	- 41.3 %	+ 57.4 %	-5.6%	-5.6%
Percentage change in the number of children killed or seriously injured (KSI) in road traffic collisions since the 1994-98 average (BV 99b iii)	UQ	- 68.0 %	-49.7 %	-50% by 2010 (national target)	
Number of people slightly injured in road traffic collisions (BV 99c i)	N/A	5,835	5,748	See part ii below	
Percentage change in the number of people slightly injured in road traffic collisions since the previous year (BV 99c ii)	BM	-1.3%	-1.5%	-0.9%	-0.9%*
Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average (BV 99c iii)	LQ	-1.9%	-3.4%	-10% by 2010 (national target)	

* And at constant percentage rate in future years

Highways	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Percentage of the unclassified road network where structural maintenance should be considered (BV 224b)	LQ	20.8%	18.9%	23%	
Number of days of temporary traffic controls, or road closure, per km on traffic sensitive roads, caused by council roadworks (BV 100)	BM	0.69	0.59	0.6	0.6
Number of local bus passenger journeys originating in the authority area undertaken each year (BV 102)	Not applicable	45.7m	47.1m	46.1m	48.0m
The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the local authority area (BV 165)	BM	90.5%	95.1%	100%	99%
The average number of days taken to repair a street lighting fault that is under the control of the local authority (BV 215a)	LQ	12.8	15.9	10	10
The average time taken to repair a street lighting fault, where response time is under the control of a DNO (BV 215b)	AM	17.2	39.0	15	15

Planning Applications	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Percentage of total applications determined within 13 weeks excluding those where an environmental assessment had taken place (BV 109a)	BM	62.9%	64.3%	70%	70%
Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme? (BV 200a)	N/A	Yes	Yes	Yes	Yes
Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out? (BV 200b)	N/A	Yes	Yes	Yes	Yes
Did the Local Planning Authority publish an annual report by 31st December each year? (BV 200c)	N/A	Yes	Yes	Yes	Yes

Trading standards	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Score against a checklist of best practice for Trading Standards (BV 166b)	UQ	100%	100%	100%	100%

Museums, galleries and libraries	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
The number of visits to/uses of local authority funded or part-funded museums and galleries per 1,000 population (BV 170a)	N/A	78	117	102	117
The number of those visits to Local Authority funded, or part-funded museums and galleries that were in person, per 1,000 population (BV 170b)	N/A	44	99	53	99
The number of pupils visiting museums and galleries in organised school groups (BV 170c)	N/A	8,737	9,417	8,772	9,400

Museums, galleries and libraries	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Compliance against the Public Library Service Standards (PLSS) (score out of 4) (BV 220)	N/A	2	3	3	3

Community Safety	2005/06 Quartile	2005/06 Actual	2006/07 Actual	2006/07 Target	2007/08 Target
Domestic burglaries per 1,000 households in the Local Authority area (BV 126)	AM	10.6	10.7	Not set	10.7
Violent crime per 1,000 population in the local authority area (BV 127a)	UQ	17.6	17.9	Not set	Not set
Robberies per 1,000 population in the local authority area (BV 127b)	AM	0.8	0.8	Not set	Not set
The number of vehicle crimes per 1,000 population in the local authority area (BV 128)	AM	11.2	10.3	Not set	10.3
The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population (BV 174)	N/A	50	57	Not set	Not set
The percentage of racial incidents reported to the local authority that resulted in further action (BV 175)	UQ	100%	100%	100%	100%

Resident Survey (Postal survey using national template for all councils, conducting in 2006)	2006/07 Actual
Percentage of residents satisfied the local tip/household waste recycling centre *	88%
Percentage of residents satisfied the provision of public transport information overall	46%
Percentage of residents satisfied the local bus service	51%
Percentage of residents satisfied with sports/leisure facilities and events	55%
Percentage of residents satisfied with libraries *	70%
Percentage of residents satisfied with museums and galleries	37%
Percentage of residents satisfied with theatres / concert halls	42%
Percentage of residents satisfied with parks and open spaces	74%
Percentage of residents after being asked about the above services and taking everything into account, who were satisfied with the way the authority run things	46%
Percentage of residents who were complainants to the council who were satisfied with the way their complaint was handled	27%

* Major services provided directly by the council. Other services listed are mainly provided by district councils and/or the private sector, although Kent County Council may make some provision (eg we provide a limited number of country parks in Kent).

5.2 Indicator Notes

In order to indicate how we perform compared to other local authorities, we have provided a column entitled such as '2005/06 Quartile', with the year used dependent on what is the most recently available comparable national data set. The quartiles are explained as follows:

UQ	Upper Quartile - KCC's performance is among the best 25% of authorities
UM	Above Median - KCC's performance is above average but not in the best 25% of authorities
M	Median - exactly in the middle with as many councils performing better as there are performing at a lower level
BM	Below Median - KCC's performance is below average but not amongst the worst 25% of authorities
LQ	Lower Quartile - KCC's performance is among the worst 25% of authorities

For consistency purposes, the comparison is made for national indicators against all upper tier and county councils.

Care is required when interpreting quartiles. In some case the difference between the lowest performing and highest performing council is minimal and for some indicators many councils perform at the same level with only a few outliers. On the other hand there may be large difference in performance between all councils. In order to obtain a fuller picture of performance, the maximum and minimal performance levels should be examined and also the distribution of all councils

In some tables, the Commission for Social Care Inspectorate (CSCI) banding system rating is shown. The explanation of CSCI banding is as follows:

Band 5	Very good
Band 4	Good
Band 3	Acceptable, but possible room for improvement
Band 2	Ask questions about performance
Band 1	Investigate urgently

It is possible for all local authorities to be in Band 5 for an indicator.

5.3 Targets for 2008/09 and 2009/10 as required by national government

Ref	Description	Target 2008/09	Target 2009/10
	Corporate Health		
BV 2a	Equality Standard for Local Government	3	4
BV 2b	Duty to Promote Race Equality	89.5%	95.3%
BV 8	Percentage of Undisputed Invoices Paid on Time	100%	100%
BV 11a	Top 5% of Earners: Women	48%	49%
BV 11b	Top 5% of Earners: Ethnic Minorities	2.3%	2.3%
BV 11c	Top 5% of Earners: with a disability	2.3%	2.3%
BV 12	Working Days Lost Due to Sickness Absence	7.4	7.2
BV 14	Percentage of Early Retirements	0.2%	0.2%
BV 15	Percentage of Ill-health Retirements	0.3%	0.3%
BV 16a	Percentage of Employees with a Disability	2.1%	2.2%
BV 17a	Ethnic minority representation in the workforce - employees	2.6%	2.7%
BV 156	Buildings Accessible to People with a Disability	80%	80%
	Education		
BV 38	GCSE performance: grades A*- C	66%	66%
BV 39	GCSE Performance: grades A* to G inc. English & Maths	92%	93%
BV 40	Key Stage Two Mathematics Performance – Level 4	82%	82%
BV 41	Key Stage 2 English Performance – Level 4	80%	80%
BV 43a	Statements of Special Educational Need: excluding 'exceptions'	99%	99%
BV 43b	Statements of Special Educational Need: including 'exceptions'	90%	90%
BV 45	Absence in Secondary Schools	7.8%	7.7%
BV 46	Absence in Primary Schools	4.6%	4.6%
BV 181a	Key Stage 3 Performance (English): Level 5	80%	80%
BV 181b	Key Stage 3 Performance (Mathematics): Level 5	79%	79%
BV 181c	Key Stage 3 Performance (Science): Level 5	78%	78%
BV 181d	Key Stage 3 Performance (ICT): Level 5	78%	78%
BV 194a	Key Stage Two Performance (English): Level 5	33%	33%
BV 194b	Key Stage Two Performance (Mathematics): Level 5	34%	34%
BV 221a	Participation in and outcomes from Youth Work: recorded outcomes	25%	30%
BV 221b	Participation in and outcomes from Youth Work: accredited outcomes	16%	20%
BV 222a	Quality of Early Years & Childcare Leadership – Leaders	33.9%	33.9%
BV 222b	Quality of Early Years & Childcare Leadership – postgraduate input	15.8%	15.8%
	Children Social Services		
BV 49	Stability of Placements of Looked After Children	11%	11%
BV 50	Educational Qualifications of Looked After Children	72%	74%
BV 161	Employment, Education and Training for Care Leavers	0.74	0.76
BV 162	Reviews of Child Protection Cases	100%	100%
BV 163	Adoptions of Looked After Children	9.1%	9.3%
BV 197	Teenage Pregnancies	-29.7%	-36.5%
	Adult Social Services		
BV 53	Intensive home care	11	11
BV 54	Older people helped to live at home	77	78
BV 56	Equipment and Adaptations Delivered	93.5%	93.5%
BV 195	Assessment waiting time	94.5%	94.5%
BV 196	Acceptable Waiting Time for Care Packages	97.5%	98%
BV 201	Direct Payments from Social Services	160.3	165
	Environment		
BV 82a i	Household waste management: recycling percentage	24.7%	26.4%
BV 82a ii	Household waste management: recycling tonnage	188,000	203,000
BV 82b i	Household waste management (composting) percentage	12.3%	12.6%

Ref	Description	Target 2008/09	Target 2009/10
BV 82b ii	Household waste management (composting) tonnage	294,000	294,000
BV 82c i	Household Waste Management (energy recovery) percentage	38.6%	38.2%
BV 82c ii	Household Waste Management (energy recovery) tonnage	294,000	294,000
BV 82d i	Household waste management (landfilled) percentage	24.4%	22.8%
BV 82d ii	Household waste management (landfilled) tonnage	186,000	175,000
BV 84a	Household waste collection (kilograms per head)	548	550
BV 84b	Household waste collection (% change)	0.1%	0.3%
BV 87	Municipal Waste Disposal Costs	£75.50	£82.02
	Transport		
BV 100	Temporary Road Closure	0.6	0.6
BV 102	Passenger Journeys on Buses	48.9m	49.9m
BV 165	Pedestrian crossings with facilities for disabled people	100%	100%
BV 178	Footpaths and Rights of Way Easy to Use by the Public	73%	75%
BV 187	Condition of Surface Footway	24%	24%
BV 215a	Rectification of street lighting faults: non DNO	8	6
BV 215b	Rectification of street lighting faults: DNO.	12	10
BV 223	Condition of Principal Roads	7%	7%
BV 224a	Condition of Non-Principal Classified Roads	11%	11%
BV 224b	Condition of Unclassified Roads	20%	20%
	Planning		
BV 109	Planning Applications: Major Applications	70%	70%
BV 200a	Plan-making: Development Plan	Yes	Yes
BV 200b	Plan-making: Milestones	Yes	Yes
BV 200c	Plan-making: Monitoring Report	Yes	Yes
	Trading Standards		
BV 166	Trading Standards Checklist	100%	100%
	Cultural Services		
BV 170a	Visits To and Use Of Museums and Galleries: all visits	100	100
BV 170b	Visits to and Use of Museums and Galleries: visits in person	90	90
BV 170c	Visits to and Use of Museums and Galleries: school groups	8,800	8,800
BV 220	Compliance against the Public Library Service Standards (PLSS)	3	3
	Community Safety		
BV 126	Domestic burglaries per 1,000 households	10.7	10.7
BV 127 a	Violent crime per 1,000 population	Not set	Not set
BV 127 b	Robberies per 1,000 population	Not set	Not set
BV 128	Vehicle crime per 1,000 population	10.3	10.3
BV 174	Racial incidents recorded	Not set	Not set
BV 175	Racial incidents resulting in further action	100%	100%

A6. Reviews, audit and inspection

A6.1 Introduction

KCC has in place a programme of topic reviews carried out by select committees and internal and external audit plans and is subject to some external inspections. Some of the detail relating to these processes is set out in this appendix.

A6.2 Value for Money (VfM) reviews

A programme of VfM reviews was agreed in September 2006, and is listed below.

To maximise the benefit of VfM reviews, we require a degree of external challenge and to date, this has been provided by our external auditors, PriceWaterhouseCoopers. They are able to bring challenge not only to the costs and outcomes, but also comparison of the service strategy to other Authorities and emerging best practice.

The programme of VfM reviews is

Review Topic	Completion Date
Schools Clusters	January 2007
Highways	June 2007
Waste	June2007
Libraries	June 2007
Daycare for Learning Disability	July 2007
Economic Development	December 2007
Community Safety	January 2008
Daycare for Elderly	March 2008
Children's Social Care	March 2008

The outcomes of those reviews completed to date are:

Schools' Clusters

PwC said: 'We found many examples of good value for money. It would be possible to determine the effect of reduced expenditure upon the outputs of the services delivered by clusters but difficult to ascertain the effect of this upon outcomes such as standards of behaviour and academic attainment.'

'Risk is being well-managed through robust systems and this ensures a consistent service. Clusters allow for speedier decision-making. Clusters offices had a consistency of approach, although there are some areas to work on; greater flexibility in access to staff between clusters and a lack of suitable base locations for support staff, for example'.

In all, 23 recommendations were made. The report findings were favourable in terms of Value for Money.

A6.3 Performance Reviews

Policy Overview Committees (POC) carry out a review of performance through routine POC agenda items, through other Informal Member Group (IMG) work and through the Topic Review programme, obviating the need for a separate Performance Review programme.

A6.4 Topic Reviews

KCC's Policy Overview Co-ordinating Committee (POCC) co-ordinates the preparation of an annual programme of topic reviews. These reviews are allocated to Policy Overview Committees (POCs) which appoint a Select Committee to carry out the review on their behalf.

During 2006/07, KCC's four POCs – Adult Social Care, and Community Health and Strategic Planning - together with the council's NHS Overview and Scrutiny Committee, completed a number of significant reviews. The work of the Select Committees has been of a very high quality and experience has shown that the reports produced add significant value to the work of the authority.

The following topic reviews were completed in 2006/07:

Climate Change

Tackling Obesity

PSHE (Personal, Social and Health Education)/Children's Health

Transitional Arrangements

There is a summary below. Copies of Select Committee reports are available from Paul Wickenden, 01622 694486, or by e-mailing paul.wickenden@kent.gov.uk.

Climate Change

This review considered the impact of climate change in short, medium and long terms for Kent's economy, society and environment, including related impacts of extreme weather conditions. KCC's Community Leadership role in adapting to and mitigating the impact of climate change.

Tackling Obesity

This review assessed best practice in reducing obesity through improving activity levels across the County, across all age groups, as an instrument in prevention of disease. This review was carried out jointly with Canterbury City Council, Gravesham Borough Council and Tunbridge & Malling Borough Council.

PSHE (Personal, Social and Health Education)/Children's Health

This review explored the educational effectiveness of Personal, Social and Health Education, particularly of Sex and Relationships Education (SRE), primarily in secondary schools and recommended a robust strategy directed at teaching young people sexual health, aimed at reducing the rate of both sexually transmitted infections (STIs) and teenage pregnancies.

Transitional Arrangements

This review considered the issue of transitional arrangements to adult social services for disabled children and young people and children and young people with a learning difficulty, including those who are Looked After.

Topics Reviews – 2007/08

- Carers in Kent
- Abuse of Alcohol

A6.6 Inspections

Audit Commission

As a result of KCC's *four star* status there were no inspections by the Audit Commission during 2006/07.

Kent is scheduled for the following reviews in 2007/08:

- Audit Commission Comprehensive Performance Assessment Corporate Assessment
28 Jan – 8 Feb 2008
- Supporting People Inspection 3 - 7 Sept 2007
- Youth Service - during 28 Jan - 8 Feb 08
- Young Offenders Service - 7 - 11 Jan 08

The Office for Standards in Education (Ofsted) and the Commission for Social Care Inspection (CSCI)

The Office for Standards in Education (Ofsted)

The second Annual Performance Assessment (APA) was completed successfully with KCC judged to be amongst the top performing local authorities in the country. KCC children's services were rated as good by OfSTED in 2006 with the capacity to improve rated as outstanding.

The Annual Performance Assessment and Joint Area Review of Children's Services will take place - 28 Jan – 8 Feb 2008

Commission for Social Care Inspection (CSCI)- Adult Social Services

For the fifth year running Adult Social Services was awarded three stars (Excellent) and the conclusion was it served most of the people well with excellent capacity for improvement. Kent is only one of five out of 150 Authorities across the Country to have retained 3 stars over the five years since Social Services have been rated in this way.

A6.7 Internal audit

Internal audit is an assurance function that provides an independent and objective opinion to the Authority on the arrangements put in place by management for achieving service objectives and proper stewardship. The internal audit opinion covers the adequacy and effectiveness of the:

- Control environment
- Risk management arrangements
- Governance framework and compliance with best practice.

Assurances are provided in terms of an "audit opinion", which provides one of four defined standards ranging from "high" to "minimal". The overall annual opinion for 2006/07 was that there is substantial assurance as to the level of control for the management of financial risk in the council and substantial assurance that business objectives are achieved. The main areas for improvement are the governance of partnerships and business continuity planning.

Recommendations to improve the control of risks identified through internal audit activity have been discussed with, and accepted by, relevant managers and are always followed up by Internal Audit.

The Audit Plan for 2007/08 covers controls in relation to established financial and management information systems (as required by statute) as well as the audit of the controls in place to ensure the Council can deliver its business objectives. Internal Audit consults with directorates, external auditors and other relevant inspection bodies to ensure that duplication is minimised and that audit resources are used effectively. As well as providing an assurance for each area of review, Internal Audit provides management with practical recommendations for enhancements where necessary. In order to ensure its independence, Internal Audit not only reports to management but also to an independent Governance and Audit Committee on both its findings and its performance.

A6.8 External audit

In the summer of each year, KCC's external auditor, issues a 'Report to those charged with Governance', known as ISA 260, which summarises findings from the past year's external audit. It contains comments on Kent's performance, including the results of value for money studies, as well as an opinion on the Authority's accounts, financial standing and governance arrangements. The purpose of this is to assist the Authority in achieving its objectives as well as monitoring its financial health and management practices.

In July 2006 the auditor issued an unqualified audit opinion on the Statement of Accounts, Pension Fund and the Authority's Statement of Internal Control.

The External Audit Plan for KCC for April 2007 to March 2008 is available from Janice Hill, Performance Manager, Kent County Council, Room 1.64, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ.

A7. Strategic risk management and corporate governance

A7.1 Introduction

Risk Management is fully integrated into the Council's approach to good corporate governance. We have recently agreed a new approach to audit planning that further embeds risk management into our business processes.

A7.2 KCC's Approach to Risk Management

Risk is endemic in the work of KCC because of the nature of the services it provides and because of its sheer size and complexity. KCC deliberately encourages a leadership style and culture which is innovative and at the forefront of developments, and this requires and encourages a greater appetite for working with uncertainty and taking risks.

Against this background, we have a comprehensive approach to identifying and managing risk across the organisation. The approach distinguishes between:

- Strategic risks - these are major events which could impact across KCC as a whole e.g. flu pandemic
- Operational risks – In their day-to-day business, KCC's directorates are continually taking decisions about managing risk. We have raised the profile of risk management within decision making. Lead officers for risk management are firmly established within each directorate. With support from performance management, corporate finance and internal audit staff, these lead officers are responsible for the continuous improvement of risk management throughout their directorate. These officers regularly meet as part of the Resource Directors Group to steer the development of risk management across the Council and to monitor progress. There are also regular monitoring reports to the Chief Officer Group, Cabinet and the Governance and Audit Committee.

A7.3 Identifying risks

We have well-established arrangements for identifying, prioritising, action planning and monitoring risks. Directorates each prepare a register of their key risks which is maintained by the lead officer who maps existing controls and action planning. Each key risk is monitored with reports to the relevant directorate management team. The risk registers are formally refreshed annually in conjunction with the preparation of directorate business plans, but since the registers are dynamic documents they can be updated as new risks emerge or change.

A8. KCC's Annual Efficiency Statement (AES) - Forward look 2007/8

A8.1 Strategy for securing efficiency gains

Efficient management of resources continues to be one of Kent County Council's highest priorities and there is an ongoing search for savings for reinvestment into front-line services.

This is not new, as for ten years the Council has set and delivered at least 2% annual efficiency savings. The redirection of resources away from back office functions to front line services in recent years has been well documented.

In summary, the AES reflects a determination on the part of Members and officers to build on past successes, to focus on areas for improvement, to secure continued excellent value for money, and to take the lead on developing new and better ways of delivering quality public services. KCC acknowledges the significance of VfM services and that as an Authority we must constantly be looking at providing services more effectively, efficiently, and economically.

Central to KCC's Efficiency Strategy is the agreed Medium Term Financial Plan which sets out a commitment to deliver over £73m budget savings over the next 3 years.

In constructing the 2007/08 AES the following principles have been applied:

- Priority areas for targeted efficiency gains have been identified through strategic analysis and operational debate across the whole organisation
- There is clear business ownership of the resulting targets

These gains need to be seen in the light of the large additional pressures that are being placed on the Authority. In 2007/08 we budgeted for over £108m worth of pressures. These include pricing, the effect of government and legislative changes and demand/demographic pressures. The effect of these pressures means that the importance of delivering efficiencies is now even greater and even more challenging for us. Demand for and delivery of services has risen considerably in the last eleven years, outstripping our increase in funding.

A8.2 Key actions to be taken during the year

KCC has established a VfM Board to help identify and deliver efficiency gains across the Authority. This board is led by the Director of Finance, and has Cabinet Member participation. The Board is responsible for ensuring that efficiency gains are identified and realised.

The next phase of work is to further integrate the work of the Board in to the medium term planning process. The identified efficiency gains will be delivered through a range of projects taking place throughout the three-year period, each with a named lead officer.

Kent is continuing with its Transformation Programme that is aimed at bringing further efficiencies by maximising the use of technology and eCommunication channels.

A9. Policy Framework

Plans and strategies included in the Policy Framework

Requiring Council debate and approval

Name of Plan
Annual Plan
Towards 2010
Vision for Kent (Community Strategy)

Requiring Committee approval and Council ratification

Adult Services Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Active Lives	No	10 year vision from 2006, originally published in 2000	2007	Policy document being revised this year with the new Directorate
Adult Services Framework	No	3 yearly with an annual review	May 2006	New document re integrated services
Better Care, Higher Standards	Yes	Annual	Nov 2006	Charter of standards rather than plan
Mental Health National Service Framework Local Implementation Plan	Yes	3 yearly		Reviewed annually
Our Health Our Care Our Say	Yes	Permanent		White paper - DOH
Supporting People	Yes	5 yearly Updated annually	April 2010	
Workforce Strategy	no	Annual		Social Care personnel document
A new Ambition for Old Age: Next Steps in Implementation of the Older People National Framework.	yes	Reviewed in 3 years	April 2009	
Improving Life Chances for Disabled People		Cabinet / DOH Strategy		Strategy document from Central Govt.

Children's Services Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Accessibility Strategy	Yes	3 years 2003-2006,	March 2007	Reviewed annually
Children's & Young People Plan	Yes	3 Years 2006-2009	April 2009	Multi-agency plan
SEN Policy & Action Plan	Yes	4 Years, reviewed annually	Sept 2007	SEN Code of Practice

Communities Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Adult Education Service Strategic Plan 2005-2008	No	3 years	2008	
Adult Education Development Plan	Yes	3 Years, August 2003 – July 2006	August 2006	Reviewed annually from August
The Strategic Framework for Sport in Kent 2003-2008	No	5 years, 2003-2008	2008	Monitored by a 'Monitoring, Evaluating and Planning Group', involving partner organisations
Adult Treatment Services Plan	Yes	Annual	January 2007	Drug Action Plan
Community Safety Strategy	No	4 yearly	April 2010	
Local Cultural Strategy	No	Needs decision	December 2006	New Plan (previously part of the Vision)
Trading Standards Service Plan (incorporating Food and Agriculture Service Plan)	No/Yes	Annual	March 2006	Food and Agriculture Service Plan is statutory, needs to be kept in, updated annually
Young People Substance Misuse Plan	Yes	Annual	April 2006	Drug Action Plan

Youth Justice Plan	Yes	2002-05, reviewed annually - finance plans are 3 yearly and service delivery plans are annual	June 2006	As a 'four star' authority we do not need to produce this plan
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Environment & Regeneration Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Environment Strategy	No	10 years	Before 2013	
Kent Prospects	No	2000-06	2006	
Local Transport Plan	Yes	5 years	March 2011	Annual performance report produced
Minerals Local Plan (being replaced by Minerals Local Development Framework)	Yes	N/A	Before 2007	
The Joint Municipal Waste Management Strategy	Yes	20 years	2006	
Structure Plan (including the deposit consultation draft)	Yes	20 years		Current plan will be the last, being replaced by South East Development Frameworks
Waste Local Plan (to be replaced by Waste Local Development Framework by 2007)	Yes	5 years		

A10. KCC contracts

Regulations from the Department for Communities and Local Government (DCLG) state that authorities must include in their Best Value Performance Plan a statement on procurement involving transfer of staff as follows:

The council confirms that it has complied with the *Code of Practice on Workforce Matters in Local Authority Service Contracts* for all transfers that have taken place between April 2006 and March 2007 and will continue to do so.

A copy of the *Code of Practice on Workforce Matters in Local Authority Service Contracts* is available on request from KCC's Performance Management Group, Sessions House, County Hall, Maidstone (phone 01622 221981 or email performance@kent.gov.uk).

A11. More Information

One of the few freedoms and flexibilities offered by Government for our 4 star status is a reduction in the amount of performance information that must be included in the Annual Performance Plan.

Therefore, this Plan does not contain operational information that may be obtained from other sources, such as:

- Detailed financial schedules – these are included in the council’s Budget Book and a headline summary is available in Your Guide to the Performance, Council Tax, and Business which has been sent to all residents
- More detailed performance targets and service priorities which are detailed in our Departmental Business Plans for 2006-07
- Further details of the *Vision for Kent*, Supporting Independence Programme, Kent Area Agreement, and our various projects and initiatives.

All the above are available on our website www.kent.gov.uk

A11.1 Obtaining Alternative Versions of the Annual Plan and Your Comments

KCC’s website

A copy of this plan is published on our website at www.kent.gov.uk. This site also holds information and relevant contact names for our services and functions.

Obtaining alternative versions

KCC’s Annual Plan is also available in alternative versions. Please contact Georgina Pearce in KCC’s Corporate Communication Unit on 01622 694044.

Your comments

We are always trying to ensure that we improve the services that we provide for the people of Kent. We would be glad of your views on any part of this document and will use them in preparing future plans and developing our services.

Please complete the short feedback form on the next page and return it to Janice Hill, Performance Manager, Kent County Council, Room 1.63, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ.

If you would rather give your views by telephone, you can call 01622 221981. Alternatively email:

performance@kent.gov.uk.

Thank you

Glossary

Academies	A new type of school. An all ability school established by sponsors from business, faith or voluntary groups working in highly innovative partnerships with central Government and local education partners.
Active Lives	The 10 year vision for Adult Social Care in Kent
ALFA	Active Lives for Adults - an Adult Social Care modernisation programme designed to deliver cultural change in service delivery in order to reduce the emphasis on managing of care packages, to be replaced by an emphasis on supporting people on how best to identify and support their own needs
CDRP	Crime and Disorder Reduction Partnerships - statutory partnerships created by the Crime and Disorder Act 1988. The partnership membership includes the responsible bodies of local authorities, police authorities, fire and rescue authorities and PCTs as well as other local partners. CDRPs are based at district level and duties include working with other local agencies and organisations to develop and implement strategies to tackle crime and disorder including anti-social and other behaviour adversely affecting the local environment as well as the misuse of drugs in their area.
Children Centres	At the heart of the Government's strategy to deliver better outcomes for children and families, Children's Centres where children under 5 years old and their families can receive seamless holistic integrated services and information, and where they can access help from multi-disciplinary teams of professionals.
Clusters	A formal structure representing a geographic group of schools which ensures : <ul style="list-style-type: none"> • decentralisation of decision-making processes and funding allocations from county level to local level • better sharing of skills, experience and best practice between schools
Common Assessment Framework	A standardised approach to conducting an assessment of a child's additional needs and deciding how those needs should be met designed to promote more effective, earlier identification of additional needs, particularly in universal services. All local authority areas are expected to implement the CAF between April 2006 and the end of 2008.
ContactPoint	The 'information sharing index' for children, will hold basic identifying information for all children in England (aged up to 18)and for their parent/carers : name, address, gender, date of birth and a unique identifying number, as well as contact details for services involved with the child: as a minimum, educational setting and GP practice, but also other services where appropriate.
CYP	Children and young people
Direct Payments	Direct Payments are cash payments made in lieu of social service provisions, to individuals who have been assessed as needing services providing individuals with greater choice and control over their lives, to make their own decisions about how their care is delivered.
Dover Pride	A partnership between public and private organisations with the objective of facilitating economic regeneration in Dover

Family group conference	A process which can be used by the council, after a referral to children's social care which allows members of a family the chance to meet and explore and understand what is happening with the family and plan what needs to happen next to overcome any problems.
Fastrack	The new public transport system for Kent Thameside
Gateway	A convenient public service access point providing multi-agency presence located in a retail setting
ICT	Information and communication technology
In Control	???
KCA	Established in 1975 and having grown steadily over the years is now one of largest providers of community drug and alcohol services in the South East. It employs over 200 people and operates in the London Boroughs of Ealing, Bromley, Greenwich and Bexley, in East Surrey and in Kent
Kent Agreement	Kent's Local Area Agreement signed with national government in 2005
Kent Card	A new scheme which can be used by older or disabled people who buy their own support with direct payments from KCC. The CHIP and PIN card allows those using it to pay for services face to face, through the internet or on the telephone.
Kent Children's Fund	Provides funding to support local projects in targeting 5-13 year olds, which either: <ul style="list-style-type: none"> • Promote attendance at school • Improve emotional & psychological wellbeing • Reduce child health inequalities & promote social inclusion • Help children & young people to achieve their potential by developing life skills & citizenship
Kent Connects	A collaboration between KCC, district councils and other public service providers in Kent to provide joined up IT solutions, including improving the accessibility of services for the public
Kent Partnership	The county-wide local strategic partnership for Kent formed in 2002 as a result of the Local Government Act 2000. It is made up of representatives from the private, public, voluntary and community sectors.
LAA	Local Area Agreement - an agreement between local public service providers and national government, including a number of different targets across many service areas to be delivered over a three period through the activity of local partnership work
LAC	Looked after children
Lead professional	A key element of integrated support, the Lead Professional coordinates provision and acts as a single point of contact for a child and their family when a range of services are involved and an integrated response is required.
MCCH	A charity that employs over 1500 people with a turnover in excess of £30 Million working work across London and the South East of England, and with particular expertise supporting people with learning disability, mental health problems and autism
NEET	Not in education, employment or training (usually refers to age group 16 to 19)
Objective 2	A European funding programme for areas with particular structural problems including areas suffering from industrial decline or urban problems, disadvantaged rural areas and fishing areas suffering employment loss

PCT	Primary Care Trusts - at the centre of the NHS and controlling 80 per cent of the NHS budget. Primary Care is the care provided by people you normally see when you first have a health problem. It includes doctors, dentists, opticians, pharmacists, NHS Walk-in Centres, and the phone line service NHS Direct.
PSA	Public Service Agreement - a specific and stretching target for the improvement of a service outcome, agreed with national government
SEEDA	South East England Development Agency - a government funded regional body with responsibility for economic development
Supporting People	This national government programme is locally administered by local authorities and offers vulnerable people the opportunity to improve their quality of life by providing a stable environment which enables greater independence. It delivers high quality and strategically planned housing-related services which complement existing care services.
Telecare	A service of older and vulnerable clients which through the use of automatic sensors in the home, linked to a 24 hour monitoring centre, allows potential crises such as falls, low or high room temperatures, or forgetting to take medication to activate the service through the telephone line, so that trained staff can speak to the client and / or arrange for appropriate assistance
Telehealth	Telehealth technology allows individuals to monitor their own vital signs at home. Telehealth equipment can take the same measurements that the nurse or GP take at the surgery, therefore avoiding frequent visits to the surgery. Measurements are automatically sent through the telephone line to a nurse or GP who is able to read those measurements from their desk at the surgery.
Towards 2010	KCC's local priorities and targets to be delivered, based on wider Vision for Kent outcomes, to be delivered between 2006 and 2010
Valuing People	A government White Paper from which outlines the government's plan for making the lives of people with learning disabilities and their families better
Vision for Kent (V4K)	Kent's community strategy
YJB	Youth Justice Board for England and Wales (YJB) is an executive non-departmental public body. Its 12 board members are appointed by the Secretary of State for Justice. The YJB oversees the youth justice system in England and Wales and works to prevent offending and reoffending by children and young people under the age of 18, and to ensure that custody for them is safe, secure, and addresses the causes of their offending behaviour