

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

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

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

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

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