

By: Graham Badman, Managing Director Children, Families & Education

To: Children Families & Education Policy Overview Committee – 3 June 2008

Subject: Consideration of the Draft KCC Annual Plan 2008/09 and Process for Publishing the final approved version

Summary: This report sets out the background and process for publishing the KCC Annual Plan 2008/09. A copy of the latest draft is attached to enable Members to make any comments they think are appropriate prior to its approval at County Council on 19 June.

FOR INFORMATION

Introduction

1. (1) The Local Government Act 1999 introduced the statutory requirement for authorities to produce a Best Value Performance Plan (BVPP). The contents are strictly prescribed. The statutory deadline for publication is 30 June. This will be the last year that authorities will be required to prepare a BVPP.

(2) Kent's BVPP is known as the KCC Annual Plan. The principal audiences are KCC's staff and Members as well as groups and organisations with an interest in our activities. It is nevertheless a public document and potentially an important means of communicating with local people directly.

Purpose of the KCC Annual Plan

2. (1) The KCC Annual Plan goes further than the statutory minimum BVPP content requirements. It brings existing KCC planning processes together in one document and is an important mechanism for incorporating elements of Towards 2010, Kent Agreement, Supporting Independence Programme, Vision for Kent and other Directorate priorities.

It acts as a bridge between KCC's strategic objectives and corporate priorities and its service and financial plans, and avoids duplicating large amounts of detailed information contained elsewhere. It reports upon progress made against many priorities for the previous financial year as well as setting new targets for the current year and beyond. Much of the information included is therefore taken from existing Member approved information sources.

(2) The KCC Annual Plan is also a central part of the Authority's performance management processes bringing together performance information and comparing KCC with other authorities.

(3) The Annual Plan follows the Towards 2010 format with Directorate and Portfolio information being allocated under Towards 2010 headings.

Role of Members of Policy Overview Committee

3. (1) For the last four years the draft Annual Plan has been presented to Policy Overview Co-ordinating Committee (POCC) to enable Members to make any comments they think are appropriate prior to its approval at County Council.

(2) This year the process has been amended and instead the draft Annual Plan is being submitted to each Policy Overview Committee (POC). This will enable each committee to focus specifically on areas which are the responsibility of their committee in relation to the policy objectives and performance targets set.

It is recommended that Members send their comments and questions in advance of the meeting. This will allow responses to be provided to Members on the day, wherever possible, rather than after the meeting, as has happened in a number of instances in previous years. **These comments/questions should be sent to Karen Mills, preferably by email (karen.mills@kent.gov.uk) by 23rd May 2008.** There will still, however, be an opportunity for Members to make additional comments on the day.

Completion of the Plan

4. (1) The KCC Annual Plan 2008/09 is fairly close to completion. There are some small gaps within the performance indicator (PI) tables but these will be completed shortly.

(2) The document will be proof read and a 'plain English' check undertaken prior to publication.

(3) This year the Annual Plan will again be published on CD. The CD will also include Vision for Kent, Towards 2010, The Kent Agreement, Supporting Independence documents, Medium Term Plan, Kent Adult Social Services Active Lives and The People of Kent.

(4) A published (hard copy) version of the Annual Plan will also be available.

Approval process and Member involvement

5. (1) The Constitution states that the Leader shall submit a draft Annual Plan to County Council. The date of this meeting is 19 June. This date is fixed to allow Members to see as full a draft as possible prior to its publication at the end of June.

(2) The terms of reference of Governance and Audit Committee require it to check compliance of the KCC Annual Plan with statutory requirements prior to its publication. Authority to do this has been delegated to a small, cross-party group of Governance & Audit Committee members in early June, (as there is no suitable date for this to be undertaken by the full committee prior to the end of June). County Council will be orally informed of their view.

Publication

6. (1) Copies of the KCC Annual Plan are sent to all Members of the County Council, the Authority's principal partners and relevant voluntary organisations, senior KCC managers and our external auditors, amongst others. Copies will also be sent to all libraries and KCC offices open to the public as in previous years.

(2) A copy will be available on KCC's web-site before the end of June. This will be a web-based version to enable better access to the public and other interested parties. A copy is also available on KNET to allow access to all our staff.

External Audit

7. (1) The requirement for such Plans to be externally audited currently remains. KCC's previous external auditor's reports on the last eight years Plans have been unqualified with no statutory recommendations in the last seven years.

(2) An early draft of the Plan will be made available to our newly appointed external auditor, and The Audit Commission, in order to ensure KCC meets statutory requirements prior to publication.

Recommendations

8. Members are asked to NOTE the arrangements for publishing and approving the KCC Annual Plan 2008/09.

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Background Documents:

None

Other Useful Information:

None

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KCC Annual Plan

Performance in 2007/08

Priorities and targets for 2008/09

About this plan

This Annual Plan brings all Kent County Council's activities together in a single document. It sets out:

- How we performed in 2007/08
- Our objectives and targets for 2008/09
- How we are transforming the organisation and managing our resources
- The county council's 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 2007/08 has not yet been audited

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Leader and Chief Executive's Introduction

Welcome to this year's Annual Plan which sets out our ambitions and priorities for the forthcoming year.

We will be Putting Kent First by building on our solid achievements in the last 12 months, pursuing our principal objective to deliver high quality services and seeking innovations which will make a real difference to people's lives.

This is increasingly harder against a backdrop of growing demands for services and a tough three year settlement from government. But, in the past three years we have made more than £90m in savings, well over the government's targets, making KCC one of the best value for money councils in the country.

The achievements of the last year, many of which have been recognised through independent assessment by government inspectors, have been remarkable.

Earlier this year the audit commission gave KCC the highest possible Comprehensive Performance Assessment (CPA) rating that a local authority can achieve - four stars and performing strongly. Only 12 other councils got the top rating out of the 150 being assessed.

The rating is based on assessments carried out last year which looked at what progress KCC has made, how we manage our finances, how well services are performing and how well KCC is run as an organisation.

KCC scored particularly highly in providing services for children and young people, vulnerable and older people and our use of public money. Culture, environment and social care scored highly and recycling and composting services, consumer satisfaction with Trading Standards and a reduction in the number of people killed and seriously injured on Kent's roads were picked out for particular praise.

We were delighted to be presented with the award for Transport Authority of The Year. This was the result of much innovation, the great success of Fastrack in Dartford and Gravesham and the highly successful introduction of the Kent Freedom Pass in June 2007.

This year will see the continuing roll out of the Freedom Pass to be completed across Kent by 2009. The highly popular scheme allows students aged 11 to 16 free travel on bus services in Kent once they have purchased a pass for an annual fee of £50, giving young people more access to leisure and sport activities and a wider choice of schools.

We are working with government to find a long-term solution to the annual funding gap for services to unaccompanied asylum seeking children. The gap between the cost of the services we are required to provide by law and the grant we get from government is currently running at £5m a year.

This is an extremely exciting time for education in the county and we are delighted to be overseeing the biggest transformation for many years. Last year's academic results particularly at key stage 4 were excellent. We will continue to expand our pioneering apprenticeship and vocational training programmes which will help more young people to acquire the skills that the commercial world is so desperate for. KCC is piloting a range of

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innovative strategies for 14 to 24 year olds which will deliver enormous rewards in future years.

Active Lives for Adults, the modernisation programme that will help Kent Adult Social Services change the way services are provided, will place greater choice and control in the hands of the people who use them.

A successful local economy will be one of the critical success factors in achieving a higher quality of life for local people. As the UK enters a period of some economic uncertainty then it is important that KCC redoubles its contribution to achieving economic success across the County. This coming year will see the launch of a new KCC regeneration strategy that will outline how we propose to maximise this contribution over the longer term together with details of exactly what measures we will take. Our longer term ambition is to ensure new quality employment opportunities are created within the County.

Quality employment opportunities are totally dependent upon a strong and growing economy in the county of Kent.

We hope businesses will choose Kent as their ideal location with our proximity to London and mainland Europe. In East Kent there are exciting development opportunities at Manston Airport and the build out of the Turner Contemporary gallery.

The Channel Tunnel Rail Link domestic services opening in 2009 from Ebbsfleet, Ashford and Folkestone, and the improved connectivity across the county to London, should not be underestimated in terms of its effect in stimulating and further supporting inward investment and Kent's enormous competitive advantage, compared to other parts of the South East.

To meet the justifiable increased expectations of the quality and nature of public services we need to look to the future to create and develop new partnerships and ways of working.

Working with our partners to continue to deliver the very best public services is a clear goal but how we do this and how best to combine a new set of relationships for the future will be a constant theme in our overall planning.

There are so many exciting opportunities in the public and private sector in Kent, we are very optimistic about the outlook for 2008 and beyond.

Paul Carter
Leader, Kent County Council

Peter Gilroy
Chief Executive, Kent County Council

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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 in pursuit of the county's clearly stated objectives as set out in the ***Vision for Kent (the Vision)***. This document, agreed between Kent's public, private and voluntary sectors, sets out how the county council and its partners will work together to improve the economic, social and environmental well-being of the county over the next 20 years.

Towards 2010, a vital document designed and developed across the council in 2006, defines KCC's priorities in terms of the *Vision* and gives the business strategic direction.

At the heart of *Towards 2010* are the county council's agreed aims. These are designed 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.

The *Kent Agreement* is the county's **Local Area Agreement (LAA)** and **Public Service Agreement (PSA)** with Government, signed by KCC and its 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 play a fundamental role in achieving the *Vision*, *Towards 2010* and *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.

This **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.

To make sure the council's resources align with its priorities, it has a **Medium Term Financial Plan** (MTP) that look ahead at the next three financial years. Its 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 Government drive over the past few years to help councils deliver improvements in services to local people. Initiatives aimed at delivering these improvements have included the following:

- Comprehensive Performance Assessment (CPA), which was introduced in 2002 to help local councils improve services for their communities. CPA uses existing information on the performance of services, their ability to improve and the council's plans and ambitions for the future to produce an overall assessment of how well

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council is run and how well it is delivering services. The assessment results in a 'star rating' from nil to four.

- The Gershon Review, which introduced a requirement on local authorities to improve efficiency and reduce bureaucracy.
- The new generation of Local Area Agreements LAAs (such as the *Kent Agreement 2*) from 2008-11 will be central to public sector delivery, representing the main contract for outcomes between a local authority, its partners and central government. As the single delivery plan for the local Sustainable Community *Strategy (Vision for Kent)*.
- Best Value, introduced on 1 April 2000 as a key element of the Government's programme to modernise local government and which places local authorities under a duty to seek continuous improvement in the way in which they carry out their functions.
- *Every Child Matters*, a radical reform of children's services prompted by the Children Act 2004 aimed at bringing together the work of the health sector and local government and improving the delivery of health and social care for children and young people.
- *Our Health, Our Care, Our Say*, a White Paper that sets out a radical agenda focussed on the following four overarching goals for health and social care:
 - Providing better prevention services and earlier intervention
 - Giving people more choice and a louder voice
 - Tackling inequalities and improving access to community services
 - Providing 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 that included recommendations for a cross-government identity management system. This would enable greater personalisation of services and reduce duplication across government by, for instance, only requiring people to make one notification when their circumstances changed instead of notifying each public body separately.
- Local Strategic Partnerships (LSPs) are non statutory, multi-agency partnerships, which match 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 (LGIPH Act 2007)

The Act received Royal assent in October 2007 and has key implications not just for Kent County Council but for all local government in England. It has brought new responsibilities and challenges that the county council is meeting by working in partnership with district councils and other public service providers across Kent.

The legislation means that not only is KCC being independently judged on how it performs as a county council but on how well the whole of the public sector is working together for Kent.

Some of the key elements of the Act include:

- Making it a statutory duty for the County Council to develop a Local Area Agreement (which we call the Kent Agreement)

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- A duty to prepare and publish a 'Joint Strategic Needs Assessment' on short and long term health needs of the County
- The introduction for 'Councillor Call for Action' to strengthen the ability of local people to raise issues of concern
- Creation of a responsibility for the County Council to facilitate the setting up of a new system of local people being involved in local health issues (a Local Involvement in Health Network)

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Section 2: Delivering improved services and transforming KCC

2.1 The journey continues

Kent County Council has excellent staff to deliver its services and has maintained high levels of performance while making significant efficiency savings. It has undergone massive transformation in recent years, placing the customer at the very heart of its services. As it meets increasingly diverse and personalised service demands, that journey of transformation will continue.

KCC has been rated as “*four star and improving strongly*” in the Government's performance assessment for local authorities, the Comprehensive Performance Assessment (See Appendix A5). This is the highest overall rating that can be obtained, although the council is determined not to be complacent and must continue to deliver new service improvements every year.

Kent Adult Social Services Directorate

'Our Health Our Care Our Say' launched a major programme of change. This is now moving into a further phase.

Government has published a range of key documents including *'Putting People First'*, *'Transforming Social Care'* and *'Valuing People Now'*. In the summer 2008 the Government are expected to launch two key national strategies on carers and dementia. On 12 May 2008 Gordon Brown, The Prime Minister and Health Secretary Alan Johnson today launched a public debate about the future of the care and support system for England. This will lead to a Green Paper on the future of social care in 2009. The website address for the consultation is: <http://www.careandsupport.direct.gov.uk/>

All the above continue to underline the core values of:

- **Promoting Independence**
- **Personalisation**
- **Prevention**
- **Partnership.**

Aligned to this is a new performance framework being developed to focus on these priorities. This framework will be overseen by the new Care Quality Commission, and will stretch beyond the new 198 national indicators and Health's 'Vital Signs' to focus jointly on Health and social care. Annual Assessments will continue to be a key feature, and will feed directly into the new Comprehensive Area Assessment

Children, Families, Health and Education Directorate

The Children, Families, Health and Education Directorate (CFHE) aims to provide effective, integrated services that support children from birth, in their development to become healthy, motivated, confident adults. It does this by identifying and addressing their needs whether as an individual, or part of a family or community and by ensuring that those who are disadvantaged, vulnerable or at risk of harm are supported from the earliest opportunity.

CFHE will continue to develop Children's Trust arrangements and by September 2008 there will be 23 Local Children's Services Partnerships (LCSPs) introduced to replace the clusters that currently exist at local level. LCSPs will plan and commission key services for children at a local level maximising personal choice and the involvement of users in

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service design as we move towards devolving service and governance as locally as possible. This will address the needs of children, young people and their families, providing a more responsive, coherent and personalised service delivery, earlier and closer to the point of need.

This vision for LCSPs is supported by the Children's Plan, published by the Government in December 2007. This plan will mean a new leadership role for Children's Trusts in every area, a new role for schools as the centre of their communities, and more effective links between schools, the NHS and other children's services so that together we can engage parents and tackle all the barriers to the learning, health and happiness of every child .

Communities Directorate

The Communities Directorate Vision is focused on improving the quality and value of our services, involving our customers in the way our services are shaped and developed, and having a positive impact upon the people of Kent.

The unique combination of services within the directorate plays a vital role in helping to enhance community safety and community leadership; offering universal and targeted services to people of all ages; as well as encouraging people to adopt healthier lifestyles.

In the coming year these services will continue to be responsive and personalized at a local level, offering choice where possible; and consulting widely during service development and planning.

Environment & Regeneration Directorate

Our objective is to deliver services and projects of the highest quality on behalf of the people of Kent. Our services are very diverse and include activities that Kent-wide such as road maintenance, waste management, support for businesses and public rights of way; and activities that are more closely linked to specific locations such as regeneration projects, new road schemes, and the growth areas of Thames Gateway and Ashford.

2008 will see the launch of the new Kent County Council Regeneration Strategy, which will reinvigorate and shape the work of the directorate and its partners inside and outside KCC in the years ahead. The strategy will provide both the foundation and the reference point for all our efforts as we strive to meet the environmental, social, economic and transport related needs of the people of Kent both now and in the future.

Significant progress has been made to procure a new e-enabled planning application IT system that will provide greater e-access and potentially an increase to KCC of Planning Delivery Grant from Government. The procurement process is expected to complete by autumn with the new system fully functional for 2009/10.

Chief Executive's Department

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

2.2 Our commitments

KCC's five management priorities are to:

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- Deliver the *Vision for Kent*, the *Kent Agreement 2* (the Local Area Agreement), the Supporting Independence Programme, the strategic statement *Towards 2010* and the aims set out in this Annual Plan
- Provide excellent value for money services and continuously improve KCC's performance
- Take better care of the public by communicating more effectively with them 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 2008/09.

2.3 Priorities for delivering improvement in 2008/09

The county council's priorities fall within the areas set out below:

Towards 2010

Towards 2010 defines KCC's major priorities in terms of the *Vision for Kent*. Sections 3 to 11 of this document outlines how the county council will deliver those priorities.

Supporting Independence Programme

KCC's Supporting Independence Programme (SIP) is committed to developing a cohesive approach, for enabling those who are reliant on benefits to lift themselves out of dependency and enable them to support themselves and their families. In addition, it is the aim of SIP to identify initiatives that tackle the root causes that create dependency and improve individuals' life chances to prevent them becoming dependent in the first place.

Highlights of the corporate priorities for SIP in 2008/09 include:

- Continued delivery of work in support of KCC's *Towards 2010* targets (specifically targets 9 and 15 – 20) particularly around Kent Success, the Kent Community Programme and work on welfare reform
- Development of work in support of the Kent Agreement 2 target on reducing the number of working age people on out of work benefits with Jobcentre Plus and other key partners
- Improved understanding of the needs of the people who find themselves in the ten SIP archetypes through an enhanced data collation model and intensive sessions with marginalized groups, which should allow us to develop improved services in collaboration with our partners
- High level, targeted work with partners in the most disadvantaged communities in Shepway, Swale and Thanet, including the development of an action plan with measurable outcomes to tackle entrenched disadvantage
- Increased collaboration with KCC's Environment and Regeneration Directorate, particularly around their Regeneration Strategy

Further information in Appendix 3.

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.

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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.

Kent Agreement

The coming year will see a new Local Area Agreement, the *Kent Agreement 2*, developed with the wider Kent Partnership and agreed with the Government. It will build on Kent's existing agreement and continue the aim of providing improving services while maintaining a focus on value for money. *Kent Agreement 2* will be the way overarching priorities for action across all Kent's public services are brought together and delivered in the most effective way possible.

Further information in Appendix 1

Partnership working

We are keen to work even more closely with partners on the continuing improvement in public services and will build on the work of the Kent Partnership www.kentpartnership.org.uk (see appendix 1). This reflects our commitment to improved two-tier working and the recognition that the Kent Partnership - our countywide Local Strategic Partnership - is key to driving new ways of working that are challenging, innovative and that unlock new opportunities.

For 2008-2009, the Kent Partnership and the Public Service Board (PSB) will focus on embedding new governance arrangements which meet the requirements of the Local Government and Involvement in Public Health Act 2008 and relevant statutory guidance. These arrangements were developed during 2007-2008 to deliver the new Local Area Agreement (Kent Agreement 2). The governance framework sets out new Terms of Reference for the Kent Partnership and the PSB as well as standard protocols for the Working Groups.

Other areas of partnership working which will be a priority for 2008-09 is the implementation of the recommendations from the *Governance of Partnerships* Audit Report completed in February 2008. This will be led by the Kent Partnership team and involve all Directorates in the design and delivery of bespoke workshops for partnership lead officers. The aim will be further embed the KCC policy guidance "*Risk Management of Key Partnerships*"; encourage a common approach to risk management; and, further review/improve the guidance itself.

Customer care

The expectations of residents and businesses as consumers of public services are changing. KCC needs to respond to the fact that service users increasingly see themselves as customers, expecting greater choice and services tailored to 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 the council is determined to make every contact a positive experience. We will:

- Make sure we understand what our customers need by consulting them, encouraging community involvement and developing our services around their expectations

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- Respond positively and promptly to compliments and complaints, using feedback to learn from any mistakes and improve and modernise our services.

Personalising services

KCC is committed to 'personalising' services to ensure they 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 the 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.

The Contact Centre will continue to provide quick, easy and high-quality access to all County Council information and services, seeking opportunities to expand the number of services handled and helping KCC to deliver wider, ever-better customer contact in a cost effective way.

KCC's Personalisation Board, chaired by the Managing Director of Kent Adult Social 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 service transformation and efficiency improvements.

The county will continue to expand the capability of ICT systems in support of innovative and modern flexible working practices. Particular emphasis will be given to areas of activity that will enhance and support opportunities for multi agency working, across public, private and the third sector.

In the coming year the county council will deliver:

- A consolidated Public Services Data Network to replace the existing, corporate, schools and inter agency networks that have reached end of life.
- Proposals for aggregation of public sector machine room provision across the county.
- Enterprise wide implementation of the solutions developed for remote access and home working in support of the office transformation programme.
- *Webjam* – an on-line public/staff consultation system.

ICT support to Kent Adult Social Services' *Whole Systems Demonstrator* project will continue, which aims to extend Telecare and Telehealth services in support of some of the most vulnerable members of our society.

KCC will work with partners to find opportunities to influence and inform the national ICT strategy for public service, to ensure that this appropriately reflects the priorities and needs of local communities.

Equality and diversity

In KCC equality and diversity means delivering excellent quality, value for money services to everyone in Kent. Our approach is simple. We aim to open doors to access and participation, to enable everybody to contribute to the life of the county, whatever their background or circumstances. Our services are already rated amongst the best in the country, and we have a strong record of achievement for raising standards, increasing choice and tackling inequality. KCC is committed to ensuring that current and potential service users, employees or job applicants will not be discriminated against on the grounds of social circumstances or background, gender, race, colour, ethnic origin, disability, sexuality, age, or religion.

Our [Equality Strategy](#) (2007-2010), spells out what disability, gender and race equality mean for those who live, work in and visit Kent, and the priorities to be tackled in each area. It also deals with community cohesion and the cross-cutting issues of age, faith and sexual orientation. The Strategy supports continuous improvement in service delivery across all areas of the council, with a greater focus on meeting the needs of diverse service users. It is underpinned by a commitment to achieving best value for available resources, working in partnership and encouraging more people to have their say locally to influence decisions which affect them and their community.

Strategy for Staff

KCC aims to make Kent a great place to live and work. A county that people are proud of, where communities, families and individuals flourish and where people feel safe. We achieve this by putting customers first, providing and commissioning high quality services and by continuously improving our performance. As success depends upon the passion, skill and motivation of our staff, our commitment to recruiting, developing and retaining the very best people goes way beyond traditional boundaries.

Driven by our core values and high performance culture, our Strategy for Staff aims to make KCC a great place to work. A place where inspiring leadership and excellent people management enable all our staff to:

- feel proud and excited about working for KCC
- achieve their full potential
- treat customers as they would like to be treated themselves
- feel valued, equipped and rewarded for what they do
- feel confident to welcome change and initiate innovation.

We will :

- deliver a 'Total Reward' framework with staff receiving individual statements about their pay and benefits
- develop a core skills development programme (Skills for Life) including IT, that can be accessed by all staff and achieves the national Go Award standard
- increase staff engagement through enhanced use of technology, face to face interaction and improved feedback mechanisms
- achieve the highest level of the Equality Standard for Local Government and a workforce that reflects the population
- embed a high performance culture through improved leadership and excellent people management
- survey all staff using an on-line tool (where possible) in order to gather key trend data on levels of job satisfaction
- create a healthier workforce, evidenced by improved attendance and Healthcheck feedback

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- enable all staff and managers able to access and maintain their own personnel information locally
- introduce new ways of working including increased flexibility in how and where we do our jobs that better suit the customer, promote work/life balance and reduce our impact on the environment
- combine Talent Management and Job Families to provide career pathways across the organisation.

International agenda

Our International Strategy, 'Kent – Global Reach, Local Benefit', guides our work overseas and is based on a clear set of principles:

- To concentrate on priorities and activities which bring best value in terms of meeting the county's needs
- Capitalize on existing links
- Only to consider new links where they demonstrate clear and quantified added value
- Maximize the benefits to Kent of income generation opportunities

International work is not undertaken as a separate range of activities but supports core business and is linked to Kent County Council's key priorities as expressed in our policy documents.

Climate Change

Building on the successful foundations laid in 2007-08, 2008-09 will be a crucial year for KCC's climate change action programme. In the coming year the council will deliver:

- Further reduction in our organisation's own carbon footprint, making further progress towards our targets of reducing emissions by 10% by 2010 and 20% by 2015. This includes continuing to explore practical ways in which we can reduce our wider, indirect emissions associated with our operations and outsourced services. We have joined the Local Government Information Unit (LGIU's) innovative Carbon Trading Councils scheme for 2008-09 in order to simulate operating within carbon budgets and trading with other councils, as part of our preparation for the Carbon Reduction Commitment from 2010.
- Further progress towards ensuring all KCC services understand the impacts that the changing climate has on delivery, including demand for services, impacts on processes, policies, logistics and management, and development of a comprehensive, risk-based adaptation action plan across KCC.
- Significant progress in leading action across Kent under Kent Agreement 2 to reduce carbon emissions and adapt to the changing climate. This includes working through the Kent Partnership to deliver carbon reductions, focusing in particular on the domestic sector, public sector, business and local transport sector; and building on the successful Low Carbon Communities pilot. KCC will also lead work to develop a Kent-wide Local Climate Impacts Profile to support decision-making about adapting to climate change in Kent.

2.4 Performance and achievements in 2007/08

Partnership working

The following are examples (but not all) of the planned actions that were delivered:

- Continue to review Kent Partnership structure and governance arrangements to respond appropriately to LGIPH Act 2007 and LAA 2 guidance – full review completed with new governance arrangements and new Terms of Reference for the KP, PSB and for working groups

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- Support the expansion, capacity and sustainability of the voluntary and community sector – through KP funding/direct support, a programme of leadership and representation activities were completed. This included improvements in partnership working (through KA and the Kent Partners Compact) and external funding (over £480,000 from the Big Lottery Fund)
- Public Service Board: identify opportunities for cross public sector innovation – agreement to sponsor *Kent View*; Information Governance protocols; multi-partner consultation project
- Delivery and implementation of the V4K through partners plans and strategies
- Deliver the final year of Kent Agreement 1 – on target to achieve 75% of targets securing £28-30m PRG
- Support negotiation of KA2 in co-operation with partners – widely regarded as a major success in developing a complex programme from an early stage and in the absence of formal national guidance, the KA2 programme has both broad consensus and detailed ownership across partners which provides firm foundations for the delivery of the programme over the next 3 years
- Improve KCC's approach to community engagement through collaboration with KCC policy leads and the corporate consultation and communications
- Deliver the implementation of National CDRP standards – Government Office implementation checklist distributed to District Crime and Disorder Reduction Partnerships (CDRPs) and structured feedback on National CDRP standards obtained. Specific needs identified and associated training products are being developed to further improve service delivery.
- Deliver the County Community Safety Agreement (CSA) – the District Strategic Assessments (SAs) have been aggregated to inform the completion of the County Community Safety Agreement (CSA). Within the CSA, the county's seven strategic priorities have been identified and a 'statement of co-operation and support' has been produced to better target objectives and further improve joint working across the county.
- Improvement to the provision of strategic and analytical information products to District CDRPs, partner agencies, Safer and Stronger Communities Group (SSCG) and Safer Kent Delivery Group (SKDG)

Information and communications technology (ICT)

Changes in technology were monitored and assessed on an on going basis for potential benefit and use in support of council services. Remote access solutions were identified and made available for implementation. A framework to evidence value for money was introduced alongside the technologies to ensure benefits realisation.

Technology was implemented to underpin the major service innovations introduced during the past financial year, including Kent TV, the expansion of the Gateway programme and the system to support Integrated Children's Services. The remaining three Kent telephone exchanges were upgraded to broadband and a programme initiated to deal with remote areas, unable to receive a broadband service as a consequence of their distance from the local exchange.

A Kent wide feasibility study on public contact was conducted in partnership with other public services. A joint procurement was initiated with other public agencies across Kent for provision of a consolidated data network.

Equality and diversity

In March 2008 we were externally assessed at level 3 of the Equality Standard for Local Government. This robust assessment, including interviews with external stakeholders and service users, focused on objective and target setting based on assessing service user and employee need and identifying areas for improvement through Equality Impact Assessment. This was a significant achievement considering the size of complexity of KCC. An additional staff group for younger staff was established (in addition to the groups for Black & Minority Ethnic, Disabled and Gay, Lesbian, Bisexual and Transgender staff) to support our towards 2010 commitment in encouraging employment of younger people. We improved our rating in Stonewalls Workplace Equality Index to 29 in the top 100 companies up from 37th last year and retained our accreditation as a 'two ticks' positive about disabled people employer for the sixth year. We further developed partnerships and joint initiatives including through the Kent Equalities Network co-hosted by Kent Police and KCC. Achievements in service provision include: Improved access to information on our website through promoting interpreting services and implementing web accessibility standards particularly improving the accessibility and usability of our 60 social care websites.

Kent Adult Social Services has devised a thorough system of procurement which has equalities as a key component - from Good Care Guides, service specifications, tendering and contracting and contract monitoring. This includes innovative ways of involving those who use our services (older people, people with disabilities and those with mental health illnesses) so that they can play an active role in commenting on the quality of those services and that we can learn from their views. The Directorate contracts 85% of its services with the private and voluntary sector, so it is important to have clear, accountable systems to ensure quality standards for these 12,000 service users.

"One of the most innovative achievements for Environment & Regeneration during 2007/08 was the Reaching Seldom Heard Groups Project. This used SMS texting technology to enable a seldom heard group of young people (Young Offenders in the Thanet area) to give their valuable views on whether public transport is serving them the way they need it to."

Our staff

- successfully achieved re-accreditation of liP (Investors in People) against the revised harder standard in December 2006. We were particularly commended for our high standards of learning and development opportunities, strong performance management culture and links to business plans
- implemented a modernised and harmonised pay structure that recognises and rewards staff for their 'total contribution'. Our benefits package has been expanded and enhanced to increase flexibility, choice and value
- supported and developed diversity staff groups for black and minority ethnic; disabled; lesbian, gay, bisexual and transgender; and younger staff
- We have provided a range of practical measures to promote and support health, including Healthchecks, the Fit4Health programme, giving up smoking and an online stress management tool
- embedded our desired behaviours (defined by the Ways2Success framework) into our appraisal and development process and through Total Contribution Pay (TCP) linked to pay progression

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- improved our methods of communication through KNet and Team Briefing. In addition events including, Roles and Relationships, Speed Surgeries and the Leaders Lunches are increasing knowledge sharing and engaging staff more directly
- developed the Kent Leadership Programme as an exciting and innovative cross sector approach to the development of leadership capacity and potential and our Management Development Centre of Excellence has achieved outstanding success with 812 Managers achieving qualifications in the last 7 Years
- created Job Families and Profiles to provide increased opportunities for movement across the organisation and the implementation of Talent Management identifies staff with potential and ambition for progression
- introduced new induction programmes for staff and managers which enable them to become effective, confident and competent as quickly as possible
- developed a range of programmes specifically designed to challenge, inspire and develop support staff.

International agenda

Kent was closely involved with the Commonwealth of Virginia during 2007, the year of America's 400th birthday celebrations. Highlights included Kent's representation at the Anniversary Weekend and the Queen's visit to Jamestown in May with a Kent & Essex joint trade mission "Trade Force" in July 2007 receiving £20,000 worth of business with an estimated £300,000 of further business forecast over the next 12 months as a result. Kent joined with the Commonwealth of Virginia at America's largest annual cultural festival, the Smithsonian Folklife Festival in Washington DC. This was a first for England, which had never been represented at the Festival before, and over 10 days, 38 cultural tradition bearers showcased the very best of our county to over a million visitors. As a result it is expected that US tourism to Kent will significantly increase in the years to come.

Kent is also well placed to capitalize on the considerable opportunities afforded by engagement with Europe. We have successfully bid for Structural Funds programmes such as Interreg IIIA, securing some £24 million to fund 131 projects for Kent and Medway. We have lobbied to shape, influence and secure new funding regimes such as Interreg IVA and the South East Competitiveness programme. KCC has also been busy promoting European trade connections by hosted a successful European Business and Innovation Centres Network (EBN) Congress in Canterbury in June 2007. This raised Kent's profile amongst 370 business delegates in 32 countries as well as contributing some £100,000 to the local economy.

We have also encouraged various international exchanges for young people and staff including:

- 75 schools participating in study visits to France
- Exchanges of young people with the Provincial State Office of Southern Finland, including Duke of Edinburgh Gold expeditions
- Developing a pilot exchange with Seattle for social care staff to share best practice

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 it creates helps pay for good public services and the jobs it provides 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 *Towards 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

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.

Economic Performance (Funding, Skills Development and Workspace Provision)

We will continue to work with partners to make the most of Kent's strong entrepreneurial culture and develop enterprise skills in our schools, support small businesses and improve the skills base in deprived communities. We will be working actively with Ashford and Swale Borough Councils to develop a Skills Strategy for their areas.

Workspace provision for small companies is a key element of our economic strategy. Building on the success achieved in 2007/08, further work is planned to identify new business incubator units at EuroKent, Manston Park and Sheppey.

With the largest rural population in the Southeast both numerically and as a percentage of the total population, the rural economy is fundamental to the achievement of economic prosperity in Kent. Post office closures will impact both urban and rural areas but the latter

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will be most affected. Further work is underway researching new business models such as community shop schemes that will assist rural communities affected by the closures. We are also developing and submitting bids for two LEADER+ schemes aimed at helping rural businesses bring in innovations and diversify their activities.

Tourism is traditionally one of Kent's key economic sectors. Following the success of the 2007 'Visit Kent' campaign in London, further campaigns are being planned for 2008 to 2011. We will continue to seek out and develop tourism opportunities afforded by film, TV, music and major sports events including preparing for the Open Golf Championship in 2011. A new 'Pride in Kent' initiative is being launched to assist businesses in the run up to the Olympics with a focus on raising customer service standards and promoting greater awareness of local attractions and places to visit.

A key area for high-value economic growth is sustainable industries and technologies. Subject to funding, work will be taken forward on developing sustainable future industries centres at Kent Thameside (SusCon – construction industry) and at Hadlow (land use and rural renaissance). These centres will bring together key skill sets to generate and supply commercial solutions to meet the growing demand for sustainable technologies, products, materials and services. Subject to funding, scoping studies will be undertaken for two further centres that will be focused on bringing forward new technologies and solutions for tackling climate change.

Work at Manston Park / Euro Kent will be taken forward as a Joint Venture between KCC and Thanet District Council. During 2008/09 work will begin on developing the site in order to attract new businesses to the area.

Growth Areas

North Kent and Ashford have been designated as major growth areas for housing development and employment. With our partners, KCC is involved in a number of key town centre, transport and environmental regeneration projects. In Swale, projects include design input to major road schemes, masterplanning work at Sittingbourne and Faversham, the expansion of Sheerness Port, environmental improvements at Bluetown and starting work on the Rushenden relief road.

In Ashford, work will continue on the Conningbrook and Discovery Park projects, and on major site expansion at Chilmington Green. Planned transport improvements include the completion of the Elwick Road, Victoria Way and Chart Road works and the development of the Smartlink (public transport) bid as well as continuing public realm improvement projects.

Coastal Towns

Kent's coastal towns and surrounding areas have an important role in the development and growth of the Kent economy and this is recognised in the many town centre regeneration initiatives and projects that are planned or underway in coastal towns:

- In Dover, projects include the development of a construction facility near Aylesham, access and public realm improvements to Dover Priory Station Approach, masterplanning work of various sites to identify and unlock regeneration and economic potential, and bringing forward proposals for a Marine Skills Centre. Work has begun on the new Dover Sea Sports Centre at the Dover Harbour beach. The new centre is designed to develop sea sports in the harbour and to introduce more people to the exceptional opportunities available.

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- Subject to funding a number of schemes in Margate will be taken forward, including improvements to traffic and pedestrian access and movement, development of the public realm, and progressing a mixed development on the Rendezvous site with the intention of submitting a planning application in January 2009. Work will also start on a new planning brief for the town centre including the future redevelopment of the Dreamland site.

Funding for improved transport

The priority for the Local Transport Plan (LTP) delivery in 2008/09 will be producing a Delivery Report which sets out the progress made on achieving the overall objectives and targets of the LTP. The report will review progress made in the first two years of the LTP period (2006-2008) and will look forward to the remainder of the period. Another priority will be the identification and assessment of Integrated Transport schemes that will be implemented in 2009/10.

3.2 Performance and achievements in 2007/08

Economic Performance (Funding, Skills Development and Workspace Provision)

- The URBAN programme is now supporting over 90 jobs and skills programmes in Kent whilst the 'Trading Up' Initiative has helped over 300 people in deprived communities to complete skills training courses. Rural community projects such as LEADER+, Rural Revival and the Kent Rural Towns project have provided training and business advice to rural communities across Kent and also supported community-led regeneration projects such as Sheppey Wheels
- Funding for business incubator spaces has been secured in the new Folkestone Performing Arts Centre and at the new Innovation Centre at Kent Science Park. We have launched a dedicated business advice scheme for co-located retailers to help mitigate the effects of post office closures in rural areas and have taken the lead in examining other possible enterprise-led solutions and strategies
- Through the Kent Tourism Alliance a series of successful marketing campaigns has led to an increase in day trips to Kent by London residents and in overseas trips from America with the 'Visit Kent' Campaign generating an estimated £40m of additional spend in Kent. The first 'Big Day Out' was held on 31 March 2007 and attracted £250,000 worth of local publicity and £75,000 of secondary spend on the day. In July, over 2 million people lined the streets of Kent to watch the Tour de France. The event generated an estimated £37m of spending in the Kent economy
- In Thanet, work has started on the development and masterplanning of the EuroKent and Manston Park sites including the completion of the EuroKent spine road to unlock the economic potential of the area.

Growth Areas

- We supported the opening of a new Kent Science Centre at the Kent Science Park in Sittingbourne. There is tremendous potential for growing and developing business and science parks in Kent and KCC is playing an important role in this work
- Improvements to the Ashford Ring Road are underway and are due for completion in spring 2008. The Lost 'O' public art project gained a commendation at the Landscape Institute Annual Awards
- Agreement has been reached with Government and local partners to secure £166m of public and private sector funding to support the growth of homes, jobs and communities in Kent Thameside and over £39m of national funding has been drawn down to date to support the growth programme in North Kent and Ashford.

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Coastal Towns

- Working with our District Council partners (Thanet, Dover, Shepway and Swale), we have exceeded the Public Service Agreement target for bringing empty properties back into occupied use and secured a £2m reward grant from National Government. We have obtained agreement with the remaining eight districts to roll out the scheme on a countywide basis from April 2008
- With partners we have secured £850k of European funding to support the regeneration of Margate Eastern Seafront around the Rendezvous site. Work on the various development and public realm projects will be completed in 2008
- Construction of the Sea Sports Centre in Dover has started and completion is expected in summer 2008. An additional commitment of £1.6m from Network Rail will ensure the £2.8m public realm improvement scheme at Dover Priory will start in April 2008
- In Folkestone, a new University centre and an Adult Education Centre have been opened and improvements to Tontine Street commenced supporting the cultural-led regeneration of the town. Work has also started on a £3.5m Performing Arts and Business Centre.

Local Indicators	2005/06	2006/07	2007/08
Unemployment rates (as at March)	2.2%	2.0%	1.6%
Percentage of people of working age living in Kent qualified to NVQ4+ (annual survey)	24.0%	25.6%	Not available
Median full-time weekly earnings for employment in Kent	£412	£428	£451
Claimant count : Job seekers, incapacity benefits, lone parents and other income support (as at August)	82,050	83,050	81,340*

* As at May due to DWP with-holding data pending a review of data security.

Section 4. Learning for everyone

Getting it right from the start

Providing our youngest children with the very best start in life is crucial. Early years/nursery education has an enormous impact in developing a child's readiness to learn from an early age, along with building essential social skills and good behaviour. With these key skills, a child's appetite for learning is considerably improved

KCC acknowledges the family and education as the most important factors in ensuring that children grow into adults who are able both to look after themselves and to contribute to society as a whole. The council is convinced that education, skills, learning and well being 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 setting and to protect and improve the life chances of the most underprivileged and vulnerable children in our community.

The *Towards 2010* targets in this area are set out below:

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 2008/09 are as follows:

Children living in poverty are much less likely to fulfil their potential than other children. The Children, Families, Health and Education Directorate is focused on creating the conditions in which all children and young people can achieve, no matter their circumstance. Since education is a key predictor of later life chances, KCC aims to improve results and tackle any attainment gaps being experienced by particular groups of children as a key mechanism to sustain lower levels of poverty in the future.

The Children, Families, Health and Education Directorate and its partners face a challenge to ensure that the momentum for narrowing the gap and enabling children and young people to be resilient and optimistic individuals gathers pace, whilst maintaining a service for all children that promotes high levels of achievement, health and wellbeing, social cohesion and economic renewal.

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The New Kent Agreement

The new Kent Agreement for 2008-2011 will be a key driver helping to promote positive experiences, instilling optimism and capability in individuals and communities. Our ambition, through the Kent partnership, is to reduce the number of children in Kent that live in poverty accomplished through the delivery of the priorities set out in the Kent Agreement.

Enjoying and Achieving

Strategies for the primary, secondary and special school sectors are in the process of implementation and remain at the heart of our transformation to meet the needs of learners in the 21st Century. Our ambitious plans are supported through the Building Schools for the Future programme and sit alongside the innovative reform of 14 –19 education, creation of academies, development of extended schools and children's centres - all of which will create natural communities of schools and improve the educational landscape and infrastructure of schools in Kent.

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 including speech, language and literacy. We will 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 with 20 new centres planned for 2008-9. Children's centres bring 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.

We are currently consulting on a new Early Years strategy articulating this vision for Early Years services that will include:

- Supporting disadvantaged groups
- Improving the quality of provision and support the early education and childcare workforce
- Securing sufficient and accessible early education and childcare
- Working with and supporting parents
- Facilitating integrated working between services.

Extended services

We will continue to implement the Extended Schools agenda to build independent and self-sustaining communities to enhance life chances and improve social cohesion. Parenting will continue to be a focus for extended schools. The Government Office for the South East (GOSE) recognised Kent's parenting strategy as a strength and we will continue to develop our parent fora to ensure parents' views are sought and listened to. We are also entering the second year of a two year pilot of Parent Support Advisors, a preventative school-based role to support parents. Parent Support Advisors will concentrate in particular on behaviour and attendance, reducing barriers to learning and parental engagement with schools.

School Performance

We will build upon the improved Key Stage results of 2007/8 by continuing to support the raising of standards at all key stages of education and the narrowing of the attainment gap

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of targeted groups of children. We will continue to focus particularly on improvements in attainment in primary schools.

Positive Contribution

Our aim is to ensure all young people feel engaged and inspired to learn, they feel that they have an opportunity to share their views and can make a difference. This should lead to improved behaviour and achievement in schools and the community, reduction in anti-social behaviour, improved attendance and attainment.

We will undertake our second Children and Young People of Kent survey to feed into future service planning and design.

Our specific priorities for this year:

- We will continue to focus activity to reduce teenage conceptions in those areas where the rate has not reduced as significantly as in other areas
- Although we are beginning to show improvements in attendance levels we will target persistent absence, with all pupils especially looked after children and work to reduce the numbers of exclusions
- Continue to support initiatives that reduce the rate of re-offending in young people
- Continue to improve the numbers of young people known to Youth Offending Service (YOS) that continue in Education, Training and Employment post 16.

Staying safe

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. Our priority for the coming year will be to focus on timely and effective processes to ensure the best outcomes for children in need of protection. Reducing the impact of domestic violence, bullying and numbers of children killed or injured in traffic accidents will also continue to be key areas of work.

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.

We will build on current progress to further improve the services for LAC and care leavers. The 2007/8 Annual Performance Assessment (APA) highlighted the progress Kent had made in reducing the numbers of LAC and improving the stability of placements. However there is much still to do to improve attendance and attainment, ensure more responsive mental health services for LAC and better access to health checks. Other priorities include extending family group conferencing to a wider age group, the development of multi-agency protocols and Kent's pledge for children in care. This will lead to better outcomes for LAC and care leavers.

We will continue to develop services to meet the needs of unaccompanied asylum seeking children, within allocated KCC resources, and lobby central government for additional funding.

Children with Learning Difficulties and/or Disabilities (LDD)

We will continue to modernise services for children with disabilities, prioritising transition and ensuring that there is a good range of coherent multi-agency local services that meet the needs of Children and Young People and their carers. We will maximise opportunities for children with additional and special educational needs and enhance our work with

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families and schools to ensure equality of access and the achievement of ambitious educational outcomes.

An internal review exploring opportunities to integrate further the work of all staff supporting children with learning difficulties and/or disabilities will be established.

The Special School Review programme and the review of specialist resourced provision in mainstream schools is continuing and will result in the delivery of a comprehensive range of provision for children and young people across Kent with profound, severe and complex special educational needs requiring such specialist support. Three resource centres, providing respite breaks, holiday clubs and after school activities are now operational with three more planned across the county. Additional short break opportunities for children with LDD will be made available throughout 2008/9 to 2010/11 through funding from the Aiming High initiative.

Local Children's Services Partnerships

Children's Trust arrangements continue to develop and by September 2008 there will be 23 local Children's Services Partnerships (LCSPs) to replace the local clusters and consortia that currently exist at local level. LCSPs will commission key services for children at a local level maximising personal choice and the involvement of users in service design as we move further towards devolving service and governance to the most local level. This will address the needs of children, young people and their families, with a focus on meeting the 5 key Every Child Matters outcomes, providing a more responsive, coherent and personalised service delivery, earlier and closer to the point of need.

This vision for LCSPs in Kent is supported by the National Children's Plan, Building Brighter Futures published by the Government in December 2007. This plan will mean a new leadership role for Children's Trusts in every area, a new role for schools as the centre of their communities, and more effective links between schools, the NHS and other children's services so that together we can engage parents and tackle all the barriers to the learning, health and happiness of every child.

Kent's Children and Young People's Plan will continue to be the vehicle for delivery of our overall aims. It promotes our vision for improving outcomes for children and young people, while acting as the focus for activity through local children's services partnerships

The operational plans of the CFHE Directorate detail the actions that underpin delivery of our priorities.

Adult Skills and Learning

Kent Adult Education Service (KAES) is leading the drive to arm adults with skills for life and work and will be increasing 'Skills for Life' programmes across Kent during the coming year, focusing on engaging non participants.

Learning for Stronger Communities is a key objective and KAES will profile more widely the provision of high quality family programmes which address social disadvantage and Government priorities for support for parents. A range of partners including the Extended Schools team, Children's Centres and the Third Sector will work together to develop provision to address need in priority districts.

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4.2 Performance and achievements in 2007/08

Early years

- Work with the Leuven University to improve the quality of settings has seen improvements across all 13 dimensions of the Foundation Stage profile and increases in the number of Kent children achieving 6 or more points for Communication, Language and Literacy (+ 4.5%) and for Personal Social and Emotional Development (+3.2%)
- The percentage of settings with working links to schools is on track to reach 30% (223) this year
- KCC undertook market intelligence and an audit of childcare in partnership with the early years sector in order to make the right strategic commissioning decisions that support an enhanced quality of provision and a diverse and sustainable range of efficient providers to meet the needs of Kent's children and families.

School performance

- Our key stage results and examination results have again improved. In 2007 64.9% of key stage 4 pupils achieved five A* - C passes in all subjects, a rise of 3.5 percentage points from 2006 and greater than the national rise.
- Kent primary school pupils aged 11 achieved improved performances in English, mathematics and science at level 4 of Key Stage 2. The county rate of improvement generally mirrors national trends.
- The Value Added measure results from Key Stage 2 to 4 placed Kent in the upper quartile for performance in 2007, demonstrating pupils make excellent progress between these points
- Most minority ethnic, vulnerable and other groups of children make similar progress to that of other children in the county.

Primary Strategy

- The strategy was developed to provide a rationale for the restructuring of primary education at a time of growing numbers of surplus primary school places in Kent due to a general fall in the number of children entering the County's schools
- The Strategy has 50 recommendations, all of which are being implemented. A number of the recommendations relate to school amalgamations, closures and redesignations
- 21 proposals for amalgamations and closures were agreed (16 school amalgamations and 5 closures), as well as redesignation of all 11 schools on Sheppey from three tier to two
- The 12% surplus in primary stock will have been reduced to 7.8% and our primary school buildings will be reshaped to meet the needs of 21st century learners and their local communities.

Attendance

- Through a range of effective strategies, Kent has successfully reduced absence of pupils in primary school to be in line with the national average
- At the beginning of the last academic year, 22 Kent schools were identified by the Department for Children, Schools and Families (DCSF) as meeting the criteria for priority support in tackling persistent absenteeism. During 2006/07 with support from Attendance Leaders, B&A consultants and other colleagues, 19 of the 22 identified schools successfully reduced persistent absence.

Bullying

- Kent's first Anti-Bullying Strategy was finalised in 2007, following extensive consultation with key partners. This Strategy, developed by the multiagency Kent Anti-Bullying Strategy Group, outlines how Kent's Children's Trust partners will work to support schools and early years settings to prevent and tackle bullying
- An Anti-Bullying Co-ordinator to support schools and settings was appointed
- A seminar for practitioners, looking at tackling homophobic bullying of young people was held
- The Kent Children and Young People survey results were shared with the Anti Bullying Strategy Group to inform practice and the annual online pupil "safe at school" survey enabled us to assess the impact of our work on children and young people
- Partnership working with Kent Police is particularly aimed at providing support to schools to implement restorative approaches. Restorative justice workshops have been held and guidance has been developed for schools and settings
- There are now over 160 schools using SEAL (Social and Emotional Aspects of Learning) and initial evaluations suggest that this programme helps to improve self-esteem and reduce disruptive behaviour
- Ofsted found 82.7 % of Kent schools were 'good' or 'outstanding' in ensuring its pupils are protected from bullying, racism or other forms of harassment.

Extended Services

- Extended Services in Kent support schools to develop a range of services including access to; Quality Childcare, Parent Support including family learning, Community Access including Adult Education, Study Support (Varied Menu of Activities) and swift, easy access to Specialist Services, early intervention and targeted services
- 65% of schools in Kent now have Healthy Schools Status and 99% are participating in the programme
- Many schools are already offering a wide, varied and innovative range of services and there are currently 179 schools in Kent offering the full range on offer.

Looked-after children (LAC)

- A detailed review was undertaken by a multi-agency LAC steering group of the way in which children and young people in and leaving care are supported. This review places CFHE in a strong position to deliver better outcomes for LAC and Care Leavers
- KCC developed its pledge for Looked after Children establishing CFHE at the forefront of best practice. The pledge is a central part of our overall strategy for improving corporate parenting and has been widely welcomed, particularly by children and young people who as part of a consultation exercise produced two DVDs outlining their views to inform its contents
- One of the benefits to come out of the pledge was the commitment that all LAC are provided with a named LAC nurse. LAC nurses now undertake all annual health assessments for LAC in Kent and direct referrals to a community paediatrician when an initial health assessment is required. This will enable every LAC to form an effective working relationship and maintain contact with the person undertaking their annual health assessments
- A multi-agency action plan between Health PCTs and CFE has been implemented and its progress reviewed on a monthly basis
- The service offered through Rainer 16+ offers a range of support and advocacy available at a time when young people leaving care and at the point of transition into adulthood may be feeling vulnerable and unsure about their future. Stability is a key

factor to ensuring emotional security and a safe and loving upbringing that underpins attendance at school, physical and emotional wellbeing, resilience and employability

- Local authority chief officers regularly meet with a representative group of LAC to consult with them on important matters where their feedback informs policy development and implementation
- The proportion of looked after children who do not sit any examinations has reduced significantly. The proportion of looked after children who leave care with at least one GCSE is better than the national picture. While the overall attainment of children in care continues to be lower than the average for other children in Kent the gap is closing. Improving the attainment of these children is a high priority and is included as a target for improvement in the Children and Young People's Plan.

ContactPoint, the Common Assessment Framework (CAF) and Lead Professional functions

- Excellent progress has been made in developing a Common Assessment Framework (CAF) process for Kent, which is being piloted in three local projects. Detailed practitioner guidance for CAF and the Lead professional functions is in place. A local e-CAF solution has been developed until the national system is available
- An on-line Resource Directory has been developed and will be available from April
- Multi-agency training covering CAF, Lead Professional and information sharing guidance has been developed for those working with children and young people. Over 120 multi-agency trainers have been trained across Kent and have delivered training to 2,000 practitioners.

Parenting Strategy

- GOSE recognised the development of a parenting strategy through the extended schools agenda as a strength for Kent. The number of Family Liaison Officers (FLOs) directly supporting children and families through schools increased to over 200
- As part of a two year national pilot 41 Parent Support Advisors will work across 95 schools concentrating in particular on behaviour and attendance, reducing barriers to learning and parental engagement with schools
- Extensive consultation has taken place with parents, professionals and organisations that work with families using a variety of county fora and a range of partnership meetings. In addition a large quantitative survey was undertaken along with 6 focus groups across the county, enabling us to find out what parents think about the areas they live in and how they support their children. The findings of the consultation will inform action planning in the future and help us to know how we can use what Mothers, Fathers and Carers tell us to tailor our services to support families of all kinds
- The Partnership with Parents service will be further developed to provide more Independent Parental Supporters for the parents/carers of children and young people with LDD. Consultations with parents/carers and children and young people to inform and shape service provision and improve outcomes will also be developed further.

Participation/Consultation

- There are many opportunities for children and young people to make their views known. For example the local authority commissioned an independent survey which 42,000 children and young people took part in
- Kent Youth County Council is very active with 30,000 young people recently voting in the youth council elections
- Members of the KYCC (KYCC) meet with senior managers in CFHE directorate to raise issues of interest or concern to young people

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- The views of children and young people actively inform our service planning and delivery.

Children with learning disability or a disability

- The implementation of the Special School review continues. Over 3,000 children and young people with statements of Special Educational Needs (SEN) will have their needs met at redesignated special schools. Over £120m in capital funding is being invested
- The outcome of the overall Special School Review programme will be a complete range of provision for children and young people across Kent with profound, severe and complex special educational needs requiring such specialist provision
- To help to make growing up, leaving school and learning to become independent easier for young people with disabilities (14–25 year olds) and their families a project manager was appointed to lead on transition planning
- Kent has been chosen as one of twenty one local authority areas to lead the way in transforming short break services for disabled children, as part of the Aiming High for Disabled Children programme. This status will fund significant investment over the three year period 2008/11 (£15m)
- Windchimes in East Kent is the latest Resource Centre for children with a disability. It is a joint development with health and will provide residential overnight breaks for disabled children with medical needs, as well as social care needs. Windchimes is managed in partnership with a voluntary organisation
- Disabled children and their families have been asked their views on local services to help shape their design and have been actively involved in the development of the Children's Resource Centres.

Safeguarding

- In November 2007, Children's Social Services achieved an overall rating of 3 in its APA assessment for Children & Young People across its overall effectiveness, being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic wellbeing. Capacity to improve achieved the highest rating of grade 4
- The Kent Safeguarding Children Board continues to develop its role including the production of multi-agency protocols to protect children and young people, multi-agency training and development of information for children and young people
- Family Group Conferencing (FGC) was extended to a wider age group and is now mandatory in Kent for all children 13 years or younger at risk of becoming looked after, ensuring that it is the last possible option for a child. Over 400 FGC were held during 2007-2008.

Quality of Learning

- We have continued to expand the vocational curriculum offer across all our secondary schools
- Over £14 million has been invested in new high quality facilities creating 19 new vocational centres across the county. These centres are equipped to replicate industrial and real work situations
- Kent is developing a network of Academies across the county to deliver radical and fundamental change in approaches to teaching and learning. Nine Academies have been approved so far by the DCSF and more are currently being shaped with potential partners. The Academy programme has secured capital investment in the order of £250 million to date for Kent's learning infrastructure

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- A comprehensive professional development programme for all staff, tutors and individuals delivering the programme has been put in place to support the implementation of new curriculum areas (which now includes the delivery of diplomas). This includes specialist curriculum networks in seven areas including engineering and construction
- The Kent Building Schools of the Future (BSF) Programme is the largest in the overall national programme, with an anticipated overall national capital value of £1.8bn. The aim of the Kent BSF Programme is to deliver transformational virtual and physical learning environments, in line with Kent's Secondary Strategy, and via the deep engagement of schools, their communities and other professionals in the design and delivery processes.

Performance in 2007/8 (relates to first six months of academic year):

Adult Skills and Learning

Kent Adult Education Service successfully renewed the 'Matrix Award' which recognises the information and guidance available to their learners. A successful pilot scheme saw five tutors trained in specialist techniques to deliver fitness and mobility courses to residents in care homes. This will be implemented further in 2008/9.

Approximately 1,600 people in Sheerness, Sittingbourne, Margate and Dover took up the 'Test the Town' initiative to test their literacy and numeracy skills, while 139 students took up courses in Learning Support to support or prepare for employment in Kent Schools as Learning Support Assistants LSAs.

A Diploma in Teaching is now being delivered in the Lifelong Learning Sector with Canterbury Christchurch University. Forty-nine Adult Education tutors will be among the first nationally to be awarded the new qualification.

National Indicators (all children)	2006 Actual	2007 Actual	2007 Target	2007 National average	2008 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) *	61.2%	64.7%	64%	60.8%	66%
Percentage of key stage 4 pupils achieving five or more GCSEs at grades A*-C or equivalent including English and Maths (new NI 75)	46.8%	48.5%	Not set	45.9%	55%

* This statutory indicator is defined slightly differently from information quoted in the text above which relates to the position at the end of Key stage 4.

National Indicators (children looked after)	2006/07 Actual	2007/08 Est.	2007/08 Target	2007/08 PAF band	2008/09 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)	55.2%	70%	70%	4	

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Local Indicators	2006	2007	2007 Target	2008 Target
The percentage of early years settings with working links to schools	5%	17%	15%	30%

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 *Towards 2010* targets in this area are set out below:

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 business people, 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 2008/09 are as follows:

Economic Wellbeing

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 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, the Secondary Strategy, appropriate vocational education and the implementation of diplomas

Our specific priorities for the coming year will help ensure that children and young people remain engaged in learning, have the opportunity to participate in further education, employment or training on leaving school, are ready for employment and live in decent homes. We will:

- Improve the proportion of young people achieving a Level 2 qualification by age 19

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- Continue to work with District Councils to improve the provision of appropriate housing for the most vulnerable.

Targeted Youth Support (TYS)

- Roll out TYS across the county by December 2008
- Improve early identification of vulnerable young people and swift and easy access to early intervention and targeted services.

Connexions:

- Continue to reduce the number of young people who are not in education, employment or training (NEET) particularly amongst the most vulnerable groups of young people and areas with the highest levels.

Careers Guidance

- Developing high quality Careers Education and Information, Advice and Guidance developments are a priority for the 14-24 Innovation Unit. The unit, in partnership with Connexions, will work directly with schools, colleges and work based learning providers to ensure that learners have access to the information they need to make the right choices at 14,16 and 19. Schools will be actively involved in a professional development programme to raise the importance of careers education and impartial advice and guidance.

5.2 Performance and achievements in 2007/08

Extended Curriculum Choice

Vocational

- A 14-24 Innovations Unit has been established within KCC to develop and implement new approaches to delivering 14-24 education and skills training programmes. The unit is responsible for the KCC element of the 14-19 implementation plan in partnership with Connexions and Learning and Skills Council and has increased and improved the range of professional education, skills and training opportunities for all 14-24 year olds across Kent
- A number of vocational centres facilities and workshops are already up to capacity and learner demand outstrips the specialist number of places available. The programme of providing new workshops will continue to be rolled out across the county, mainly through the Building Schools of the Future programme
- Almost 60% of Schools and FE Colleges are participating in the Kent Vocational Programme involving over 4,600 students in 10 different curriculum areas including fashion retail, high technology engineering, vocational sciences and languages
- Alongside the continued expansion and success of the 14-16 vocational skills and training programme there has been a significant reduction in the number of young people who are not in education, employment or training (NEETs). The figure for November 2007 was 5.03% - the lowest for four years
- Key Training Services has continued to make a major contribution to reducing NEETs by creating pathways into work for young people. A total of 659 unemployed young people aged 16 and 17 joined a 17 week Entry to Employment training programme resulting in 65% of them progressing into employment or further training
- The 14-24 Innovation Unit has successfully delivered four Master Classes to raise learners' aspirations and ensure learners' knowledge of the working world. The programme started with a highly successful weekend programme delivered by the Royal Ballet where 100 learners put on an outstanding performance of Copellia. Other

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Masterclass events have included Jamie Oliver's *Fifteen* working with a group of vocational learners to provide a meal for 100 guests, Go Kart racing at Buckmore Park and a premiere of films produced by learners at Maidstone Odeon Cinema. Kent Works has also delivered four highly successful motivational master classes in partnership with Key employers.

Kent Apprenticeship Scheme

- To date 61 young people have completed their qualification on the Kent Success programme, within KCC. Placements have been offered across all Directorates departments including Legal & Democratic Services, Waste Management, the Youth Service, Adult Services as well as placements within KCC schools, nurseries and care homes
- These young people have undertaken apprenticeships in childcare, health and social care, business and administration, customer service and catering enabling them to achieve an accredited qualification whilst gaining an extensive range of skills in a supported work placement.

Skillforce Type Programmes

For those young people who feel disengaged from the traditional school curriculum outward bound style courses led by former armed forces personnel, such as those run by Skillforce enable them to develop team building and communication skills, discipline, motivation and respect for their peers and authority figures.

- 300 places have now been secured with the Skillforce programme. In addition, 50 pupils per year benefit from the Army Cadet Force Outreach programme and 550 from full time Alternative Curriculum programmes
- Pupils have also benefited from courses that offer an alternative to the full National Curriculum, covering areas such as the Duke of Edinburgh Award, Junior Sports Leader, National Navigator and St John Young Lifesaver.

Targeted Youth Support (TYS)

- A countywide strategy for Integrated Youth Support Services has been agreed by the Kent Children's Trust
- TYS is being piloted in Canterbury, Shepway and Sevenoaks.

Connexions

- Kent County Council has successfully managed the transition of Connexions to the Local Authority-the process received the highest confidence ratings from the Government of the South East (GOSE)
- Local targets have been set for the areas with the highest levels of young people not in education employment or training.

EVOLVE

The EVOLVE Project, which concluded in December 2007, saw KCC working in partnership with the Prince's Trust, Kent and Medway NHS and Social Care Trust Partnership and other partners to help lone parents, adults from black and minority communities and other vulnerable adults understand their choices for returning to work. As a result, hundreds of individuals have engaged in the range of interventions offered by the partners, with over half entering employment, voluntary work or education.

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Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/09 Target
Number of Kent Apprenticeships taken on by KCC	60	130	126	200
Number of young people completing the Kent Community Programme	0	43	40	120

National Indicators	2006/07 Actual	2007/08 Est.	2007/08 Target	2007/08 PAF band	2008/09 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)	0.67	0.75	0.70	5	

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 *Towards 2010* targets in this area are set out below:

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 2008/09 are as follows:

Cultural development

The Turner Contemporary gallery and community outreach programmes will be a positive force in the social, economic and cultural regeneration of Thanet & East Kent. The development of the gallery will continue, and the build process is scheduled to commence in autumn 2008. Turner Contemporary will continue to present a varied range of events and workshops and this will increase significantly when the gallery opens.

Work is planned to develop the profile of the Cultural tourism offer in East Kent based on the Coastal offer and linking specifically with the Folkestone Triennial, Turner Contemporary and Canterbury is planned for 2008. The Folkestone Triennial will be the most significant international art event in the South East in 2008 and KCC is using this as a springboard to pilot a new and unique cultural tourism project. The outcome will play a part in fulfilling Kent’s potential as a premier tourist destination.

The Arts Development Unit is a key component of the Kent 2012 campaign, which is developing the County Offer for the UK Cultural Festival, part of the Cultural Olympiad, spanning the four year period from 2008 to 2012. During 2008/9 KCC will continue

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coordinating plans with district councils and arts agencies to stage a broad variety of arts events and festivals over that period, to create a Cultural Olympiad to celebrate the Olympic and Paralympic Games in 2012.

Kent TV

In the coming year Kent TV will continue to work with voluntary and business groups, launch a "What's On" service for visitors and residents alike and also encourage more user generated content.

Sport, leisure and the Olympics in Kent

A key priority for 2008/9 is to build on the flourishing heats and early stages of the first ever Kent School Games, culminating in successful School Games Finals in summer 2008, before planning for the 2009/10 Games.

The Sport, Leisure and Olympics Service will continue to support high level coaches and coach development to underpin talent development, and provide enhanced sports science, coaching and competitive opportunities for talented performers.

Kent Volunteers and KCC's Sport, Leisure & Olympics Service will be launching the "Kent Events Team" project in summer 2008, which has been developed jointly with the volunteering networks in the county. The project will create a network of people willing to volunteer for one-off sport, leisure and cultural events. This scheme will help Kent's volunteers to prepare for the 2012 Olympic and Paralympic Games. Further small grants will be provided to clubs and voluntary sports organizations in order to develop more sports opportunities including links with schools.

A strategy will be devised for the development of enhanced sporting facilities on school sites, which through innovative design leads to a greater range of activities becoming accessible to a wider range of young people and community users.

Libraries and Archives

The county's schools and libraries are linking with businesses and voluntary organisations to challenge Kent's residents to get involved in the National Year of Reading. The aim is to encourage people to develop a passion for reading and to recognise that it can open doors, enhancing their confidence and skills, help them to find out information, get a better job, or escape the pressures of daily life with a good book.

The modernisation of Kent's libraries is a continuing priority, with several more due to be refurbished / rebuilt during the coming year. The rebuilt Ramsgate Library will open in autumn 2008. The Kent Library and History Centre project is progressing at an exciting pace, and is currently at the design stage working with the appointed preferred developers. New service provision in growth areas in the county is being planned and other services, both internal and external to KCC are being approached to co-locate with the Library.

The Library Service is also reviewing how it provides access to services to offer more choice to its customers. These services include the Mobile Library Service; the Open Access service to residential and nursing homes, sheltered housing, and day centres; the home delivery service for home bound customer; and the postal loan service for visually impaired customers.

Partnership working is key, one example being where KCC is moving forward with Ashford Borough Council on a range of projects. Public consultation has begun for the Ashford

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Gateway Plus Project, including library and registration services, with build due to start in early 2009. Plans are also progressing for the relocation of Tenterden Library to become part of a Rural Gateway incorporating a range of services including Tourist Information and the local Post Office

Gateways

Gateways offer a convenient public service access point in a retail-based location using the latest innovative technologies and strong partnership working. The focus is on shaping services to fit around customers, and with successful *Gateways* thriving in Ashford and Thanet, the model is now being rolled out throughout Kent. A mobile Gateway is now also operating in rural areas following its launch at the County Show in 2007.

Agreements have been made for several other locations and in the coming year the following gateways will open: Maidstone, Tunbridge Wells, Tenterden and Dover.

Planning for phase 2 is advanced and is likely to feature the following locations:

- Canterbury – options around Herne Bay regeneration
- Sevenoaks/Swanley
- Gravesend
- Tonbridge & Malling
- Shepway (Folkestone)
- Dartford
- Swale

6.2 Performance and Achievements in 2007/08

Turner Contemporary

Public meetings were held at Margate Winter Gardens in June and October 2007 to inform and engage the community on the plans for the gallery. The planning application was approved by Thanet District Council in February 2008.

Exhibitions have been touring libraries in Thanet and the gallery programme has featured nationally and internationally renowned artists, who have presented work in both gallery and public settings.

Participants in the public programme of workshops and events have ranged from the young to older people. The artistic programme continues to develop, engaging with diverse audiences and forging relationships with a broad range of partners across the region and further afield. A group of young people has had an input into the design through our Inspiring Spaces scheme which has been supported via funding through *enquire*.

Turner Contemporary opened a new project space on Margate High Street on 28 February 2008. It is anticipated that the exciting programme planned for the new space will build audience capacity and generate further interest in Turner Contemporary. Increased interest in the new space will also act as a catalyst for the regeneration of Margate High Street, and bring associated benefits for local businesses and the community.

Sport, leisure and the Olympics in Kent

The 'Kent School Games' are up and running. The first Games, including a Disability Schools Games, was launched in November 2007 at the Astor of Hever School in Maidstone, involving a mass "warm-up" for the Games with 400 young people.

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Some sponsorship for the Games has been attracted through P&O Ferries and Sport England has agreed to provide funding towards the Disability Games.

By the end of January 2008, 515 local area heats, competitions and festivals had been organised and as part of the Games over 250 schools had become involved at local level.

KCC's Sports, Leisure and Olympics Service supports Kent's talented performers through a range of mechanisms, most notably via the FANS (Free Access for National Sportspeople) scheme, in partnership with districts and facilities across Kent. The scheme has provided free access to facilities for performers and has been enhanced with discounts being offered to FANS members on clothing and equipment via Kent County Supplies and Maudesport. Funding has also been secured to provide significant support for several potential Olympians and Paralympians. A Coaches and Officials Scholarship scheme has provided funding for several coaches who either already currently coach at a high level or are aiming towards this goal.

Major events, which can inspire future Olympians and Paralympians, such as the Tour de France, World Handcycling event and World Cup Archery event were supported in 2007 and major Disability Sports Events are currently being worked up for summer and autumn 2008. The Open Golf Championships will also be coming to Sandwich in 2011.

Pre-Games Training Camp submissions have been made on behalf of Kent by the Unit, with a number of the county's facilities likely to feature in the official brochure produced for Olympic Associations after Beijing 2008. The Dartford Judo Centre has already attracted teams from Canada and USA to use its facilities for training for an international event.

Work has continued to support sports clubs in gaining nationally recognised accreditation through the Clubmark programme, with 100 clubs across the county now having received this accreditation.

In addition, work has been undertaken with districts to establish local "Community Sports Networks" with voluntary sector sport representation, so that the local voice of sport can feed into local plans, alongside other partners.

Libraries and Archives

The ambitious Modernization Programme progressed well throughout 2007/8. Margate Library reopened in January 2008 as part of the Thanet Gateway, bringing together Thanet District Council and KCC customer services with the Library, and providing seamless access to all services on offer.

A national pilot called 'Headspace' was launched in conjunction with the Youth Service - encouraging young people to promote books to their peers at Café IT in Folkestone. The 'Time2Give' volunteering initiative continues to be used as a national exemplar, featuring in a regional toolkit and being shortlisted for the national 'Libraries Change Lives Award'. The scheme has delivered an additional 7,000 hours volunteering activity during 2007/08 compared with the previous year.

Evidence of the success of the modernization programme is growing, with improved satisfaction with libraries from adults and children in a 2007 survey. Satisfaction with opening hours has also continued to increase. Adult scores have risen from 76.8% (2003) to 92% (2007), and 86.9% (2007) children said the library was open when they wanted it to be compared with 58.3% (2003). Children's book issues increased by 11.3% (Apr – Dec

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2007 against equivalent period in 2004). Web based renewals are increasing with 86,190 items renewed online in the first 9 months of 07/08; an increase of 235% on the same 9 months in 06/07.

Kent County Council has invested in the specialist Performing Arts Network Kent (PANeK) which aims to increase the amount of theatre and other live performances in the County. It offers professional development opportunities, masterclasses, mentoring and specialist business advice to ensure that young professional companies are able to develop and thrive.

£205,000 of funding has been invested in key projects across the county via the Kent Arts Investment Fund. The fund is now a rolling programme which will ensure a more customer-focused service which is able to respond to opportunities and maximise the benefits of the fund for the people of Kent.

Kent TV

Kent TV launched successfully in September 2007 with large amounts of publicity and has currently generated over 215,000 visits. A refreshed site with 15 channels and over 70 sub-channels was launched in April 08 and there are now over 800 videos on the site. Since the launch much work has been done on ensuring accessibility, building the library of films to its current level, working with the private and voluntary sectors and making it easier for individuals or groups to upload their own content.

Kent Film Office

The Kent Film Office launched the Kent Film and TV strategy in 2007, stating the aims and ambitions of the service until 2010. The office assisted various productions including Cape Wrath, The Other Boleyn Girl, Half Broken Things, Ruby Blue, Spooks, Eastenders, Eon's Winds of Change and Morrisons' 2007 Christmas campaign. The film office website was developed and location and image libraries expanded. An award at the Kent Business Awards was successfully sponsored for the first year and has been repeated in 2008.

Additionally the Film Office worked with Visit Kent to launch a movie map as part of a large marketing campaign linked to "The Other Boleyn Girl".

Over the coming year the team will continue to assist productions, increase links with Visit Kent to enhance campaigns, heighten advertising to the film and television industry and explore media training opportunities through the Kent Academy.

Gateways

Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/09 Target
Number of athletes supported to compete at a national level in the run-up to the 2012 Olympics and Paralympics	360	450	400	460
Number of libraries modernised (cumulative)	5	7	9	11
Number of sports clubs receiving services via the ClubConnect card	0	200	Not set	250

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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 *Towards 2010* targets in this area are set out below:

Target 30: Work towards introducing a Kent youth travel card entitling all 11 to 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 2008/09 are as follows:

Transport and public transport improvements can unlock the economic potential of areas and improve accessibility. Major transport initiatives that will be progressed this year include the Lower Thames Crossing and the Sittingbourne Northern Relief Road. We will also press for implementation of trunk road and motorway schemes on the M25 and A21 and for improvements to the A2/M2 corridor to provide an alternative route to Dover.

The de-dualling of Fort Hill in Margate begins in April 2008 and once completed will make this a more pedestrian-friendly area, improving connectivity with the Rendezvous site and unlocking land for public realm improvements. Work will also progress on the seafront to improve the lighting and facilities.

The expansion of *Fastrack* routes is planned along with the introduction of bus ticketing machines at bus stops. Building on the success of *Fastrack*, a bid is being prepared for a similar scheme in Ashford called *Smartlink*. There will be a further roll out of the Kent Freedom Pass to 11 to 16 year olds in Maidstone, Malling, Shepway and Dover, and we will be seeking to develop new Quality Bus Partnerships in Dover and Tunbridge Wells.

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We will continue to lobby Government and rail service providers to ensure Kent has appropriate levels of service from all stations. Subject to funding, we will commission a study into the effects of CTRL Domestic Services (CTRL DS) on passenger flows and key business locations. KCC will act as the accountable body overseeing £10m of investment that will deliver access improvements at Dartford and Northfleet railway stations.

7.2 Performance and achievements in 2007/08

In Ashford, the ring road is now two-way enabling better traffic flows and accessibility to the town centre. Work was completed on improvements to the A2 / A282 at Dartford.

With rail passenger numbers continuing to grow, Kent will have more CTRL DS services than originally proposed in 2005. Stations at Beltring and Swale will be retained and all stations will run at least one train per hour in each direction. Off-peak services from Dover and Canterbury East to Victoria will also continue. Eurostar services from Ebbsfleet started in November.

Bus travel also continues to grow. Kent achieved national recognition at the UK Bus Awards for service improvements initiated via the Quality Bus Partnerships. We have continued to support bus services including direct financial support for 200 services and the launch of the Kent Freedom Pass aimed at school children in pilot areas of Tonbridge, Sevenoaks and Tunbridge Wells.

Phase 1 of the Transforming Kent Highway Services project is complete, with a new structure featuring a more focused front line service equipped with new technology together with streamlined operational processes.

Kent Highway Services regularly evaluates customer feedback which gives it a clear appreciation of customer expectations and this is supported by consultations carried out with both the public and County Council Members. A recent survey has shown that for a second year running public satisfaction with KHS has increased with regard to the condition of Kent's roads, pavements and streetlights.

The publication of a series of 'Understanding Leaflets' and a weekly page in the Kent on Sunday has delivered more information to the public of Kent about the services we provide than ever before and has also enabled the public to report issues to us more easily.

Several Key Targets have been achieved and nationally recognised:

- Award from Metropolitan/Kent Police for our contribution to the delivery of a successful first stage of the Tour De France
- Successfully established Quality Bus Partnerships in Ashford and Dover with National recognition
- Launch of free travel for all 11-16 year old students in Canterbury, Tonbridge and Tunbridge Wells.
- Launch of Bike-it in Ashford and Canterbury. Bike-it works directly with schools making the case for cycling in their school travel plans, supporting school champions who want to promote cycling, and demonstrating that cycling is a popular choice for children to get to school. The project adds to local investment in cycle routes and bike sheds by involving pupils, teachers and parents and enabling them to take the small steps which are necessary to make a real difference

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- Secured £1million from the lottery fund for 'Connect 2' cycle network
- Launch of a 'plus-bus' rail ticket initiative
- Awarded Transport Authority of the Year at the UK Bus Awards
- Awarded Innovation and Infrastructure Awards for Fast Track at UK Bus Awards
- Kent Traffic and Travel website launched
- Replacement LED programme commenced for all traffic signals in Kent resulting in reduction in energy and maintenance issues
- A production of 'Licence to Kill' aimed at senior school pupils won the best in public service Public Relations (PRIDE) award for 2007
- Introduction of the KHS Speed Awareness Course, in partnership with the Police servicing over 5,000 customers in this, it's first year of operation.

Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/09 Target
Number of 11-16 year olds issued with a Freedom pass	-	5,100	2,000	12,000
Net satisfaction with condition of roads	+5%	+19%	+10%	TBC
Number of schools with staggered starting time	-	4	1	6

National Indicators	2006/07 Actual	2006/07 National average	2007/08 Actual	2007/08 Target	2008/09 Target
Percentage of the local authority principal road network where structural maintenance should be considered (BV 223)	6%	10%	6%	6%	tbc
Percentage of the non-principal classified road network where maintenance should be considered (BV 224a)	10%	14%	9%	10%	tbc

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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 *Towards 2010* targets in this area are set out below:

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 2008/09 are as follows:

Protection and enhancement of the countryside

The Kent and Medway Structure Plan seeks to ensure that development is of the highest quality balancing the need for housing and economic growth with protection and enhancement of our countryside and heritage. This means making the best use of land that is available for development. KCC will continue to work with District Councils to identify prospective brownfield sites for housing developments thus reducing the pressure for developments elsewhere.

Community infrastructure provision

Housing developments impact both existing and new communities due to the increased demand for local community services. We will continue to work with the District Councils to ensure that investment in community services is sustained by seeking developer contributions from all sites over 10 units. Also, in anticipation of the introduction of a Community Infrastructure Levy, our Development Investment Team will work with service providers to develop a robust evidence base for future service provision in order to get the best for the people of Kent.

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Environmental and climate change

We will review and report against performance indicators in the Kent Environment Strategy and a final revised strategy and action plan will be launched at the Kent Environment Conference in March.

We will progress environment-led regeneration initiatives in Kent Thames Gateway, Ashford and East Kent to improve the environment, greenspace provision and countryside access in urban and rural areas. We will support the healthy living agenda through programmes such as increasing provision for cyclists.

Protecting and enjoying the countryside, coast and heritage

- KCC gives planning advice to District Councils and others on protecting and enhancing the natural and historic environment, and the public rights of way (PROW) network. KCC will manage its own estate sensitively. Planning advice on ecology will be further enhanced by the development of guidance on the consideration needed for ecology in planning applications
- In addition to its statutory function of protecting the PROW network, KCC works to encourage people to get out into the countryside and enjoy all that the natural environment has to offer. The County's Explore Kent website will be developing its on-line services to make information more widely available in a variety of formats including downloadable leaflets and iPod walks. This year KCC will be delivering the objectives set out in the Countryside Access Improvement Plan including making routes more accessible to a wider group of users by removing stiles, installing seats, and improving crossings.
- There will be further improvements to our Country Parks' facilities including improving the toilet and catering facilities at Manor Park and other on-the-ground works to enhance the visitor experience and conserve the natural environment of the parks. We will continue to promote our country parks as gateways to the wider countryside in order to improve public health and support the wider rural economy.
- We will continue to co-ordinate the Kent Biodiversity Partnership and delivery of the Kent Biodiversity Action Plan to protect and enhance the diversity of the natural environment in Kent.
- A second Kent's Coastal Week will be held in October 2008, with an increased number of events at more locations around the county, attracting an expected 1000 participants. The aim of this week is to get people onto the coast to enjoy and understand more about the facilities and natural environment that it has to offer.
- The "Kent Goes Wild" event will also be held again this year, introducing Kent's residents to wildlife recording with an emphasis on engaging younger recorders with the production of a Junior Recorders Pack.
- We will be seeking to implement the NERC Act 2006 Biodiversity duty, by enhancing and reducing the impact on biodiversity throughout our estate and within our core activities.
- We will also commence the development of an integrated action plan for Kent's coast, working with Kent's coastal stakeholders to develop a vision for a sustainable coastline and the actions required to achieve this.

Demonstrating environmental excellence in KCC and responding to climate change

- The forthcoming year should see the whole of KCC gaining the ISO 14001 Environmental Management System accreditation, demonstrating its commitment to making its business more environmentally friendly.

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- £1m will be invested in energy efficiency, renewable technology and water management measures on the KCC estate, using the KCC energy and water investment fund. Projects to include light zoning/sensors, PIR sensor urinals/taps and 20 renewable energy projects at Kent Schools.
- The multi-partner Clean Kent campaign continues in 2008/09 and is set to have new targets in the Kent Agreement 2 (LAA2) with stretched targets in respect of street cleanliness. The campaign also shares a Towards 2010 target to deal with fly-tipping hot spots and increase the capacity to deal with fly-tipping enforcement. Future years will see the fly-tipping enforcement function increasing and a maximisation of the deterrent effect with further prosecutions for this criminal offence across Kent.
- As part of its campaign to make Kent a cleaner county and reducing street crime, the Clean Kent partnership will be rolling out its drama "Streetwise" to Kent's secondary schools following a successful pilot programme. This will target young people aged 12-14, encouraging a sense of environmental responsibility and citizenship, using the experiences and examples of young offenders with young offenders themselves acting in the drama.

Managing Kent's waste

- During 2008/09 the Allington Energy from Waste Plant is set to enter full service reducing reliance on landfill for waste that cannot be recycled. A new transfer station and Household Waste Recycling Centre at Pepperhill are planned to open later in the year, and the Blaise Farm In-Vessel Composter will begin operation to a similar timescale. We will continue to work in partnership in the Kent Waste Partnership with the District Councils and others on the delivery of the actions in the Joint Municipal Waste Management Strategy
- 2008/09 marks the beginning of an ambitious investment programme upgrading existing facilities and providing new ones. Included in the 5 -year programme are works at 6 of the household waste recycling centres and the programme will be developed over the year with a view to improving householders' experience of using the sites, reducing delays at peak times, and improving recycling performance. Other works will improve the transfer station network to reduce vehicle movements thus helping to protect the environment.

8.2 Performance and achievements in 2007/08

- Completion of the ground-breaking 4 year condition survey of all Public Rights of Way in Kent, linked to an asset management programme.
- Endorsement by Members and publication of the Countryside Access Improvement plan following extensive consultation – this will guide the management of Countryside Access over the next 10 years
- £750k of capital network improvements successfully completed.
- BVPI178 (PROW) increased from 68% to 74%.
- Completion of a Ploughing and Cropping campaign in East Kent.
- Successful delivery of a £1.5m Interreg 'Greenways' project.
- The first Kent Coastal Week was held and saw over 40 events held with over 800 people attending over the 10 days.
- Kent Goes Wild 2007 held, and over 1000 people attended the events
- Completion of the BRANCH project (Biodiversity Requires Adaptation in Northwest Europe under a Changing climate), modelling the impact of climate change on Kent's wildlife and providing recommendations to how to facilitate the necessary adaptation.

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- Bird boxes installed around County Hall to improve biodiversity in the built environment. Early signs indicate nesting birds in one box this spring.
- Successful pilot of eco-advice service for Sevenoaks District Council, concluding with them taking up the service for the following year.
- Two Country Parks, Brockhill and Trosley, were awarded the prestigious Green Flag award for achieving the national standards in recreational green spaces, measured against a set of key criteria around sustainability, health and safety, visitor welcome, community involvement, management, etc.
- Completion of new contracts for 12 Household Waste Recycling Centre operations and Operation CuBIT
- Implementation of improved electronic and electrical goods recycling and disposal services
- Appointment of an Executive Officer to support the Kent Waste Partnership to take forward strategic action plans
- Kent was one of a few counties who joined the “Love Food, Hate Waste” campaign to reduce the amount of food thrown away in Kent
- The percentage of Waste recycled or composted in Kent rose to just over 36% in comparison with just over 32% in 2006/7, and the amount of household waste collected per head dropped slightly from 548kg to 546kg.
- 2007/08 was a significant year for the multi-partnered Clean Kent campaign as it successfully delivered outcomes on its stretched targets under the first local area agreement (LAA1). The targets related to reducing loose rubbish fires and the numbers of fly-tipping incidents reports as well as increasing the perception of Kent as a clean county.
- Publication of the revised KCC Environment Policy
- KCC has saved in excess of 700,000kgs of CO₂ and almost £90,000 on its energy use in its buildings and estates
- The Kent and Medway Structure Plan aims for 70% of new developments to be on previously developed land (PDL). This policy received a major boost with outline planning consent for 7,250 homes at Eastern Quarry brownfield site. Additionally, agreement was reached for 700 homes on the former Leybourne Grange Hospital site.
- Our enforcement team in Planning Applications Unit (PAU) successfully defended an enforcement appeal relating to extensive importation, deposit and burning of waste at Raspberry Hill, Iwade. PAU also helped to facilitate planning permission for a wide range of community infrastructure including schools, children’s centres, sports facilities and roads ensuring they were of high quality and sustainable.

Section 106 agreements for four major housing development sites (over 500 units) across Kent have been agreed. These include:

- £9.4m financial contribution for the development of a Learning Campus at the Bridge, Dartford.
- £109m financial and direct provision for transport, heritage, education, library, youth, adult education and adult social services provision at Eastern Quarry in the Thames Gateway
- £7m financial contribution for education provision at Templar Barracks, Ashford.
- From 1 April 2007, we extended the range of services for which we seek developer contributions to include youth and community, adult social services, adult education and library services as well as education.
- In September, Paul Carter led the launch of “Showcased”, the first of a series of brochures to celebrate design excellence in Kent.

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- Working in partnership, a 5km stretch of land has been secured along the A2 corridor for footpath, equestrian and cycling access. Additionally, £2.5m has been secured for greenspace and new and improved access at Shore Mead Fort, Cobham-Ashenbank and the Darenth Valley Park. At Cobham a new community woodland has been created providing 18km of public access trails and 130,000 new trees.

Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/09 Target
Section 106 developer contributions achieved – minor applications	82%	75.8%	80%	80%
Number of long-term empty properties brought back into use in Kent	172	408	330	511
Percentage of new KCC buildings designed to at least BREEAM 'very good' standard	60%	80%	80%	90%

National Indicators	2006/07 Actual	2006/07 National average	2007/08 Estimate	2007/08 Target	2008/09 Target
Percentage of household waste arisings which have been sent by the Authority for recycling (BV 82a i)	21.8%	19.6%	24.1%	23.5%	26.7%
The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion (BV 82b i)	10.6%	10.9%	11.6%	11.5%	12.8%
Percentage of the total tonnage of household waste arisings that have been used to recover heat, power and other energy sources (BV 82c i)	12.1%	12.6%	8.7%	39.4%	40.9%
The tonnage of household waste arisings that have been landfilled (BV 82d i)	55.5%	58.0%	55.6%	25.6%	19.6%

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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 *Towards 2010* targets in this area are set out below:

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 well-being

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 2008/09 are as follows:

Priorities for children and young people

Being Healthy

We will support children and young people to be physically, mentally and emotionally healthy and enable them to choose healthy lifestyles. We will aim to narrow the health inequalities gap between different socio-economic groups. We will continue to work with parents and carers to ensure that all children and young people have the knowledge, awareness and understanding to adopt healthy and safe lifestyles and develop the maturity to make decisions that enable them to succeed in life.

Integrated working on health issues across the Directorate have been strengthened through the developing Children's Health Commissioning Division. In collaboration with the Kent Primary Care Trusts we continue to promote the physical and mental health of children and young people through the provision of effective services. The Division brings together a team from Health to deliver this work, as part of the new Children's Trust arrangements at both a county and local levels. The Trust will support joint projects and activities that seek to reduce child health inequalities and promote social inclusion.

Our specific priorities for the coming year include:

- Plan, commission and procure effective child health services, increasingly through multi-agency service specifications and consistent with the Children and Young People's Plan (CYPP), Joint Strategic Needs Assessment for Children's Health (JSNA) and Public Health Strategy

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- We will continue to build on our successful Healthy Schools programme and implement our Personal Health Social Education strategy, launched in January 2008 to help pupils lead confident, healthy and responsible lives as individuals and members of society
- We will continue to implement the Children and Adolescent Mental Health services (CAMHS) strategy, which has already resulted in a marked improvement in waiting times for young offenders requiring access to CAMHS
- We will improve on the timely completion of health and dental assessments for looked after children and young people
- Support the development of initiatives to promote a healthy weight and tackle overweight obesity in children, young people and adults
- Preventing harm to children, young people and families affected by drug misuse
- We will continue to work hard to reduce teenage pregnancies, especially in targeted areas where the incidence of teenage pregnancy is reducing more slowly than elsewhere in the County
- Assist in improving services for disabled children with long term conditions with complex health needs through integrated management and co-location of services
- Implement the first phase Swale Early Intervention Mental Health Pilot, an innovative and creative partnership programme between Kent Safe Schools and Health
- Continued implementation and expansion of the Safe Cluster programme to support schools and clusters to effectively tackle bullying.

Health Improvement

Activemobs

Activmobs are helping residents to get fit and improve their social activity. They are small groups who carry out physical activity together on a regular basis; they choose their own activity and are given help to continue with that activity. User feedback impacts directly on service improvement in a continuously evolving loop.

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 by providing 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 motivation and within the context of people's everyday lives rather than in formal settings such as private gyms or organised classes.

The mobs fall within three main categories:

- Workplace mobs such as those within KCC. The walking mob has developed further into incorporation of Nordic Walking which Activmob has supported through purchase of some equipment and training. This has meant that the exercise has developed into a more strenuous dimension for those participating. It has also led to people trained in basic fitness who can now train other mobs. One member of this group has also negotiated a discount deal with a leading local outdoor pursuits equipment supplier for members of Activmobs. The Nordic Walking connection has led to the Kent Country Parks unit wanting to adopt Activmob as the mechanism to promote greater public involvement with the country parks including health walks and green gyms

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- Social inclusion mobs such as those developed to help people with a mental health problem or in recovery from drink or drugs problems. The golf and allotment mobs are good examples of new activity of this type
- Public mobs such as the singing mob, the ramblers and RELAXercise.

For more information visit: www.activmob.com

9.2 Performance and achievements 2007/08

The Kent Healthy Schools Programme

The Kent Healthy Schools Programme, delivered in partnership by Kent County Council and NHS in Kent provides the strategic and operational lead to ensure all schools in Kent are supported in working towards Healthy Schools Status and the national targets are delivered to time.

Achievement has been assisted greatly by the very strong engagement of Cluster Teams and multi-agency working in localities. This has included the innovative practice of engaging trainee Education Psychologists to support school's initial audit of practice and working closely with Client Services on the Food in Schools agenda.

- 377 or 64 % of schools in Kent achieved Healthy School status, with 99% or 591 participating in the programme
- 90% of primary aged children know that eating fruit and vegetables is healthy (Children and Young People of Kent Survey)
- Thanet 1 Cluster was the first district to achieve 100% of schools reaching Healthy Schools Status

Health Improvement

The Children's Health Commissioning Division has already seen the delivery of:

- One of the first Joint Strategic Needs Assessments for Children and Young People's Health which has been produced jointly by KCC and Health. This document will be used to support planning and commissioning of services at both county and locality level by the Kent Children's Trust
- A Public Health Strategy and Action Plan for Children and Young People
- A CAMHS (Children & Adolescent Mental Health Services) Strategy for Kent
- Improvements to School nursing services and improved health checks for LAC
- Between 1998 and 2005 (the latest figures available) a 10.3% reduction in teenage pregnancy was achieved across Kent
- Kent has looked to innovative methods of delivering Sex and Relationship Education (SRE) to vulnerable groups and this year has commissioned the training of Charlton football coaches in SRE and condom distribution
- The School Drugs Education Service is targeting young people who would otherwise be excluded for drug use or receive a Police caution
- Better integration with co-location of midwives, specialist health visitors and therapists in multi-agency settings such as children's centres is leading to:
 - More children accessing speech and language therapy services
 - More pregnant women attending & completing birth and parentcraft workshops

Activemobs

Activemob has reached the end of its first stage development. A number of important milestones have been reached including:

- A critical mass of 20 mobs (some 200 mobbers) with more in development. These range from a singing mob to an allotment mob with sports such as football and golf included
- A properly functioning website that links prospective mobbers and motivators to mobs and trainers
- Enthusiastic adoption of the concept by others as a mechanism for promoting their own activity
- Elements of a tangible rewards structure are developing

The Kent Public Health Department (KPHD)

The KPHD is a small department of 7 people and the Director of Public Health (equally and jointly funded through the 2 Kent PCTs and KCC) to give the strategic direction and leadership to the public health function in Kent. It is also to recognise and bring together the contributions that each organisation and its partners make to the public health priorities jointly identified (and expressed through the Public Health Strategy and articulated in mechanisms such as the LAA or Kent Agreement) and to co-ordinate their efforts to address them.

The Kent Public Health Board with representatives from all KCC Directorates, District Councils, PCTs and others has been established and is chaired by the Director of Public Health.

Public Health Strategy

Live Life to the Full is the Public Health Strategy for Kent is the agreed strategy for public health in Kent as agreed by the County Council, the PCTs and the District Council. It describes the health of the Kent population in general terms, identifies key issues and priorities for action and gives examples of some effective ways these priorities have been addressed. It is more concerned with the promotion of good health, reductions in risky behaviour, and particularly health inequalities than some of the other aspects of public health like health protection and service quality.

Public Health Champions

People's health is dependent upon an enormous range of factors from the individual's genetic makeup and their personal characteristics, through the lifestyle choices they make (about smoking, drinking, diet, exercise etc), the health services they have accessible to them, the environment they live in - including things like air quality and water purity, and the conditions they live in - housing and working environments etc, as well as how educated they are, whether they have a job, how rich they are, and up to national and global issues such as climate change, biodiversity etc. Anyone working in these fields, pretty much anyone in the public sector and beyond can legitimately claim to be part of the influence on "public health". The public health champions course takes people from all these sectors across the NHS and Local Authorities who are interested in developing the public health aspects of their, and their organisations, role and gives them the opportunity to explore these issues and promote them back in their organisations.

The Kent Public Health Observatory (KPHO)

The KPHO was established during 2007 and recognises that there is, within several organisations, information and data relevant to the health status of the population, being

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collated and analysed. These organisations will include the NHS, KCC, other Local Authorities, the Regional Public Health Observatories, and others. The KPHO is a virtual organisation where all this existing activity and information can be shared and the analysis co-ordinated so that the best quality information and analysis can be obtained from the various sources involved.

The Health Inequalities Action Plan

In partnership with District Councils and others the Health Inequalities Action Plan Identifies the health inequality issues that are most prominent in the county and what is being done at a strategic and local level to reduce them. It outlines issues and actions and is designed to demonstrate what is currently being done. It is a dynamic document that will be used with our colleagues, particularly in the districts, to develop approaches to the local problems of health inequalities as they are found in different localities around the county.

The new KCC Smoking Policy

Is designed to go further than mere compliance with recent legislation and to be a proactive policy that encourages people to stop smoking and improve access to the support and assistance they require to do so. It has been commended by the Department of Health National Support Team as "Gold Standard" and as an exemplar for other organisations.

The Tobacco Control Strategy

This strategy is aimed at ensuring that the smoke-free legislation introduced last year for public places is effective. It also applies to counterfeiting of tobacco products, sales regulation and legislation, smuggling, advertising and promotion.

Local Indicators	2006/07 Actual	2007/08 Actual	2007/08 Target	2008/0 9 Target
5-16 year olds taking 2 hours of high quality sport and PE weekly	76%	84%	80%	87%
Percentage of schools which have achieved Healthy School status as at December (both new Healthy Schools status and old level 3 status)	38%	65%	55%	75%

National Indicators	2005 Actual	2006 Actual	2006 Target	2006 National average	2007 Target
Reduction in rate of teenage pregnancy since 1994-98 (BV 197)	-9.7%	- 11.8%	- 22.9%	-13.3%	- 29.7%

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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 well-being 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 *Towards 2010* targets in this area are set out below:

Target 52: Increase the number of people supported to live independently in their own homes. This will include:

- 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

Target 53: Strengthen the support provided to people caring for relatives and friends

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

Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence

Target 56: Improve older people's economic well-being by encouraging the take-up of benefits

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 2008/09 are as follows:

The priorities for the Directorate are to an extent shaped by the national agenda. Set out below are the actions to meet the national and local priorities:

National and Local Context

'*Our Health Our Care Our Say*' – published two years ago has underpinned a major programme of change focussed on independence, personalisation and partnership working particularly with the Health Service. This programme of change is now moving into a further phase.

Recently, Government has published a range of key documents including '*Putting People First*', '*Transforming Social Care*' and '*Valuing People Now*'. In the summer 2008 the Government are expected to launch two key national strategies on carers and dementia. Furthermore, a Green Paper is expected shortly on the '*future funding of social care*'.

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On 12 May 2008 Gordon Brown, The Prime Minister and Health Secretary Alan Johnson today launched a public debate about the future of the care and support system for England. This will lead to a Green Paper on the future of social care in 2009. The website address for the consultation is: <http://www.careandsupport.direct.gov.uk/>

All continue to underline the core values of:

- **Promoting Independence**
- **Personalisation**
- **Prevention**
- **Partnership.**

Aligned to this is a new performance framework being developed to focus on these priorities. This framework will be overseen by the new Care Quality Commission, and will stretch beyond the new 198 national indicators and Health's 'Vital Signs' to focus jointly on Health and social care. Annual Assessments will continue to be a key feature, and will feed directly into the new Comprehensive Area Assessment (see Appendix 5).

Adult Social Services nationally continue to face major demographic challenges – people living longer, more people with more complex needs and people's expectations are growing. These issues have been highlighted in the recent report from the Commission for Social Care Inspectorate 'The State of Social Care 2006-07'. The report also notes that this has led to 75% of Local Authorities raising their eligibility criteria to substantial or even critical, with more planning to do so. *Kent is therefore unusual in maintaining moderate eligibility criteria.*

Within a Kent context, a key driver to deliver the national and local priorities as set out by Towards 2010 will be **Active Lives for Adults** (ALfA). This is a major cultural change, which will see a shift in emphasis away from 'managing care packages' and towards personalisation - supporting people in identifying how best to meet their own needs and it will transform all front line services. Already, as part of this initiative, new and more effective ways of working have been developed and further major pilots will take place this year.

Putting people first - Personalisation and Choice

Personalisation and Choice are key drivers for the Directorate and are fundamental to ALfA. We continue to increase the numbers of people who are using Direct Payments and are developing personalised budgets, which expands on the ideas behind Direct Payments. A range of initiatives will underpin these, which includes increasing take up of the Kent Card. In developing ALfA and other initiatives to promote personalisation, we have involved the public, particularly those who use our services.

A significant theme in the drive for 'personalisation' is ensuring that the issues of equality and discrimination are championed. In line with the Council's Equalities Strategy, the Directorate has developed an Equalities Work Programme (Oct 2007-Mar 2009) to address the needs of staff, service users and carers. It sets out how Kent Adult Social Services will promote equality of opportunity, enhance community cohesion and tackle unfair discrimination. Currently work is taking place with the Partnership Board, District Groups and other agencies to tackle issues of 'hate crime' that people with Learning Disabilities have experienced. This was an issue which was highlighted during the work with the public on developing Active Lives – The Directorate's 10 year vision.

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Carers

The Directorate is committed to implementing the recommendations of the recent KCC Select Committee report, and a National Carers Strategy is expected this year which will further promote the major role carers play.

Customer Care

The Directorate has a strong customer care ethos. Outcomes and trends from complaints feed directly into the business planning process. A major development for the next year is the possible introduction of a single complaint process for Health and social care. Following a recent consultation '*Making Experiences Count*' the Department of Health are identifying several areas to pilot this process with a view to full implementation in April 2009. There is a possibility that Kent will be one of the pilot areas.

Other initiatives include:

- Improving access to information and services including web based technologies such as the self-assessment website, the on line care directory and Kent TV
- Continuing to meet our ongoing commitment to protecting all vulnerable adults from abuse. This work is supported through the multi-agency Adult Safeguarding Committee for Kent and Medway
- Involving the public in the development and improvement of services.

Ensuring the availability of high quality services

- Developing preventative services to enable people to remain at home, continues to be the focus across all client groups. Last year Kent was successful in bidding for the £1.5 million Government funded **Partnerships for Older People Project**. The Project is called **Invoke**. It is a two-year joint project with the Eastern and Coastal Kent Primary Care Trust and the voluntary sector and has three strands to it:
 - Employing 18 Community Matron Support workers to work with people with Long Term Conditions, supporting them to remain in their own homes, using TeleHealth and Telecare technology
 - Helping people access care where they need it
 - Providing accessible information for communities on available services
- The implementation of the Private Finance Initiative (PFI) project – Better Homes Active Lives. Over the next three years the project will deliver 340 high quality apartments and communal facilities for vulnerable people across Kent
- Continuing the work of Supporting People to enable people to live independently
- Making Valuing People, for people with learning disabilities, a reality. The Partnership Board, district partnership boards and the district-based integrated teams with Health will drive this in the Directorate
- Transitional Planning: we are working with disabled young people and their families to ensure that plans are in place to enable them to fulfil their full potential
- The continued development of the Telecare and TeleHealth projects which will demonstrate integrated working with Health through the application of assistive technology.

Partnership and Joint Working

The future development of seamless health and social care is dependent on the close working relationship between KCC and the NHS. The new Primary Care Trusts (PCT) arrangements in Kent offer excellent opportunities for partnership working, building on a successful history of close working relationships with the health service.

In developing shared priorities and joint commissioning arrangements with Health, the
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Joint Strategic Needs Assessment with Health will strengthen joint commissioning, which is essential to make best use of resources to achieve outcomes as determined by the assessment of need. Another significant driver for KCC's working relationship with Health is the Public Health Strategy, the implementation of the action plan stemming from the Strategy, and the Annual Public Health Report.

Currently the Mental Health Trust is in the process of seeking Foundation Status and the outcome of this will have implications for the Directorate and the future working relationship.

The Directorate has a strong relationship with the Voluntary and Private Sector. Around 85% of services are purchased from outside the Directorate. We will continue to build upon partnerships with the Private and Voluntary Sector, working closely to develop the new commissioning arrangements that are needed as more people choose to direct and control their own support.

The Directorate now also works more closely than ever with District and Borough Councils over housing issues, sustainable development (including ensuring good community infrastructure in the growth areas), and social inclusion.

Valuing, developing and supporting the social care workforce

Kent Adult Social Services continues to have a skilled and stable workforce. Staff Care package, Training and liP have all contributed to maintaining this healthy position. As outlined already, the future holds a range of challenges and to meet these the Directorate will need a skilled, committed workforce with the right 'skill mix'. Within ALfA, workforce development is a major workstream. The issues regarding workforce extend beyond Kent Adult Social Services to the Private & Voluntary Sector and the NHS. We have been working now for sometime with the Private and Voluntary Sector to develop the wider social care workforce as evidenced by such initiatives as 'Training 4 Care'. We are working with the PCT's to look at some of these issues. The Directorate has developed a detailed workforce plan to address these and other issues such as succession planning and continuous improvement.

Making the best use of our resources

We face growing challenges. As resources are not likely to increase sufficiently to meet new demand, it is imperative that we continue to make the most efficient use of resources through innovation and modernisation. We have embarked on a major programme of modernisation overseen by the Modernisation Board. A key driver is ALfA (already described above) and other initiatives include:

- The residential change programme with the NHS to enable people with learning disabilities to live fulfilled lives, as outlined in 'Valuing People Now'
- Development of mobile working
- A Strategic Review of Older People Services
- The 'Sustainable Communities' work is critically important to ensure that there is the right community infrastructure in large new developments.
- Maintaining the Directorate's robust financial, planning and performance systems to ensure we continue to perform at a high level and develop efficient services. A new focus is meeting the wider responsibility for adults that the Managing Director has been given by recent guidance. We are currently developing a 'cross-cutting' older people's strategy with full engagement from older people in Kent. Furthermore, we are exploring how support and information can be offered to those people who do not

come into contact with the Directorate, particularly those who 'self-fund' the support they receive. This is a major challenge in a county the size of Kent.

10.2 Performance and Achievements 2007/08

Putting people first - Personalisation and Choice

During the last year we have continued to make Direct Payments more accessible and the number of people using them has increased to 1518.

The Kent Card was launched last year. As with many new initiatives it takes time for people to recognise the benefits, but already 100 people have taken up this option.

Funding for the Brighter Futures Group (BFG) project has been successful in encouraging active older people to provide support to older people who need it. The Government funding ceases at the end of September 2008. The BFG Board and project staff are developing a future funding strategy to assist projects to remain sustainable once funding ceases. As projects have evolved, some have diversified and expanded e.g. Internet cafes, more exercise classes, and Healthy Lifestyle sessions.

The Mental Capacity Act 2005 provides a framework to empower and protect people who are not able to make their own decisions. Last year a major task was to implement the Act. This was successfully achieved and as part of this, an Independent Mental Capacity Advocacy (IMCA) service has been established.

Ensuring the availability of high quality services

Last year we began the initial development of ALfA. Already this has begun to make a difference to our services. For example, along with the Duty Service we have developed fast track assessment and provision of community equipment and minor adaptations. This provides a quick response to enable people to receive essential services to prevent falls and enable greater independence. Trusted Assessors are trained to allow provision of equipment through one assessment approach.

Whole Systems Demonstrator

Kent was picked as one of only three areas in the country to pilot a multi-million pound scheme to support older people. This is a major achievement, as Kent competed with many Authorities across the Country to win the bid. The Department of Health (DoH) awarded Kent a £5.1m budget to enable health and social services to make new technologies available to many more people and enabling them to live independently.

East Kent was selected as DoH Demonstrator Sites for Urgent Care. Again this is in full partnership with the Health Service. The programme aims to treat people closer to home, to prevent hospital and long term care admissions and to provide better, integrated care in a person's own home. A rollout programme of Intermediate Care for East Kent is part of the project and this is aimed at providing care and rehabilitation in the person's own home where possible. This project is now operational and beginning to have positive outcomes.

Working in Partnership

Many of the achievements outlined above have been in partnership with others. A significant achievement has been the work we have undertaken with Health in developing the Joint Strategic Needs Assessment. This outlines the agreed areas of need and prioritisation for Kent. This is soon to be published and the challenge will be the future development and implementation of the assessment.

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Working with others to create equality of opportunity

During the last year the Adult Social Services Directorate has contributed to the KCC being awarded level 3 of the Equality Standards for Local Government. This included a process of undertaking Equality Impact Assessments on all policies, practices and procedures, which underpin the running of the Directorate. In general this identified that we provided sensitive services. Some improvements were identified to make services more accessible and inclusive and these are being worked upon

We continue to place more emphasis in involving people in the planning of new services. For example the active involvement of deaf blind people in the planning of services that affect them.

We have also commissioned accessibility and usability studies over 60 social care websites. This is leading to real improvements for those with manual dexterity difficulties and for people whose first language is not English.

Our target for the year is to build upon these achievements and to gain level 4 of the Equality Standard.

Local Indicators	2006/07 Actual	2007/08 Actual	2009/10 Target
Number of people supported by community based services to live independently	31,990	32,086	34,027

National Indicators	2006/07 Actual	2007/08 Est.	2007/08 Target	2007/08 PAFT band	2008/09 Target
Percentages of items of equipment delivered and adaptations made within 7 working days (BV 56)	92%	93%	93%	5	
Adults and older people receiving direct payments at 31st March per 100,000 population aged 18 or over (age standardised) (BV 201)	130	150	156	4	

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 antisocial 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.

KCC is committed to helping to maintain Kent's low level of burglary and car theft and to working with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, antisocial behaviour and domestic abuse. The county council will work with the police to tackle crime and with local people to create stronger communities.

The *Towards 2010* targets in this area are set out below:

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, antisocial 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 antisocial behaviour across the county and improved quality of life for communities.

11.1 KCC's specific priorities for delivering improvement in 2008/09 are as follows:

Integrated Youth Services

The Integrated Youth Support Strategy is part of the development of integrated children & young people's services in Kent, overseen by the Children's Trust in Kent. The aim of this strategy is to ensure that young people can influence and have access to opportunities and services that will support them in becoming excellent young citizens, who contribute to the energy, development and diversity of the county.

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Services across KCC will be working in partnership with District Councils and agencies in the private and voluntary sectors to take forward this strategy, along with other priorities and actions within the plan which target young people at risk or with specific needs. The focus is on:

- Positive Activities
- Targeted Youth Support
- Information, Advice and Guidance.

A key objective is to increase the number of young people participating in positive activities. Initiatives include:

- The launch of a new website www.ToGoGo.info, which will provide young people between 13 and 19 with a comprehensive, accurate and up-to-date listing of positive activities available for them in Kent
- The roll out of the 'Freedom Pass' to assist young people's ability to move around the county (see Section 7 – Keeping Kent Moving)
- The development of a Leisure Pass for young people, enabling them to secure cheaper access to positive leisure activities.

A new team of Youth Service staff will be introduced across the county, delivering a programme of structured, 'Positive Activities for Young People', during evenings, weekends and school holidays, that focus in particular on the most vulnerable young people aged 13-19.

Youth Offending Service

The Youth Offending Service will work with its partners to implement a revised prevention strategy with a move towards an assessment-based model of Youth Inclusion and Support Panels, to help identify those young people most at risk of offending and divert them away from entering the youth justice system. It will focus on implementing recommendations stemming from the Service inspection that took place in January 2008.

A wider countywide approach to Youth Inclusion programmes (YIPs) will be developed in the coming year to enable a much greater number of children and young people to be engaged in preventative activities.

Drugs & Alcohol

A new ten year drug strategy became effective from 1 April 2008. The new strategy provides a greater focus on families and communities – how drugs impact upon neighborhoods and how communities can tackle the issues of the harm caused.

The national strategy is delivered across five main headings:

1. Families and communities
2. Enforcement
3. Treatment
4. Prevention
5. Communications

The Kent Drug and Alcohol Action Team (KDAAT) will develop services within this framework and ensure that the local Kent perspective is reflected in service provision and the broader strategic aims.

A key strand of work in 2008/9 will be to develop a Kent-wide alcohol strategy that responds and supports the implementation of recommendations from the KCC Alcohol Select Committee.

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The “Dual Diagnosis” pilot project for young people with both substance misuse and mental health issues will continue throughout 2008/9, and a needs assessment of services for children of substance misusing parents will be conducted and presented to the KDAAT Management Board and Kent Children’s Safeguarding Board.

KDAAT will work to increase retention rates for substance misusers in treatment services through robust care planning, case management and exit planning arrangements.

Community Safety

KCC’s Community Safety Unit works with partners throughout the county, particularly via Crime & Disorder Reduction Partnerships (CDRPs) to ensure the co-ordination and delivery of safer and stronger communities for the people of Kent. In the coming year, work will continue to focus on anti-social behaviour, domestic abuse and alcohol-fuelled violence.

The established and successful Community Warden scheme will continue to provide a comprehensive, uniformed presence across the County, building confidence and reassurance in local communities, acting as the eyes and ears of the Police.

HandyVan / HomeSafe Schemes

This Senior Safety Scheme makes vulnerable older people’s homes safer and more secure, thus reducing the risk of loss through burglary and providing peace of mind.

KCC and Partners are looking to build on the successful HandyVan scheme by widening its remit to enable additional work to be done within the home to ensure the safety of the householder, i.e.: the installation of hand rails or minor adaptations, as well as opening up the scheme to a wider age range.

The HomeSafe scheme fits a range of minor aids and adaptations for moderately disabled and older people. Provision is based on need with the majority of referrals coming from KCC’s Occupational Therapy Unit.

Trading Standards

Kent Trading Standards plays a key role in keeping members of the community safe. Its objectives include restricting access for children and young people to harmful age-restricted goods and taking effective enforcement action in relation to the storage and supply of dangerous goods. The Service is intelligence-led and targets rogue traders and doorstep sellers and will continue to develop the “Buy with Confidence” fair trader scheme as a way of giving the public reassurance when searching for reputable businesses to conduct work for them.

Road Safety

KCC’s Road Safety Officers (RSOs) operate as countywide specialists with responsibility for specific areas of concern. They focus on key concerns in areas that warrant particular attention and are able to run campaigns across the whole county and focus on local problems as they emerge.

We strive to keep road users as safe as possible on Kent roads. We do this through pedestrian, driver, rider and cyclist training, we also use traffic calming measures and of course, County-wide Road safety awareness campaigns and displays.

We constantly monitor the safety record of our roads. And we use data on casualties and crashes to create specific projects and initiatives to help us.

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Cycling safety

Kent County Council provides cyclist training for Year 6 pupils in primary schools. The training is not designed to teach children how to ride their bikes, but is designed to teach them the basics of dealing with traffic.

Safety awareness

Safe driving means being aware of the consequences of your driving behaviour, and changing the way you drive so that there is less risk to you, your passengers and other road users.

Raising safety awareness among all road users is a very important part of our work. We run training days and other schemes to improve road safety awareness, especially among children.

11.2 Performance and achievements in 2007/08

Kent Community Warden Scheme

The introduction of 101 KCC community wardens in 122 areas across Kent has had a real and positive impact and they have been recognised by Kent Police as a vital asset in the development of their neighbourhood policing programme.

As part of the structured roll-out of the PaCT (Partners & Communities Together) approach, the Community Wardens are working closely with the Police Community Support Officers (PCSOs) using problem identification and solving techniques and a shared tasking and co-ordination process. The Wardens are part of the PaCT panel and by working in partnership with their police colleagues, they are able to make the best use of their local knowledge and promote the use of KCC services. In addition, Community Warden Managers are represented on the Police implementation boards, both at strategic and operational level.

Community Wardens engage with their communities in a number of ways including surgeries, informal events, public meetings and surveys. Building on its previous success in 2006/07, the Community Wardens facilitated a countywide 7 a-side football tournament in summer 2007. The tournament engaged approximately 700 'hard to engage' young people, both boys and girls, in a positive diversionary activity during the summer holidays and will be held again in 2008/09.

Kent Trading Standards

To heighten awareness of potential rogue traders and "doorsteppers", Kent Trading Standards operates an early warning email messaging system which alerts local communities to bogus trading practices. Our partners and message recipients now number over 200 and include Age Concern, Neighbourhood Watch, Kent Police, Community Wardens, Libraries and Kent Adult Social Services. In addition, alert messages are picked up by the media which means the warnings reach a wider audience.

Details about rogue traders and door steppers are often provided by the Community Wardens and Kent Trading Standards' Rapid Action Team responds immediately when the rogue trader is on the premises. When officers attend incidents they endeavour to make sure the surrounding community is warned about rogue trader activity using the Trading Standards (TS) Alert system, leaflet drops and poster campaigns.

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To counter the rogues and provide a service to consumers, Kent Trading Standards has launched its 'Buy with Confidence Scheme'. Traders are only accepted on the scheme once they have been audited by Trading Standards Officers, references been verified and Criminal Records Bureau (CRB) checks completed.

HandyVan and HomeSafe schemes

This Senior Safety Scheme makes vulnerable older people's homes safer and more secure, thus reducing the risk of loss through burglary and providing peace of mind.

A new, fifth HandyVan was introduced on 1 August 2007, operating in areas of comparatively high burglary and/or fear of crime. Initially, the HandyVan has been targeted in Gravesend and Dartford and as well as fitting safety equipment, it is promoting the HandyVan service, including attending a number of events in its targeted area.

A county-wide campaign is underway to raise the awareness of the HandyVan scheme as a whole by sending letters, including posters and referral forms, to all public sector outlets including doctors' surgeries, sports centres, community centres, libraries, etc.

Kent Community Wardens play an integral role in the county-wide Handyvan scheme by raising awareness in their communities and by referring the names and addresses of people in need of the service.

Kent Volunteers

Kent Volunteers is a partnership between KCC and representatives of voluntary organizations and businesses in Kent who work together to promote the KCC target of increasing involvement in volunteering across the county.

Partnership working has developed following consultation with the Kent Volunteers Advisory Group – an established and revitalised group of statutory and voluntary organisation leads - to raise the profile of volunteering and share good practice in volunteer management. Media links and developing expertise in media relations has been provided by direct 'training the trainers' offered to voluntary & statutory organisations using volunteers.

The annual Kent Volunteers Awards scheme produced some 650 quality nominations and a gala event was held for 300 volunteers. Media interest in the volunteer stories continues to do much to encourage others to become involved. For 2008, increased business support will enable the scheme to grow.

Good practice in volunteer management is vital to retaining volunteers and providing a sustainable service to beneficiaries. Kent is piloting the application of the national Quality Standard for Investing in Volunteers. Currently two KCC schemes, Referral Order Volunteers in the Youth Offending Service and Learning Champions in Adult Education are progressing with accreditation.

KCC employee volunteering continues to benefit local charities and projects with skills and time given by our staff. A Partnership with Kent Police Special Constabulary and Community Safety aims to increase the number of KCC employees who are Special Constables.

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Youth Offending Service

This Service is working with a wide range of partners such as the Police, Crime & Disorder Reduction Partnerships, Children's Social Services and the Attendance and Behaviour Service as part of its youth crime prevention strategy. The Kent Partnership agreement with Charlton Athletic FC community scheme is providing a range of diversionary opportunities for young people at risk across the county and Kent Fire & Rescue Service has been working to reduce instances of arson, criminal damage and hoax calls associated with young people.

The number of young people entering the youth justice system in 2007/8 has reduced by 6.1% since 2005/6, exceeding the 5% reduction target set by the national Youth Justice Board. A new reduction target is being approved with local partners as part of the Local Area Agreement 2 negotiations.

Three Senior Youth Inclusion Programmes (YIPs), delivered by the voluntary sector partner, 'Crime Concern', have been in operation for 14-17 year olds in targeted areas in Gravesend, Thanet and Ashford. This is in addition to 4 Junior YIPs in Gravesend, Thanet, Sheerness and Folkestone. A wider countywide approach in the coming year will enable a much greater number of children and young people to be engaged in preventative activities.

Gravesend YIP worked with "Get hooked on fishing", a charitable trust that worked with vulnerable children and young people to teach them the benefits of fishing. As part of the programme, the YIP ran a 'Dad's and Lads' group to encourage parents / carers to share constructive time with their children. This group was so successful that a number of the participants took up fishing as a family activity, which enhanced their relationships.

Road safety

KCC's Road Safety Officers (RSOs) operate as countywide specialists with responsibility for specific areas of concern. They focus on key issues in areas that warrant particular attention and are able to run campaigns across the whole county and focus on local problems as they emerge.

This approach was at the root of the successful 3 year LPSA2 project (Kent Agreement, Local Area Agreement 2, Outcome 9), to reduce road crash casualties and thereby achieve Government targets 3 years ahead of schedule. There were 471 fewer people killed and serious injured (KSI) in Kent in 2007, compared with the baseline figure of 1194 KSI.

In December, KHS (Kent Highways Service) Road Safety supported the Kent Police Winter KSI (Killed and Seriously Injured) Suppression Initiative that led to a range of enforcement operations, including vehicle road-side checks and a general increase in high visibility Police activity. This, combined with a high profile anti-drink drive campaign that made use of innovative television advertising, strongly contributed to the lowest recorded number of fatal road crashes in December for over a decade. The drink drive campaign received acknowledgment through the Directorate's Innovation of the Year Award.

Other high profile campaigns during the year, that utilised TV and radio advertising, road side posters and press / media editorial included Grow Up Belt Up (seat belt wearing messages to drivers), Just Drive (messages on the dangers of using mobile phones whilst driving), Cut Your Speed Not Your Licence (how easy it could be for young drivers to lose their licence) and Don't Drive on Drugs (anti-drug drive messages).

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Speed awareness courses, that allow motorists detected at up to 39mph in 30mph areas to opt for a training course as an alternative to prosecution, have been provided for over 4000 drivers this year. The National Driver Improvement Scheme continues to furnish an alternative to prosecution for drivers reported driving 'without due care and attention', providing courses for around 400 drivers. Planning for a new 'diversionary scheme' for motorcyclists is well advanced and in partnership with Kent Police these are likely to start by mid-2008.

The KentRider child cyclist training scheme provided around 10,000 Year 6 pupils with basic safer cycling advice, for the second year running.

Extensive use made of Theatre in Education to deliver key messages on pedestrian safety in an interesting and engaging way was experienced by 26,600 children in 150 targeted schools (ages 4 to 12).

The Speed Limit Review demonstration project, Phase 1 review of existing limits, was completed in the pilot area of Maidstone District. Phase 2 begins shortly and roll-out across Kent is planned.

A new road safety network group was formed, with KHS being one of the lead partners. The Casualty Reduction (CaRe) network is now well established and regularly brings together KHS, Police, Kent Fire and Rescue, Highways Agency, Medway Council and other stakeholders as appropriate. A strategic group to provide co-ordination at a level above the CaRe group is planned for this year.

Partnership working with both Kent Police and the Kent Fire and Rescue Service (KFRS) has provided additional expertise and resources, with the KFRS particularly active in several key areas of work. Examples include:

- Campaign planning and enforcement support to raise awareness of key messages such as those related to drink/driving and mobile phone legislation for drivers
- Supporting Licensed to Kill, a 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 and fire station open days featuring a KCC road safety presence
- Grow Up Slow Down - a specific anti-speeding campaign aimed at young drivers.

Additionally both the police and fire service work have joined the road safety team in a range of multi-agency groups to discuss strategy, planning, publicity and joint working.

Local Indicators	2007/08 Actual	2007/08 Target	2008/09 Target
New entrants (offenders) into the Youth Justice system	1,897	1,919	*

National Indicators	2006 Actual	2006 National Average	2007 Actual	2007 Target	2008 Target
Number of people killed or seriously injured (KSI) in road traffic collisions (BV 99a i)	747	N/a	723	716	*

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Percentage change in the number of people killed or seriously injured (KSI) in road traffic collisions since the previous year (BV 99a ii)	-1.3%	-1.4%	-3.2%	-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)	-37.4%	-32.5%	-39.4%	-40%	*

* Subject to LAA2 negotiations

Section 12. Finance

12.1 Introduction

The earlier pages of this plan outline KCC's commitment to providing the best possible services to the people of Kent. As a public body spending taxpayers' money, we have to meet these commitments from a tight budget. We work hard to ensure that budgets are spent properly and that the council gets value for money from the goods and services it buys.

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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 front line 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

The Kent Agreement resulted from a decision to merge the LAA and LPSA2 processes into one combined document. The final agreement, which was signed off in March 2005 and which began on 1 April that year, comprises 18 outcomes that 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 by working towards 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

Awaiting tables

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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 4.2). 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. With this in mind it also sets out a series of freedoms to be negotiated with government. In order to achieve radical improvement in service delivery the county has accepted the 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 arise, 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 of the Kent Agreement 1 (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. A full report showing levels of success and illustrating new, innovative practice will be produced during 2008.

As the final monitoring report is developed interim position statement reports can be found at: <http://www.kentpartnership.org.uk/news.asp>

A2 TOWARDS 2010

A2.1 Introduction

Towards 2010 is KCC's strategic statement that sets out the authority's priorities for delivery over the four-year period from 2006 to 2010. See Section 1.1 for more detail.

In total there are 63 Towards 2010 targets which cover much of KCC's services. Delivery of some of these targets is dependent on working with KCC's partners. The 63 targets are listed at the start of Sections 3 to 11 of this Annual Plan.

At its launch in September 2006, related action plans were also published, one for each target, to aid understanding of what each target is designed to achieve and the work that's needed to deliver it.

The action plans have recently been updated and are available on KCC's website at www.kent.gov.uk.

A2.2 Monitoring progress

In order to assess progress against each of the targets a public report is published in October each year.

The first of these was published in 2007 and a copy can be found on KCC's website at www.kent.gov.uk.

A2.3 What's next?

Progress of all 63 Towards 2010 targets will be re-assessed during September and a second public annual report will be published in October 2008.

A3. 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 1) and too many of the outcomes identified within the Kent LAA. LPSA2 and the Kent Agreement 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 ten 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

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- 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 2007/08

Preventative Focus

The establishment of the 14-24 Innovation Unit in September 2007 has created a really focused, strategic approach in ensuring that we deliver a wide range of initiatives to support young people into positive preparation for employment. Focused task groups are working swiftly to review and evaluate the wide range of current provision for 14-24 year olds and priorities for areas of development and improvement are being established with all key partners.

Consultation and feedback from young people, partners and stakeholders is ongoing and is positively influencing, developing and shaping our vision, strategy, policy development and delivery of opportunities and exemplary provision of services to young people.

Our innovative approach to improving services has already received very positive feedback from government inspection teams, other local authorities, and a large number of partners/stakeholders nationally and locally. Further information can be found in Towards 2010 targets 15-20.

The Kent Apprenticeship scheme within Kent County Council – Kent Success – has exceeded all expectations in regards to radical change and improvements in workforce development procedures and protocols. Major initiatives and achievements include:

- A comprehensive support package for Apprentices within KCC including peer group meetings, mentors, buddies, personal development and skills training and ensured the Apprentices get individual support when looking for a permanent job
- The development of a KCC Apprenticeship contract and model of best practice to share with other employers in Kent to help them establish Apprenticeship Programmes within their organisations
- A refreshing and vibrant approach to the recruitment of young people into our organisation which is starting to impact on KCC's working age profile
- A staggering interest and feedback from a large number of local authorities and government departments in our approach to the apprenticeship scheme and a positively high number of other authorities now using the Kent model as a springboard to develop their own schemes.

The Kent Community Programme has also proved a real success in the last year particularly in the very positive engagement of some of the most disengaged and marginalised young people across the County. Participation and achievement rates in excess of 75% for young offenders, young people in the care system and previously excluded pupils has been a real strength and dramatically changed many young peoples' lives and aspirations for the future.

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Responsive/ Remedial focus

SIP has been working on a number of initiatives to try and combat the issue of worklessness in some of our most disadvantaged communities. We have worked with our partners to deliver a range of services for people who are furthest away from the labour market and supported them to help themselves back into full-time employment. Over 200 people with complex needs have been helped in this way over the last two years, either into work or supported to take significant steps back towards meaningful, progressive employment.

We have worked with local, regional and national partners to push for lasting change in the way that services are delivered to those most in need of support at a local level, arguing the case for a more devolved system of welfare-to-work services. This has led to audiences with senior government ministers and has put Kent at the front of the agenda for change in welfare reform. It also means that the needs of benefit claimants remain a priority for action with our local partners. We have managed to bridge the gap between preventative work with young people and responsive work with adults – ensuring that there are positive routes into work or training and preventing them from moving onto welfare benefits, and helping to break down the cycle of dependency.

Specific achievements include:

- Positive engagement with Department of Work and Pensions (DWP), Local Government Association **and New Local Government Network (NGLN)** to explore national policy on welfare reform and the opportunity for Kent to raise impact on individuals suggest freedoms and flexibilities that Kent require for radical local request would be welcome to really drive the change and improvements on improvements to local challenges
- Ongoing delivery and involvement with Kent Agreement 1 target 15 and LPSA2 target on long term Incapacity Benefit claimants
- Working with RBLI, KASS and other partners to bring about substantial results through the Pathways to Work programme
- SIP highlighted as a national model of excellent practice and strategy in the recent NGLN publication “The Local Journey to Work – localism, welfare and worklessness”, highlighting the wide range of welfare reform innovation and strategy managed by SIP across Kent
- High level discussions and engagement with government departments to tackle the challenges and barriers encountered with the delivery of effective welfare reform initiatives. These include LGA work on devolution of welfare reform to local authorities, data sharing and local freedoms and flexibilities.

The Supporting Independence Programme has a number of priorities that will continue through 2008/09 which remain the key responsibilities of the service:

- Managing the dynamic cultural shift as the SIP initiative is increasingly embedded in the language, business planning and delivery of services across mainstream KCC Directorates and in many partner agencies
- Managing the integration of SIP principles and strategy in the implementation and impact of policy, service development and delivery of front line services. Develop and focus on both preventative and responsive strategies and approaches
- Continuing with a strong emphasis in supporting and co-ordinating service delivery to targeted individual's (archetypes) and targeted wards with significant deprivation and issues of dependency.
- Maintaining and updating an excellent database of relevant data and statistics focused at locality and archetype level. Ensure that there is a sound infrastructure of reporting

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mechanisms to feed constantly evolving data into a corporate system for analysis, monitoring and action. This data is imperative if we are to continually focus efforts in the most deprived areas of our community.

- Fully supporting the government's drive for full employment and promoting work as the best form of welfare. Strategically drive forward and identify strategies and initiatives to tackle the deep rooted issues of long term unemployment
- Increasing the emphasis and focus on employability and develop clear principles and protocols for recruitment policies and strategies countywide.
- Enhancing the communication strategy to include regular updates and analysis of where SIP is making a difference to individuals within our communities. Maintain a very high level focus to the developments and outcomes of SIP associated initiatives and ensure that all stakeholders are kept fully informed of all developments, challenges and trends.
- Embracing the neighbourhood and localism agenda by ensuring that SIP is integral to the development of our communities.
- Developing stronger and more effective links with local members to develop a real ownership and responsibility for challenges, issues and worrying trends within our SIP targeted areas.
- Working alongside the Kent Public Service Board and Kent Partnership to develop effective two way communication and feedback on SIP progress and analysis.

There are also a number of new initiatives that will be taken forward this year which are to be given priority by the SIP team:

- Launching Slivers-of-Time in May 2008
- **Welfare reform – Kent's priorities and strategic focus**
This will include the development of the Kent Agreement 2 target on reducing the number of working age people on out of work benefits, and developing local partnerships to look at employability of vulnerable adults and employer engagement
- **Intensive marginalised group sessions**
Plans to develop and deliver very focused training and review sessions – perhaps as residential – with service users and professionals, in order to improve service delivery
- **Improved data analysis and provision of evidence base**
Development of an enhanced method of data collection, analysis and dissemination in partnership with the Analysis and Information Team in E&R
- **High level, targeted geographical focus in SIP neighbourhoods**
Review and evaluation of three main target areas in the county: Thanet, Shepway and Swale. This will include the development of a targeted action plan for each area with measurable outcomes to tackle entrenched disadvantage
- **Protocols for procurement and commissioning**
Work with Corporate Finance team at KCC to identify areas of development to improve and enhance the local commitment to all areas of procurement, including better use of local labour and the employability of vulnerable groups
- **Social enterprise initiatives**
Explore the potential for a range of inspirational social enterprise models
- **Develop a formal link between SIP and KCC Environment & Regeneration Directorate's activities and vision**
Develop a process of closer working and synergy between the two units to ensure effective regeneration focused on economic and social priorities
- **Health Authority and SIP focused approach**
Explore areas of joint activity and focus particularly in relationship to tackling the challenges of worklessness and GP support (both identified as Government priorities)

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- **Communication strategy**

Improve all aspects of SIP communication strategy with greater focus on areas of success, outcomes and positive trends. Review all aspects of internal and external communication opportunities including users, communities, members, partner agencies, Government agencies and international links.

A4. The *Vision for Kent* and the Kent Partnership

A4.1 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 sectors, the revised *Vision* was published in April 2006. This *Vision* is founded on guidance from Government on Sustainable Community Strategies. It 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* pre-empted this move by undergoing an informal sustainability appraisal and focuses on how we can better join up our thinking to create the sustainable communities of the future.

The *Vision* is the overarching Sustainable Community Strategy for the county and acts as an umbrella document for the activities of all the key partners, coordinating 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*.

The *Vision* features eight themes that each has its own vision statement, baseline assessment, targets and signposts to activity that will help to achieve the overall vision.

The themes are:

- Economic success – opportunities for all
- Learning for everyone
- Improved health, care and well-being
- 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

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- Promoting independence

The *Kent Agreement* (comprising the Local Area Agreement and Public Service Agreements) is recognized as 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 1 and 3 for more details.

A4.2 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, and 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.

The Kent Partnership team 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.

Current Kent Partnership members:

Team Manager - Natural England
Area Lead for Kent & Medway – Government Office of the South East (GOSE)
Leader - Swale Borough Council
Leader – Kent County Council
Area Manager for Kent & East Sussex - Environment Agency
Leader - Gravesham Borough Council
Chairman - Kent Invicta Chamber of Commerce
Chief Executive – Tunbridge Wells Borough Council
Area Director - Learning and Skills Council
Chief Executive – Voluntary Action West Kent
Kent Association of Local Councils
Leader - Tunbridge Wells Borough Council/West Kent
Chief Fire Officer - Kent Fire and Rescue Service
Chairman - Creative Foundation
Senior Vice President - Pfizer
Chief Constable - Kent Police
Chief Executive - Port of Dover
Group IT Director - Saga Group
Regional Chairman - Federation of Small Businesses
Area Director Kent and Medway – South East Economic Development Agency (SEEDA)
Director of Public Health
Chairman - Kent Community Action Network
LSP Manager – Medway Council
Executive Director – Kent Economic Board (KEB)

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Vice Chancellor – University of Kent
Chairman - KEB
Chief Executive – Kent County Council
Director - Land Securities Development
Jobcentre Plus
Director - North West Kent Racial Equality Council
Bishop of Canterbury/Churches Together in Kent
Leader - Dover District Council/East Kent LSP
Leader – Maidstone Borough Council
Cabinet Member – Children, Families & Educational Achievement, Kent County Council
Chairman – Eastern & Coastal Kent, PCT
Chief Executive – West Kent PCT
Managing Director – Children Families & Education Directorate, Kent County Council
Founder, MORI and Chancellor University of Kent

The main partnership meets formally every three months while its Executive arm, the Public Service Board, meets bi-monthly. In between, four 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

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 on procedures and processes. It works closely with the district Local Strategic Partnerships (LSPs) and other groups focussed on specific subjects. It seeks to add value at a strategic level.

A main area of activity is delivering the *Kent Agreement 1* and the associated performance reward grant which will be received and distributed during 2008-2009. The development of the second *Kent Agreement* was the major partnership task during 2007-2008.

A4.3 Progress

In autumn 2006, the Kent Partnership completed a review that saw a wide range of partners participate in a series of workshops on the partnership, key challenges facing the county and the delivery of the *Vision for 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. They were 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 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.

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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.

A4.4 Long-term goals and short-term priorities

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

The revised *Vision* 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 *Vision*. 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*.

The Kent Partnership has responded to the need for collective action on these issues and will continue to do so during the coming year. During 2008-2009, the Partnership will take time to reflect on its top 5-7 "big" priority aims. This will be achieved through facilitated workshop meetings with input from its four working groups. This will enable the Partnership to: respond to external change drivers (such as the 2007 Local Government Act and new statutory guidance); the new national performance framework (Comprehensive Area Assessment); its new governance arrangements for the Kent Agreement 2; and, ultimately its position, direction and focus of efforts and activity.

A4.5 Monitoring the *Vision for Kent*

Each theme in the *Vision* features detail of progress by 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 two years which will be planned to dovetail with the Kent Agreement 2 refresh requirements. There will also be a full review and refresh every five years.

The Kent Partnership has established a multi-agency steering group - the Kent Partnership Support Group - to oversee the delivery and monitoring of both the *Vision* and the *Kent Agreement*.

Need to cross reference results of Corporate Assessment when out

A5. Comprehensive Performance Assessment

A5.1 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

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of between nil and *four stars* (previously categorised as Poor through to Good, Excellent, etc).

The purpose of CPA is to inform residents and the Government about how well councils are performing. It is designed to allow reduced regulation for higher performing councils as well as being 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 make it a harder test. CPA is due to be replaced in 2009 by a new area assessment that will look 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 past 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 is scored from one to four, with four being the highest, and these contribute to the overall star rating that is arrived at by combining these scores through a set of rules.

A5.2 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.

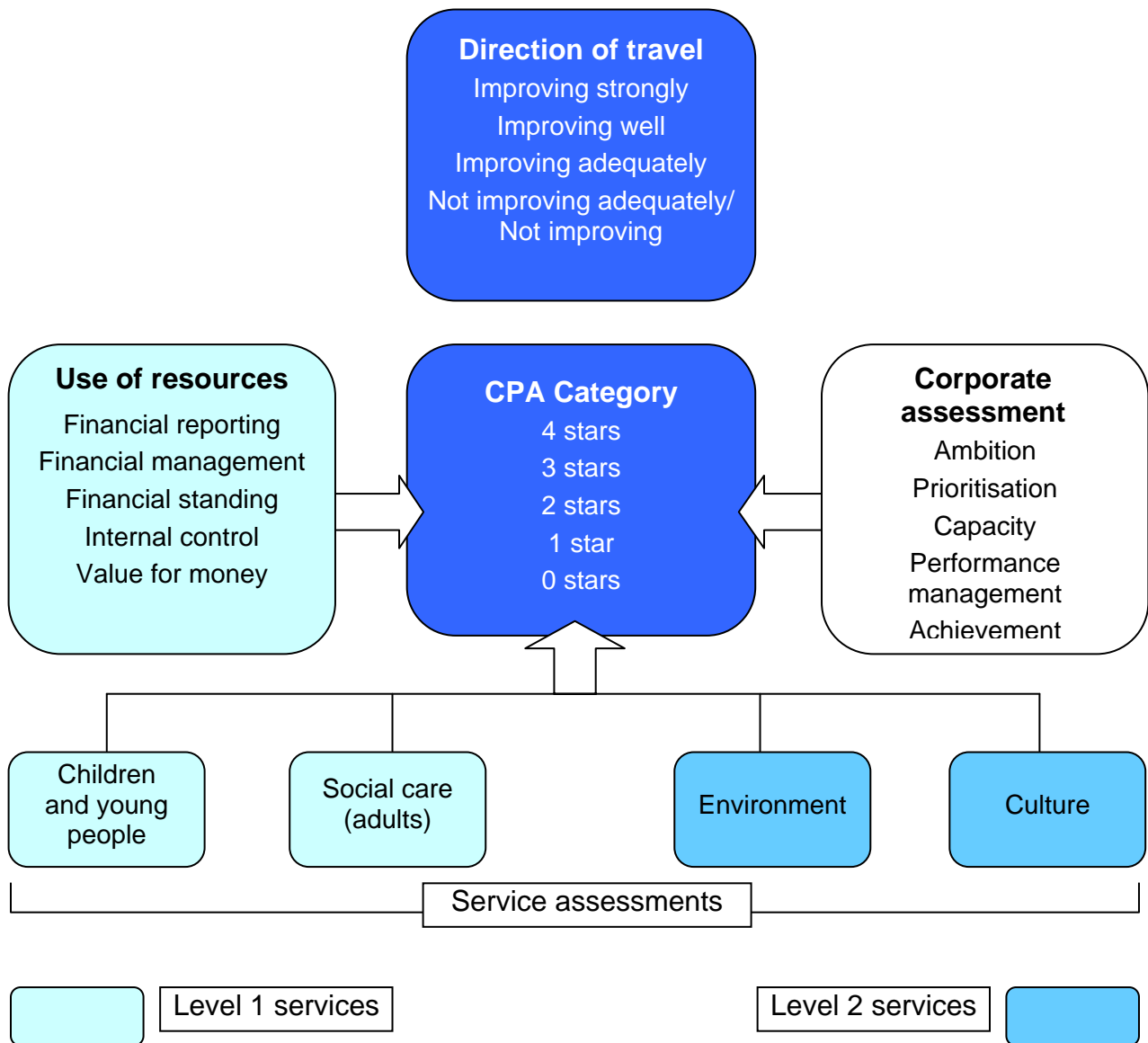
A5.3 KCC's assessment

KCC's latest overall results for CPA, announced in February 2008, were as follows:

This a council that is ***improving strongly*** and demonstrating a ***four star*** overall performance.

CPA Framework 2006 to 2008

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Below is the extract from the February 2008 scorecard from the Audit Commission:

Direction of travel	2006	2007
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:

Kent County Council is improving strongly. The Council continues to make significant improvements against local priorities. Children's education is good, including the attainment of the lowest achieving children. It has also helped vulnerable and older people so that they can live independently and reduced admissions to residential care. It has been successful in creating new jobs and reducing the number of people killed or seriously injured on the road. Securing value for money and improving efficiencies is at the heart of service improvement. Fifty-nine per cent of the Council's key performance indicators improved in 2006/07, such as the percentage of 15 year olds achieving five or more GCSEs grade A* to C. The Council's track record of delivering improved services is strong. It has achieved 76 per cent of the targets set out in the KCC Next Four Years document.

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Prospects for improvement are excellent with robust improvement plans in place to continue developing innovative services, including the current high costs for waste disposal. It is building its capability to deliver its priorities by continuing to deliver efficiencies and strengthening partnership working.

Use of resources	2006	2007
We have assessed how well the council manages its finances and provides value for money.	4	4

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

Auditor judgements	2007
Financial reporting	4
Financial management	4
Financial standing	4
Internal control	3
Value for money	4

Service performance	2006	2007
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.	4	3
Environment - The council's performance in services such as transport, planning and waste, as assessed by the Audit Commission.	4	3
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	2007
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.

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A5.4 Corporate Assessment

KCC underwent a full 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 were the most significant external review the council has undergone since 2002. The results of these inspections will be used for the next CPA assessment in 2008.

A6. Performance Indicators and information notes

6.1 Statutory National Performance Indicators (BVPIs) required by national government

National indicators included in Sections 3 to 11 are not repeated here.

Definitions of these indicators are published by the Audit Commission and are available at: <http://www.audit-commission.gov.uk/performance/guidance.asp>

This is the last year for BVPIs which are abolished as of April 2008, with a new set of indicators called the National Indicator Set replacing them. The council will be required to report on all of the 198 National Indicator Set next year, and a selection of these indicators are also subject to target negotiation with government in the new Kent Agreement. The new National Indicator Set relates to area outcomes involving all local partners and do not specifically focus on services provided by the council.

Corporate Health	2006/07 Quartile	2006/07 Actual	2007/08 Actual	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	3	2
The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application (BV 2b)	AM	84.2%	84.2%	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)	AM	93.9%	93.5%	100%
Percentage of top-paid 5% of staff who are women (BV 11a)	AM	46.5%	50.3%	47%
The percentage of the top 5% of local authority staff who are from an ethnic minority (BV 11b)	AM	2.2%	2.5%	2.2%
Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools) (BV 11c)	BM	1.8%	2.6%	2.2%
The number of working days/shifts lost to the Authority due to sickness absence (BV 12)	UQ	8.0	8.2	7.6
The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force (BV 14)	UQ	0.11%	0.2%	Below 0.2%
The percentage of local authority employees	UQ	0.11%	0.1%	Below

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retiring on grounds of ill health as a percentage of the total workforce (BV 15)				0.3%
The percentage of local authority employees with a disability (BV 16a)	BM	1.8%	1.8%	2.0%
The percentage of local authority employees from ethnic minority communities (BV 17a)	BM	2.5%	2.7%	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	76.9%	81.2%	78%

Education – attainment & absence from school	2007 Quartile	2006 Actual	2007 Actual	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)	AM	89.6%	90.5%	91%
Percentage of 11 year old pupils achieving Level 4 or above in the Key Stage 2 Mathematics test (BV 40)	LQ	72%	73%	81%
Percentage of 11 year old pupils achieving Level 4 or above in the Key Stage 2 English test (BV 41)	LQ	77%	77%	80%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 test in English (BV 181a)	BM	72%	73%	77%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 test in Mathematics (BV 181b)	BM	76%	74%	78%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 test in Science (BV 181c)	MED	72%	72%	77%
Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage 3 teacher assessment in ICT (BV 181d)	BM	70%	70%	77%
Percentage of 11 year old pupils achieving Level 5 or above in the Key Stage 2 English test (BV 194a)	MED	31%	32%	32%
Percentage of 11 year old pupils achieving Level 5 or above in the Key Stage 2 Mathematics test (BV 194b)	MED	32%	31%	33%
Percentage of half days missed due to total absence in secondary (BV 45)	BM	8.1%	8.2%*	7.8%
Percentage of half days missed due to total absence in primary (BV 46)	MED	5.7%	5.2%*	4.7%

* Collected on a different basis and not directly comparable with previous data or target set

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Education - other	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Percentage of proposed statements of special educational need issued that were prepared within 18 weeks excluding 'exceptions' (BV 43a)	BM	99.6%	100%	99%
Percentage of proposed statements of special educational need issued that were prepared within 18 weeks including 'exceptions' (BV 43b)	BM	88.1%	94.6%	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)	AM	33.9%	29.7%	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)	LQ	15.8%	19.3%	15.8%

Youth services	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Percentage of young people aged 13-19 who participate in youth work gaining a recorded outcome (BV 221a)	LQ	14.0%	50.3%	20%
Percentage of young people aged 13-19 who participate in youth work gaining an accredited outcome (BV 221b)	LQ	10.7%	13%	13%

Children's Social Care	2007/08 PAF Band	2006/07 Actual	2007/08 Est.	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	10.6%	11%	11%
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)	4	98.4%	100%	100%
The percentage of children looked after who were adopted during the year (BV 163)	5	11.8%	12%	9%

Adult Social Care	2007/08 PAF Band	2006/07 Actual	2007/08 Est.	2007/08 Target
Households receiving intensive home care per 1,000 population aged 65 or over (BV53)	3	11	11	11
Older people helped to live at home per 1,000 population aged 65 or over (BV 54)	2	75	76	76

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Of new clients aged 65 years or over, the percentage for whom an assessment was completed within recommended times (BV 195)	5	94.5%	94.5	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	97%	97%	97%

Planning Applications	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Percentage of total applications determined within 13 weeks excluding those where an environmental assessment had taken place (BV 109a)	LQ	63.2%	66.7%	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
Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out? (BV 200b)	N/a	Yes	No	Yes
Did the Local Planning Authority publish an annual report by 31st December each year? (BV 200c)	N/a	Yes	Yes	Yes

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

Waste collection	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Number of kilograms of household waste collected per head of the population (BV 84a)	LQ	548	534	547
Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population (BV 84b)	AM	-0.8%	-2.7%	-0.2%
Cost of waste disposal per tonne of municipal waste (BV 87)	N/a	£61.23	£67.30	£69

Waste Tonnage	2006/07 Actual	2007/08 Actual	2007/08 Target
Total tonnage of household waste arisings sent by the Authority for recycling (BV 82a ii)	163,704	178,175	177,617
The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion (BV 82b ii)	79,957	85,729	86,672

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Total tonnage of household waste arisings that have been used to recover heat, power and other energy sources (BV 82c ii)	90,848	738,233	297,488
The tonnage of household waste arisings that have been landfilled (BV 82d ii)	416,722	410,274	193,233

Highways	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Percentage of the unclassified road network where structural maintenance should be considered (BV 224b)	LQ	19%	18%	20%
Number of days of temporary traffic controls, or road closure, per km on traffic sensitive roads, caused by council roadworks (BV 100)	BM	0.59	0.6	0.6
Number of local bus passenger journeys originating in the authority area (BV 102)	Not applicable	47.1m	tbc	48m
The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the local authority area (BV 165)	AM	95.1%	Tbc	99%
Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered (BV 187)	BM	23%	26%	23%
The average number of days taken to repair a street lighting fault that is under the control of the local authority (BV 215a)	LQ	15.9	7.5	10
The average time taken to repair a street lighting fault, where response time is under the control of a DNO (BV 215b)	LQ	39.0	48	15

Road Safety	2006 National	2006 Actual	2007 Actual	2007 Target
Number of children (aged under 16 years) killed or seriously injured (KSI) in road traffic collisions (BV 99b i)	N/a	74	61	N/a
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)	-6.7%	+57.4%	-17.6%	-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)	-51.5%	-49.7%	-58.5%	-50% by 2010 *
Number of people slightly injured in road traffic collisions (BV 99c i)	N/a	5,748	5,743	N/a
Percentage change in the number of people slightly injured in road traffic collisions since the previous year (BV 99c ii)	-5.4%	-1.5%	-0.1%	-0.9%

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Road Safety	2006 National	2006 Actual	2007 Actual	2007 Target
Percentage change in the number of people slightly injured in road traffic collisions since the 1994-98 average (BV 99c iii)	-16.9%	-3.4%	-3.5%	-10% by 2010*

National target levels, already exceeded for KSI

Culture and leisure	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
The percentage of the length of rights of way that are easy to use by the general public	BM	67.4%		70%
The number of visits to/uses of local authority funded or part-funded museums and galleries per 1,000 population (BV 170a)	N/a	117	202	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	99	152	99
The number of pupils visiting museums and galleries in organised school groups (BV 170c)	N/a	9,417	9,974	9,400
Compliance against the Public Library Service Standards (PLSS) (score out of 4) (BV 220)	N/a	3	3	3

Community Safety	2006/07 Quartile	2006/07 Actual	2007/08 Actual	2007/08 Target
Domestic burglaries per 1,000 households in the Local Authority area (BV 126)	AM	10.7	8.5	10.7
Violent crime per 1,000 population in the local authority area (BV 127a)	AM	17.9	16.6	Not set
Robberies per 1,000 population in the local authority area (BV 127b)	AM	0.8	0.7	Not set
The number of vehicle crimes per 1,000 population in the local authority area (BV 128)	AM	10.3	8.6	10.3
The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population (BV 174)	N/a	57	65.2	Not set
The percentage of racial incidents reported to the local authority that resulted in further action (BV 175)	UQ	100%	100%	100%

6.2 Indicator Notes

As well as showing performance trends and performance against target the indicator tables also include comparative data in columns such as '2006/07 Quartile', with the year used for comparison dependent on what is the most recently available comparable national data set. The quartiles are explained as follows:

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UQ	Upper Quartile - KCC's performance is among the best 25% of authorities
AM	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 cases 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 differences 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 as the appropriate comparative benchmark. 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.

A7. Reviews, audit and inspection

A7.1 Introduction

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

A7.2 Value for Money (VfM) reviews

The reviews are designed to challenge the costs and outcomes but can compare the service strategy with other authorities and with emerging best practice.

The reviews completed in 2007 are listed below:-

Review Topic	Completion Date
Schools Clusters	January 2007
Highways	January 2007
Waste	August 2007 but Peer Review TBA
Libraries Stage 1	May 2007
Day-care for Learning Disability	September 2007

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The 2008 programme is currently under development. The following sets out the three steps used in developing a corporate approach to value for money and a programme model:

- **Mapping the service priorities** – using the corporate strategy and benchmark information on comparative service performance, where does the Council want to focus first in terms of value for money, service development and continuous improvement? To determine whether the service adds value, consideration should be given to the Council's corporate, financial and service plans, plus a judgement on whether each service is of importance to residents, Members and/or the corporate health of the organisation. The initial service risk assessment has begun using the process previously approved by Cabinet.
- **Making decisions for service improvement** – what changes will be required to achieve improvement in outputs or outcomes? Are they short or long term changes? Are they "quick wins" or do they require transformation of the service inputs or processes?
- **Implementing a balanced VFM Programme** – over the period of the programme, what is deliverable, and sustainable for the organisation to put in place?

Monitoring of the programme delivery and outcomes takes place at the VFM Board.

A7.3 Performance reviews

Policy Overview Committees (POC) review performance through routine POC agenda items, through other Informal Member Group (IMG) work and through the Topic Review programme. This means there is no need for a separate performance review programme.

A7.4 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) that appoint Select Committees to carry out the reviews on their behalf.

During 2006/07, KCC's five POCs – Adult Social Care, Children, Families and Education, Corporate, Communities and Environment and Regeneration plus the 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. Two important select committees have reported on Obesity and Alcohol problems in Kent. Both have produced a raft of recommendations that form the basis of strategies designed to address the issues identified. Kent is well ahead of many other authorities in this work.

The following topic reviews were completed in 2007/08:

- Transitional Arrangements
- Flood Risk
- Alcohol Misuse
- Carers in Kent

Copies of Select Committee reports are available on KCC's Website at <http://www.kent.gov.uk/council-and-democracy/democracy-and-elections/overview-and-scrutiny/select-committee-reports.htm> or by emailing overviewandscrutiny@kent.gov.uk or phoning 01622 221876,

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Transitional Arrangements

This review looked at how young disabled people and those with a learning difficulty, (including those In Care) made the transition from services provided by Children's Social Services to services provided by Adult Social Services and how this transition could be improved.

Flood Risk

This review looked at the management of flood risk in the County.

Alcohol Misuse

This review looked at the issues of alcohol misuse with an emphasis on public health impacts.

Carers in Kent

This review considered all carers, including young carers and what support a carer requires, how their needs are met and delivered and what needs to change to improve outcomes for carers.

Topic Review 2008/09

- Accessing Democracy
- Autistic Spectrum Disorder (ASD)
- Accessing Healthcare

A7.6 Inspections

Audit Commission

Kent had the following reviews in 2007/08:

- Audit Commission Comprehensive Performance Assessment Corporate Assessment
- Annual Performance Assessment and Joint Area Review of Children's Services
- Supporting People Inspection
- Youth Service
- Young Offenders' Service

Audit Commission Comprehensive Performance Assessment Corporate Assessment

Results expected 6 June 2008

Annual Performance Assessment and Joint Area Review of Children's Services

External Inspections

Results expected 6 June 2008

We know from the results of our Annual Performance Assessment (APA) that Ofsted judged the overall effectiveness of children's services as good and improving and recognised that integration of children's services is making a significant contribution to improving the health and wellbeing of children and young people

Supporting People Inspection

The Audit Commission undertook a full inspection of the Kent Supporting People Programme in September 2007. The report of this inspection was published on 29 November 2007 and judged the service to be 'good with promising prospects for

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improvement'. For further information <http://www.kent.gov.uk/SocialCare/adults-and-older-people/supporting-people/latest-news-audit-result.htm>

Youth Service

Results expected 6 June 2008

Young Offenders' Service

Results?

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

For the sixth year running, Kent Adult Social Services was awarded *three stars* (excellent). The CSCI conclusion was that it was good at delivering outcomes and had *excellent* capacity for improvement.

Kent is now one of only four authorities nationwide which has had three stars awarded every year since the system began six years ago.

Public Health IDeA Peer Review

In October 2007 the IDeA Peer review of the public health function in KCC was highly complimentary of the progress made so far and concluded that the department was at the forefront of public health practice. Recommendations for improving still further are being now being actively pursued.

A7.7 Internal audit

Internal audit is an assurance function that provides an independent and objective opinion to the county council 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 will be followed up by Internal Audit.

The Audit Plan for 2008/09 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.

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A7.8 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 2007 the auditor issued an unqualified audit opinion on the authority's Statement of Accounts, Pension Fund and Statement of Internal Control.

Available from?

A8. Improvement and Engagement

CPA Corporate Assessment

Following the publication of the Audit Commission Corporate Assessment report in June 2008, we will develop, consult on and implement an improvement plan responding to issues raised in the report.

Despite being only the second county council to have scored 4 out of 4 for both CPA corporate assessments, we are not complacent about the need to continue to improve in key areas and services.

We will also use this improvement plan to identify key actions needed to ensure that KCC is well-placed to meet the requirements of the new assessment framework replacing the CPA – the Comprehensive Area Assessment (CAA).

Diverse Communities

As a consequence of the preparations for KCC's successful corporate assessment against the Equality Standard for Local Government we have widened contact with diversity organisations across Kent. This work is part of a wider process to seek views and comments on our services from local residents and from community groups as well as from direct service users. Organisations contacted as part of the initial phase of this work range from the Sagamatha Gurkha Community to the Rural Disability Group from Margate Mosque to VSU Youth in Action. The first phase of this work was focused on establishing communication with groups we may not previously have been in contact with.

Community Cohesion

As part of KCC's collective activities to create stronger and safer communities, we continue to meet our obligations to strengthen 'community cohesion'. Unlike a number of other authorities, we have chosen not to promote this as a top-down, centrally-driven strategy, but a series of practical actions routed in our partnership work with local Crime and Disorder Reduction Partnerships, linked to core services such as Adult Education and under-pinning our responses to regeneration and growth area projects and partnerships. The details of action to build safer, stronger and more cohesive communities are therefore contained in the relevant service sections of this plan.

Listening to service users and residents

In addition to KCC's own commitment to involving and engaging service users and residents in the development and delivery of high-quality personalised services, there are a range of central Government initiatives encouraging all authorities to do the same.

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These all stem from the Local Government and Public involvement in Health Act, the Sustainable Communities Act and will be followed this summer by the 'Empowerment White Paper'. They include initiatives such as Participatory Budgeting (currently being piloted) and Community Calls for Action and Citizens' Juries. KCC can meet most of the requirements flowing from this legislation through the adaptation and strengthening of work already underway, rather than by creating additional bureaucracy.

For example the existing Kent Residents' Panel, is being re-vamped as a joint project with partners to form a bigger, better Kent and Medway Citizens' Panel. Our existing Consultation Strategy provides a strong basis for the Comprehensive Engagement Strategy required under the new duty to inform, consult and involve.

Because of the excellent existing practice within KCC, our principal challenges on this agenda are to ensure that all services operate to the high standards set by our own best practice and to create the means by which customer and resident insight gained by one part of KCC is learnt from across the rest of the organisation.

Customer response

The expectations of residents and businesses as consumers of public services are changing. KCC is responding to the fact that service users increasingly see themselves as customers, expecting greater choice and services tailored to 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 response for all the diverse people and communities of Kent. Whether people access the council's services face-to-face, electronically or by phone the council is determined to make every contact a positive experience. Increasingly this will part of process of working with partners to improve access to all public services by all appropriate channels of contact.

Much of this is rightly led by individual services in contact with their own customers. The corporate responsibilities are for setting and supporting coherent standards, challenging under-performance and creating the framework for work with partners on this agenda.

Personalising services

KCC is committed to personalising services to ensure they meet the needs of the people of Kent. This means continuing to support services to innovate and improve by:

- Giving individuals and communities a stronger voice in the design and transformation of services – mainstreaming the approaches developed by the Social Innovation Lab Kent (SILK) into everyday KCC practice
- Ensuring that we continue to improve access
- 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.

Leadership and co-ordination

KCC's Personalisation and Community Engagement Board, chaired by the Managing Director of Kent Adult Social 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

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experience. The Board will be supported in this by the re-structuring of existing resources in the Business Solutions and Policy division of the Chief executive's Department.

Local Boards

Active in your community

There are 12 Local Boards in Kent, each one covering a district/ borough council area. Each board holds regular public meetings across Kent for the public to have their say about issues that affect their community. They also fund local projects.

Local Boards provide an opportunity:

- for elected members of the county council to work more closely with the public, and with voluntary and private sector partners locally, to meet the aspirations of local people
- for a regular forum for community consultation and participation that will encourage discussion and debate on matters of particular local interest
- to consider the need for services in local communities, and look at the effectiveness of existing services
- for KCC's Cabinet and Cabinet Members to consult on strategic issues affecting a Local Board's area.

For information about your Local Board and how to apply for money for community projects visit or to find out how Local Boards have been working in your community (April 2006 to March 2007) by reading the annual report for your area visit: www.kent.gov.uk/council-and-democracy/democracy-and-elections/local-democracy/ or <mailto:local.boards@kent.gov.uk>

Kent Youth County Council

Kent Youth County Council (KYCC) is a non-party political organisation, focusing on the issues of young people. Any young person aged 11-18 years inclusive, living within KCC boundaries, may vote or stand for election.

There are seats available for 48 young people - four from each of the 12 local district or borough councils within the Kent County Council area.

Candidates may stand for election in either the district or borough where they live or the one in which they go to school, college or work. Members are elected for one year with the option of continuing for a second year to support newly elected members.

In 2007, there were 74 candidates, 132 polling stations and 30241 votes cast. The 48 new KYCC Members were announced on 1 December 2007. They will be joining the young people who were elected last year and who have chosen to serve a second year in office.

Members of KYCC:

- work closely with officers and elected members of the KCC, informing them of young people's issues and concerns
- Kent members of the UK Youth Parliament (UKYP) are elected from the KYCC by the members to take Kent issues to the national sitting
- there are 10 formal sittings of KYCC each year that take place in County Hall. There are also optional work groups and other meetings. Members are expected to attend at least 10 meetings per year.

To become a member of KYCC, a young person must:

- Write a brief statement saying why people should vote for them, and list three issues that they would like to campaign for

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- Attend a filming session to record their statement (this can be a silhouette or shadow if preferred)
- There is an option for contact numbers for the candidates to be passed to the KCC press office. The number will not be published, but the KCC Press Officer may pass it to local media representatives so that they can arrange interviews with the candidates.

The next elections will be held in schools, colleges and youth centres/ projects across Kent in November 2008. Voters can choose their preferred candidate from the DVD and posters displayed at the polling stations. Details on how to stand for election or how your organisation can register as a polling station will be available from May 2008.

For more information and to view the results of the latest elections go to: www.kent.gov.uk/council-and-democracy/democracy-and-elections/kycc/

Kent Residents' Panel

The Kent Residents' Panel was started in spring 2004 when some 700 Kent residents accepted an invitation to join and take part. Being a member involves answering up to three or four short surveys a year on important issues affecting the quality of life in the county. Members choose whether to answer their surveys by post or by e-mail or by receiving a phone call from KCC's modern Contact Centre on whatever day and at whatever time they choose. The phone option is currently the most popular and is chosen by some 36% of members. A further 34% choose post and 30% choose e-mail as their preferred method of contact.

Membership of the panel has steadily increased. There is an open invitation for Kent residents to join, and existing panel members are encouraged to recommend a friend or family member to join. The panel now has 1,150 members.

Eight Residents' Panel surveys have been carried out - in summer and autumn 2004, spring and autumn 2005, spring and autumn of 2006 and spring and winter of 2007. 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 2007 survey covered a variety of topics:

- visits to museums and heritage sites
- interest in family history and archaeology
- information on KCC, local media and radio
- attitudes to climate change
- alternatives to fossil fuel.

In addition the opportunity was taken to conduct an "instant" poll on the impact of the Tour de France cycle race, which visited Kent on 8 July 2007.

The topics covered in the winter 2007 survey were all connected with residents' past experiences and future preferences for the setting up of a Local Involvement Network (LINK) for Kent. The views collected have been used to inform the specification that KCC has developed for procuring the host organisation to run the LINK.

For both these surveys the results were published in editions of the KRP newsletter *Opinion* – edition 7 for the spring 2007 survey and edition 8 for the winter 2007 survey.

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SILK

SILK (Social Innovation Lab for Kent) is a new approach to strategic policy development for KCC who have a well-earned reputation for developing and incubating radical innovations in policy. Recent years have seen a growing interest in how to manage innovation, given its increased importance in the future.

To ensure that KCC remains at the forefront of local government, with the shifting role for Councils and a new assessment framework in mind it set about developing a more creative approach to tackling some of the most tough challenges that the Council faces. This was an approach that explicitly starts with people and aspirations, rather than existing services and problems with the aim to understand how to build capacity to work in a truly citizen-centric way across the Council, on the basis of lessons learnt from SILK's pilot projects.

SILK has two core missions:

- it aims to provide a 'safe space' and a creative approach to tackling any number of strategic challenges, in order to develop new responses to apparently intractable problems, based on the realities of people's lives
- it aims to build the capacity and skills of staff across the council – and indeed its partners – to focus on citizens and experiences, rather than services and organisations, when developing strategy and implementation plans.

Generating innovations from gaining a deeper understanding of how people's everyday lives work is not easy and KCC successfully obtained funding from the national Innovation Forum for local government for a pilot, reflecting the growing national interest in these issues.

The pilot tested thinking in practice through two 'demonstration' projects. The first focused on families at risk in Kent, and the second on how people access information about social care, and the role of the online directory in this.

Learning from what worked and what didn't in these projects, a 'person-centred methodology for local government' has been created. This is unique – a first for the UK – and is garnering real interest in Communities and Local Government (CLG), IdeA (Improvement and Development Agency for local government), the Local Government Association (LGA), as well as other parts of the public sector such as the Cabinet Office.

KCC were the first council to host The Public Office – a two day installation, using video ethnography and facilitated discussions to bring together over 100 senior managers in Kent. This work has enabled KCC to participate in a series of national conversations about local government's role in generating social innovations. Our work has fed into CLG/LGA thinking about a national framework for incubating and scaling up social innovations; we have showcased the work at a variety of major conferences, most recently the Cabinet Office Transformational Government event for 400 civil servants.

Early successes of this approach include:

- the families at risk project has shaped thinking on the Parents Strategy, and it formed the basis of our application to become a pathfinder authority for the Social Exclusion Taskforce's work in this area.
- a partnership with the Digital Inclusion team at CLG (including £20k of funding) to explore ways in which technology can better support families at risk

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- focused work with the Sheerness Children's Centre to find new ways of engaging fathers in family life, which could inform thinking about how to do this across the county

A9. Strategic risk management

A9.1 Introduction

Local Authorities are required to have appropriate arrangements for the management of risk embedded in all strategic, operational and programme / project management related activities. Kent County Council has developed a risk management framework that is aligned with the culture of the Authority as a high-performing and innovative organisation. The framework requires the identification, assessment and appropriate mitigation of all risk which could adversely affect the organisation while supporting the development of opportunities which are aligned with the Authority's priorities through well-informed risk taking.

A9.2 Management of risk

Directorate risk registers are updated annually when threats to objectives are identified during the annual business planning process. Risk registers are used by Internal Audit to inform the development of the annual Internal Audit Plan. The management of risk takes place at every level within the Authority through a combination of operational procedures with inbuilt risk assessments and controls, and mitigating actions to control business risks identified during business planning. To enable this each directorate has a risk champion who is responsible for supporting and communicating good practice in the management of risk within the Directorate. Risk champions are supported by the Authority's Risk and Insurance Manager, as a 'centre of expertise' in the management of risk.

The Authority has taken steps to strengthen the management of risk in its key partnerships as formal risk management arrangements are not yet in place in all key partnerships. However risks are actively considered in governance and management of partnerships, and partnership activity.

Training has been provided to over 200 officers on the Authority's risk management framework and how it should be applied within Directorates. Risk management training was also provided to the Governance and Audit Committee, after which the Members of the Committee discussed their views of the Authority's key risks.

Additionally, guidance documents to support the management of risk are available to all officers. Guidance includes a:

- Business Risk Management Toolkit which sets out the risk management framework and how it should be implemented
- Business Risk Management Strategy which sets out the risk management process and roles and responsibilities in relation to risk management
- Risk Management Framework which explains how all risk management activities interconnect and support each other.

A9.3 Overview of risk management framework

The Authority is confident that risk is well managed and as a learning organisation, the Authority learns from its experiences and applies its new learning to its management of risk.

Organisations cannot eradicate risk; and different risks require different management approaches. The Authority is risk aware, taking risk when appropriate, effectively mitigating risk when required. However the management of risk is an ongoing activity and the Authority is committed to the continuous strengthening of its management of risk.

A10. Annual Efficient Statement (AES) and Value for Money (VfM) 2008/09

A10.1 Strategy for securing efficiency gains

KCC has received four stars CPA rating for the use of resources and is the highest performing county in the country in terms of Value for Money.

The efficient management of resources continues to be one of Kent County Council's highest priorities and there is an ongoing search for savings that can be reinvested in front-line services.

The council has set and delivered annual efficiency savings of at least two per cent for more than a decade and the redirection of resources away from back office functions to front-line services has been well documented.

The Comprehensive spending review 2007 (CSR07) requires that each local authority to produce 3% efficiency savings for the next three years some £95m for KCC. There is no longer a requirement to provide central government with an AES and Local Authorities are only required to report "Total Efficiency Savings". However, the VfM Board has agreed that they will keep the process as it is useful in tracking efficiencies across the authority.

This (and 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 VfM and to take the lead on developing new and better ways of delivering quality public services. KCC acknowledges the significance of providing VfM services and understands that the authority must constantly look to provide 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 more than £62m of budget savings over the next three years.

In constructing the 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 through the MTFP

These gains need to be seen in the light of the large additional pressures that are being placed on the authority amounting to £95m in 2008/9. 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 past 12 years, outstripping our increase in funding.

A10.2 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 includes the Cabinet Member for Finance. It is responsible for ensuring that efficiency gains are identified and realized.

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The board is currently putting together a new programme of reviews and projects that will take place throughout the three-year period, each led by a named officer. CSR 07 has placed an additional burden on the authority for efficiencies and this need to be considered in the new programme

Kent is continuing with its *transformation programme* aimed at finding further efficiencies by maximising the use of technology and eCommunication channels.

A11. 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	2016	Policy document revised in 2006 with the new Directorate
Adult Services Framework	No	3 yearly with an annual review		New document re integrated services
Better Care, Higher Standards	Yes	Reviewed in 2 years	2010	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	tbc	White paper - DOH
Supporting People	Yes	5 yearly Updated annually	April 2010	
Workforce Strategy	No	Annual		Social Care personnel document
A new Ambition	Yes	Reviewed in 3	April 2009	

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Adult Services Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
for Old Age: Next Steps in Implementation of the Older People National Framework.		years		
Joint Strategic Needs Assessment	Yes			

Children's Services Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Accessibility Strategy	Yes	Three years, 2003 to 2006 2007-2010	March 2010	Reviewed annually
Children's and Young People Plan	Yes	Three years, 2006 to 2009 – (2010) being refreshed due for publication September 2008	2010	Multi-agency plan
SEN Policy and Action Plan	Yes	Four years, reviewed annually	Sept 2011	SEN Code of Practice

Communities Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Adult Education Service Strategic Plan	No	3 years	2008	New plan currently being drafted

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2008-2011				
The Strategic Framework for Sport in Kent 2008-2012	No	4 years, 2008-2012	2012	Monitored by a Kent and Medway Sports Board involving partner organisations
Kent Strategy for the 2012 Games	No	2007 – 2012	2012	Plan is phased – 2 nd phase is 2008 –2012, 3 rd phase is 2012 itself , 4 th phase is beyond 2012.
Children's & Young People Plan	Yes	3 years 2006-2009	April 2009	Multi Agency Plan
Community Safety Framework	No	3 yearly	2008	Currently being drafted
Cultural Strategy for Kent	No	TBC	July 2009	New Document
Youth Justice Self-Assessment & Improvement Plan	Yes	Annual	Autumn 2008	New Youth Justice Planning Framework 2008/9
Adult Treatment Services Plan	Yes	Annual	Early 2009	Drug Action Plan

Environment & Regeneration Policy Overview Committee	Statutory	Duration of Plan	Next Plan Due	Notes
Name of Plan				
Environment Strategy	No	10 years	Before 2013	
<i>Kent Prospects</i>	No	2000 to 2006	2006	
Local Transport Plan	Yes	Five 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	Yes	20 years		Current plan will be the last, being replaced by

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deposit consultation draft)				South East Development Frameworks
Waste Local Plan (to be replaced by Waste Local Development Framework by 2007)	Yes	Five years		

A12. KCC contracts

Regulations from Communities and Local Government (CLG) 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 2007 and March 2008 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).

A13. More information

One of the few freedoms and flexibilities offered by the Government for our *four star* status is a reduction in the amount of performance information that must be included in the Annual Performance Plan. For that reason, 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. A headline summary is available in the publication *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 2008/09.
- 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 at www.kent.gov.uk

A13.1 Obtaining alternative versions of the Annual Plan and how to comment on it

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

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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 1.64, 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

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Your Comments

1. Your name/address:

2. What comments do you have on the priorities for delivering improvement set out in Sections 2 to 11

3. How useful did you find this document? Did you find anything particularly helpful?

4. Was there anything missing? If so, what?

5. Did you find it easy to read and understand? If not, why?

6. Any other comments?

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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.
Aiming High	Kent has been chosen as one of twenty one local authority areas to lead the way in transforming short break services for disabled children
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.
APA	Annual Performance Assessment
Back office	Part of the organisation where tasks dedicated to running the organisation itself take place.
BSF	Building Schools of the Future programme
Bus Plus	It's a discount price ticket for unlimited bus travel that you buy with your train ticket. So you pay for your complete train and bus journey in one easy transaction
Business incubator	Programs /workspace provision designed to accelerate the successful development of small and micro companies through an array of business support resources and services
DCSF	Department for Children, Schools and Families
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.
Children's Trust	Group bringing together organisations delivering children's services to focus on improving outcomes for all children and young people.
CLG	Communities and Local Government
Clusters	A formal structure representing a geographic group of schools which ensures : <ul style="list-style-type: none"> • de-centralisation 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.
CRB	Criminal Records Bureau – An executive agency of the Home Office which vets applications for people who want to work with children and vulnerable people.
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.
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
IDeA	Improvement and Development Agency for local government
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 Commitment	Statement of Intent from Kent's Local Government Leaders (12 district councils and the County Council).
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.

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KSI	Killed and Seriously Injured
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.
LCSPs	Local Children's Services Partnerships
LGA	The Local Government Association
LGiU's	Local Government Information Unit
LGIPH Act 2007	Local Government and Public Involvement in Health Bill
LSA	Learning Support Assistants
NEET	Not in education, employment or training (usually refers to age group 16 to 19).
NERC	The Natural Environment and Rural Communities
NLGN	New Local Government Network
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.
PFI	Private Finance Initiative
PSA	Public Service Agreement - a specific and stretching target for the improvement of a service outcome, agreed with national government
Public realm	Public realm is the space between and within buildings that are publicly accessible, including streets, squares, forecourts, parks and open spaces
SEEDA	South East England Development Agency - a government funded regional body with responsibility for economic development.
SEN	Special Educational Needs
SILK	Social Innovation Lab for Kent
Smartlink	The new public transport system for Ashford.
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.

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TCP	Total Contribution Pay
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.
Urban programme	A European Funded Programme with a total value of £20M covering 2002-2008, specifically covering 10 wards in Dartford and Gravesend which have been designated as deprived.
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 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 re-offending 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.