

Communities

DRAFT as at 25 August 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Pauline Smith

Status: More progress needed

List the partners with whom we are working to deliver this target:

DWP, Jobcentre Plus (JCP), Primary Care Trusts, Royal British Legion Industries, Learning and Skills Council, central government departments, employers, Kent Economic Board, KCC directorates, Slivers-of-Time, Kent Top Temps, Connexions Kent, Kent Public Service Board, Kent Partnership and the private/business sector.

Outcomes delivered so far:

Delivery of this Towards 2010 target is affected by the current economic downturn being experienced but there have been some enormous successes in delivering this Towards 2010 target to date:

Provided practical help for people who need it, helping individuals to move off benefits and secure employment:

- KCC has successfully tendered and won a contract to manage the Future Jobs Fund (FJF) initiative across Kent. FJF (value £6.5 million over 18 months) will provide the funding to cover the salary costs of 18-24 year olds currently unemployed and claiming Job Seekers Allowance. FJF – which Kent will brand as *Backing Kent Jobs*, will provide job opportunities for a maximum of 1,000 young people for a minimum of 6 months in a variety of job roles. Posts will be paid at the national minimum wage.
- Over 100 individuals secured full time employment and moved off Incapacity Benefit. The financial saving to the public purse will exceed 5.8million (PSA2 Incapacity Benefit report and finding)
- Through a variety of strategies, personalised support was provided to assist individual Incapacity Benefit claimants with very complex needs. Many of these individuals had been out of work for over five years and had lost all hope of ever returning to work.
- Developed the innovative Health, Happiness and Wellbeing Programme of targeted support for long term ill-health welfare benefit claimants which focuses on strategies to empower individuals to return to work and liaison with employers to provide a range of flexible work opportunities to assist those on the edges of the labour market back into work. The programme started in spring 2008 and is now being revised to include a web-based element. It will be re-launched in October 2009.
- Slivers of Time is a new, flexible way of getting people into work, launched in Maidstone in March 2008. The scheme has been described as being based on the eBay model of an online market place. Through the scheme, people can offer to work at times to suit them by registering and noting the times they are available. Employers enter details of work they need completing and the Slivers of Time database matches these two requirements. It was developed as part of the Supporting Independence Programme (SIP) and now managed by Kent Top Temps.
- Folkestone Forward aims to deliver meaningful projects through sport and culture within the four most deprived wards in east Folkestone. It is project managed by a

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

dedicated SIP resource and specific projects will target three of the SIP Archetypes - young people with low attainment and aspiration, welfare benefit claimants and vulnerable older people.

- Motivational Interviewing workshops were organised to help advisors engage more effectively with their clients. Participants included staff from Sure Start, Kent Supported Employment (KSE) and other KCC directorates. Due to the success and impact of this event we are now developing a variety of themed events to support other organisations such as Flexible New Deal (FND) providers.
- SIP supported and advised the development of the content of the Backing Kent People website (see Towards 2010 target 5) which was launched in April 2009.

Developed a deeper understanding of the issues, through focus groups, consultation events and data gathering:

- SIP conducted a number of focus groups with people from all over Kent to help identify the barriers they face in gaining employment. The focus groups were carried out with lone parents, people with learning disabilities, people with drug or alcohol issues, carers and incapacity benefit claimants. The focus groups collected views, opinions and insights which were shared with the organisations who deal directly with them. Plans are underway to co-ordinate focus groups to gain information which will be used in the setting up of the Kent Credit Union.
- We compiled a wide range of robust evidenced-based data and information relating to welfare benefit spend, and welfare reform policy and strategy across Kent and the UK.
- We managed and co-ordinated a wide range of consultation events to explore the views of benefit claimants and the submission of all feedback into the corporate response to the Department of Work and Pensions (DWP) welfare reform consultation
- We co-ordinated a high profile seminar to highlight the specific needs and challenges faced by the long term unemployed and long term ill health individuals for a wide delegate list of employers, partners and stakeholders (DVD produced and procedures designed)

Influenced policy and strategy at national and local levels:

- SIP leads and co-ordinates a range of innovative strategies to embrace and support all aspects of key welfare reform. Expert support and the advice given to the KCC Leader, Chief Executive, Cabinet and Chief Officer Group, internal and external partners and stakeholders to strengthen the effectiveness and impact of associated service delivery to support the welfare reform agenda is a fundamental aspect of the SIP strategic priorities and accountabilities.
- High-level discussions and engagement with government departments have taken place to try 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.
- KCC was selected as one of only three local authorities to explore the potential release and sharing of a range of DWP and JCP data.
- We have contributed to the early exploration of opportunities related to regional partnerships across the Thames Gateway and north Kent and Swale which have been signed and submitted to central government.
- We support JCP as the lead partner for the outcomes on Kent Agreement 2 (KA2), working with other key partners, to co-ordinate preventative strategies which stop

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

people moving into a life of dependency with responsive work to support those already on benefits into more independent lifestyles.

- Ensure that individuals and employers are unencumbered by bureaucracy to make the transition to the workplace easier.

Shared best practice and enhanced Kent's reputation:

- A detailed report and case studies were produced to evidence positive outcomes and strategies to develop when working with the Incapacity Benefits client group.
- SIP's strategic contribution, vision and influence was specifically highlighted as exceptional practice within the Authority's CPA corporate assessment in 2008
- The high profile publication of a booklet by the NLGN 'The Local Journey to Work – Localism, Welfare and Worklessness' highlighting the wide range of welfare reform, innovation and strategy was managed by SIP across Kent.
- A high number of visits/meetings from central government (Cabinet and Shadow Cabinet), LGA, IDeA, NGLN all provided a platform for the Supporting Independence Team to share KCC's vision and the wide range of initiatives developed to increase the support and opportunities available to individuals who are dependant on benefits. SIP presentations have also been made at national conferences and workshops and articles have been published in a wide range of national publications and journals.

What more are we going to do?

- In partnership with Job Centre Plus (JCP), tackle the current impact of the economic climate and identify local solutions. Hit squads, active response teams and other initiatives to support individuals and organisations are currently being considered.
- KCC's SIP team will be co-ordinating the Future Jobs Fund Programme, matching job opportunities within employer settings to suitable young people.
- Review Flexible New Deal (in Oct 2009) and other countywide JCP provision and outcomes e.g. Pathways to Work. All national and local JCP-commissioned programmes are performing well below agreed targets and the impact on individuals and partners is under review and scrutiny.
- From December 2009 new support centres will be replacing programme centres, aiming to enable JCP staff to call on provider services before a client reaches 12 months on benefit. Flexible New Deal support is available.
- Explore with DWP and JCP local flexibilities required to embrace the development of apprenticeship opportunities for 16 to 24 benefit claimants.
- Continued support and co-ordination of KCC's ongoing priority for devolved responsibilities and accountabilities relating to DWP freedoms, flexibilities and commissioning.
- Manage the roll out of the DWP data sharing pilot, findings and evaluation with central government (Thanet)
- Support the high profile awareness of the range of JCP financial incentives and benefits established to support employers to provide opportunities for benefit claimants.
- Work alongside colleagues in Kent's Integrated Workforce Planning group (Public Sector) promoting good practice and strategy relating to workforce development.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- Further development of KCC Employability group and local employer engagement forums in addition to the JCP Local Employment Partnership (LEP) initiative.
- Continue to support, develop and co-ordinate KCC's Backing Kent Business campaign and the vision and outcomes within KCC Regeneration strategy
- Increased engagement and involvement of ex or current benefit claimants in SIP welfare reform activities and strategy.
- Greater engagement of Kent Public Service Board and Kent Partnership in all aspects of welfare reform and benefit spend in Kent.
- Work closely with the health authority, other associated agencies and GPs to review how they can help to get people back into work and liaise with employers to provide a range of flexible work opportunities to assist those on the edges of the labour market back into work. The SIP Health and Wellbeing project commenced summer 2009 and will be rolled out in the autumn.
- Co-ordinate and manage a high level group of stakeholders to agree and develop a Kent Employment Engagement Strategy which will bring about a strategic, joined-up approach for Kent employers. This will enable them to engage more successfully with programmes and initiatives to bring most benefit to people who are furthest away from the labour market.
- Continue the support as a co-lead partner on Working Neighbourhoods Fund developments and management in Thanet.
- Continue the excellent partnership with Swale BC in introducing an innovative employment engagement project for Swale, and Folkestone Forward Project

Measurable Indicator (s)	Aug 2006 Actual	Aug 2007 Actual	Aug 2008 Actual	Aug 2009 Target	Feb 09 Actual	Aug 2010 Target
Average weekly benefit spend in Kent on working age benefits at 2006/07 prices (Incapacity Benefit, Income Support)	£5.31m	£5.20m	£5.25m	To reduce	*	To reduce
Number of claimants of key working age benefits (Incapacity Benefit, Income Support, Job Seekers Allowance and others on income-related benefits)	83,040	79,900	80,400	To reduce	93,130	To reduce
Claimants in statistical category of incapacity, lone parent or other	66,100	66,450	66,230	To reduce	67,040	To reduce
Claimants in statistical category of job seekers	16,930	13,450	14,170	To reduce	26,090	To reduce

* Data no longer comparable due to introduction of Employment and Support Allowance (ESA) which replaced Incapacity Benefit and Income Support for clients with incapacity from October 2008. Data on spend on ESA is not currently available.

Monitoring completed by: Pauline Smith

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officers: Pauline Smith

Status: More progress needed

List the partners with whom we are working to deliver this target:

Learning and Skills Council (LSC), Connexions, KATO (Kent Association of Training Providers), district councils, Kent Police, Chamber of Commerce, Train to Gain, Business Link, public and private sector employers

Outcomes delivered so far:

Created a popular, high quality apprenticeship scheme in Kent, offering several hundred apprenticeship opportunities to date:

- Kent Success, KCC's innovative Apprenticeship Programme, is now a fully established and formalised employment route of entry into KCC. Apprenticeship placements are being offered across all directorates and departments and young people are undertaking apprenticeships in a variety of different vocational areas. Kent Success provides much more than just an apprenticeship qualification. The apprentices are provided with structured training in confidence building, assertiveness, CV writing, KCC application forms and interview techniques. They are brought together for quarterly Peer Group Meetings offering personal development opportunities and a chance for them to support each other and share their experiences.
- Young people are initially employed on a KCC Apprenticeship contract and are paid £105 per week (increased from £80 in January 2009). Young people are supported and encouraged to secure full time permanent contracts of employment at all stages of their training in addition to the successful completion of the apprenticeship qualification.
- Placement managers play a vital role in the development of the apprentices and the successful integration of the programme. A manager's guidance booklet and other supporting documentation were produced to support and outline their roles and responsibilities within the programme.
- As of March 2009, 228 young people had started on the Kent Success Programme and 70 were still currently studying for their apprenticeship qualification. Of the 89 young people who had completed their qualification, 60 remained employed by KCC and a further 19 found permanent jobs with other public or private sector organisations and the remaining young people were being supported to ensure that they move forward positively into employment and further training opportunities.
- The impact and positive difference made to all apprentices, and the staff and businesses involved in the apprenticeship programme, is clearly demonstrated by the feedback, evaluation and personal statements and case studies. Indicative of our success is the measurement of the ongoing interest and increasing participation and engagement of young people and employers.

Established a strong partnership, focused on shared goals:

- KCC is one of the only local authorities in the country to have already established a high level strategic partnership with the agencies responsible for all aspects of the apprenticeship programme.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- The Kent Apprenticeship partnership is an exciting development enabling Kent to strategically lead the way in building apprenticeships and changing the landscape of opportunity for young people, adults and employers countywide.
- In addition to the highest quality roll-out of provision, the partnership will be the strategic platform in which Kent can continue to influence, inform and challenge national strategy and policies.
- In June 2008, KCC established an innovative strategic partnership with the two fundamental players in the delivery of apprenticeships in Kent, namely LSC Kent and Medway (National Apprenticeship Service (NAS from April 2009) and KATO (Kent Association of Training Organisations). The main priorities for the partnership are to:
 - Apply leverage to the new NAS, LSC and other key agencies to secure funding and operational flexibilities and a strong strategic influence to work with central government
 - Address the real and perceived barriers to growth by developing and promoting an easily understandable approach
 - Support employers and employees in the current economic climate and train managers of the future ensuring employers remain productive and competitive
 - Ensure that Apprenticeship opportunities are reflective of the local economy and the skills gap where one exists
 - Define roles and responsibilities of all partners to maximise funding, eradicate duplication and bureaucracy and develop a first class apprenticeship service.

Embedded the apprenticeships programme in KCC's workforce development strategy:

- The Kent Success apprenticeship programme is now an integral element of KCC's wider workforce development strategy and the Supporting Independence Programme (SIP) has been working closely with KCC Personnel and Development to ensure that the apprenticeship scheme embraces and influences other strategic priorities and targets. A wide range of procedures/processes have been reviewed, developed and changed to enhance the effectiveness and positive targeted outcomes of recruitment and selection and wider workforce development initiatives.
- Work is ongoing to review the inclusion of apprenticeship and other employment targets within the authorities and wider public sector procurement activities. Work is already underway with the Building Schools for the Future (BSF) initiative to introduce 400 apprenticeship programmes as well as the contractor for the Turner Contemporary project in Thanet.

Enhanced the reputation of Kent – the KCC Kent Success model has success rates that are amongst the highest in the country:

- All Kent and Medway training providers are above the national benchmark for quality of apprenticeship provision and performance and the success rates are above the national average and highest in the south east region.
- Following a comprehensive tendering process, a marketing and PR contract was awarded in November 2008 (ZERO51) and a marketing and PR strategy and campaign has been developed in partnership with KATO and LSC (NAS) ensuring a consistent Kent approach to our shared vision and delivery of the Kent Apprenticeship Programme. A series of events to promote and highlight Kent's strategy, vision, developments and progress ran alongside the national campaign (headed by Sir Alan Sugar) throughout February and March 2009.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

What more are we going to do?:

- We will work towards delivering a ‘step change’ to meet the challenging target of one in five young people accessing an apprenticeship.
- Continued focus, review and detailed monitoring on the impact nationally and locally on the take up of apprenticeships within the current economic climate.
- Priority focus will be given to radically increasing the establishment of apprenticeship schemes across the wider Kent public sector which accounts for 20% of all employment but provides fewer than 10% of all apprenticeship places. We aim for 20% of all apprenticeship places in Kent to be delivered by the public sector by 2014.
- Working with the key strategic partners, we will establish a pre-apprenticeship programme for more vulnerable groups of young people such as those leaving care and young offenders to ensure that they are able to fully access and explore opportunities open to them
- Ongoing promotion of apprenticeships with schools, parents and young people in a campaign managed by the Kent Apprenticeship Partnership. Particular links will be made with the Vocational Education Programme making sure that those undertaking Young Apprenticeships and vocational courses have access to appropriate post-16 apprenticeships.
- Co-ordinate the current review of education, skills and employment with the LSC and other stakeholders and agree a development plan that fully embraces the innovative vision for employment, education and skills for the 21st century.
- Explore different models of delivery, particularly with schools which have identified a real interest in developing ‘school hosted’ apprenticeship pathways.
- Continuation of the review and development of the possibilities to develop new protocols and targets in the wide landscape of public sector procurement.
- Review and explore awaited government decisions relating to employer incentive payments and identify the impact and processes required for Kent employers
- Continue to develop and enhance the ‘map of post 16 opportunities’ for school leavers in Kent, ensure that all young people have access to high quality, impartial Information Advice and Guidance and that pathways to Apprenticeships are made simple and clear.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of Kent apprenticeships taken on by KCC (cumulative since October 2006)	60	128	200	228	250
Number of Kent apprenticeships taken on by other public and private organisations (cumulative since April 2007)	0	0	400	TBC Sep 09	750

Monitoring completed by: Pauline Smith

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officers: Pauline Smith

Status: Done and ongoing

List the partners with whom we are working to deliver this target:

Kent Safe Schools, Pipeline, CADET, Connexions, Youth Offending Service, KCA, Health, Learning & Skills Council, Catch22 (Looked after Children), the public and private business sectors

Outcomes delivered so far:

Provided practical help based on the needs of the individual – over 100 young people have completed the course so far; and of those 78% were guided into further education, employment and an extended work placement:

- The Kent Community Programme (KCP) has been specifically designed and established for young people aged 16-19 who are Not in Education, Employment or Training (NEET). It is a programme, co-ordinated by SIP, delivered by Kent Safe Schools, that equips young people with the practical skills that they need to continue along a positive path of engagement whilst also addressing their individual needs and providing support to enable them to make the next step in their lives whether that be employment, further education or an Apprenticeship.
- The significant focus on the importance of understanding and embracing the very personal and differing needs of each young person ensures that we fully maximise the impact, effectiveness and positive outcomes for each individual on the programme. This individualised approach helps to support young people in raising their confidence and empowers them to re-engage, re-motivate themselves and helps them to develop the skills and tools they need to succeed further.
- Groups of 8 to 10 young people are enrolled on the programme for a three month period for three days a week working on community-focused projects learning a wide range of practical, hands on skills whilst simultaneously developing their numeracy and literacy skills. For a further day a week the young people complete an accredited ASDAN qualification in Community Volunteering and learning life and employability skills that have been tailored to meet their individual needs.
- The overall average attendance of the young people is 80%, with a number of the young people averaging over 90 %. This emphasises the positive impact of the programme; historically the client group is one of the hardest to reach and work with successfully. These figures show a positive trend where the young people who are becoming involved and inducted onto the KCP are becoming successfully motivated and fully engaged to complete the course and then moving into positive route of progressions at the end of the programme.
- The positive routes of progression for the young people are a priority for the KCP project teams. So far, 78% of the young people involved have been guided and supported into either further education, employment or an extended work placement and out of the NEET group from where they were originally classified.
- At the end of March 2009, KCP had worked with 116 young people (all previously NEET) across Kent. The main routes of referral have come through extensive

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

partnership working to ensure we are reaching the targets and making a significant impact to the NEET and Towards 2010 agendas where possible. Referrals have been received from Connexions, the Youth Offending Service, Children and Adolescent Mental Health Service, E2E (Entry to Employment) and there have also been many self-referrals from young people.

Developed a more positive profile for young people in their local communities:

- KCP helps to raise the positive profile of the young people in their local communities. Ensuring a strong community presence during the projects and maximising the opportunities for positive progression routes for the young people are key priorities within the programme.
- All the community projects are developed and designed closely with residents, partners and local stakeholders and all KCP participants are engaged in all aspects of the project design, planned outcomes and the evaluation and assessment of positive impact and benefit to the community.

Completed a range of valued community projects across the county:

- The success and very positive outcomes of KCP have proved extremely significant for both the young people participating on the programme, and the local projects and communities that continue to benefit enormously from the completed projects delivered by the young people. The specific community projects completed to date include :-

2007/08:

- Maidstone (Boughton Mount Horticultural Project)
- Thanet (Community Bus -(Mechanics and Community Involvement)
- Dover (repair, maintenance and water safety)
- Sittingbourne (design and build of a community centre garden)
- Ashford (construction based project where young people learn practical construction skills and then put them into practice in a community project in their local community).

2008/09:

- Murston (renovation of garden and communal areas in Community Centre)
- Whitfield, Dover (barn project assisting the builder in constructing the stables/barn)
- Dover (improve the look and usability of the garden at Ashen Tree House, a community mental health support centre)
- Ashford – (improve the look and usability of the garden for the clients and staff at Southfields, a community respite and residential centre for adults with severe learning and/or physical disabilities)
- Ashford (improve the look and usability of the garden for the service users and staff at Braethorpe community mental health support centre)
- Dover (Porchlight Allotment Project)
- Dover (Nu-Steps centre - improve the appearance of local public areas and to receive basic training and qualification in construction and tool use.)

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

What more are we going to do?:

- KCP is now an established programme of positive engagement and is embedded within the 14 -24 Innovation Unit. Further links will be made in 2009/10 to establish KCP within Kent's NEET strategy and address its sustainability and potential to develop into 16 plus mainstream provision.
- Access and participation in KCP is of particular benefit and interest to vulnerable young people and work is underway to increase participation and engagement of young people with additional barriers and challenges. Links are well established with the Youth Offending Service, 16 plus teams, the Teenage Pregnancy Partnership and the Kent Apprenticeship Programme and these will be developed further to ensure that a higher number of young people can access and engage on to KCP and move positively into more sustainable and long-term opportunities and outcomes.
- The exciting opportunities which can be achieved by the roll-out and mainstreaming of KCP will support, address and embrace a wide range of targets and indicators reflected in a number of local and national strategies and policies.
- Work will continue with the LSC and other relevant stakeholders to identify freedoms and flexibilities that are required to improve support and provision for this very targeted and vulnerable group of young people.
- Further projects will be developed countywide ensuring that KCP develops and enhances its contribution to the reduction of the number of young people NEET as well as strengthening the positive outcomes evidenced by young people's commitment and participation in local projects and initiatives. Local projects being developed include:-
 - Allotment Project, Dover
 - Hereson School, Thanet
 - Chilham Sports Centre
 - Ashleigh Gardens Care Centre
 - Thanet Coast Project
 - Future Life Homes, Rectory House, Harrietsham
 - Folkestone Primary School Sports Day

Significant priority will be focused on the ongoing development and establishment of the exciting Social Enterprise model in collaboration with Catch22. A comprehensive feasibility study into the setting up of the social enterprise has been completed, reviewed and agreed. The finer details and action plan are currently underway and an expected project implementation date is targeted mid-late 2009.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of young people completing the Kent Community Programme	0	45	120	116	250

Monitoring completed by: Pauline Smith

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 20: Build strong business-education partnerships that benefit both employers and schools		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officers: Pauline Smith

Status: On course

List the partners with whom we are working to deliver this target:

80 secondary schools in Kent including the Alternative Curriculum Programme and SEN; Employers in Kent engaged to deliver work experience and work related learning activity; Local Strategic Planning Forums across Kent; Connexions; Kent Association of Training Organisations (KATO); FE sector; Learning and Skills Council (LSC): Enterprise Kent; Canterbury Christchurch University; University of Kent; University of Greenwich; Local District Councils; Medway Education Business Partnership; Creative Foundation; Canterbury4Business; Gateway Knowledge Alliance; Employ Kent Thameside; University of Creative Arts; Aim Higher; Kent NHS Trust Kent Vocational Training Programme (KVTP) Industrial Trust.

Outcomes delivered so far:

Established a strong partnership between educational organisations and the business sector:

- Kent Works, established by KCC, was awarded the Learning and Skills Council (LSC) contract to deliver quality Education Business Links (EBL) across Kent. The contract has proved exceptionally positive in laying the foundations and framework for the ongoing development of business-education links within the county and year on year Kent Works staff have exceeded the profiled contract targets set by the LSC.
- Excellent progress was made to develop, nurture and sustain relationships and partnerships between education establishments and the business sector which has provided a wide range of high quality and inspirational work-related learning and work experience opportunities across the county.

Kent Works facilitated thousands of work-related learning and work experience placements:

- During the course of the 2007/08 academic year, Kent Works facilitated work-related learning activity for over 7,000 young people across the county. This type of activity included interview days, career awareness activity, and preparation for work experience and enterprise
- Work experience targets for 2008/09 were similar to 2007/08 at 8,000 but work related learning targets increased significantly to 11,000.
- Employers and schools were supported in the development of a wide range of activities which include offering work experience placements, giving talks to schools, hosting school visits, assisting with school-based projects and working with education to develop the curriculum to match and reflect the skills required in the marketplace. Focused activities have provided exciting and motivational opportunities for students to develop their understanding of the world of work.

Introduced other new programmes to help young people get into work, including innovative programmes based away from school sites:

- Specific focus in 2008/09 was dedicated to developing new and innovative work-related learning activity in line with the requirements of the updated government framework.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

New enterprise, employability and risk activities have been developed to assist schools in meeting the student entitlement. Demand from schools for support with work-related learning activities has increased year on year and it is likely that the target will be exceeded.

- In addition to work-related learning events/activities held in schools, an increasing number of innovative programmes that involve students working away from school sites and into the realm of the employer are now commonplace. Construction site visits and visits to other employer premises, walk-about with local authority environmental teams, work shadowing and hospital visits are just some of the outcomes of strong business-education partnerships facilitated by Kent Works
- Kent Works is actively involved with each of the county's 14 to 19 strategic planning forums and has made contributions to the Diploma Gateway bids submitted by each of them. It works with schools involved with Diploma delivery on work experience placements, extended projects, professional development and other employer engagement activities.
- Partnerships are now established with sectors embraced within the roll-out of diplomas. In particular, the Industry Champions programme has raised the profile of EBL activity and highlighted the changing needs of schools and students through the 14 to 19 education reform.

Influenced strategy and policy:

- A comprehensive Kent Work Related Learning Strategy, along with a plethora of guidance and good practice tools have been designed and developed by Kent Works management team to ensure that national indicators and guidelines, is well understood by schools and other stakeholders and that all strategic indicators, guidelines and outcomes are embraced consistently countywide.

What more are we going to do?

- The direction of our plans in Kent will be influenced by changes arising from a national review of work-related learning and EBL.
- The majority of the financial resource identified to deliver and promote EBL and work related-learning (WRL) activities is already delegated to schools. An exercise to review the funding streams and potentially 'marshall the funding' will be an important role for KCC in 2009/10 to ensure that the management and delivery of EBL/WRL is focused and prioritised to successfully maximise resources for greatest effectiveness and outcomes.
- Kent Works will continue to deliver EBL provision until April 2010 when the EBL contract will be integrated within the Connexions contract for Kent. The EBL contract for 2009/10 will build on the excellent standards already established progressing and supporting schools in delivering a re-energised and re-focused relationship with the business sector. Priorities include the following:
 - Deliver a variety of high profile business education events to inform, engage and increase the participation and development of education business partnerships.
 - Deliver sector-related events, developed in partnership with 14 to 19 planning forums linked to the regeneration and skills needs of each area.
 - Work closely with the established infrastructure of local partnerships (14 to 19 Strategic Partnership, 14 to 19 Planning Forums, Local Children's Services Partnerships, Local Strategic Partnerships, Business Link etc) to define areas of responsibilities, accountabilities, reams and explore strengths, identify challenges, reduce bureaucracy, improve efficiency and maximise opportunities.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- Further explore workforce development initiatives and relevant EBL links with public and private sector employers.
- Ongoing management of EBL provision in the transitional year and delivery of contract commitments, targets and opportunities for young people within the academic year and beyond.
- The development of a longer-term, coherent county-wide strategy, involving all relevant strategic and delivery partners and stakeholders.
- Review and evaluation of current and historic EBL activity, funding and policy and the co-ordination and production of a comprehensive strategy to support learners, schools (and other educational establishments) employers and other key stakeholders.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage satisfaction rate of pupils	75%	80%	88%	86.5%	90%
Percentage satisfaction rates of businesses	56%	68%	70%	70%	75%

Monitoring completed by: Pauline Smith

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

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		
Lead Cabinet Member: Mike Hill	Lead Director: Amanda Honey	Lead Officer: Stuart Beaumont

Status: On course

List the partners with whom we are working to deliver this target:

Kent Police, District Councils, Parish councils, Police Community Safety Officers, Kent Fire and Rescue Service, Crime & Disorder Reduction Partnerships

Outcomes delivered so far:

Helped communities to raise and tackle local issues:

- The 101 KCC Community Wardens in 128 communities across Kent have had a real and positive impact and are a vital asset in the development of their neighbourhood policing programme.
- The Community Wardens work closely with Neighbourhood Policing teams including Police Community Support Officers (PCSOs) using problem identification and solving techniques and a shared tasking and co-ordination process to identify issues and target activity.
- Where appropriate, wardens are part of PaCT (Partners & Communities Together) panels and by working in partnership they are able to make the best use of their local knowledge and promote the use of KCC services.
- The KCC Community Safety Unit produce regular crime updates which at an operational level assist with identifying issues, making decisions and targeting work. The updates keep Members and senior KCC staff informed.
- In conjunction with the Kent Criminal Justice Board and Kent Police, the Community Safety Unit developed the 'Restorative Neighbourhoods' project which was launched in pathfinder sites in Shepway and Maidstone in January 2009. 'Restorative Neighbourhoods' looks to address issues identified by the local community by bringing victims, offenders and communities together to bring resolution to problems before formal entry into the criminal justice system.
- PaCTs can make a difference in their local communities and in Greenhill, residents can now keep up-to-date with what is going on in the ward after a new website was created by the local PACT panel www.greenhill.btik.com, with the Community Warden playing an integral role. To date the main priorities identified have been speeding, dog fouling, litter and anti social behaviour, and as a result more dog litter bins have been provided, motorists have been stopped and warned about their driving, and problem families are being monitored.
- The Community Wardens have developed a new scheme called 'Bluff the Bogeyman' designed to help protect elderly or vulnerable people from opportunist criminals and distraction burglars.

Enhanced the ways they help and build relationships with local communities:

- KCC Community Wardens, although originally envisaged as a visible uniformed presence to tackle anti-social behaviour, have developed a much broader remit, working with a wide

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

range of other authorities and services. Their operations range from walking buses through to providing intelligence to the police which has led to a variety of arrests.

- The Wardens work closely with many KCC services either signposting their service or providing information direct to members of the public. Examples include collation of intelligence for Trading Standards; referrals to Social Services; school talks about road safety and 'stranger danger'; assisting the Emergency Planning function with events and working alongside Trading Standards in emergency situations.
- The Wardens facilitate a number of activities and events within their communities, both big and small, to engage with the local residents, the largest of which has been the countywide 7 a-side football tournaments. KCC Community Wardens work in partnership with Charlton Athletic, Kent Police, Kent Fire and Rescue and others to involve 'hard to engage' young people, both boys and girls, in this positive diversionary activity.
- 'Positive Ticketing' is a 12 month multi-agency pilot scheme aimed at rewarding young people for engaging in positive activities and/or improved behaviour with vouchers for shops or activities. The 'positive ticket' is viewed as an ice-breaker and provides a gateway to better relationships between authority figures and young people.
- During the countywide 7 a-side football tournaments in the summer of 2008, over 1,000 'hard to engage' young people, both boys and girls, were involved in this positive diversionary activity. These events are helping to strengthen communities, receiving support from local residents and retailers, as well as providing a positive outlet for youthful energy.
- Wardens have provided awareness training to over 9,500 people (since 2006) against the dangers of bogus callers, helping the elderly and vulnerable to remain safe and secure in their own homes.

Extended Neighbourhood Policing:

- Wardens also contribute to, and assist in the delivery of the Neighbourhood Policing teams' ward level quarterly newsletters which target perceptions of crime.
- The Community Safety Training Partnership at Boughton Mount continues to work with the Central Neighbourhood Policing team, Kent Police College and the Kent Partnership to develop and deliver training which will enhance neighbourhood policing in Kent.
- The Community Safety Training Partnership has worked closely with the Government Office for the South East (GOSE) over the last 12 months to design and deliver workshops to Crime and Disorder Reduction Partnerships (CDRPs) throughout the south east region. To support delivery of the 'National Standards' the Home Office provided KCC with £12,500 funding to help finance delivery of the workshops.
- The KCC Community Safety Training Partnership provided or delivered training to 750 people during 2007/08, equivalent to 966 training days.
- To date 70 CDRP representatives across the South East Region have attended at least one of the workshops provided by the training centre and feedback has been very positive.

What more are we going to do?

- Adult Education – The KCC Community Wardens are working with Adult Education tutors in areas of high deprivation to encourage residents' engagement which could enhance their lives and create stronger communities.
- Inter-generational work and work with vulnerable people – The Communities directorate including Community Wardens are looking at ways to bring generations together and through 'Dreams Can Happen' the Wardens will be working with a

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

variety of organisations to promote the need for local communities and business to involve adults with learning disabilities.

- Football Tournaments – The Community Wardens will continue to work with Charlton Athletic and other partners to deliver the countywide football tournaments.
- Prevent - The objective of Prevent is to focus on dealing with violent extremism through the building of strong local partnerships that deal with anxieties and grievances and build cohesion capacity in communities. The KCC Community Safety Unit is leading on partnership engagement for this important area
- Migration Impact - Subject to funding from the Government Office for the South East (GOSE) the KCC Community Wardens hope to staff a regular mobile information surgery in partnership with other KCC departments and external agencies targeted in areas containing a large migrant population.
- Future Jobs Fund - the KCC Community Wardens hope to recruit 30 Support Wardens aged 18 to 24 who have been unemployed for around 12months, primarily in areas of social deprivation.

Measurable indicators:

None – This Towards 2010 target has been formally agreed as having an ‘aspirational’ status and progress is measured via qualitative means.

Monitoring completed by: Stuart Beaumont

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse.

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: On course

List the partners with whom we are working to deliver this target:

Kent Police, Crime & Disorder Reduction Partnerships (CDRPs), Kent Trading Standards, Town Centre Managers

Outcomes delivered so far:

By focusing on this target we have helped to:

Create a safer night time economy (NTE) – recorded NTE crime has reduced and people's feelings of safety at night have increased:

- Under the umbrella of the Safer Kent Delivery Group, statutory partners joined forces to establish a managed Night Time Economy (NTE).
- A profile of alcohol fuelled criminal activity in Kent at night is compiled by Kent Police to support Crime and Disorder Reduction Partnerships (CDRPs) and help them to identify 'hot spots' and to target action effectively.
- Various initiatives tackling the issues of night-time disorder have been carried out by CDRPs across the county including Dartford's 'Grabbacab' service. During 2007/08 the 'Grabbacab' scheme contributed to a 25% reduction in NTE crime (*specific crimes occurring between the periods of 8pm and 4am between Thursday night and Sunday morning*) in Dartford compared with the previous year and across the county between 2007/08 and 2008/09 NTE crime (*specific crimes committed by offenders under the influence of drink or drugs between the periods of 8pm and 4am Monday to Sunday*) has shown a 22.7% reduction making Kent a safer place for its residents.
- The reduction in NTE crime also links with the results of the Kent Crime and Victimization Survey (KCVS) which shows that since 2006/07 feelings of safety at night (at home alone and walking alone at night) in Kent, have increased from 74% to 81% by the end of 2008/09. In particular feelings of safety walking alone at night are at their highest for the last three years rising from 55% in 2006/07 to 66% currently.

Tackle alcohol misuse problems via campaigns linked to underage sales:

- Kent Trading Standards undertake targeted underage sales campaigns using intelligence from the KCC community wardens, local licensing officers and the public aimed at reducing the sale of age-restricted goods.
- The Community Safety Training Partnership has delivered Police Accreditation Training on behalf of Kent Police, including the provision of Enforcement Notice training to Trading Standards Officers to enable them to issue penalty notices for disorder.
- In January 2008, KCC held an alcohol seminar to discuss ways to tackle alcohol-related problems in towns and city centres and looked at how to improve treatment and support for people with alcohol problems.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- In May 2008, the Community Safety Unit worked in partnership with a number of other KCC units to help with Gravesham BC's successful week-long campaign on alcohol. The campaign has since been repeated.
- In November 2008, the multi-agency Kent Community Alcohol Partnership (KCAP) was officially launched, aimed at changing the attitudes to drinking among young people and supporting retailers to reduce sales of alcohol to underage drinkers. The scheme is being piloted in three key areas of the county.
- Over the last few years the targeted underage sales campaigns undertaken by Trading Standards have resulted in a number of prosecutions, penalty notices for disorder, licence reviews and cautions in respect of the sale of alcohol to young people under the age of 18 years.

Encourage domestic abuse victims to report incidents to police:

- KCC funds the majority of the Kent & Medway Domestic Abuse Co-ordinator post, which is responsible for ensuring that actions from the 'Kent and Medway Domestic Violence Strategy Group' (KMDVSG) are implemented with all partners.
- The inter-agency KMDVSG group has established a Delivery Plan for 2007 to 2010 encompassing prevention, early intervention, protection, justice and victim support.
- Between 2006/07 and 2007/08 in Kent and Medway, there was approximately a 6% increase in reported incidents of domestic abuse (but a decrease in repeat victimisation), which can be linked to the drive to encourage domestic abuse victims to come forward and report to the police. In the last year the number of reported incidents has decreased as well as a small decrease in repeat victimisation.
- During an 18 month period, since May 2007, the Independent Domestic Violence Adviser (IDVA) at the specialist domestic violence Court in Maidstone, received 233 referrals and supported clients at a total of 89 domestic violence trials resulting in 56 convictions. Feedback from clients has been positive with comments such as "I felt listened to and safe" and "Without the people at court I would not have been able to have gone through with the case."

Reduce crime and anti-social behaviour – between 2006/07 and 2008/09 there was an approximate 17% decrease in crime across the KCC area:

- Across the county there are a number of initiatives to help reduce burglary and help people to feel safer in their homes, including door step crime/bogus caller awareness training provided by KCC Community Wardens to residents within their communities.
- In response to the concern about anti-social behaviour (ASB), the Community Safety unit has produced an ASB strategy for KCC.
- KCC Community Wardens support the ASB strategy by continuing to act as 'the eyes and ears' of the community with information reports being passed to Trading Standards and Kent Police as well as working with Victim Support to help residents who have been victims of crime or low level anti-social behaviour.
- Between 2006/07 and 2008/09 there has been approximately a 17% decrease in crime across the KCC area, in particular:
 - domestic burglary which has reduced by approximately 23.5%; and
 - car crime which has reduced by approximately 23%.
- In addition to the decrease in crime rates, peoples' perceptions of crime and anti-social behaviour have seen a general improvement across the KCC area since 2006/07, particularly:

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- the percentage of people worried about burglary has decreased from 56% in 2006/07 to 36% in 2008/09; and
- fear of four specific crimes[^] in Kent has reduced from 44% in 2006/07 to 28% in 2008/09
- The percentage of Kent people who consider that one of the seven types of ASB identified in the Kent Crime and Victimization Survey – “teenagers hanging around” is a very or fairly big problem has decreased from 34% in 2006/07 to 20% in 2008/09.
[^] *domestic burglary, car theft, mugging/robbery & physical attack*

What more are we going to do?:

- KCC’s Community Safety Unit will continue to link in with the Chief Constable’s ASB initiative for 2009/10.
- We will implement recommendations from the recent GOSE anti-social behaviour review.
- KCC will continue to lead with the establishment of an ASB multi-agency forum.
- Work with partners to closely monitor and react to changes due to the current economic climate.
- Trading Standards will continue to undertake test purchasing and review of licences.
- Trading Standards will continue with the Kent Community Alcohol Partnership initiative in the pilot areas and look at Standards for an ‘Accredited Partner’ scheme.
- The KCC Community Wardens will initiate a pilot project in the Canterbury area, subject to funding, to set up a series of workshops aimed at adults to raise awareness about the amount of alcohol in the home and how easily it may be accessed by children.
- KMDVSG has set up a steering group to develop a specialist Domestic Violence Court in East Kent over the next few months.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Domestic burglary per 1,000 households	10.7	8.5	Maintain or reduce 2006/07 baseline	7.8	Maintain or reduce 2006/07 baseline
Car crime per 1,000 population	10.3	8.6	Maintain or reduce 2006/07 baseline	7.8	Maintain or reduce 2006/07 baseline

Monitoring completed by: Stuart Beaumont

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officers:
Ian Treacher/Sue Edmunds

Status: On course

List the partners with whom we are working to deliver this target:

Trading Standards Alerts are sent to 246 organisations, including Age Concern, Neighbourhood Watch, Help the Aged, Citizens' Rights for Older People, Citizens Advice Bureaux, Kent Adult Social Services, Kent Libraries, Parish Councils, Town Councils. Other partners include Kent Police, KCC community wardens

Outcomes delivered so far:

Alerted local communities to rogue traders and other threats. Trading Standards alert messages reach approximately 250 recipients, reaching thousands of people once cascaded onwards:

- There is a recognised link between 'doorsteppers' and distraction burglary with doorstep criminals often targeting the same vulnerable people time after time and so in addition to enforcement action we alert consumers to these criminals to prevent them from being caught out. Over recent years we have been developing and improving ways of working with communities and partners to make them aware of rogue trader activity.
- Alert messages are now being used in many local publications, such as parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams. For example, prompted by one of our messages, we were called by a meals delivery service because one of their drivers was concerned about some people he saw visiting a client. We became involved, together with other agencies, and were able to stop the client becoming a victim.
- 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 246, including 161 parish and town councils. The Neighbourhood Watch Network plays an important role in reaching local communities as there are over 9,000 co-ordinators in Kent so potentially we can reach 300,000 people.

Responded to information received about doorstep criminals e.g. the Rapid Action Team intervened 57 times in 2008/09, responding to information that doorstep criminals are still on the premises:

- Rogue traders cause detriment and distress to unsuspecting consumers and so significantly disrupting the activity of rogue traders is a core activity for Kent Trading Standards. To do this we use an intelligence-led approach to enforcement and carry out targeted campaigns to identify and deal with rogue traders.
- When we receive information about a doorstep criminal who is still on the premises we respond immediately by sending our Rapid Action Team. In 2008/09 we intervened 57 times and supported 141 'victims'. We also significantly disrupted the activity of 20 rogue traders. The following quotation shows how much people value of this work :
"We would like to extend our special thanks to you for your painstaking investigation

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

and work in locating the elusive traders which has resulted in this most satisfactory conclusion” – from a church in Gravesend which received £2,000 compensation after rogue traders had tarmaced their driveway.

- Details about rogue traders and doorstep criminals are often provided by the community wardens and the Community Safety Training Unit has provided awareness training to over 9,500 people since 2006 about the dangers of bogus callers and distraction burglary.

Increased prosecutions and other formal actions:

- Prosecutions and other formal actions have increased during the course of the whole Towards 2010 target period due to improved intelligence and targeting and increasing expertise. The decision to prosecute is based on Trading Standards Enforcement Policy.

Disrupted activities of doorstep criminals with schemes such as ‘Cold Calling Control Zones’:

- The first No Cold Calling Control Zone was set up in Cranbrook. Since then they have been modified to Cold Calling Control Zones and now there are 12 in Kent. Where intelligence has shown there has been a problem with doorstep callers Trading Standards Officers have worked with local councils and CDRP’s providing advice to establish local Cold Calling Control Zones. The scheme is proving to be popular at a local level and once a zone has been set up the neighbouring community often wants one as well.

Helped to protect vulnerable people, for example the Community Safety Training Partnership has provided awareness training to over 9,500 people since 2006, while a high profile ‘Loan Sharks’ warning campaign was launched in March 2009:

- We have strengthened our relationship with Kent Adult Social Services (KASS) and the manager of the County Duty Team has attended briefings to understand how to get vulnerable people into the system. All our officers have been trained on how on how to deal with vulnerable adults.
- We have looked at new and innovative ways of getting the message about doorstep criminals across to vulnerable people, especially the elderly, and so in 2008 the first doorstep crime awareness poster competition took place for primary school children. Over 280 entries were received and the winning poster has been reproduced to appear in doctors and dentist surgeries, libraries, banks, post offices, chemists, veterinary surgeons, chiropodists and village halls. A quiz has been developed for secondary schools ‘Doorstep Crime – how to keep safe at home’ and we will continue in 2010.
- The Office of Fair Trading estimates that scams cost consumers in the UK an estimated £3.5 billion per annum which would very roughly equate to £80m in Kent so this continues to be an important part of our work. We are launching a new booklet ‘Smart Guide to Scams’ which is aimed at alerting people to rogue trader activity and includes details of how to deal with them and useful contacts. Working with KASS we have developed more links for people to receive alert messages and have used them a number of times particularly when trying to deal with victims of mass mailing scams.

Supported legitimate Kent businesses with initiatives such as the ‘Buy with Confidence’ fair trader scheme:

- Our good trader scheme is becoming more recognised as a result of an awareness campaign which has included attendance at the County Show, 2020 Vision and Builder’s Day at Folkestone Race Course. In addition, regular features in and on local media and a dedicated website provide consumers and traders with information about

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

the scheme. We have 102 approved traders and the most popular hits on the website are for landscape and garden services, plumbing and heating, building maintenance, replacement windows and mobility equipment suppliers.

- Help the Aged contacted us to find a suitable company to carry out work outside the remit of the Handyvan service. They were so pleased with the work they wrote to thank us and said the electrical contractor had carried out the work well and it was greatly appreciated. The additional security systems had made a great deal of difference and given peace of mind to the older people.

What more are we going to do?

- We will continue to develop ways of increasing public awareness to the dangers of rogue traders and doorstep criminals building on Trading Standards Alerts, education initiatives and working with partners.
- In the next twelve months we will pay particular attention to loan sharks who not only take advantage of vulnerable borrowers, but also bring disrepute to legitimate lenders. We will be working with colleagues from the Birmingham-based team using their experience and expertise to identify and disrupt the activity of loan sharks operating in Kent. Trading Standards Officers will work in partnership with Kent Police. An initial media campaign has already started using Heart Radio and adverts on the back of buses.
- This work will dovetail with the proposal for a Kent Credit Union and KCC's policy on financial inclusion.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage increase in number of community organisations in Kent receiving alerts about the activities of rogue traders*	New indicator	18%	20%	23%	25%

* Base number of organisations is 200

Monitoring completed by: Ian Treacher/Sue Edmunds

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

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

Lead Cabinet Member:
Mike Hill

Lead Director:
Amanda Honey

Lead Officer:
Stuart Beaumont

Status: On course

List the partners with whom we are working to deliver this target:

KCC Community Safety, Kent Adult Social Services, Help the Aged, Kent Fire & Rescue Service, Kent Police, Crime & Disorder Reduction Partnerships, District Councils, Primary Care Trusts (PCTs)

Outcomes delivered so far:

Expanded the HandyVan's range of services to include additional safety items such as hand rails and minor adaptations:

- The HandyVan scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people. The scheme began in November 2001 with four fitters and vans covering the whole of Kent and is funded by the Community Safety Unit in partnership with Help the Aged.
- In August 2007 an additional HandyVan vehicle and fitter was introduced to focus in areas of high burglary and/or fear of crime.
- The remit of the service has expanded with a wider range of services offered to make homes more secure, including the installation of hand rails and minor adaptations.
- The HandyVan fitters not only install safety and security products but are also involved in a variety of partnership events and campaigns across the county to provide information to the public, raise awareness of the service, as well as promoting good citizen focus and reducing crime and the fear of crime. A recent event was the 'Safer Autumn' campaign run by Kent Police which included a week long campaign in an area of Ashford. During the campaign the HandyVan worked alongside the Police to focus on burglary reduction.
- KCC Community Wardens play an integral role in the HandyVan scheme by raising awareness in their communities and referring the names and addresses of people in need of the service.

Helped older people feel safer in their homes with 89% of clients feeling very safe after receiving the HandyVan service compared to just 10% beforehand (based on a sample size of 1,079 clients between April 2006 and March 2009):

- Since 2006/07 over 7,700 safety checks have been made and in excess of 24,000 security or safety products installed helping to reduce the fear of crime, the risk of being a victim and improving the general safety of the homes of vulnerable people.
- The HandyVan service can improve people's quality of life including one client who wrote to thank the HandyVan fitter for the inspection and installation of safety and security products and "for making such a difference to my peace of mind and well-being".
- The fifth HandyVan has been targeted in the north Kent area since August 2007 and following a number of initiatives and a partnership focused approach domestic burglary in Gravesham reduced by 40% between 2006/07 and 2007/08 and continued to decrease in 2008/09 by 3.5%.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- In addition, there has been a huge perceptual change in the percentage of residents who are worried about being burgled in Gravesham which has decreased from 70% at the end of 2006/07 to 45% at the end of 2008/09.

Worked more closely with other agencies and partners such as Kent Fire & Rescue, Primary Care Trusts and Kent Adult Social Services to extend the reach of the service:

- A Steering Group was established, consisting of key partners from KCC, Help the Aged, Kent Police, Kent Fire & Rescue, District Councils and other partners with the aim of ensuring maximum use/efficiency of the whole service.
- The HandyVan service works closely with the Borough Councils in north Kent providing awareness training to council staff about the service as well as working in partnership to focus their efforts in the areas of greatest need.
- Discussions with the PCT and Kent Adult Social Services have identified opportunities to link HandyVan with hospital discharges, Occupational Therapy and Social Services referrals. These links are provided in a number of ways including leaflet/poster campaign, Warden and other KCC/PCT officer home visits and advertisements in relevant publications.
- Help the Aged has explored with the Kent and Medway Domestic Violence Co-ordinator how the service could engage with domestic abuse sanctuary schemes and discussions have taken place with local authorities. Most districts have referral mechanisms run by the local housing departments and local domestic abuse police officers.
- During 2008/09, the number of self-referrals to the HandyVan service accounted for 35% of all referrals and the community wardens for 13% with the remainder coming from a wide range partners. The Community Wardens consistently support this service and by working in partnership with Help the Aged have helped the elderly and vulnerable within their communities to remain safe and secure.

What more are we going to do?:

- Hold multi-agency promotional safety weeks in each of the districts building on the success of the two campaigns undertaken in the Ashford area in 2008/09.
- Deliver a countywide advertising campaign in various publications both internally and externally.
- Publish promotional material including pop-up banners which will be circulated around KCC and partner premises during the year.
- Deliver 'Operation Castle' an autumn campaign in 2009, focusing on vulnerable individuals. The Community Safety Unit is co-ordinating information/data sharing between Kent Adult Social Services and Kent Fire and Rescue Service.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of safety checks completed by the 'HandyVan' service (cumulative since 2006/07)	2,401	4,769*	8,101	7,765*	10,801

- The changing focus of the service resulted in less checks than forecast because more time is now spent at each location to make people feel safe

Monitoring completed by: Stuart Beaumont

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 60: Support young people to reduce the risk of them offending		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Glan Hopkin

Status: On course

List the partners with whom we are working to deliver this target:

Most services within the KCC Communities Directorate (including the Youth Service, Kent Drug & Alcohol Action Team (KDAAT), Arts Development Unit, Community Safety Unit and KEY Training), Children, Family and Education Directorate, Police, CDRPs, Health Service, Connexions, Kent Fire & Rescue.

Outcomes delivered so far:

The Youth Offending Service (YOS) strategy aligned to meet Towards 2010 target 60 is now an integral element of a wider preventative strategy led by the Children's Trust Board with significant contributions from Kent Police.

In 2006 a limited number of Youth Inclusion Programmes were established across Kent using a ring fenced-prevention grant from the Youth Justice Board. These initiatives were responsible for the assessment and delivery of interventions to children and young people aged 8– 17 years who had been identified as being at risk of offending and built on some earlier small scale projects such as 'Power' and 'Action 7'.

Outcomes delivered to date are as follows:

Reduction in the number of children and young people entering the Youth Justice System in 2007/08 compared to 2006/07:

- Less children and young people have been entering the Youth Justice System since 2006.
- Other activity commissioned by YOS or with partners in order to address known risk factors for those young people at risk of entering or already in the system includes:
 - Education, training and employment opportunities, which have been improved through links with the Learning & Skills Council (LSC), for example in developing the 'New Skills New Lives' initiative. This aims to improve the employability and employment prospects of post-16 year olds with the potential for working differently to support young people and employers
 - Health services, which have increased their investment in YOS both in terms of staff numbers and in mainstreaming the YOS Dual Diagnosis Project across locations in Kent
 - Accommodation resources, which are being expanded through the links with Supporting People
- Lessons learned from the initial work into 2006 has suggested that small scale interventions have been less useful than the model which promotes wider identification of needs and signposting to services which match those needs. This has resulted in better outcomes for individuals.

Improved partnership working, with raised awareness and wider understanding of the prevention agenda across all partnerships:

- There is raised awareness and wider understanding of the Prevention agenda across all partnerships. There has been improved partnership working through the Local

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Children's Services Partnerships and the links with Kent Agreement 2 have ensured that district council partners have fully supported the Youth Inclusion Support Panels' (YISPs) aim to reduce first time entrants.

- The target has also provided a focus for the development of Targeted Youth Support and the Integrated Youth Support Strategy in which KCC has acted as a catalyst and provided leadership.

Established a prevention-led approach to tackling youth offending:

- In 2007 the Kent County Youth Justice Board endorsed a proposal to refocus the prevention activity funded by the Youth Justice Board from that of an intervention to an assessment model. Successful lessons from the earlier initiatives e.g. the multi-agency management arrangements were applied to the development of YISPs in each of the 12 districts throughout 2008/09. The panels are responsible for:
 - Receiving referrals from children's services (e.g. schools) and community safety (e.g. Anti Social Behaviour teams)
 - Undertaking the assessment of all children and young people (aged 8 to 13 years) to identify where and for what reasons those referred are 'at risk' of offending
 - Co-ordinating the delivery of services to match to the risks and needs identified during the assessment
 - Monitoring the progress of the child/young person during an intervention of between three and six months duration
- The aim of the YISPs is to contribute to a reduction in the number of children and young people entering the Youth Justice System. As well as this Towards 2010 target, this aim is reflected in the Kent Children and Young People's Plan and Local Area Agreement, which has helped raise the profile of the YOS prevention strategy countywide.
- The implementation of the Local Children's Services Partnerships (LCSPs) in 2008, which deliver the priorities for the Children and Young People's Plan, have further improved the means by which the YOS Prevention Strategy and associated activity can be disseminated.

Supported a range of related diversionary activities outside the formal youth justice system:

- YOS has contributed to developing services which have clear links with other targets for example:
 - Delivery of education programmes on drug and alcohol misuse through the Drug Intervention Support Programme (DISP) and the Alcohol Support Programme in support of NI 115
 - Piloting by the Police of Restorative Neighbourhoods with which the YOS victim offender mediation service has become involved in support of target NI 57
 - Accessing and developing activities enabled by the Department for Children, Schools and Families (DCSF) funding of Positive Activities for Young People which is administered by the Youth Service in support of NI 110
- Additional activity and development supported by YOS include:
 - The Challenger Troop offering an Army Cadet type approach to youth activities
 - The Phoenix Programme delivered by Kent Fire and Rescue promoting both personal safety and social responsibility
 - A partnership, recently with the English Rugby Football Union, to increase sports participation amongst those most 'at risk'
 - Use of restorative processes in schools to resolve school based incidents without recourse to the police so avoiding the entry of children and young people into the

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

youth justice system and reducing the need for exclusion, itself a significant risk factor for offending behaviour

- Our work has provided an important lever to influence public and police perceptions of young people at risk of offending.

What more are we going to do?

- All partners will progress this work further, working to maintain and fully integrate the role of the YISPs with developments being led by the Children's Trust Board, Kent Police and the district CDRPs.
- Further strengthen the links between CFE and Community directorates on the Prevention Strategy, using monies from the national Youth Justice Board, which is pledged until the end of 2010/11.
- YOS will contribute to the planned multi agency initiative in two wards in Thanet, Margate Central and Cliftonville West, designed to increase community cohesion. The learning from the initiative will be applied as appropriate to the preventative strategy in other parts of the county.
- Work will continue with Kent Police to further increase the reliability of the monitoring of new entrants to the youth justice system, enabling more detailed information to be shared amongst agencies concerned with both community safety and with the planning, commissioning and delivery of children's services.

Measurable Indicator (s)	2006/7 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of new entrants to the youth justice system (per 100,000 10-17 population)	2,020	1,660	1,627	Available Nov 09	1,594

Monitoring completed by: Glan Hopkin

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 22: Establish a biennial Kent School Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics		
Lead Cabinet Members: Mike Hill/Sarah Hohler	Lead Managing Directors: Amanda Honey/Rosalind Turner	Lead Officers: Chris Hespe/Danny O'Donovan

Status: Done and ongoing

List the partners with whom we are working to deliver this target:

Kent School Games: 15 x School Sport Partnerships, 15 x Specialist Sports Colleges, 14 x Governing Bodies of Sport, Competition Managers, Facilities (Julie Rose Stadium, University of Kent, Kingsmead Sports Centre, Canterbury High School, Polo Farm Sports Club, Aylesford Rugby Club, Sevenoaks School), Canterbury City Council, KCC Procurement Services (Management Contractor), KCC Arts Development Unit, Performing Arts College network.

Supporting Talented Performers: Over 50 sports facilities across Kent, all local authorities, the three Kent-based Universities, Clubs, Governing Bodies of Sport, Kent County Supplies (and Maudesport), Kent Reliance Building Society, P&O Ferries, the Denne Group.

Outcomes delivered so far:

We staged the inaugural Kent School Games in 2008, involving over 500 schools and 30,000 young people, and acting as a catalyst for additional competitive sport in the county:

- The inaugural Kent School Games, with sponsorship from P & O Ferries, were run from autumn 2007 with finals events in June 2008. Over 500 schools were involved in these first Games with 30,000 young people participating.
- The finals involved 23 different sports, over 50 events, seven venues and were organised across several days. These culminated in approximately 1,200 medalists.
- From the launch event through to the Kent School Games Celebration event, Olympic and Paralympic performers, including Dame Kelly Holmes, Dame Tanni Grey-Thompson Danny Crates and Ian Wynne were involved and supported the Games.
- The 2009/10 Kent School Games will be launched in schools at the end of September 2009 through a pack of posters and DVD for every school to use in assemblies and at other relevant events in the schools. This is being designed to encourage even more of Kent's schools to become involved and to generate maximum media interest.
- Locally, several School Sport Partnerships have already organised competitive activity in summer 2009, as a non-Kent School Games Finals year, in order to build on the momentum from the first year.
- The Disability Archery Event has also benefited from the School Games and is now organised on an area 'hub' basis prior to the finals events, providing an improved structure for the event.
- The organisers of the Kent Tag Rugby festivals (which are 'badged' events within the Kent School Games) have reported that the Games have added significant value to their event, in terms of the welfare structures and plans implemented in 2008.
- Area competitions and trials are being organised by the 13 School Sport Partnerships, 15 Sports Colleges and seven competition managers, throughout the Autumn 2009 and

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Spring 2010 terms, which will lead to schools and teams qualifying for the finals in June/July 2010

- Plans are well underway for the finals events, where there will be an increase in the number of sports involved. Plans are also in place to involve a greater cultural element to the Games, involving the specialist arts colleges and KCC's Arts Development Unit.

Supported over 700 talented sports performers with dedicated programmes, funding and other initiatives:

- District council's have continued to work with KCC in supporting talented performers through the Kent FANS Scheme. This provides Free Access to National-level Sportspeople to over 50 facilities in the county for training, preparation and rehabilitation purposes.
- Over the last three years this scheme has supported over 700 national level sportspeople to access free facilities and these people can obtain discounts on equipment, clothing and physiotherapy services.
- Good links have been established with the three Kent-based universities, which have supported sports science workshops for over 100 coaches, performers and parents.
- Funding for talented performers (including disabled performers) has been secured through a variety of sources, including SportsAid, P & O Ferries, the Denne Group, the Kent Reliance Building Society and Pfizer.
- We have also developed an enhanced tier of support for 20 talented performers, nominated through their Governing Bodies of Sport, including direct funding, dedicated sports science provision and branded clothing. In addition, a 'Rising Stars' webpage has been developed to raise their profile and links are being sought with both a media partner and the Dame Kelly Holmes Trust to provide further profile and support for these performers.
- A Coaches and Officials Scholarship scheme has also provided funding for several coaches who either already coach at a high level or are recognised through their Governing Bodies of Sport as having the potential to coach high levels thereby enhancing the number of top performers in the county
- Several major events, which can inspire future Olympians and Paralympians, have been supported or will be coming to Kent. These include the Tour de France, the World Handcycling event and the World Cup Archery events in 2007, the Margate Masters Beach Volleyball event in 2009, and the Open Golf Championships in 2011.
- 20 top performers have been directly supported with funding, branded clothing and access to dedicated sports science support funded via KCC. In addition, a further five performers have been supported through P & O Funding. This includes 10 disabled/Paralympic performers as well as 15 non-disabled/Olympic performers. All of these performers are currently ranked very highly within their sport and have been recognised by their national Governing Bodies as having true potential to reach the highest levels.
- 13 Coaches or Officials have been supported with funding to attend relevant courses to upgrade their qualifications in order to be able to support higher levels of performers.
- The following achievements have been made by a number of the talented performers supported (others' seasons are only just starting):

Kezia Gore: (Gymnastics - Rhythmic) Represented GB at the Youth Olympic Festival in Australia in January 2009 winning team bronze and individual silver medal.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Nicholas Boylan: (Swimming) Selected to represent GB at the 2009 INAS Global Games, Czech Republic & IPC Europeans, Iceland.

Alexandra Adams: (Swimming) Won six gold medals in DSE Junior Nationals 2009.

Will Bayley: (Table Tennis) Participated in Beijing Paralympic Games 2008. World Ranking 10th.

Liam Baldwin: (Athletics - Race walking) Achieved third place at the UK Europeans which were also GB trials for the European Cup.

Candy Hawkins: (Athletics) - Achieved qualifying time for Deaflympics 5000m in Taipei in September 2009.

Nathan Milgate: (Shooting) 2009: Achieved gold in the R1 10m air rifle standing SH1 in Poland. Achieved gold at the Canadian Airgun Grand Prix. Achieved team gold medal and individual bronze medal at the IPC Shooting Open Championships Jikji Cup in Korea. Achieved gold in the Falling Target Rifle SH1 mixed competition and silver in the R1 10m air rifle standing SH1 in the Turkish Cup. Achieved Gold in the Wheelpower National Shooting Championships at Stoke Mandeville. Achieved bronze in the R6 50m Smallbore Rifle 60 shot prone SH1 at the International Hessain Trophy in Germany

Vicky Silk: (Athletics) Selected by UKA to compete in Switzerland in the IWAS Junior World Games in July 2009

Lewis Gray: (Table Tennis) Won the 2009 English National Cadet (Under 15) Masters competition. Selected to represent England at the European Youth Championships in Prague, July 2009. Ranked England number 1, National Cadet Boys.

Enhanced Kent's reputation, especially in connection with the London 2012 Games – KCC was one of only five local authorities to achieve Beacon status in this area:

- The Kent School Games formed an integral part of Kent's successful Beacon application.
- Several other counties have expressed interest in finding out about the Kent School Games and it has been promoted at national events such as the LGA conference, as well as a feature on the Games being written for a national leisure industry magazine.
- The Kent School Games was part of a presentation to a Sports Caucus made up of MPs and Non-Departmental Public Bodies and there has been national political interest in seeing similar County School Games across the country.
- 38 of the county's facilities feature as potential Pre-Games Training Camps in the official London 2012 brochure produced for Olympic and Paralympic Associations, including seven specifically designated as Paralympic pre-Games Training Camps - more than any county in England. The Dartford Judo Centre has already attracted teams from Canada, USA, Iceland, New Zealand and France to use its facilities for training, Pegasus Gymnastics Club hosted the Slovenian national Gymnastics team and Meapa Gymnastics club in Gravesend hosted the Ukrainians. These teams trained alongside and inspired young Kent gymnasts. Saudi Arabian and Latvian Sitting Volleyball teams also trained in Kent in 2008 and the Chinese, Hungarian and Dutch Sitting Volleyball teams are involved in an event in the County in 2009.

What more are we going to do?:

- Launch Kent School Games in autumn 2009, with the aim to engage as many of Kent's schools in the Games as possible.
- Run successful Kent School Games finals in June 2010, with increased number of sports and competitions and an increased cultural element to the Games.
- Continue to support existing and newly identified talented performers with enhanced funding and services in the lead up to 2012.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- Track those performers provided with enhanced support to ascertain their levels of improvement, hopefully leading into world class programmes and squads, as well as success at major national and international events.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of schools participating in the Kent Schools Games (Academic year)	New indicator	529	*	*	550
Number of athletes supported to compete at a national level in the run-up to 2012 Olympics and Paralympics (cumulative since 2006/07)	360	526	570	732	740

* Not applicable - next Kent School Games to be held in summer 2010 (Academic year 2009/10)

Monitoring completed by: Chris Hespe / Danny O'Donovan

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

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

Lead Cabinet Members:
Mike Hill/Sarah Hohler

Lead Managing Directors:
Amanda Honey/Rosalind
Turner

Lead Officers:
Chris Hеспе/Danny
O'Donovan

Status: On course

List the partners with whom we are working to deliver this target:

15 Kent Sports Colleges, 13 Kent School Sport Partnerships, competition managers, Kent sports clubs, Governing Bodies of Sport, Youth Sports Trust and Kent School Sports Associations.

Outcomes delivered so far:

Increased the amount of PE, school sport and competitive school sport in Kent with 88% of pupils now participating in two hours of high quality PE and school sport per week, compared to 64% three years ago. This is 1% above the local PSA stretch target. The proportion of pupils involved in inter-school sport is above national average:

- The same data shows that 44% of pupils are now involved in inter-school sport competitions, which is above national averages for the PESSYP (PE, & School Sport for Young People) survey.
- 121 new or enhanced out-of-school activities on school sites have been funded and delivered both after-school and during the school holidays.
- KCC Sport, Leisure & Olympics Service has also worked with the school sport partnerships, local authorities and extended schools managers to co-ordinate a successful bid for over £1million from Sport England to run a 'Sport Unlimited Programme' as part of the five hour offer for young people to participate in PE and sport per week. In the first year approximately 100 schemes were funded. To date, a further 64 schemes are planned in 2009/10, although this is likely to increase with further funding allocations in the year.
- The Sport Unlimited programme in year 1 provided opportunities for nearly 6,000 young people to regularly participate across Kent in a wide range of sports opportunities. There are plans to increase this number to over 10,000 young people in 2009/10 and 2010/11. This programme, allied to the work undertaken by School Sport Partnerships to increase participation in PE & school sport, will contribute to providing a five hour offer of PE & Sport for young people in the county.
- The trials and heats associated with the Kent School Games (see Towards 2010 target 22) generated over 500 competitions and festivals with over 500 schools actively involved at a local level. The finals events in June 2008 were highly successful with 23 sports, involving over 50 events and around 1,200 medalists. Plans for the Finals events in 2010 are underway, including additional sports and the inclusion of further cultural elements.
- The Kent School Games is becoming embedded within the schools competition structures, with the competition managers playing a key role in ensuring increased competitive opportunities for young people in schools.

Improved co-ordination of activities across the county through specialist posts and networks:

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- The strategic post of County Officer for School Sport and Physical Education has been embedded into the CFE staffing structure, within Advisory Service Kent.
- Key networking groups have been established to form a strategic forum for school sport across Kent to promote and deliver a rolling programme of sporting activities under the leadership of the new county officer.
- A senior competition manager and six competition managers have been appointed since September 2007 using Youth Sport Trust funding. All managers work within the 13 School Sport Partnerships to strategically co-ordinate inter-school competition within their area to ensure there are increased opportunities for young people to compete in a wider range of activities. This network of competition managers is supporting the Kent School Games to embed the work within schools.
- Five Further Education Sports Co-ordinators (FESCOs) have been established in FE Colleges in Kent through Youth Sport Trust funding, aiming to provide additional sporting opportunities for 16 to 19 year olds.
- A countywide website for the collation of fixtures and results of school sport competitions has been developed by the competition managers, to facilitate and promote competitive school sport across all school sport partnerships.

Helped to increase the quality of PE and sport provision – coaching and refereeing accredited courses have been organised and 69 primary schools have had their playgrounds developed:

- Coaching and refereeing accredited courses have been organised through ‘Learning Communities’ facilitated by Advisory Service Kent, to increase the number of adults with qualifications to improve the quality of provision for competitive sport across schools.
- 69 primary schools have had their playgrounds developed through a combination of Lottery and KCC Performance Reward Grant (PRG) Funding, administered through the KCC Sport, Leisure & Olympics Service.

What more are we going to do?

- Introduce new inter-school leagues and competitions to fill the gaps in competition structures.
- Continue to plan for the 2010 Kent School Games and to develop their format through the expansion of the heats and trials within each school sport partnership area in order to increase participation rates and increase in the number of schools involved.
- Maximise the opportunities of the London 2012 Games to encourage more young people to take part in sport within and beyond school hours through the organisation of a range of festivals and competitions linked to the national strategy for school sport which has been led by Dame Kelly Holmes.
- Introduce a biennial celebration and awards event linked to the Kent School Games to highlight the sporting talents of young people in Kent schools.
- Working within the Building Schools for the Future PE and Sport Stakeholder Group to ensure design input into the development of enhanced sporting facilities on school sites, which through innovative design and use of community assets, leads to a greater range of activities becoming accessible to a wider range of young people and community users.
- Increase opportunities for young people to access sporting opportunities through a range of providers via the Sport Unlimited Programme.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of pupils taking part in at least two hours of high quality PE and out of hours school sport per week	84%	88%	90%	Due in Nov 2009	100%
Percentage of pupils involved in inter-school sport competitions (academic year)	New indicator	44%	46%	Due in Nov 2009	50%
Number of new out of school hours sports programmes (cumulative since 2007/08)	New indicator	63	113	121	163

Monitoring completed by: Chris Hesse/Danny O'Donovan

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent

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

Lead Cabinet Member:

Mike Hill

Lead Managing Director:

Amanda Honey

Lead Officers:

Chris Hesper/Judy Edwards

These two Towards 2010 targets are being reported together as they are so interlinked.

Status: On course

List the partners with whom we are working to deliver this target:

Target 28: Sports clubs, governing bodies of sport, all district councils in Kent and Medway Council

Target 63: Local and national voluntary organisations, businesses, local authorities, the Health Services, Jobcentre plus, police, HM Prisons.

Outcomes delivered so far:

Provided practical help for hundreds of sports clubs and groups across the county, for example administering small revenue and capital grants and helping organisations to secure funding:

- Club Connect Card Scheme: This provides a range of discounts and benefits for sports clubs, and was developed and officially launched in October 2007 by the KCC Sport, Leisure & Olympics Service. To date, 292 sports clubs have signed up to the Club Connect Card scheme
- Clubmark Accreditation Work: We support sports clubs in gaining nationally recognised accreditation through the Clubmark programme with Clubmark clubs guaranteeing a safe and friendly environment for young people to play sport. In addition, the KCC Sport, Leisure & Olympics Service became registered in summer 2008 to run a local Clubmark Licence scheme with district councils, in order to support clubs from minority sports through the accreditation process. 150 sports clubs across the county now have received Clubmark Accreditation
- Development officer posts: These have continued to support a wide range of Governing Bodies of Sport with new development officers being secured to develop their sport in swimming, archery, athletics, squash and curling. Funding has also been secured to appoint a golf development officer and discussions are well underway with cycling to develop a post at Bedgebury Forest. Funding has also been secured to continue with a netball development officer post until 2013. The KCC Sport, Leisure & Olympic Service also continues to provide an administrative base for sport specific staff in Kent and across the region.
- The archery development officer post has provided a 'legacy' from the Archery World Cup in Dover in 2007, through which equipment and training is being delivered to Kent's schools and community groups.
- Small Revenue & Capital Grants: The Sport, Leisure & Olympics Service has continued to administer a small revenue and capital grants programme, primarily to support local clubs and voluntary sector sport.
- Training & Workforce Development: A range of training courses for clubs, coaches, volunteers and sports leaders have been organised in order to support the club and

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

volunteer workforce. This includes working with School Sport Partnerships on a 'Step into Sport' programme for young sports leaders in order to support and encourage them into volunteering within local sports clubs and organisations.

- Since 2006, nearly 4,000 teachers, leaders, coaches, volunteers and club officials have attended sports education opportunities, supporting the increased quality of provision in the voluntary sector.
- Securing funding: Significant external funding has been secured for voluntary sports clubs from funding bodies, trusts, charities, and commercial companies. Each year the KCC Sport, Leisure & Olympics service has levered at least £4 of external funding for every £1 spent on the service by KCC.
- 149 awards have been made to voluntary sports clubs and organisations which have benefitted from receiving small grants to run localised community sports projects.

Created a network of volunteers to help at sports and leisure events – nearly 500 volunteers have signed up to the Kent eVent Team and this will grow to 2,500:

- Developed an innovative project to build a network of people, the Kent eVent Team, willing to volunteer for one-off sport, leisure and cultural events and so be ready and experienced to join the volunteer cohort to support the 2012 Olympic and Paralympic Games. We are on target to exceed the aim of having 2,500 volunteers registered by 2010. Kent Volunteers and KCC Sport Leisure & Olympics service launched the Kent eEvents Team project in May 2008, which has been developed jointly with the volunteering networks in the county.
- Over 700 young people have registered on the Step into Sport database as young sports leaders and 432 people have registered on the Kent eVent Team database, with 35 organisations having been supported through this programme. An example of support already provided is for the Margate Masters Beach Volleyball event. Volleyball England were so impressed they are already looking to return to Margate for next year's event.

Strengthened the voice of local sport in Kent, establishing Community Sports Networks in partnership with District Councils:

- We worked with districts to establish 10 local "Community Sports Networks" with voluntary sector sport representation, so that the local voice of sport can feed into local plans, alongside other partners.

Provided practical help to support the voluntary sector e.g. media training for representatives from 70 voluntary organisations:

- The focus of our programme is to increase the quality of volunteering and the capacity of volunteer using organisations to increase their sustainability through these current challenging times.
- Media skills 'training the trainers' for voluntary organisations to up skill and cascade practical ways to engage with a variety of media sources. The media training was taken into 70 voluntary organisations and was tailored for their use. Feedback showed that press releases, radio interviews and Kent TV have been used. Outcomes include increased volunteer recruitment and increased fundraising. There is a demand for further training by a range of other groups.
- Information about volunteering. Using multimedia e.g. web, local press, radio and Kent TV we have up to date avenues to keep the public informed.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- Media campaign to highlight the need for volunteers to engage with youth activities and to show how young volunteers enjoy benefit from volunteering.

Built a strong partnership focused on common goals, epitomized by the Kent Volunteers Advisory Group containing representatives from the public, private and voluntary sectors:

- Kent Volunteers works in partnership with statutory, voluntary and business organisations. The partnership (KVAG) is chaired by the Chairman of KCC and members represent a range of influential voluntary organisations such as Kent Council Voluntary Youth Service, Citizens Advice Bureau, Kent Wildlife Trust, St John and Volunteer Centres. With KCC officers and statutory partners including Health and Kent Police, the network is able to identify good practice as well as barriers to volunteer engagement and see ways to work together to increase involvement. Business partners have contributed either with sponsorship such as from Pfizer and Clive Emson Associates or help in kind such as from the Marlowe Theatre.
- Engagement of the Kent Partnership. Involvement in planning a recent voluntary sector summit to consult with a wide range of organisations with the aim of working together to militate against the impact of economic recession.
- The members of KVAG have shown by example that by working together, efficiencies of sharing knowledge and practice can develop sustainable volunteer involvement. For instance, Kent Police worked with Kent Volunteers to develop opportunities for volunteers across their services. Now some 330 are engaged with a sizeable waiting list.

Celebrated the contributions and achievements of volunteers – since 2006 the Kent Volunteers Awards have celebrated the achievements of 2,000 individuals and organisations that have benefited the Kent Community:

- Since 2006, the Kent Volunteers Awards for Volunteering Excellence, has identified and thanked 2,000 individuals and organisations representing many more thousands of volunteers benefiting our communities and environment.
- The partnership has shown KCC's recognition of the value of volunteers and enabled business to showcase their corporate community involvement. The volunteer's stories have inspired others to get involved.
- Kent Volunteers Awards for Volunteering Excellence have been held and thousands of volunteers have been recognised and thanked, their stories inspire others.

Enhanced Kent's reputation, with several services achieving the national Investors in Volunteering (IiV) standard:

- The quality of volunteer management in KCC has been recognised. The Youth Offending Referral Panel volunteers and learning champions in adult services have achieved the national IiV standard.
- KCC was the first local authority in England to develop an Employee Volunteering scheme and this continues to grow with 35% of KCC staff volunteering with many more using the encouragement we provide to volunteer in their own time. Benefits include personal and team development and evidence of making a difference to projects and the community. One example is the Kent Highway Alliance who partnered with young offenders volunteering together on a conservation project. A further outcome was that five young people were offered jobs with the Alliance on their release. Increasingly staff are developing a relationship with their chosen charity to continue the impact.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- Ongoing contribution to the national strategic volunteering agenda. Our County Co-ordinator is Vice Chair of Volunteering England and KCC is recognised by the LGA as a leading authority in volunteering development.

What more are we going to do?

- Support more clubs to achieve Clubmark accreditation.
- Encourage more clubs to sign up to the Club Connect card scheme and seek to increase the benefits
- Work with Governing Bodies of Sport to secure further development officer posts and to continue to support existing posts with an administrative base
- Provide further small grants to clubs and voluntary sports organisations in order to develop more sports opportunities including links with schools.
- Continue to promote the Kent eVent Team with a view to registering 2,500 volunteers for one-off sport, leisure and cultural events. This scheme will help Kent's volunteers prepare to volunteer for the 2012 Olympic and Paralympic Games.
- Continue to focus on ways to help volunteer using organisations help themselves, by:
 - Working in partnership with Kent Fire and Rescue Service to see how they can best use volunteers and to agree an employee volunteering scheme for their staff
 - Planning a media campaign to highlight the need for people with specialist and professional skills to volunteer. It is scheduled to launch in autumn 2009 and will run for six months to March 2010. We will be encouraging potential volunteers with valuable professional skills and experience to contact their local volunteer centre. A new dedicated section on kent.gov.uk will be introduced and the campaign will be based on research being done with the voluntary sector in Kent. We will be using a mixed-media approach likely to involve media relations, advertising, Kent TV and viral.
 - Following a review of the Volunteer Awards and a wish to continue the scheme in 2010, we are working with the partners to update the process and obtain ownership by the voluntary sector and external funding. KCC will remain involved as a sponsor. This year in response to the impact of the economic recession, we will be making small financial awards to directly benefit a maximum number of organisations.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of sports clubs achieving Clubmark accreditation (cumulative since 2006/07)	75	90	135	149	175
Number of sports clubs receiving services via the ClubConnect Card (cumulative since 2006/07)	0	200	275	285	400
Number of volunteers managed by KCC (excludes schools)	1,500*	2,200*	Maintain or increase	Results due Oct 09	Maintain or increase

* Based on estimates

Monitoring completed by: Chris Hespe / Carole Kincaid

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 23: Facilitate and enhance the development of Kent Youth Theatre activities		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Sally Staples

Status: On course

List the partners with whom we are working to deliver this target:

Academies and Specialist Arts Colleges (Performing Arts), Advisory Service Kent (ASK), Arts Council England, South East (ACE), Borough and District Councils, ENYAN, Extended schools, Kent TV, Kent Youth County Council, Kent Youth Service, Libraries, Media organisations, National Association of Youth Theatres, National Student Drama Festival, National Youth Theatre, Schools, Sports Leisure and Olympics Unit, Surrey Arts, Theatre leaders, Theatre practitioners and freelancers, Venues and theatres, young people, Youth arts organisations.

Outcomes delivered so far:

We have worked to achieve this target in two ways:

- Encouraging growth and development of youth theatre activity that is sustainable, accessible and which supports professional development
- To develop a county Youth Theatre Festival that celebrates youth theatre in Kent and leads to the county having an improved reputation in this field.

The differences we've made by focusing on this target are as follows:

Helped to create more opportunities for Kent's young people to get involved in youth theatre with over 5,000 young people reported to have attended youth theatre activity in the past year:

- The new inclusive Youth Theatre organisation, started by Theatre Royal Margate as part of the new development, is working with KCC towards a national model of excellence
- Supporting the development of Strangeface Mask Company in their work and engaging more young people in youth theatre activities
- Youth arts contribution to the Kent School Games (see Towards 2010 target 22)
- Delivered opportunities by working with Canterbury Festival for 60 young people to be involved in a professional theatre commission at Canterbury Cathedral
- Worked with Trinity Theatre to create satellite youth theatre with one at Hillview Girls School
- Worked with the new theatre in Folkestone to develop youth theatre
- Developed the youth theatre concept for the New Marlowe with Canterbury City Council
- Development of a rural touring programme, and Young Producers Programme, working with Applause Rural Touring to support delivery

Built momentum and direction to drive further development of youth theatre in Kent, typified by the inaugural Kent Youth Theatre Festival in Spring 2009:

- Kent County Youth Theatre Festival was successfully staged for the first time in spring 2009, based on extensive prior consultation of organisations in Kent and wider research. This drew 150 participants, who enjoyed workshops on stage make-up, TV production,

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

stage choreography, movement and new writing. The resulting energy and consensus has enabled the start-up of new initiatives to drive forward youth theatre development.

- Capacity building: The need for better leadership for youth arts and youth theatre was recognised specifically as part of the re-purposing of the Arts Development Unit, with the creation of a post specifically to engage with the creative needs of young people. The reach and networks created by this post, working with KCC Youth Service, mean strong contribution to national indicators 11 (Percentage of population who say they have used/engaged in the arts in the last 12 months) and 110 (Young people's participation in positive activities).
- Advocacy and strategic leadership: Youth arts development and the needs of young people now enjoy much-improved profile in policy making and service planning. The Youth Arts Officer post is a major commitment to engagement with youth art in the long-term. It has created the long-awaited capacity to build relationships with youth theatre organisations and key development bodies based on common goals. These are valuable partnerships that will support and enable our future work, and future funding leverage.
- Improved Youth Theatre delivery infrastructure: New initiatives such as the Youth Theatre Hub and Youth Theatre Development Network have brought a structure and strategic thinking to the work of developing youth theatre. These initiatives directly pick up and capitalise on the momentum of the Festival as fed back by a Youth Theatre leader, 'Thanks again, this was such a wonderful opportunity for similar minded people to get together and share our visions. The young people behaved impeccably and had such a good time, encouraging and congratulating each other without any competitiveness. Just shows the power of the arts on young people.'
- Established a Kent-wide Youth Theatre Network (professional development forum), Youth Theatre Hub (creative forum) and development of a Young People's Arts Forum.

Encouraged development of high quality provision for young people in Kent, via organizations such as the National Association of Youth Theatre:

- We have encouraged youth theatre organisations to align themselves with the National Association of Youth Theatres (NAYT), which promotes quality of provision with an emphasis on access for all. The Kent Youth Theatre Festival was key to securing support for development initiatives, in order to build on this first event by developing the capacity and capability of the Kent organisations to raise and realise ambition, and increase profile and opportunity.

Established and shared a deeper understanding of issues and needs of young people and youth theatre organizations by way of research activity and consultation:

- Understanding needs: Consultation of youth theatre organisations about their aspirations, challenges and expectations fed into the design and delivery of the first-ever Kent County Youth Theatre Festival – a customer insight approach that we will continue
- Research: A mapping exercise of youth theatre activity in Kent in 2006/07 gave information on existing activity and how best to meet demand and create new and exciting opportunity. It revealed that while rural areas were well supported there was a lack of investment and diversity in events, poor accessibility to minority and excluded groups, high provision in the north of the county, in the coastal towns and in Canterbury, though overall the nature of activity offered limited challenge.
- Held 'Theatre in the Square' sounding board event for young people on the development of the Kent County Youth Theatre Festival

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Used arts to help communicate and engage with young people on issues that matter to them, such as bullying, smoking and drug misuse:

- Theatre roadshows were delivered by the Arts Development Unit and other arts resources (such as Hextable Dance) on tackling issues such as bullying, smoking and drug misuse.
- Kent Youth County Council supported in using Theatre Arts in their work and engaging members in youth theatre development facilitated by the Unit

Shared good practice and enhanced Kent's reputation by contributing to regional and national events, and creating interest in the Youth Theatre Festival model:

- New capacity with in-depth understanding of the field has enabled advocacy and networking at all levels of the potential benefits from greater youth engagement in creative activity. Kent has contributed to regional and national conferences on youth arts and youth theatre, presented overseas to international hosts (Finland) which has opened up international links for Kent youth theatre. The excellent festival model is now being cited by Surrey local authority as a model of good practice, with potential for roll-out in their area.

What more are we going to do?:

- Build on early links made with Extended Schools through the above portfolio of work
- Continue work with youth theatre network/hub, Young People's Arts Forum and other partners to develop the Kent County Youth Theatre Festival 2010
- Stage regular youth theatre network events to extend people's practice, broaden their reach, offer Continuing Professional Development, and opportunities for collaboration
- Work alongside youth theatre groups, practitioners, theatre companies, youth workers to extend their practice and engage more young people, particularly those who are harder to reach
- Develop a partnership with the National Youth Theatre and support their doing more community youth theatre projects in Kent, thus offering further opportunities for hard to reach young people and raising Kent's profile on the national youth theatre stage
- Develop international links with youth theatre groups
- Develop a Young People's Arts Forum to develop young leaders, ambassadors and organisers
- Work in partnership with Kent Youth Service to offer professional development opportunities for youth workers to enable them to engage more young people in youth theatre
- Work with KCC Sports Development to ensure quality arts elements in Kent School Games 2010
- Ensure the Kent County Show offers more performance opportunities for young people

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of young people reported as attending youth theatre activity *	New Indicator	1,504	1,600	5,321	2,000
Number of youth theatres who are members of the National Association of Youth Theatres (NAYT)	New Indicator	17	18**	19	20**

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

* As reported by directly funded organisations, youth theatre groups and targeted schools.
Sharp increase in 2008/09 figure partly due to improved data collection systems. Target to be revised for 2009/10

** Targets revised upwards drawing on data from NAYT on Kent membership

Monitoring completed by: Sally Staples

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Sally Staples

Status: On course

List the partners with whom we are working to deliver this target:

Arts Council England, South East (ACE, SE), arts organisations (Kent-based), Creative and Cultural Skills, Creative Foundation, creative businesses, Creative Margate, Development Trusts Association, East Kent Festivals Cluster, English Heritage, Future Creative, Further and Higher Education Institutions, Greening The Gateway Kent and Medway, KCC Economy and Regeneration, KCC Research and Intelligence, Kent 2012 Arts Sectoral Task Group, Kent Film Office, Kent Tourism Alliance, Kent TV, Kent and Medway local authorities, Liberty Property Trust UK, Performing Arts Network Kent (PANeK), professional and voluntary cultural organisations, South East England Development Agency (SEEDA), Screen South, town and local area development partnerships, Visit Kent

Outcomes delivered so far:

Providing access to greater activity for residents and encouraging visitors to Kent is the focus of this target. Key to its implementation is repositioning the KCC Arts Development Unit and development of a Kent Cultural Strategy to increase opportunity.

We have helped position Kent as a centre for the arts by:

Developing venues and cultural events across the county, working with organizations such as Turner Contemporary, Quarterhouse in Folkestone and the Theatre Royal Margate:

- We offer advice and partnership working in order to broker support that can lever in funding and develop opportunity for arts projects and programme growth and for new arts and public facilities.
- Venue-based organisations with which we work include Turner Contemporary (in construction), Theatre Royal Margate, Quarterhouse in Folkestone (launched this year), and 'Beeping Bush' film and media centre in Margate.
- We support the work of Performing Arts Network Kent (PANeK) to increase the amount of theatre and other live performances available, offering professional development, masterclasses, mentoring and specialist business advice to ensure that professional companies are able to survive and thrive. A lead officer is allocated to each funded arts organisation, who works with them to maximise the impact of the grant and support their development.
- Organisations we have supported in this way include: Applause (rural touring), Strange Cargo, Future Creative, Strange Face mask theatre company, Chalkfoot Arts (rural touring), Cohesion Plus (new ethnically diverse arts organisation in North Kent), Broadstairs Folk Week, Canterbury Festival, Deal Festival, Trinity Theatre, Stour Valley Arts, Whitstable Biennial and Meltdowns (art metalwork foundry and workspaces). This represents a broad spectrum of activity and reach, and we have supported many more organisations through advice and information.

Profiling major local events and projects, including supporting the Kent 2012 campaign and events such as the Folkestone Triennial, Whitstable Biennial and Deal Festival:

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- Turner Contemporary is building a momentum and focus for visual arts in Kent and we are working with the team on targeted projects (e.g., teenagers project, visitor economy).
- The Folkestone Triennial was the most significant international art event in the south east in 2008, and the Whitstable Biennial has developed a strong reputation for identifying emerging talent.
- Strange Cargo's 'Other People's Photographs' project achieved national and international recognition, and won six awards.
- Deal Festival is highly respected for its quality programmes, including showcasing and new compositions. The East Kent Festivals Cluster project has levered £50,000 from ACE, SE and SEEDA to support festival development hinging around a new art commission with an international vocal artist.
- We are supporting the organisational development of Strange Face theatre company and SeeThrewMusic, both emerging talents in rural touring, and rural touring network Applause recognised nationally for its astute programming.
- We have partnered Liberty Property Trust (LPTUK) on the refresh of the Rouse Kent Public Art Awards, confidence in which has now resulted in a request from LPTUK to co-ordinate a new £80,000 art commission opportunity so far generating 150 expressions of interest from artists.
- We are developing Artists' Suppers, to support up-skilling, networking, new collaborative approaches, development of new audiences, and engaging with new spaces for events and performance.
- Supporting London 2012 – KCC's Arts Development Unit chairs the Arts Sectoral Task Group of the Kent 2012 campaign and co-ordinate the UK Cultural Festival Kent action plan that celebrates the Olympic and Paralympic Games.
- We work with the arts and cultural sector to maximise take-up of national opportunities, e.g., Artists Taking the Lead, Bandstand Marathon. Our technical advice and project support levered £40,000 into Kent to realise the highly successful 2008 'Light Up, Open Up' event in Dover, for the launch weekend of the Cultural Olympiad in the South East cited as a good model by the SE Creative Programmer.
- We are working with stakeholders, advising on development of the Creation Centre, a large-scale production facility in Chatham, which will give Kent's arts sector the large-scale capability for outdoor events (festivals, street arts) with potential to contribute toward 2012 celebrations. We are delivering the Kent Cultural Baton, a portable arts commission that between now and 2012 will be hosted by communities across the county as part of their own local celebratory events.

Building consensus on the value of culture and cultural development in Kent, using events such as the Kent Cultural summit as a catalyst:

- Our work on the Kent Cultural Strategy Summit secured the engagement of 130 key influencers and decision makers across Kent and the South East, and consensus on the value of culture and cultural planning.
- It has strengthened Kent's position and profile of Kent as a developer of the arts which will be further consolidated via strategy development work, to be tested with the partners at the second Cultural Strategy Summit.
- The Kent Cultural Strategy will be launched in February 2010. An excellent example of this in practice is Creative Margate, a partnership of key cultural agencies focused on the culture-led regeneration of Margate; building on ACE SE recognition of east

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Kent as a 'Priority Place', and formed out of earlier advocacy and advisory work, leveraging in £500,000 from English Heritage to help realise Margate's potential through a project with a workspace and artists' live-work focus.

- We work extensively with partners to advise and assist with the development of strategies, policy frameworks, project proposals, and briefs/plans, to further and realise Kent's ambition as a centre for the Arts. We chair SEPACT (the South East Physical Activity Co-ordinating Team), a key regional forum and network to delivering the Government's vision for a healthy Britain, with good links and opportunities for dance.

Increasing access to the arts in Kent, including a networking event and seminar attended by 130 arts and cultural organisations:

- Kent is one of just 24 local authorities in England that has adopted national indicator 11 (Percentage of population who say they have used/engaged in the arts in the last 12 months) for its Local Area Agreement. Its adoption has greatly assisted Cultural Strategy Summit development work, and so far this year we have attracted £110,000 in funding to support our work.
- We staged a networking event and seminar on audience development, attended by 130 arts and cultural organisations. This model has been showcased at a national indicator 11 seminar as an example of good practice. It has stimulated marketing and audience engagement project bids that we are now reviewing, and those that succeed will begin rollout in summer 2009.
- We presented at a Community Safety Conference, making the case for how arts can improve safety outcomes and even save lives.

Incorporating the arts into Kent's tourism and visitor economy, linking in with initiatives such as Creative Margate, Dover 'Sea Change' work and the East Kent Festival's cluster project:

- Our partnership work focuses on maximising opportunities for creative engagement with local communities, and for creative input into broader schemes; it encompasses our work on venue and network development mentioned above, and includes advice that can bring an arts/cultural dimension to public realm schemes.
- Examples include: Creative Margate (Public Realm, Fourth Plinth), Greening the Gateway Kent and Medway (Art in the Public Realm), Ashford Strategic Park (Culture and Outdoor events), and Dover Seachange work (Seafront development and public engagement via the Cultural Audit which we also advised), refresh of the Rouse Kent Public Art Awards (Kent-wide) building on an independent review, which this year secured Independent editor-at-large and architecture-trained Janet Street Porter as chair and a prestigious panel of judges.
- This work also includes our festivals focus, and we have secured £50,000 from SEEDA and ACE toward a pilot East Kent Festivals Cluster project (in progress) to develop quality work, festival marketing and branding. Visit Kent is a stakeholder.
- An innovative arts and cultural tourism pilot 'Culture Coast' levered in £25,000 to support a collaborative approach to place marketing with Visit Kent, focusing on festivals; we are building on the results to explore branding in 2009/10, and options to extend this work into the north Kent sub-region.

Supporting arts organisations in Kent as sustainable businesses, providing a mix of grant support, assistance to attract funding and helping arts organisations to help themselves:

- KCC's Arts Development Unit provides a mix of grant support, development advice, assistance with attracting funding, and sign-posting/putting in place tools and material to enable the arts sector to develop itself, e.g. the Celebratory Outdoor Performance

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Online Resource (COPOR) developed with the University of Kent, and work in train to build the Unit web presence into an online arts resource for Kent.

- In a difficult financial climate and amidst much flux, we are researching and in dialogue with agents that already deliver arts and culture-related skills, marketing, business and organisational development (county and region), to identify need, gaps and opportunity and the Arts Development Unit's role and contribution. Examples include: Kent Higher Education Institutions, ACE, SE, Creative and Cultural Skills, KCC E&R, South East England Development Agency and independent consultants.
- We are working with partners to gauge demand and opportunity for workspace and production facilities to support artists and other creative businesses, recognising their importance as contributors to local communities, and as incentives for graduate retention and inward relocation. A Kent-wide event with national body National Federation of Artists' Studio Providers (NFASP) is in discussion for later this year.
- Examples of partners we have been working with include SEEDA-funded Joiners Shop (Chatham), Crate, Harbour Arm (Margate), Pantiles (Tunbridge Wells), Power Hub (Maidstone), and Creek Creative CIC (Swale). We are also working with KCC Regeneration and Economic Development on a high level 'Creative Kent' prospectus (work in progress).

What more are we going to do?:

- Kent Cultural Strategy – We are leading development work on behalf of the partners, towards a manifesto accompanied by clear protocols that enable maximisation of opportunities for arts and culture in Kent, to be launched in February 2010. Thereafter the focus shifts to strategy implementation with partners.
- Supporting delivery of Turner Contemporary and the development of Margate's cultural offer to help ensure success as well as Theatre Royal Margate development, Applause Rural Touring, Strangeface, the new Marlowe Theatre in Canterbury; and the programming of the Dover Live Site to ensure local content
- Invest for success by investing £205,000 in the arts in Kent, a leverage factor of up to 8 times that value, and continuation of our work to lever in more resources for the arts in Kent
- Advocacy - Continue making the case with public bodies of the value and future benefits of investing in and engaging in the arts.

Measurable indicators:

None – This Towards 2010 target has been formally agreed as having an 'aspirational' status and progress is measured via qualitative means.

Monitoring completed by: Sally Staples

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

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		
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Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Cath Anley
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Status: On course

List the partners with whom we are working to deliver this target:

All district councils and many town and parish councils, KCC Directorates including Gateway and all units in Communities, voluntary sector including CSV, CAB, MIND, KAB, as well as PCTs, BBC Learning, Home Office Prison Library Service, Probation Service, Early Years settings, Children's Centres, FE and HE providers, Moat Housing, Post Office

Outcomes delivered so far:

Improved experience for library customers through the modernisation of a dozen libraries across Kent, leading to increased usage:

- KCC Libraries and Archives have achieved great results over the past three years, both by investing in our modernisation programme and making general improvements to our service. So far we have modernised 12 libraries: Birchington, Coldharbour, East Peckham, Hadlow, Marling Cross, Thanet Gateway, Newington, Ramsgate, Sevenoaks, Staplehurst, Sherwood and Tenterden. To us, modernisation is more than simply refurbishing a building - it is about finding new ways of working, co-locating and working with other partners to deliver an improved, seamless service to our customers. Examples include the modern and accessible library at Tenterden Gateway, the relocation of Stanhope Library to the Moat Housing Neighbourhood office and the opening of the new Adult Education Skills Plus Centre in Folkestone Library.
- The modernisation programme has continued to benefit customers and the library service is reaching more users. Remote visits to the web site have increased by an incredible 1001%, whilst actual visitor numbers have reduced by only 3.5%. Issues in recently refurbished libraries show an increase e.g. issues at Ramsgate and East Peckham have increased by 67% and 11% respectively compared to 2008.
- The number of young people involved in activities and borrowing books has increased at modernised libraries. Early Years activities involving babies and their parents/carers and primary school children have increased since 2007/08 and Baby Bounce and Rhyme sessions increased by 90.4%. Children of all ages are borrowing more items and developing a love of reading; on average children's fiction issues at these libraries have increased by 4.09% and children's non-fiction by 4.6% compared with 2007/08.
- Work on our capital projects is moving forward, and we've been working hard to progress the Kent Library and History Centre, Ashford Gateway Plus, Gravesend Library and the Beaney in Canterbury. Our joint work between archives and museums is continuing to expand, as demonstrated by the Sevenoaks Kaleidoscope, the Folkestone History Resource Centre and the work that is going on in Canterbury.
- In March 2009 we implemented Spydus, our new Library Management System. Alongside this we installed more energy efficient hardware, bigger screens and a faster internet connection, and as a result we can offer our customers a significantly better IT service.
- We have saved money by using online ordering and supplier selection, which means that we have been able to increase our stock purchasing. In 2009 we were not only awarded

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

the Charter Mark again, but also increased the number of criteria achieving best practice from five in 2008 to six in 2009, which reflects our work to improve customer service.

Developed services around our customers and communities through community engagement and working with partners:

- Consultation plays a large part in our modernizations e.g. at Hadlow we consulted users, non-users and key stakeholders using a variety of methods and we also asked for feedback when evaluating our projects.
- Our consultation on the Archives and Local History Service, 'Understanding our Past, Changing our Future', was very successful and over 1,000 respondents took part. Their views will help us to make important decisions about the future of our service.
- Partnership work continues to develop and make libraries a focal point within the community. All refurbished libraries such as Hadlow, Thanet Gateway and Tenterden Gateway have all built new partnerships with the district councils, other KCC partners, the voluntary sector and community groups. Partnership working continues at all levels within the organisation
- The Time2Give project continues to bring added value to the Library and Archive Service, and also benefits volunteers themselves. The project has been recognised as a national example of best practice after being shortlisted for the Libraries Change Lives Award 2008. In 2008/09 the Service benefited from nearly 25,000 hours of volunteering.

Improved access to library services with a number of new projects, some of which have gained national recognition:

- We are continually developing new ways for customers to access our services and Virtual Homework Help is now available to Kent Schools via the Kent Learning Zone. During 2008 we worked in partnership with Children, Families and Education (CFE) to ensure that 98% of children starting school receive two free books through the Booktime Initiative. By co-ordinating the way that we deliver Bookstart we have ensured that looked after children, traveller and home educated children have not missed out. This project has led to national recognition for our approach to working with families.
- Library opening hours have been extended by 11% using existing resources.
- Customers can access our services in many ways, for example, via text or email.

What more are we going to do?

- The building modernisation programme continues in 2009/10. The refurbishment and rebuild of the Beaney at Canterbury is progressing with the work going out to tender very shortly. We will seek planning permission for the designs of the refurbishment/rebuilt Gravesend Library in August. Planning continues to secure the build of the new Ashford Gateway Plus and the Kent Library and History Centre.
- The ongoing Access Services Improvement Programme will continue to explore and develop ways to improve access to customers who cannot visit our static libraries.
- We are building on the great work that took place during National Year of Reading by working with various partners to develop a Reading and Literacy Strategy for Kent.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- We are using the results of archives consultation to make sure that our new plans for the archive service reflect KCC's key priority areas.
- We will continue to explore ways to improve access to services by planning new services in major growth areas; Chilmington Green, Cheesemans Green, Eastern Quarry and Ebbsfleet. Building work has begun on The Bridge Community Campus where a Library Access Point will provide access to our services.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/9 Actual	2009/10 Target
Number of libraries modernised (cumulative)	5	7	11	12	15

Notes:

- Libraries modernised in 2006/07 libraries were Birchington, Coldharbour, Newington (Marlowe Academy), Sevenoaks and Staplehurst
- Libraries modernised in 2007/08 were Margate and Sherwood.
- Libraries modernised in 2008/09 were Ramsgate, Tenterden, Hadlow, East Peckham and Marling Cross

Monitoring completed by: Cath Anley

Date: July 2009

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

Target 27: Open the Turner Contemporary gallery, Margate, in 2010		
Lead Cabinet Member: Mike Hill	Lead Managing Director: Amanda Honey	Lead Officer: Victoria Pomery

Status: On course

List the partners with whom we are working to deliver this target:

Arts Council England (ACE), South East England Development Agency, Thanet District Council, Tate, Margate Renewal Partnership

Outcomes delivered so far:

The establishment of Turner Contemporary as a world class gallery is a vital part of the wider programme of regeneration for east Kent that will stimulate job opportunities and ensure that Margate becomes a thriving town once again. The project consists of two major strands – the building of the new gallery and a public arts programme of wide ranging exhibitions, talks and events and out-reach work. Outcomes delivered so far are as follows:

Made good progress with the development of the Turner Contemporary Gallery:

- The gallery building was designed by 2007 Stirling Prize winner David Chipperfield Architects and is currently under construction.
- Public meetings were held at Margate Winter Gardens in June and October 2007 to inform and engage the community on the plans. The planning application was approved by Thanet District Council in February 2008.
- Kent based contractor, R Durnell and Sons, was appointed in October 2008 to construct the gallery and, following a groundbreaking event in November 2008, work commenced on site.
- Comprehensive funding applications were submitted to Arts Council England (ACE) and South East England Development Agency (SEEDA) resulting in £8.1m of capital funding being approved. The roles of Turner Contemporary in delivering regeneration and developing the cultural infrastructure in Kent were vital in achieving the commitment of the funding partners.
- In July 2008, John Kampfner, former editor of the New Statesman and an award-winning journalist and broadcaster, was appointed Chair of the Turner Contemporary trust, which will hold operating responsibility for the gallery. John Kampfner has energetically led the establishment of the trust which now has a full complement of trustees and had its first Board meeting in November 2008.
- In June 2009 Turner Contemporary was awarded charitable status (charity number 1129974) and is a Company Limited by Guarantee.
- It is anticipated that the gallery building will be completed by late 2010 (and marked by a ceremony to acknowledge this achievement) with a planned opening of the gallery to the public in 2011.

Contributed to the regeneration of Margate and east Kent:

- The regeneration impacts associated with Turner Contemporary include major improvements to the whole of the eastern seafront area. Work on de-dualling Fort Hill began in April 2008 and was completed by Autumn 2008 in advance of the commencement of the gallery building programme.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

- A bid entitled 'Opening up the Eastern Seafront' was successful in securing £850K from ERDF Objective 2 funding in December 2007 to match KCC's spend in the area. This bid combined development and public realm work in the vicinity of the Rendezvous site that would be completed during 2008 and that would pave the way for the eventual development of the site.
- The Turner Contemporary Project Space was opened in the former Marks and Spencer building on Margate High Street in February 2008. The opening of the Project Space has helped to build audience capacity and generated further interest in Turner Contemporary. Increased interest in the new space has also acted as a catalyst for the regeneration of Margate High Street and brought associated benefits for local businesses and the community. Turner Contemporary continues to programme the space which currently houses the first Turner Open, an open submission exhibition that celebrates the creativity of artists based or trained in Kent.
- The start of work on site has created greater confidence in Turner Contemporary and Margate. There have been a number of new shops, cafés and creative spaces open in Margate in addition to developments and improvements throughout Margate Old Town. Many of these developments are directly attributable to the anticipated opening of Turner Contemporary in 2011.

Delivered high quality arts programmes:

- Turner Contemporary developed and continues to deliver a wide ranging artistic programme, engaging with diverse audiences and forging relationships with a broad range of partners across the region and beyond.

Involved and engaged the local community:

- Regular events for teachers linked to the exhibition programme have been established and teachers and group leaders can now download educational packs from the website.
- Participants in the public programme of workshops and events have ranged from the young to older people. A group of young people from a local school has had an input into the gallery design through our Inspiring Spaces scheme which has been supported via funding through 'enquire'. Through their participation in the scheme, the group was awarded Bronze Arts Awards, an Arts Council Qualification equivalent to half a GCSE. In addition to work within the formal education sector, a wide range of creative workshops are also provided to meet the needs of senior citizens, families and often hard to reach individuals.

Enhanced Kent's reputation as a place for the arts:

- Turner Contemporary, Margate and Thanet have continued to be the recipients of positive national press, including articles in the Guardian and the Independent, as well as BBC's 'The Apprentice' that was filmed in Margate with a brief to re-brand the town. Positive PR and improved profile of Turner Contemporary and Margate help to develop and strengthen the brand, support the achievement of visitor numbers and help to deliver the desired regeneration outputs.
- Turner Contemporary has been confirmed as a partner of the Tate through the Tate Connects programme; this is a major milestone in establishing Turner Contemporary as a major national and international gallery. Tate Connects is a UK wide programme, which will seek to strengthen artistic programmes, support artists and help to attract audiences. The partnership with Tate means Turner Contemporary will have improved access to loans from the national collection of British, modern and contemporary art.

TOWARDS 2010 - ANNUAL REPORT 2009

Appendix One

What more are we going to do?

- Turner Contemporary continues to focus on the completion and fit out of the gallery building and the development of the public realm. The building will be completed by late 2010 and will be marked by a ceremony to acknowledge this achievement. The Turner Contemporary team continue to undertake considerable planning to ensure that the gallery is ready for public opening in 2011 and that an exciting and varied programme will be in place.
- The Turner Contemporary trust has been established and will develop the necessary systems and processes to ensure that it is ready to assume operational responsibility for the organisation from 1 April 2010. A funding agreement and lease between KCC and Turner Contemporary will be completed and signed prior to April 2010.
- The Turner Contemporary operational team will continue to develop, to support the management of the new building, and the planning for the gallery opening and its ambitious programme
- Turner Contemporary will seek to develop and maximise positive public profile in the period prior to the gallery opening.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment as the action will either be done or not done in the timescale.

Monitoring completed by: Victoria Pomery

Date: July 2009