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Towards 2010:
Annual Report 2009

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Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding
AND

Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services

Lead Cabinet Member:
Kevin Lynes

Lead Managing Director:
David Cockburn

Lead Officers:
Theresa Bruton/Mike Bodkin

Status: On course

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

Locate in Kent, District Councils, Local Regeneration Partnerships, Area Partnerships, South East England Development Agency, Department for Communities and Local Government (DCLG), Department for Transport, Homes and Communities, Kent Foundation, Kent Economic Board, Business Support Kent.

Additionally, we work with key stakeholders from other private, public and voluntary sectors on specific projects.

Outcomes delivered so far:

These two Towards 2010 targets (1 and 2) are being reported together as they are so interlinked. Delivery of both of these targets must be seen against the background of the global recession which makes it far more difficult to achieve all of the outcomes we are striving for at the moment. However, much has already been achieved and this is listed below:

Published KCC's Regeneration Framework - KCC's draft Regeneration Framework was published in January and consultation ended in April 2009. It was approved by the Regeneration Board in July and will be adopted in autumn 2009. The Regeneration Framework sets out as a high priority the need to develop a new relationship with business and we are therefore developing a new Kent Sectors Strategy which will set out how we will support the growth of the Kent economy, to be completed by December 2009. The Framework has also led to the development of a number of other strategies including the Spatial Vision and the Housing Strategy to be delivered over the course of 2009/10.

Delivered KCC's 'Backing Kent Businesses' (BKB) Campaign - This campaign, launched on 10 December 2008, focuses on ten commitments by KCC to help Kent business through the recession. Key outcomes to date are:

- 78% of Kent businesses supplying KCC are now paid within 20 days whereas this was previously around 44% - and we are looking to improve further (see also Towards 2010 target 5)
- The Kent Enterprise Property Fund has been established with a number of properties now being prepared as 'oven ready' joint venture schemes with the private sector
- The approved contractors list has been re-opened with more than 480 new applications for inclusion on the list
- A new simple guide to KCC procurement has been published and we are working towards streamlining KCC's procurement arrangements (see also Towards 2010 target 5)
- Kent Business Support Centre, aimed at making it easier for local businesses to get information, has seen over 30,000 visitors since the launch of BKB. This includes an on-line business grant finder enabling companies to find routes to finance; a KCC

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searchable business directory containing details of around 50,000 businesses; a direct link to KCC procurement opportunities over £50k; and KCC telephone contact points profiled on the site so business can speak to people for advice (see also Towards 2010 target 5)

- A joint lobbying event led by KCC at Westminster in June 2009 highlighted how BKB partners were dealing with the recession but stressed the challenges still facing business such as the extraordinary amount of bureaucracy that exists, a planning regime which does not support business, Operation Stack related problems including losses of income, and businesses still finding it difficult to find finance from banks
- Breakfast meetings have been targeting specific opportunities for Kent businesses
- Launch of the Business Pledge campaign to encourage businesses to use local supply chains.

Supported 'Locate in Kent' - Locate in Kent (LiK) exceeded its targets for both companies assisted and jobs created in 2007/08 and 2008/09. At the end of the first quarter of 2009/10 LiK remains optimistic that it will reach targets for 2009/10, despite the fact that the targets were set before the economic downturn. Other outcomes include the following from April 2007 to end June 2009:

- 10,377 jobs created/safeguarded which are indirectly supporting a further 2,433 jobs
- 220 companies assisted to relocate, expand or set up in Kent
- 36 overseas companies assisted to relocate, expand or set up in Kent
- 2,022 jobs created and 4,043 jobs created/safeguarded indirectly by these companies
- £386.4m of capital expenditure in Kent made by all the companies assisted to relocate, expand or set up in Kent
- Since January 2008, LiK have engaged with 417 companies regarding grants and assisted 24 companies (in Kent and Medway) to apply - seven were successful (several still to be decided) leading to the award of £806,778 of Grant for Business Investment
- Targeting sectors that offer good growth prospects such as offshore wind, sustainable construction, biomass, life sciences and security software continue to ensure Kent is well placed, and its offer well-known, once the economic upturn commences
- Major campaigns undertaken with partners to promote the benefits of the hi-speed train to persuade companies in London and the south-east to invest in Kent.

Launched the Kent Excellence in Business Awards (KeiBA) - KCC, in partnership with the Kent Messenger, successfully launched KeiBA early in 2009 and despite the recession there were almost 200 entries for the 11 categories of awards (plus an outstanding contribution to the business community award). The awards ceremony was held at Leeds Castle on 2 July and around 500 people attended, making it one of the most significant business events in the year.

Launched the 'Backing Kent People' campaign - The 'Backing Kent People' (BKP) campaign was launched on 6 April (see also Towards 2010 targets 5 and 29). Key outcomes to date include:

- Using the Mobile Gateway, two events have taken place – one in Pembury, Tunbridge Wells in April and another in Deal in May. This was developed further for the summer 2009 period with representatives from KCC, local district/borough councils, the Citizens Advice Bureau (CAB), Kent Benefits Partnership and the Stop Loan Shark team offering advice to members of the public
- A detailed contract has been agreed with CAB that will increase their capacity to provide advice to more people, particularly in the areas of debt, benefit and employment

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- The Kent Credit Union initiative should launch in October 2009 (see also Towards 2010 targets 9 and 61)
- A number of focus groups have been run with young people around Kent to understand their views on money, what information they would find helpful and in what format
- The Kent Benefits Partnership is running a series of surgeries in localities such as libraries and adult education centres offering advice on all benefits and a free benefits test for all. These events are being promoted on the Kent.gov – BKP website
- Free home energy surveys have been offered to over 100,000 Kent residents with take-up from almost 9,000 households. We are currently awaiting figures on cost savings identified for residents.

Supported the URBAN programme - The programme, rated as the best in the UK, provided seed core funding for training, economic and environmental initiatives focused on deprived wards within Dartford and Gravesham. The £8.3m externally funded programme attracted further public/private funds of £13.4m contributing to the wider regeneration of Kent Thameside.

Supported Enterprise Gateways (support to micro and start-up businesses) - This provided the following:

- Workshops specifically aimed at women and promoting entrepreneurship among Kent school students
- A training event aimed at black and minority ethnic groups to provide advice on self-employment and setting up businesses
- Support for the 'Back to Work' programme – a six-week course to prepare people to return to work based around raising self-confidence, raising aspirations, being productive, writing CVs and attending interviews.

Supported Quarterhouse, (formerly the Performing Arts and Business Centre, (PABC) Folkestone) – (see also Towards 2010 targets 3, 6 and 25). Along with partners, KCC provided grant funding towards the development of a new arts performance building in Folkestone. The building includes 15 business incubator spaces. As of June 2009 four of the business incubation units have been let, which includes a website/marketing business and one dealing with leisure promotions. There is strong interest in the remaining units.

Overseen development in the following areas and projects:

Kent Thameside

- Agreement has been reached with government and local partners on a package of 11 schemes totaling £173m (at 2008 prices) of public and private sector funding to support the growth of homes and jobs in Kent Thameside. A bid for £23m of funding from the Homes and Communities Agency to support this programme has been approved in principle and we are awaiting government's final decisions later in the year
- A new Fastrack route A (by The Bridge) has been opened
- The introduction of international services to Ebbsfleet took place in November 2007, with the grand opening of the new station in January 2008
- A funding bid was submitted to provide £7.1m improvements for Dartford Station incorporating a new station building, a new forecourt area and better platform facilities for rail users

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- At Northfleet Station a £8.3m project is about to proceed to a new, fully DDA (Disability Discrimination Act) compliant station and a public subway providing more direct access between Northfleet and Ebbsfleet stations for rail users.

Sittingbourne

Kent Science Park (KSP) is potentially a key economic driver for Kent by helping to increase the number of new jobs and attracting new companies to the county in the knowledge or science based industries. Recent developments at KSP include:

- The new Kent Science Resource Centre, which provides much needed technician training to support the scientific industries on site and across Kent, is now affiliated to the University of Kent. This helps support Towards 2010 target 6 on graduate retention
- An Economic Impact Assessment report (supported by KCC) has provided independent scenarios as to how the KSP could develop to maximise its scientific and bio- sciences base.

Other developments in Sittingbourne to support jobs and the economy include:

- Development of further training provision by KCC
- Completion of planning and design work for a transport node at Sittingbourne train station to improve public transport access.

Isle of Sheppey

At Queenborough and Rushenden, KCC has supported courses to improve local skills and training opportunities at the local Gateway Community Centre. Additional work is progressing to investigate further courses and an apprentice training programme linked to the existing Further Education Centre at Sheerness. However, following the radical restructuring of the LSC's capital funding programme during spring 2009, and a recent Homes and Communities Agency (HCA) prioritisation exercise, Swale Forward Board and partners, have unfortunately been unable to progress the plans for Sittingbourne Learning Campus. In the meantime, the Isle of Sheppey Academy has now been established and marks a step change in the provision of education and skills in Swale and will be accompanied by very significant capital investment.

Thanet

KCC is working with Thanet DC to enable regeneration opportunities at Manston. Working through a joint venture company, East Kent Opportunities, achievements to date include the following outcomes:

- Agreed a strategy for judicious land sales to encourage regeneration
- Pursuit of planning application at the Westwood site
- Two offers to purchase land received.

The Leader of KCC has also been in discussion with the Mayor of London about the development of Kent International Airport as a regional airport and its potential in helping alleviate the pressure on existing London airports.

Off-shore wind farms

To date the following has been achieved:

- At Ramsgate, more than 40 of the 100 foundation monopiles for the wind turbines are in place for the Thanet Off Shore Wind Farm
- Project developer, Vattenfall, are soon to tender for the construction of a new operations and maintenance base at Port of Ramsgate

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- Phase 1 of the London Array Offshore Wind Farm project has also started with the first stage being the construction of the onshore substation at Graveney. Offshore construction work is due to begin in 2011 following ecological and environmental survey work
- Starting work on the project will realise £300K for local community projects and work to determine the local skills development and supply chain is being progressed.

Ashford

- Ashford's Future Company has been established to lead the delivery of the growth agenda in Ashford. The key workstreams are development, economic development and transport
- The Ashford Ring Road restructuring was completed in 2007/08 with a two-way flow in operation
- Elwick Road Shared Space Scheme is substantially complete and has attracted considerable interest in the national and local press and won several national awards
- A Smartlink bid was prepared to significantly improve public transport in Ashford. £16.7m of Community Infrastructure Funding (CIF) has been awarded for the construction of support work at Victoria Way to open up land for investment and access to car parking supporting Elwick Road that will make the area more attractive to investment
- Growth Area Funding is in place for work on the M20 Junction 9/Drovers roundabout
- KCC is leading on the Gateway Plus project in Ashford to develop a new joint library, adult education and registrar building (see also Towards 2010 target 29)
- KCC has part funded, along with the Learning and Skills Council, a skills strategy for Ashford. An action plan has been prepared and now needs to be delivered. Attention has also been on establishing a Retail Skills Centre and work has been ongoing to develop the concept and how it would be delivered.

What more are we going to do?

Future work programmes will be directed through the priority objectives in the Regeneration Framework and its supporting policy and strategy base. This includes the following:

Across the county

- We will have a major focus on the development of the Kent Sector Strategy, as a commitment from the Regeneration Framework. The sector strategy will inform the challenges facing each of the priority sectors and the support required to realise their full growth potential
- Take forward the ten commitments in the BKB and BKP campaigns
- Explore with the Kent Foundation how to secure funding and further develop its potential to deliver the important youth enterprise agenda
- Continue to work with Kent universities to develop a response to graduate retention through a new 'Business First' project to provide graduates opportunities during the recession to work with Kent business
- Continue to identify opportunities for workspace provision for small and start-up companies

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- Support the development of the Innovation and Growth Team, to provide intensive support to innovative and high growth potential companies in Kent. The programme will commence from October 2009 and run for three years
- Assist development of an Innovation Strategy with a focus on Kent's businesses. LiK will continue to focus on emerging sectors which offer good prospects and quality jobs, e.g. overseas companies which tend to involve bigger investments and higher quality jobs than domestic investments, innovative products such as Launchpad, and ensuring that investors, companies and intermediaries all understand the positive changes to Kent's business offer including hi-speed rail, new property products, and regeneration in Kent's towns.

Kent Thameside

- A new tariff policy will be developed by both Dartford and Gravesham BCs, through the local delivery framework (LDF) process, to secure funding contributions from developers for the Kent Thameside Strategic Transport Programme
- Subject to confirmation of funding, set up an Investment Fund for the Kent Thameside Strategic Transport Programme
- Subject to the funding confirmation, commence work at Northfleet and Dartford train stations
- Using £1.7m funding from DCLGs Parklands programme develop a new Cycle Activity Park in Gravesham. The park will provide national standard cycle-sports and recreation facility, and a key green space and Green Grid linkage, connecting Kent Thameside to the surrounding countryside.

Swale

- Deliver two major road schemes - the Sittingbourne Northern Relief Road (SNRR) and the Rushenden Link Road. Both schemes start in summer/autumn 2009 and finish in 2011
- Working with partners, develop a training plan for Sittingbourne to improve training provision and access to training opportunities
- With partners, continue to improve the tourism potential and 'green profile' of Sheppey by developing a number of cycling/walking routes on the island under the 'City to Sea' initiative. The work will complete by March 2011 and will benefit tourism businesses and local residents' quality of life by promoting more healthy living.

East Kent and Thanet

- Work with Thanet DC and the owners of Kent International Airport to ensure that appropriate safeguards are put in place to offset the environmental impacts of the airports expansion. In particular, engage in the development of the Surface Access Strategy for the airport and ensure that this fits with Kent's Integrated Transport Strategy
- Continue to work with partners to secure investment in Ramsgate to support the off-shore wind farm developments to develop a base from which to attract complementary business activities and support long-term sustainable jobs linked to the essential operations and maintenance functions
- Submit planning application for the EuroKent site in early autumn for a mixed use development of the site providing wider regeneration benefits linking Westwood Cross, Marlowe Academy, its Innovation Centre and the neighbouring Newington estate.

Ashford

- With partners develop and deliver projects which will bring forward infrastructure and town centre regeneration and employment opportunities, including a lead on Victoria

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Way and Junction 9/Drovers roundabout, Eureka Business Park, Conningbrook and Chilmington Green

- We are anticipating bids of over £30m for delivery of strategic highways schemes; Junction 9 and Victoria Way
- Assist development of a Strategic Sites team that will provide an integrated approach focusing on the key development sites for Ashford.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of jobs created/safeguarded in Kent*	2,598	3,339	3,158	3,786	2,973**
Number of new companies investing in Kent *	64	66	70	70	70

* Excludes Medway

** This is higher than in 2006/07 but lower than the last two years because of the predicted difficult year associated with the economic slowdown

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: 29 July 2009

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Target 3: Support a programme of town centre regeneration		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officers: Theresa Bruton/Mike Bodkin

Status: On course

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

Dover: Network Rail, Dover District Council, Dover Pride, London & Southeastern Railway Ltd (LSER), East Kent Partnership and SEEDA.

Margate: Margate Renewal Partnership, Thanet District Council, GOSE, Turner Contemporary Trust, SEEDA, Arts Council England, English Heritage, Homes and Communities Agency, KCC Communities Directorate and Turner Contemporary Project Board.

Folkestone: Shepway District Council, English Partnership, SEEDA, and The Creative Foundation.

Outcomes delivered so far:

The particular focus for this Towards 2010 target is Dover, Margate and Folkestone and primarily concentrates on KCC's lead or contribution to the various projects. The developments are set out below. Work in other specific areas of the county is also outlined in this report.

Dover

KCC provides chairmanship of the Dover Pride partnership that oversees and promotes regeneration in Dover town centre. Specific outcomes in Dover are as follows:

- In collaboration with Network Rail, Dover DC and Jacobs, we have been developing the detailed designs for the £2.2m public realm improvements to Dover Priory Station Approach project (work on site is due to get underway in September 2009)
- The Dover Sea Sports Centre opened in Summer 2009
- The expansion of the Western Docks, Terminal 2, scheduled to take place between 2011 and 2016, will provide local job opportunities in the construction, maritime and cruise sectors
- KCC is pressing Government and the Regional Transport Board to improve the A2/M2 corridor between the M25 and Dover to encourage more traffic to use this route to access the Eastern Docks
- KCC is leading on work on the provision of enabling transport infrastructure to support the development at Whitfield, including securing £8m to provide transport improvements across the town
- A successful bid to the Commission for the Built Environment (CABE) Sea Change Programme for £7.75m will deliver substantial improvements to Dover's waterfront and the castle facilities and attractions to capitalise on the significant anticipated increases in visitor numbers to the castle and cruise terminal by 2016
- On a wider scale, consultation is continuing with Dover's business community regarding labour and skills needs
- KCC is working with South Kent College to review its current performance and delivery in order to raise the profile of the skills agenda in the area

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- We are working with the Homes and Communities Agency, SEEDA and Dover DC to provide a training centre and small business units at Aylesham funded by £8m DCLG coalfield regeneration money. It is likely to include some provision for construction training which would link to the proposed 1,200 unit housing development and will probably involve local schools and FE providing the trainees. The development is expected to begin during 2010.

Margate

KCC has largely focused its Margate regeneration activities on the town's eastern seafront, in the area where the Old Town meets the sea between the Lower High Street, the Harbour Arm and the Winter Gardens. The following progress has been achieved:

- Funding was secured for construction work to begin on the Turner Contemporary gallery in December 2008. Businesses and other investment have already been attracted to Margate in anticipation of the gallery's completion in 2011 which will create many more jobs. (See also Towards target 27)
- A package of public realm work has been completed, creating stronger pedestrian connections between the Old Town and the seafront. Fort Hill has been changed from a dual to a single carriageway with associated upgrading of footpaths and public areas for residents and improvements to entries to the Old Town along King Street and Duke Street. The area has now become more open to the development of a stronger cafe culture in anticipation of the opening of the gallery
- KCC is working with CTM Architects to produce a hybrid planning application for the Rendezvous site for a mixed-use development that will make a significant contribution to meeting the running costs of the Turner Contemporary
- A Wave 3 CABE Sea Change funding secured to create a bid under Wave 4 to bring forward a Heritage Amusement Park around the listed Scenic Railway and to refurbish the Grade II listed Dreamland building bringing these sites back into public use
- Working closely with Margate Renewal Partnership, KCC is leading the delivery of a parking, access and movement plan which to date has delivered major refurbishment of the College Square car park, new approach car park signing, and identification of new coach park for the town and revised signposting for pedestrians making it easier to travel around the town and avoid congestion.

Folkestone

The programme is focused on the eastern side of Folkestone town centre where recorded deprivation is high. Outcomes include the following:

- The University Centre and new Adult Education Centre have just been opened, and the Quarterhouse (formerly the Performing Arts and Business Centre (PABC)) will be opened in March 2009 (see also Towards 2010 targets 1, 2, 6 and 25)
- Folkestone was one of three towns, alongside Canterbury and Margate, promoted by the Visit Kent Cultural Tourism project to support the coastal Kent cultural offer
- The new high speed rail link from London, St Pancras International will open in 2009.

Swale

- Sittingbourne Northern Relief Road scheme (SNRR) will enable Sittingbourne town centre to be opened up for mixed-use development
- KCC is promoting a range of projects including a community centre and potential café linked to improved library facilities at Queenborough

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- At Rushenden we are working with partners to develop a new school and community/health centre linked to a proposed housing development of 2,000 units.

Gravesend

KCC is undertaking the refurbishment of the Old Town Hall building to provide community facilities as well as commercial space for small businesses.

What more are we going to do?

Dover

- Deliver Dover Priory Station Approach public realm improvements
- Lead the work on a Marine Skills Centre and undertake a feasibility investigation (lead is KCC Children, Families and Education directorate)
- With partners work to improve the schools offer through the Building Schools for the Future Programme and through the introduction of vocational diplomas
- Provide input to the master planning of various sites including redevelopment of the Connaught army barracks to provide 500 eco-homes, public realm projects in York Street and the town centre, and environmental improvements to the Port area at Whitfield through to Channel View Road
- The scoping work for the development of the integrated passenger transit system is underway. KCC and Dover DC are working to support a bid by English Heritage to fund the system. The aspiration is to make this happen by the 2012 Olympics to showcase both Dover and Kent.

Margate

- Working with partners, we will continue to progress work on an increasingly pedestrian friendly Eastern Seafront. The Turner build will be completed during 2010 (see Towards 2010 target 27) within an attractive public space and it is anticipated that plans will be well advanced for the creation of a 3* plus hotel to the east of the gallery. Parking provision will be improved and better signed for visitors
- Specifically, during 2009, the mixed-use development on the Rendezvous site will be taken forward, public realm work will be completed in front of the Droit House, a CABE Sea Change bid will be submitted for the Dreamland site and a solution found for the western gateway.

Folkestone

- Continue to work with Shepway DC and Creative Foundation to realise the quality of development in the Creative Quarter and proposals for the seafront (see also Towards 2010 target 6).

Ashford

- KCC is supporting the developer partnering process for the Elwick Place site in Ashford as the first key town centre regeneration site
- Work has been ongoing to develop a high speed broadband strategy for Ashford, ensuring that the infrastructure will be developed to put the town at the forefront of the broadband revolution.

Measurable indicators:

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

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Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: 29 July 2009

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Target 4: Support rural businesses and communities to build a strong entrepreneurial culture		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Elizabeth Harrison

Status: On course

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

We are working with a plethora of rural stakeholders to take forward this target. Key partners include:

Action with Communities in Rural Kent, Business Link Kent, Church in Society, Country and Land Business Association, District Councils, GOSE, Kent Association of Local Councils, Kent Downs Area of Outstanding Natural Beauty, Kent Federation of Small Businesses, Kent NFU, Kent Wildlife Trust, Produced in Kent, SEEDA, Emerging Local Action Groups of new LEADER bids, Partnerships for the Mid Kent LEADER + and Kent Rural Towns Programme.

Outcomes delivered so far:

Support the Kent Action for Rural Retailers (KARR) initiative - KCC has supported the KARR initiative to provide specialist retail advice to village shop owners and work with communities to develop solutions to unplanned post office closures. In 2008/09, 203 visits were undertaken to support 54 independent retailers remain in business across rural Kent. The initiative is now fostering opportunities for village shop owners to network and exchange best practice e.g. a new village shop retailer's forum in west Kent.

Develop the Kent Rural Delivery Framework - We have worked with partners to develop the Kent Rural Delivery Framework, an evidence-based, multi-agency plan for Kent's rural areas. This Towards 2010 target has been embedded and established as one of the priority actions within the finalised framework and highlights the potential of rural enterprises to further grow Kent's economy.

Generate new rural funding:

- The Kent Rural Access to Services Programme has already supported the creation of one community shop at Barham, which has also saved the village post office. Three more community shops are currently in development and a community toolkit has been created to support this process. The programme has also supported three entrepreneurial community transport schemes and launched a promotion campaign to ensure greater knowledge and awareness of existing community transport schemes (including Kent Karrier)
- The LEADER+, Kent Rural Towns Programme and Rural Revival have delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects. Projects supported include:
 - Wealden Wheels – a rural community transport initiative covering five rural parishes to overcome access issues for older and younger members. The operation is seen as an exemplar project
 - Kent Food Trails project - four themed food trails promoting Kentish apples, wine, beer and Romney lamb were developed to raise the awareness of the links between Kent's landscape and its local produce

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- The Funding Buddies LEADER+ project was successful in generating an additional £1million of funding for rural communities in Kent through successful funding applications and has recently been awarded over £300,000 of lottery funding to be rolled out across Kent
- The Sandwich Phoenix Centre project has created a refurbished space for youth club activities, a drop-in centre, IT suite and a youth cafe. Renewable energy technologies, energy and water saving measures and recycled materials have been used throughout the building to minimise its environmental impact and reduce its future running costs.
- The Kent Downs and Marshes Leader programme will bring in over £2m of new funding to help rural businesses and communities to develop existing and new enterprises over the next five years. To date, £150,000 in grant funding has been awarded to a range of businesses and community projects in the LEADER area. Projects that have already received funding include:
 - Tilmangate Holiday Cottages – a farm diversification project involving the construction of two environmentally sustainable holiday cottages in place of a redundant barn. The cottages will be of traditional Kentish design and include cutting edge energy saving systems, including sustainable drainage systems and renewable energy generation (wind turbine and ground source heating), to minimise running costs and any negative impact on the environment. The aim is to make the project an environmental exemplar in holiday cottage lets, designed to compliment and enhance the local and built environment
 - Rippledown Environmental Education Centre - funding has been awarded for the construction of a purpose built, straw-baled building containing two teaching classrooms and a kitchen area for use in teaching the rural skills programme at the centre. The construction of the building will be used as an exemplar of sustainable building techniques providing 'on the job training' as well as a venue for teaching courses.
- We have secured funding from the Commission for Rural Communities to develop a 'rural business barometer'. This national pilot will seek to gauge the impact of the economic downturn on Kent's rural businesses.

Support Kent's Rural Post Offices - To help mitigate the impact of recent post office closures in Kent, along with partners, KCC launched a targeted business advice scheme for co-located retailers. In addition, KCC organised a community summit with partners to examine the opportunities for community enterprise-led solutions for communities affected by recent post office closures. The scheme has helped support the development of a community run post office scheme in Capel Le Ferne, a community café in Romersham and a new ready-meal business in Bidborough. See also the reference to Barham post office on the previous page.

Support the land-based sector - KCC has also worked with the Kent Downs Area of Outstanding Natural Beauty Unit to pilot a new integrated approach to assist farmers wishing to diversify in the Kent Downs. The scheme provides planning, environmental and business advice to ensure that new farm-based business proposals are successful and well thought through. An on-line toolkit has been published which is being cited as an example of regional best practice.

Support Produced in Kent - Recent initiatives include:

- Launch of a new scheme in June to provide branded 'Produced in Kent' point of sale materials for independent rural retailers

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- Media campaign in partnership with the 'Kent on Sunday' newspaper to promote Kentish produce
- Launch of two new food themed walking trails – Cherry Trail and a Seafood Trail.

What more are we going to do?

- Complete an innovative rural economic study to quantify the size, shape and latent potential within Kent's rural economy. This will be used to feed into the sector strategy and especially scope new initiatives to support the emerging, high-value home-based rural business sector
- Apply the findings of the research and the rural business barometer pilot to ensure that key business support schemes and new policy developments, especially planning, meet the needs of rural businesses and communities
- Further develop the successful Kent Downs Rural Advice project and the Kent Action for Rural Retailers initiative
- Work with the Kent Rural Board and its business networks to support and help deliver the rural dimension of the Kent Regeneration Framework, especially growing Kent's £5.5bn rural economy
- Work with the Kent Rural Board to ensure that the planning system meets the needs of rural businesses and communities and to continue to lobby for better broadband access for rural areas (27% of Kent's rural households currently have slow or no broadband access)
- Work with partners to successfully deliver the Kent Downs and Marshes Leader programme
- Continue to empower rural communities to develop entrepreneurial solutions to rural access to services
- Further develop the 'Produced in Kent' initiative.

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: Elizabeth Harrison

Date: 29 July 2009

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Target 5: Ensure KCC uses its significant purchasing power to allow fair and open competition		
Lead Cabinet Member: Roger Gough	Lead Managing Director: Lynda McMullan	Lead Officer: Nick Vickers

Status: On course

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

'Backing Kent Business' campaign group incorporating the Chamber of Commerce, Institute of Directors, SEEDA, Business Link, Federation of Small Businesses and University of Kent. We are also working across the whole of KCC and thus engaging with our supplier base.

Outcomes delivered so far:

KCC Commercial Services procures high levels of goods and services from Kent-based companies, for example: Kent Fleet (vehicles, supply and hire, maintenance and repair), County Workshop (spare parts, tyres, windscreens and batteries), bus operators and taxi firms, Landscape Services (grounds maintenance machinery, materials and equipment), and facilities management.

A number of specific outcomes have been delivered as part of this Towards 2010 target as follows:

Undertaken a review of the effectiveness of our approach - KCC spends £890m per annum on goods and services with 90% of this spend in seven categories: adult social care, property, highways, waste, IT, buses and taxis. Each of these categories has been subject to an external review to look at the effectiveness of the overall approach taken to procurement and this has identified many examples of best practice and highly effective procurement. Given how much our service provision depends upon procurement this is a very positive affirmation of the quality of the procurement work in the council.

Our procurement processes lead us in two main directions to achieve this Towards 2010 target:

- Procurement focused on SMEs (small and medium sized enterprises) - Large parts of our procurement spend are already focused on SMEs, and by their nature with local companies. The main areas where this applies are social care procurement, taxis for home to school transport and the large property framework contracts which have recently been reopened
- Major procurements with supply chain issues - Buildings Schools for the Future (BSF) is an excellent example of where, because of its particular procurement processes, KCC has been able to build in requirements for the use of local companies and the provision of apprentice placements. Even in more conventional procurements such as the Highways contract with Ringway and Jacobs there are significant supply chain issues, although these cannot be stipulated in the contract, so Ringway use 55 small local sub-contractors and 16 local suppliers putting an estimated £7m into the local economy. The contract with Jacobs requires that 95% of the service is provided from Maidstone HQ and KCC co-located offices to ensure local employment is supported.

Advertising tender opportunities - All KCC contracts valued at over £50k and not covered by a framework contracting arrangement are advertised on the South East business portal. There are now 1,452 Kent suppliers registered and as at June 2009 there were 12,848 visits by suppliers.

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Paying suppliers in 20 days not 30 days - This is a tangible step to help suppliers' cashflow (see also Towards 2010 targets 1 and 2).

Delivery of the capital programme - The programme of £400m in 2008/09 and £450m in 2009/10 will provide employment opportunities for local firms in areas such as school buildings, waste facilities, new road programmes, libraries and social care facilities.

Establish Property Enterprise Fund 2 - This ensures that the fall in commercial property and land values does not reduce capital receipts and hold up the programme.

Expand the approved list of contractors - This is being done in the re-let managed by the Property Group.

Establish Kent Business Support Centre - This is aimed at making it easier for local businesses to get information. KCC already uses the Business Portal to advertise contracts over £50k and KCC managers have been instructed to seek to use Kent companies for all sub £50k procurements (see also Towards 2010 targets 1 and 2)

What more are we going to do?

The further achievement of this Towards 2010 target is now encompassed within the 'Backing Kent Business' campaign. This is a multi-faceted programme aimed at supporting Kent businesses through the recession. The main areas of activity which will now be delivered in relation to this target are as follows:

- Increase the amount of our total spend spent locally - The spend data is being reanalysed and we expect the proportion to have increased from 40% in 2007/08
- Monitor spend - We will be establishing monitoring arrangements to ensure that the instruction to give a priority to local companies for small contracts, below EU tendering levels, is being enforced
- Encourage suppliers to operate apprentice schemes - As far as we can within EU public procurement legislation we want to encourage local suppliers to operate apprentice schemes in our tender documentation
- Streamline electronic tendering - Tendering arrangements can be onerous so we want to streamline this for all suppliers through an eTendering module of the South East Business Portal. It is small, primarily local, suppliers who find it the most difficult. This should be live by late summer 2009
- Maintain dialogue with suppliers - The Backing Kent Business campaign (see also Towards 2010 targets 1 and 2) has been a very public declaration of KCC's commitment to work with local businesses. This has meant that we have had much more feedback from local businesses about what works and what doesn't in how we procure and we want to encourage this in the future
- Continue collaborative working with the Federation of Small Businesses - This is particularly intended to help small businesses become part of the supply chain for larger contracts with an initial piece of work being undertaken with Kent Highway Services
- Raise awareness of tendering opportunities - This relates to opportunities wider than KCC and how Kent companies can be helped to win this business
- Continue to refine our data on procurement to give us better information on spend and in particular local spend and we are working with the Federation of Small Businesses to support their work on small and micro enterprises.

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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: Nick Vickers

Date: July 2009

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Target 6: Increase opportunities for graduates to work and live in Kent		
Lead Cabinet Member: Kevin Lynes/Sarah Hohler	Lead Managing Directors: Rosalind Turner/David Cockburn	Lead Officers: Sue Dunn/Jim McKenzie

Status: On course

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

Kent Higher Education and Further Education (HE/FE) sector, Higher Education Funding Council, Department for Business Innovation and Skills

Outcomes delivered so far:

Increasing opportunities for graduates in Kent underpins the development of the knowledge economy, which is vital to the future success of the local economy. The key is to increase the pool of graduate talent, both locally grown and attracted from elsewhere, ensuring that the development of graduate skills meets the needs of Kent business to enable innovation and growth.

Achieving success requires a broad ranging approach which provides learners with the appropriate attitudes and progression pathways for learning and skills development for the workplace. Developing enterprise skills in young people, creating exciting and dynamic environments for graduates to live and work, and increasing the opportunities for graduates to live and work in Kent are all part of this process. In effect, there is a 'journey of ambition' which consists of three core strands:

- Schools and colleges developing the aspirations and positive attitudes of young people and providing appropriate work-oriented learning and skills, leading through to graduate level qualifications either through Kent universities or elsewhere
- Capturing and retaining these graduate skills through a dynamic Kent economy where the graduate skills on offer meet business needs, and the business sector values what graduates can bring to business growth
- Developing a supportive, creative and attractive environment in Kent where graduates want to live and work and can realise their professional and personal ambitions.

KCC and its partners are delivering these strands through a variety of interventions and the main outcomes are given below:

Schools agenda

Linking up the schools enterprise and vocational skills agenda with the involvement of real businesses is important to the delivery of this target and KCC has been instrumental in the development of the following:

- The Kent Skills framework is in the process of being developed with the Institute of Education, London which will include Level 4 provision and enable schools to start foundation degree modules in the sixth form. Foundation degrees are already being developed at Invicta Grammar School, Maidstone
- School business incubator units have been developed at Abbey School, Faversham, and Astor, Dover with real businesses linking with the education agenda
- New innovative vocational and technical training programmes are being developed by KCC's 14 to 24 Innovation Unit in a wide range of occupational sectors which will

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provide alternative progression into higher education (HE). These are being developed by Kent and Greenwich Universities and include advanced apprenticeships

- Work is taking place with the Kent Foundation in targeting young people to promote enterprise skills and support business start-up activity. Targeted groups are school leavers and graduates.

Universities and higher learning

The HE sector, of course, has a vital role to play in the provision and retention of graduates in Kent and KCC has pursued a number of issues with the sector:

- Meetings have taken place with Kent universities to discuss graduate retention within the county. They are already responding to the issues e.g. University of Kent has an excellent careers advisory service which highlights opportunities in Kent. Liaison has subsequently continued with the universities to explore further opportunities for graduate retention. This work has been expanded because of the economic downturn and the impact this has had on graduate employment opportunities
- The Kent Film Office (see Towards 2010 target 8) continues to develop the concept of a 'Kent Creative Academy' in association with Kent HE/FE sector to develop a single 'front door' entry for potential students of creative arts to profile the offer of Kent in a co-ordinated way and importantly to link it with employers to increase opportunities for Kent graduates to access Kent jobs
- KCC's 14 to 24 Innovation Unit is working directly with the Kent Science Park to expand the foundation degree programme and work directly with schools to promote sciences as a positive career choice (see Towards 2010 targets 1 and 2)
- Negotiations have taken place with Portsmouth universities to provide foundation degrees in Local Government for September 2009/10 for a target group of 20 within KCC. This would provide a progression route for people working in KCC to achieve graduate level qualifications.

Creating dynamic environments for graduates

- KCC is supporting the development of the Creative Quarter, Folkestone, led by the Creative Foundation (see Towards 2010 target 3), a key regeneration programme upgrading the urban fabric and providing workspace for the creative sector
- KCC is leading on the development of the Turner Contemporary (see Towards 2010 target 27), which will transform the offer of Margate as a place to invest and develop, creating new job opportunities and developing the creative sector, one of the fastest growing sectors in the UK economy with high graduate employment levels
- KCC acquired Manston Business Park, with the vision for it "to act as a significant impetus to the regeneration of the Thanet and wider east Kent economy by the provision of high quality employment land, and in turn high quality jobs, in a phased and co-ordinated manner". This follows the previous successful intervention by KCC in developing King's Hill. Manston Business Park is now part of a joint venture with Thanet DC incorporating EuroKent business site to enhance the business and employment opportunities with high quality jobs which will include graduate level jobs.

Creating graduate job opportunities

The creative sector is one of the most highly educated with 49% of the workforce educated to graduate level or above. By 2014, projected demand within the UK is for 1.58 million

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employees at graduate level. KCC is seeking to expand this sector, and thereby graduate opportunities through the following ways:

- The Quarterhouse (formerly the Performing Arts and Business Centre (PABC)) at Folkestone is providing workspace units adjacent to the new University College. (See also Towards 2010 targets 1, 2, 3 and 25). The college and Quarterhouse are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and it is well placed therefore to provide them with business accommodation and start-up business support
- KCC is developing the Kent Film Strategy to increase opportunities for Kent's creative sector to be part of the film development process, and thereby to grow the sector (See Towards 2010 target 8)
- KCC is supporting MediaTree, for businesses in the creative sector to network with each other to share best practice and encourage business growth. The University for the Creative Arts (UCA) plays a leading role and is exploring opportunities for developing a student/graduate placement scheme.

In addition to these four specific areas:

- KCC continues to offer graduate opportunities through its Fast Track Graduate Scheme. The two-year scheme is designed to ensure graduates learn a range of skills and gain experiences to enable them to take on a managerial position within KCC. 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. One example is the recent work on the age profile of the workforce and the implications for succession planning
- We also continue to work with Locate in Kent (see Towards 2010 targets 1 and 2) to profile investment opportunities in Kent, focusing on key sectors such as media and financial services which have high graduate inputs
- A Dover Maritime Academy is currently being developed in conjunction with Warsash, Solent University Southampton, Kent University and other partners. This will open in September 2010 with the first courses which will offer level and degree programmes in all aspects of the maritime trades. Major blue chip companies involved in maritime trades are partners in this project
- The National Skills Academies in construction are part of the Building Schools for the Future programme and will deliver a range of degree equivalent courses within the work place including foundation degrees. This work started in January 2009 and a number of graduates have been offered placements on school construction sites
- In September 2007 Pfizer announced that they were to cease manufacturing operations at the Sandwich site with the loss of some 420 jobs. KCC and Locate in Kent are working with Pfizer to see what alternative employment uses could be established on the site vacated by the manufacturing operations. Potential exists, for example, for a science park which would open up opportunities for graduates. Pfizer remains committed to its research and development programme at Sandwich, which is one of Pfizer's four key global research and development sites employing substantial numbers of graduates. This is an important part of Kent's knowledge economy
- KCC has also been seeking to broaden the contribution of the wider knowledge economy e.g. by supporting the media sector and the new sustainable technologies sector. Potential also exists to boost the aviation sector at Manston in east Kent with increased opportunities also being explored at Lydd. The aviation sector requires many graduate level skills

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- A workshop for students who graduated this summer and have not yet found employment was held in July 2009. Over 25 graduates attended this session who will now receive ongoing support from Department of Business Innovation and Skills, KCC and the Innovation School.

What more are we going to do?

- To establish an online resource for graduates in Kent, drawing together the range of opportunities and support available into a single accessible location and promoting the county as a destination for those seeking to establish graduate careers
- This target ties in with delivery of Towards 2010 target 18 – see details on the planned business conference on 4 December 2009
- Expansion of the Foundation Degree Programme to include opportunities in sustainable construction to be delivered through the National Skills Academy which promote graduate opportunities via non-traditional routes while employed
- A major creative and media event is to be held in the autumn which will promote the graduate opportunities within this sector to 16 to 18 years olds
- KCC's 14 to 24 Innovation Unit will be promoting, through the new web site, 'My Right Turn', which goes live next April, the FE sector degree programmes to ensure that learners on the vocational programme are aware of the degree options being offered by colleges (see Towards 2010 target 15)
- A project with Locate in Kent and University of Kent is to explore the potential of the university's global alumni network to promote inward investment i.e. developing the employment capacity of Kent knowledge economy
- Investigate alternative progression routes into higher education by developing an advanced apprenticeship programme e.g. an Open University for Apprentices
- KCC is to develop a brokerage service to recruit the top graduates from across the county to high quality work placements in Kent combined with a programme of cultural activities to promote working and living in Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
UK graduate leavers in previous academic year who moved to employment in Kent	3,565	3,730	3,877	*	4,000

* Available late Oct 2009

Monitoring completed by: Sue Dunn/Jim McKenzie

Date: 20 July 2009

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Target 7: Fulfil Kent's potential as a premier tourist destination		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Fran Warrington

Status: More progress needed

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

Major stakeholder groups include Visit Britain; Visit England; Tourism South East; SEEDA, Locate in Kent; Association of Tourist Attractions in Kent; Kent County Council: Kent TV; Kent Film Office; Access Development; Sports, Leisure and Olympics, Arts and Culture, Turner Contemporary; Kent district and borough Councils; Medway Council, Business Link Kent; Comite Regionale du Tourisme, Comite Departentale du Tourisme Pas de Calais and Nord; Westtour and partners; Visit Kent Investors.

Outcomes delivered so far:

Tourist-related business supports approximately 50,000 jobs in the Kent economy, which is 7% of total jobs.

In 2008/09, the value of on line bookings made on the Destination Management System failed to meet the target set (see PI table). It was directly affected by the current economic climate including a cutback on the number of bed nights. Additionally, there has been an increase in the number of commercial competitors including Expedia and lastminute.com. In 2009 we are reviewing our role in this market to see if we can realistically compete and where we can add value. Other Destination Management organisations have already taking different approaches and are using different models from which we can learn.

Specific developments against this target are as follows:

Increased marketing - Research has demonstrated that £1.4million is generated into the Kent economy generated through Visit Kent marketing per year. However, the ambitious target for website visits wasn't met in 2008/09 (see PI table), although there was a marked increase in hits compared to previous years. To date:

- Visit Kent on-line bookings have generated £5,662,000 worth of income
- 12% of web enquirers visit Kent as a direct result of the information they received from the Visit Kent website
- The Destination Management System is being developed enabling local information which is input at a local level to be disseminated via constant datafeed to Kent TV (What's On), Tourism South East, Visit Britain and Enjoy England
- Research on the effectiveness of the Visit Kent Magazine as a marketing tool shows that while 33% of readers were going to visit Kent before reading the magazine, a further 32% intended to visit in 2008 and 29% intend to visit in 2009.

Delivered specific campaigns – These include:

London Campaign - This was a three year campaign (2007 to 2009), supported by KCC and Southeastern Rail, to encourage London residents to visit Kent by rail for day trips and short breaks. Research demonstrated:

- 20% increase in travel to Kent as a destination
- 35% of those who saw the advert said they would now consider visiting Kent.

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European Campaign - This was a three year campaign (2008 to 2011) targeting European markets of France Belgium, Netherlands and Germany. As a result:

- 28 new inward tour operator packages to Kent were created
- Over €1 million of press coverage was levered in through journalist visits
- Over €1 million worth of bookings to Kent were secured via Dutch Tour operator 'House of Britain' during 2008/09
- The trade activity stimulated by the campaign attracted international conferences including Coach Tourism Council and Group Travel Organiser.

VIP Campaign - This campaign is a continuation of the three year campaign to position Kent as the destination of choice for USA visitors focusing on famous people inspired by Kent. The campaign has directly generated £1.7 million of business for Kent.

Delivered other innovative and opportunist campaigns – These include:

'The Other Boleyn Girl' campaign - in partnership with the Kent Film Office (see Towards 2010 target 8) which helped:

- Create a Hollywood Film location map for Kent
- Generate £745k directly into the local economy
- Generate £282k worth of press coverage.

The Cultural Tourism Campaign – which generated £929k through day trips and short breaks to Kent.

The New Golf Campaign - in conjunction with the European Golf Championships Sandwich Open in 2011 this is underway and to date has delivered:

- A guide to Kent golf courses
- A Micro Website
- Seven press trips for golf journalists hosted
- 15 new inward golf packages created in conjunction with tour operators
- A golf specific database
- 94% open rate to a targeted newsletter.

Cinque Ports Anniversary Campaign - with the historian Dr David Starkey and partnered with Hastings BC and the Confederation of the Cinque Ports, this has delivered a new guide, website, DVD and education pack for schools.

Cruise Campaign - The cruise economy is worth over £19 million to the Kent economy. The Cruise campaign with the Port of Dover Kent showcased to cruise passengers what Kent can offer. It involved:

- 7,225 independent passengers 'greeted' from 97 cruise liners
- Kent Shore excursions developed between Cruise Operators and Visit Kent
- Cruise web-site developed

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- Cruise data base created and mailed with a specific newsletter
- 900 high potential passenger contacts made.

Celebrating Kent - training and business support - This is an innovative programme raising standards of customer service, and reminding all businesses and residents what fantastic assets Kent has to offer. To date 281 businesses have participated.

Kent's Big Day Out - Kent resident familiarisation of what's available is paramount and the intention of this campaign is to encourage Kent residents to discover the attractions on their doorstep in addition to the 32% of those visitors coming to Kent that stay with friends and family.

- Previous success has encouraged the event to be held for a third year
- 150 tourism and leisure businesses are actively involved each year
- 12 local media partners are involved
- Over 47,000 free tickets are available overall with 22,922 residents enjoying a day out.

Due to the recognised success of the Kent campaign, Suffolk, Sussex and Nord Pas De Calais are using skills and ideas created in Kent on a consultancy basis.

Kent Greeters Programme - The initiative is designed to improve the skills and knowledge of Kent's service sector business owners and employees and residents. People planning to visit the area are invited to book a meeting with a local volunteer Greeter who will tell them about local services and facilities. The programme was a first for Kent, Britain and Europe and came second in the British Travel Writers Guild annual awards in 2008. A Kent Greeters microsite has been developed to support the programme.

Due to the success of the programme Pas de Calais have launched a Greeters programme and Brighton, London Development Agency, Visit Britain and SEEDA have requested advice from Kent on a consultancy basis to implement Greeters in their area.

What more are we going to do?

- Further develop and extend the Kent brand
- Build relationships with partners in Europe by capitalising on the proximity of France to develop new products and new unique selling points to improve Kent 's competitive edge
- Support and strengthen investor/business liaison to increase the numbers participating in Visit Kent activities
- Improve the quality of facilities and infrastructure to raise the quality of existing businesses and actively seek entrepreneurs to develop new, individual and quality products
- Promote skills development by supporting training of service sector employees in customer care and product knowledge by 2012 and engage residents in visitor welcome
- Initiate engagement with young people in terms of career promotion, apprenticeships, business/education liaison, tourism, visitor marketing, IT and skills
- Harness technology to market Kent and communicate with visitors.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Value of on-line bookings made on Destination Management System (cumulative since 2007/08)	New system	£305,503	£500,000	£369,582	£1m
Number of jobs in the visitor economy in Kent (Source Cambridge Model)	49,555*	50,669	50,185	Available in 2010	50,500
Number of visits to <i>Visit Kent</i> website	975,000	977,473	1,325,000	1,260,964	1,500,000

* Based on 2003 data

Monitoring completed by: Frances Warrington

Date: 29 July 2009

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Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy

Lead Cabinet Member:
Kevin Lynes

Lead Managing Director:
Peter Gilroy

Lead Officer:
Tanya Oliver

Status: On course

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

Kent Film and Television Board, Mediatree, Screen South, Visit Kent, Locate in Kent, Kent district and borough Councils, Police, Highways, Maidstone Studios, National Trust, English Heritage, Maeve Films, Courtyard Studios and the BBC.

Outcomes delivered so far:

- Since the launch of the Kent Film Office in 2006 it has brought £13 million (a conservative estimate based on current information) into the Kent economy by attracting film and television productions to the county and stimulating film tourism. It has also facilitated 24 work experience places on productions such as 'Little Dorrit', 'The Calling' and the new Lynda La Plante drama, and has hosted eight work experience placements in the office
- The Kent Development Fund has been launched to invest in film and television productions choosing to locate in Kent with the view of attracting more money into the region. We invested in a local production company to produce a film entitled 'The Calling'. Our £75,000 investment made a £500,000 return into the local economy. The film was premiered and short-listed for an award at the Edinburgh Festival this summer and has help raise the profile of Kent as a premier filming location
- We successfully ran a tourism campaign in conjunction with Visit Kent to celebrate the release of 'The Other Boleyn Girl'. Visitor spend and PR generated around £1million for Kent in one year
- 'Film friendly' documents have been written and are currently being signed by major attractions, authorities and other relevant bodies to demonstrate to production companies that Kent is a film friendly county
- We launched a prize draw, called 'Close Encounters', to encourage people to share their stories and photos of when filming came to their town in Kent. The information collated will be put together to form a Kent movie map to attract film tourism to the county.

What more are we going to do?

- Begin initial investment in film and television productions
- Secure more training opportunities for Kent residents on the set of visiting and local productions
- Continue to deliver the Kent Film and Television Strategy
- Kent Film Office, together with KCC's Arts Development Unit, Aim Higher and the University of the Creative Arts (UCA) will produce a booklet which will inform students of the routes they can take to find work in film and broadcast media
- Publish the Kent movie map following the completion of the 'Close Encounters' prize draw.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Direct spend into Kent via the Film Office (cumulative since 2006/07) *	£1.2m	£2.7m	£4.5m	£4.9m	£6.0m

* Data revised following an audit to narrow the data down to confirmed known *direct* expenditure. It is estimated that total economic benefits, including knock-on benefits to the wider economy, may be double the above quoted direct spend figures, although wider benefits are not precisely quantifiable. This PI does not include spend by crew on per diems (daily allowance).

Monitoring completed by: Tanya Oliver **Date:** 30 July 2009 (updated September 2009)

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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:

Department of Work & Pensions (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:

As can be seen from the PI table, the success of this Towards 2010 target is directly affected by the current economic downturn being experienced, and therefore this has to be reflected in the current status of this target. However, there have been some enormous successes delivered 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 six 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 as part of the Kent NOW initiative run between 2006 and 2008. The potential financial saving to the public purse could amount to £5.8million (as per PSA2 Kent NOW 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 liaises 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 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 dedicated

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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 targets 1, 2, and 29) 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. Views, opinions and insights were collected 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 (see Towards 2010 targets 1, 2 and 61)
- 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 Jobcentre Plus (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

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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 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 co-ordinate the FJF programme, matching job opportunities within employer settings to suitable young people
- Review Flexible New Deal (in October 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

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- 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
- Increase 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 this 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
- Work in partnership with other public sector partners on 'Thanet Works', an initiative aiming to help people into training, education or work, to ensure effective use of resources stemming from the Working Neighbourhoods Fund, targeted at the areas of highest deprivation in Thanet
- Continue the excellent partnership with Swale BC in introducing an innovative employment engagement project for Swale, and the Folkestone Forward Project.

Measurable Indicator (s)	Aug 2006 Actual	Aug 2007 Actual	Aug 2008 Actual	Aug 2009 Target	Feb 2009 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

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Target 10: Improve the quality of early years education by strengthening the links between pre-schools/nurseries and primary schools, thereby improving children's ability to learn when they enter primary school

Lead Cabinet Members:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officer:
Peggy Harris

Status: On course

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

KCC's Educational Psychology service, Libraries service and Adult and Family Learning service, 71 schools and 177 settings in the Surestart areas of Swale, Gravesham and Dover. 15 schools and 35 settings in the areas of Dover and Maidstone. 24 schools and 32 settings in Gravesham, Professor Ferre Laevers, Leuven University.

Outcomes delivered so far:

Kent recognises that good quality early years education is a critical factor in developing a child's receptiveness to learn, building social skills and encouraging good behaviour, all of which are essential elements to improving a child's ability to learn when they enter primary school. To support children to achieve we need to ensure that sufficient early years provision exists and is of the highest quality. To date Kent has:

- Increased access to early years provision reaching over 42,000 children, doubling our nursery classes to 70 and the planned creation of over 100 children's centres
- Exceeded, one year early, the government target for the proportion of children accessing early years education (89.6% 3 year olds and 95% 4 year olds) and increased the take up of places by historically under-represented minority communities
- Developed a Strategy for Early Education and Childcare to support the emotional and educational development of young children
- Worked with internationally renowned experts to develop new ways to improve the quality, well being and engagement of young children
- Extended the 'Leuven Project' to 71 primary schools in Swale, Dover and Gravesham as well as pre-schools/nurseries to enable the authority to strengthen the links between schools and settings through joint training, network meetings and shared resources. This training is enabling schools to use the Leuven Scales of Involvement, an assessment tool that quantifies children's levels of engagement and involvement. It is known that when these are high so is a child's capacity and receptiveness for learning. These tools are also used to identify children with low levels of engagement and involvement and identify actions to improve levels
- Seen an improvement in early years settings as evidenced by the improvements in OfSTED inspection outcomes. For the inspection period September 2006 to August 2007 the number of settings graded outstanding was 3%, 51% were good, 41% were satisfactory and 6% were inadequate. A new inspection framework was introduced in September 2008 and outcomes for the inspection period until May 2009 has seen a substantive shift in quality with 20% graded outstanding, 54% good, 24% satisfactory and 3% inadequate. This will provide improved continuity for children into the primary phase

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- Established a team of 23 early years advisory teachers and 25 special educational needs co-coordinators in pre-school settings to work within their partnerships to provide links between pre-schools/nurseries and schools. These teams are supported by a team of 75 designated leading early years practitioners employed by a range of schools, pre-schools and maintained nurseries. They are quality assured by the Early Years (EY) team and receive training to provide additional capacity at 'partnership' level to deliver specific and targeted support to pre-schools/ nurseries where there is a clear need to improve quality
- Improved Kent's Early Years Foundation Stage Profile for the second year in succession. In the thirteen aspects of learning that are assessed at the end of the reception year, twelve demonstrated improvement in 2008. Kent's performance in the percentage of children achieving the expected level in Foundation Stage was better than nationally in eight out of the thirteen areas
- Targeted 73 schools that had the highest percentage of children whose Foundation Stage Profile scores were in the lowest 20%. Improvement in the expected levels in 2008 equates to an additional 525 children across Kent achieving a total of 78 points and at least six points in both PSE (personal, social and emotional development) and CLLD (communication, language and literacy development). The greatest improvement was seen in linking sounds to letters with a 5.1% increase in 2008 making a total of 10.4% improvement over two years. Boys made a 2.4% increase in writing and girls improved by 3.4%
- Seen continuous improvements in relevant National Indicators (NI) 72 and 92 with excellent results for 2008/09 demonstrating a strong link with improved Ofsted inspections and performance. NI 72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in PSE and CLLD – has increased from 43% in 2006/07 to 50.8% in 2008/09. NI 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest – has decreased from 33% to 30.5% in the same timescale
- Continued to increase the percentage of settings with working links to schools, as can be seen in the PI table. Key work that strengthens the links between schools and settings is the Kent Early Years Record of Transfer, which is shared and discussed when children move from setting to school. This record is completed for all children, including those with specific needs and includes parent's contributions
- Developed a further project, 'My Unique Story', which includes observations of children younger than three, which builds on the current Kent Early Years Record of Transfer and has involved pre-schools/ nurseries and schools in the Shepway and Tonbridge and Malling Local Children's Services Partnerships (LCSPs)
- Expanded the CLLD project in the Dover and Maidstone areas to include the 35 main feeder early years settings that link to the 15 schools in the project. In September 2008 a new CLLD project was established within the Gravesham LCSP developing collaborative working across schools and early years settings through joint training and exchange visits. This work has been successful and improvements for children in Kent are above the national and regional averages for those authorities in this project
- Developed a single comprehensive data set for every pre-school nursery which incorporates OfSTED outcomes, a local authority alert system, records of visits and outcomes of the Early Childhood Environmental Rating Scale (ECERS) quality audit. Early years settings have been given feedback on the ECERS audit and supported to develop a focused action plan that prioritises key issues for the provision
- Continued to develop new ways of working to share good practice and expertise in partnerships with private, voluntary and independent pre-school providers. Early years

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settings and schools in the LCSPs of Thanet, Dover, Tunbridge Wells, Maidstone, Shepway 2, Tonbridge, Deal and Sandwich have undertaken a project entitled 'Seeing is Believing' which focuses on observations of children linked to assessment and children's individual progress

- Developed the Kent Quality Mark (KQM), currently being piloted in maintained nursery classes and settings which incorporates key strategies and programmes in use in Kent. KQM utilises the tools of ECERS and the Leuven Scales of Involvement and links these to the 'Every Child Matters' outcomes and the statutory Early Years Foundation Stage requirements (implemented from September 2008). This process will support settings in becoming more confident in their self-evaluation and improvement planning
- Continued to be innovative and influence national developments in early years. The Leuven Project work undertaken in Kent has been shared both nationally and internationally through conferences including the European Early Childhood Education Research Association and the OECD Early Years Conference
- Continued to be at the forefront of national developments in early years through the introduction of the Improvement Partner Role for settings. This work is being followed closely by other local authorities and several have visited Kent to look at this work. The Early Years team received in 2009 the CFE Quality Award for their work in this field.

What more are we going to do?

Evaluating and disseminating work from the partnership projects and Kent projects including:

- Further improving take up of free early education by vulnerable and minority groups by raising awareness of early years settings and schools
- Increasing multi-agency engagement between early years settings and schools to help secure rapid and sustained improvement and narrow the variation between partnerships
- Beginning to set partnership-specific targets for improving quality in pre-schools and nurseries
- Further reducing the number of 'inadequate' Ofsted early years settings
- Continuing to develop and extend the Leuven Project and support practitioners in pre-schools/nurseries and schools to implement the Leuven principles and the Statutory Early Years Foundation Stage Framework
- Delivering the CLLD project with early years settings and schools linked in further areas where attainment is low
- Expanding and building on the Early Years Forum Partnership groups providing shared training and facilitating joint working
- Further improving quality through the phased implementation of the early years setting improvement partner role
- Building further capacity in partnerships by developing a process to accredit practitioners in early years settings as SIPs.

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Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of early years settings with working links to schools	5%	17%	28%	30%	35%	35%*

NB There are 744 settings in total plus 20 Children's Centres

* Target revised upwards from 30%

Monitoring completed by: Jennie Landsberg

Date: 28 July 2009

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Target 11: Help and inspire all our children to do well, with a particular focus on ensuring that the results our seven and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate		
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Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Peggy Harris
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Status: More progress needed

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

Kent schools and Local Children's Services Partnerships (LCSPs)

Outcomes delivered so far:

Some improvement has been made but this has not been consistent or across the board. We have only one more year left to achieve this Towards 2010 target.

Key Stage 1- This part of the Towards 2010 target has not consistently been met. The Level 2 results for Kent in 2009 for 7 year old children maintained the standards achieved last year in reading, keeping it in step with the national position, fell behind the national rate for writing but moved slightly ahead of the national rate for mathematics. It should be noted that at the higher Level 3, results for reading, writing and mathematics are all above national levels.

During the year, the capacity of LCSPs to improve reading has been enhanced by training 23 reading recovery teachers as part of the 'Every Child a Reader' programme with a further 24 reading recovery teachers being trained. Sixty six schools are currently implementing the 'Every Child a Reader' programme and by July 2011, around 90 Kent schools will have one or more trained reading recovery teachers in place.

Accelerated progress was made by 73% of children on the Reading Recovery programme in 2007. In 2008 that figure increased to 77% and initial indications for 2009 are that 80% of children will have made accelerated progress.

A pilot 'Numbers Count', part of the 'Every Child Counts' programme, began this year which is aimed at improving achievement in mathematics for 7 year olds. Statistics from that pilot indicate that children's progress was accelerated by average gains of 14.4 months from 20 one to one sessions.

Key Stage 2 – This part of the Towards 2010 target has not been met. English results declined, although they also declined slightly nationally at Level 4 and a large number of schools have submitted written papers for re-marking as many errors were found. The Level 4 performance of mathematics remained at the same level as last year in line with the national results.

Nearly 450 schools participated in training programmes to implement the New National Framework for both literacy and mathematics. The Primary Excellence team and National Primary Strategy team provided additional training for teachers of children in Year 6 to further develop strategies to raise attainment.

Ofsted inspections have shown improvements in primary schools from 2006 to 2009:

	2006/07	2007/08	Sept 08 – July 09**
Number inspected	153	188	130

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	2006/07	2007/08	Sept 08 – July 09**
Inadequate*	7% (11 schools)	3% (6 schools)	3% (4 schools)
Satisfactory	46%	44%	38%
Good	38%	44%	48%
Outstanding	9%	9%	11%
Percentage Good or Better	47%	53%	59%

* Refers to number of schools placed in category during the year

** Awaiting four inspection reports

What more are we going to do?

- Support our most vulnerable schools to improve their performance
- Informally link our more successful schools with other schools to share their good practice
- Work with LCSPs to identify good practice and share it across all schools
- Increase the number of schools using Reading Recovery and the mathematics equivalent, 'Numbers Count'
- Support schools to develop a more creative curriculum while still maintaining standards in English and mathematics
- Further develop opportunities for children in care, from ethnic minorities and with additional educational needs
- Use School Improvement Partners to set challenging targets with schools and make sure they have an effective system in place to track children's progress towards them
- Continue to implement a differentiated programme of support in targeted schools from September 2009 as part of Kent's Improving Schools Programme (KISP) including:
 - Intensifying Support Programme – 44 schools
 - Ensuring Success – 32 schools
 - Leading for Impact (a Primary Excellence Project) – 53 schools

Measurable Indicator (s)	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Target</i>	2009 <i>Actual</i>	2010 Target
Percentage of pupils achieving Level 2 and above in Key Stage 1:						Improvement relative to national rate
Reading (national rate in brackets)	83% (84%)	82% (84%)	84% (84%)	N/A	84% (84%)	
Writing (national rate in brackets)	78% (81%)	79% (80%)	80% (80%)	N/A	79.4% (81%)	
Mathematics (national rate in brackets)	90% (90%)	90% (90%)	90% (90%)	N/A	89.3% (89%)	
Percentage of pupils achieving Level 4 and above in Key Stage 2 :						Improvement relative to national rate
English (national rate in brackets)	77% (79%)	77% (80%)	79% (81%)	N/A	77% (80%)	
Mathematics (national rate in brackets)	72% (76%)	73% (77%)	75% (79%)	N/A	75% (79%)	
Percentage of pupils achieving Level 4 or above for both English and mathematics in Key Stage 2	66% (70%)	67% (71%)	69% (73%)	77%*	68% (72%)	Improvement relative to national rate

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tests (NI 73)						
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* Target shown for 2009 is set by Department of Children, Schools and Families – but this
Towards 2010 target is for faster-than-national increase which is our local target

Monitoring completed by: Keith Ransom

Date: 25 August 2009

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Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Joanna Wainwright

Status: On course

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

Anti-bullying strategy group, schools, Clusters, Youth Offending Service, Police, Connexions, Healthy Schools, social services, Fire Service, Alternative Curriculum, Youth Justice Board and Youth Service.

Outcomes delivered so far:

Bullying

- There has been a reduction in the percentage of children and young people's perception of bullying as can be seen from the table below:

On-line bullying survey results	Nov 2006	Nov 2007	Nov 2008
Number of pupil responses	6,017	6,419	8,246
Number of schools taking part	230	146	239
Percentage of pupils who had ever been bullied	55%	51%	50%
Percentage of pupils who were still bullied	29%	25%	12%
Percentage of pupils who thought their school was good at dealing with bullying	76%	77%	85%

There has been an increased level of participation by children and young people taking part in this on-line bullying survey and their views have been used to inform the development and implementation of Kent's anti bullying strategy and policy. (See also Towards 2010 target 14)

- KCC's anti bullying strategy covering schools and settings was approved in 2007 and a model school anti-bullying policy was developed in 2008. Kent Safeguarding Children's Board (KSCB) anti-bullying multi-agency policy was approved in June 2009
http://www.kenttrustweb.org.uk/UserFiles/KSCB/File/Policies/AntiBullying_Policy_APPR_OVED.pdf
- An anti-bullying co-ordinator is in post to support schools to develop effective anti-bullying policies and practices across the county and a pilot has been delivered in two pilot Local Children's Service Partnerships (LCSPs) (Swanley and Dartford East) with all schools gaining Kent Safe Schools (KSS) accreditation. The pilot has been expanded to Maidstone 1 and Dover LCSPs plus an additional 36 schools across the county and over 130 schools now have or are working towards KSS Anti-Bullying accreditation. The pilot will be offered to individual schools across the county in 2009/10 whilst providing ongoing support to existing accredited schools. Several special schools have also expressed an interest in participating and the criteria are being adapted to meet their needs
- Focus groups undertaken in early 2009 by Ipsos Mori provide qualitative research with young people to help inform the Children and Young People Plan review and needs assessment. In addition, Kent's children and young people's survey (of over 40,000

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children and young people) included questions relating to bullying, the results of which have and continue to inform both strategic and local planning (see also PI table)

- There has been an encouraging result for National Indicator 69 (Children who have experienced bullying) as follows - Kent 46.7%, statistical neighbours 49.9%, national 48%
- Kent is part of the south east Anti-bullying Alliance which supports authorities in learning about new developments and sharing best practice
- During Anti-bullying week KSS services were delivered in over 40 schools to promote anti-bullying and all LCSPs were given support, advice and guidance to help the delivery of projects during that week
- Restorative Justice accreditation is being developed in six Kent schools with further support and training being offered to schools across the county.

Disruptive behaviour and vandalism

The main approach of the anti-bullying co-ordinators is to embed low level intervention through schools in the diverse areas of the anti-bullying accreditation scheme. This is enhanced by effective partnership working with others including Healthy Schools, Connexions, Kent Youth County Council, Extended Schools, Eco Schools, as well as contact with other local authorities to utilise experience and develop best practice at a national level.

Restorative approaches are being piloted as a tool for repairing harm in school and other educational settings. This action is still in the early stages of development so it is too early to report on impact but examples of activity have included:

- The Launch Pad - a primary phase project aimed at pupils who have received fixed-term exclusions using restorative approaches to successfully reintegrate pupils back into main stream school life
- Awareness-raising with schools about the use of restorative approaches, including a 'Managing Incidents' conference and headteachers' briefings
- Development and production of restorative justice booklet 'Developing a restorative culture in schools'.

Other initiatives promoted through the Advisory Service Kent include:

- Social and Emotional Aspects of Learning (SEAL) Programme: 75% of primary schools and 50% of secondary schools in Kent are engaged in this programme
- Promoting vertical tutoring systems (creating mixed age group structures) which are having a positive impact on behaviour with Years 10 and 11 taking strong leadership roles with younger students
- A general focus on improving teaching and learning, concentrating on reducing disruptive behaviour in classrooms by making lessons more engaging.

These interventions seem to be proving effective leading to a reduction in the number of school vandalism claims:

	2008	2009
Primary	104	50
Secondary	58	27

In addition, NI 86 - Secondary schools judged as having good or outstanding standards of behaviour is showing an improving trend in Kent since 2006/07.

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What more are we going to do?

- Roll-out safe partnership accreditation to increased number of partnerships across the county as well as support offered to two schools in each LCSP
- Continue the online survey and extend to include parents
- Develop plans to mainstream accreditation and offer to all Kent schools
- Support in every school during anti-bullying week
- Share accreditation process with other authorities.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of pupils aged 11 to 16 who find other pupils being disruptive a barrier to learning	54%	52%	50%	*	49%
Percentage of pupils aged 11 to 16 who have been bullied in the last year	31%	29%	28%	*	27%
Percentage of pupils aged 7 to 11 who have been picked on or bullied at school	38%	37%	35%	*	34%

NB Sample survey of 31,000 Kent primary and 10,000 Kent secondary school children

* Next survey due in autumn 2009

Monitoring completed by: Peter Heckel

Date: 14 July 2009

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Target 13: Continue to offer and develop further multi-agency support to parents by helping them with the problems they and their children face in everyday life

Lead Cabinet Member:
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officers:
Marisa White/Des Crilley

Status: On course

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

Adult Education, Libraries, Youth Offending Service, Kent Safe Schools, Kent Drug and Alcohol Team (KDAAT), Children's Centres, Extended Schools, Attendance and Behaviour Service, Parenting Order team, Youth Service, Early Years and Childcare, Advisory Service, Youth Service, district councils, Health, KCC social care colleagues (both for children's and adult services), Teenage Pregnancy unit, Healthy Schools, Social Innovation Lab Kent, various voluntary and community based organisations.

Outcomes delivered so far:

We continue to focus on preventative strategies, making sure help is available at the earliest possible opportunity to respond to families in need and those who are vulnerable, including:

- Ensuring that all parents have access to antenatal and new born screening, including the child health promotion programme that is offered to every child from birth to 18 years
- Increased participation in family learning and parenting programmes, attracting new learners and families. Kent Adult Education Service has had just under 7,000 learners engaged on family programmes this year, with in excess of another 4,000 through family programmes with Kent Children's University and Children's University in Schools. Evaluation results show parents have reported increased confidence in their own parenting abilities and improved relationships with their children as a result in engaging with both family learning and parenting opportunities. A number of the family learning programmes develop literacy and numeracy skills, improving parents' ability to deal with everyday life and work situations and to move onto further learning. Family and adult learning opportunities have also been expanded through Children's Centres where literacy, language, numeracy, IT and financial education opportunities are available
- Expanding the numbers of Family Liaison Officers (FLOs) and Parent Support Advisers (PSAs) (now 240) working to support parents and enhance relationships and communication between parents and schools. This has led to an increase in the number of families accessing the most appropriate support from agencies, increased engagement of parents with schools and with their children's learning. Over 12,500 parents accessed support and advice through their FLO or PSA this year. There is a particular focus on ensuring that parents are informed and supported particularly when their children are starting school or moving from primary to secondary education and this support is now available in over 200 schools and through all 23 LCSPs
- Growth in the number of Children's Centres (now 72) enabling improved local access to services and a range of support for families of children from 0 to age 5
- A pilot programme appointing three PSAs to work with excluded children and their families, families of those at risk of exclusion and families with children out of school. This was requested as a result of consultation with parents who wanted to have a link professional to help them access the support they needed when they did not have the

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usual school support systems around them and this is now operating in Dover, Gravesham, Thanet and Maidstone. These PSAs are currently working with in excess of 30 families

- Expansion of the Family Group Conferencing (FGC) service and approach which works with the wider family both to keep children safe within their own family setting and reduce their chance of going into care, and brings in the wider family to support the child/children at an earlier stage. The service has expanded to Ashford and Thanet to include schools access to FGC approaches to deal with children with lower level concerns such as absence or behaviour issues. A full independent assessment has been completed which demonstrates the success of this method
- Successful pilot of 'Parents as Partners in Early Learning' which has been operating in 12 Children's Centres in Gravesend, Swale, Thanet and Dover with 185 parents accessing the programme. Evaluation has resulted in parents reporting increased confidence in their parenting abilities and improved understanding of their children's emotional development and needs, as well as improved ability to support their children's learning
- A new brokerage service offered by our Children and Families Information Service is helping parents who are finding it difficult to access the childcare they need. This is particularly useful for those single parents who need to return to work due to benefit changes. 26 parents are currently accessing the brokerage service.

What more are we going to do?

We will undertake the following:

- Establish 'Team Around the Family' within LCSPs to ensure holistic family support
- Base family support workers in Children's Centres serving the most deprived communities
- Increase Children's Centres from 72 to 102 with robust monitoring and evaluation in place and parental involvement built into the way they work
- Strengthen the links between Extended Schools and Children's Centres to ensure that support to families across the age range is joined up and makes sense to families. Work in developing best practice in service delivery across Children's Centres and Extended Schools is taking place in three centres and is being supported by an external organisation
- Link the review of services for vulnerable children and families, putting in place a robust approach to ensure that we can measure the impact of services and the difference they are delivering for families. This will need to be linked to the work of the Care Quality Commission in Health which is looking at indicators that will help in the measurement of impact. We will also take account of the monitoring requirements for Children's Centres where the new database will be able to record their work against Every Child Matters outcomes and the measurement of outcomes linked to the Parent Support Strategy implementation plan and its links to national indicators
- Ensure that children and young people who are excluded or are out of school can still access a range of extended services and opportunities and that these are resulting in reintegration into school or college and improved education and vocational outcomes for these young people

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- Capacity building of parents/carers and young people to be part of the delivery of local support services and building in future community sustainability and local leadership to tackle issues and provide support from within communities themselves
- Improve support to parents/carers whose children are excluded in order to help them support their children to make a successful return to education
- Increase places and opportunities for children to play and young people to engage in a range of positive activities.
- Improve access to leisure opportunities and extended services for children and young people with disabilities and successful implementation of the disadvantage subsidy, enabling children and young people where cost is a barrier to access leisure and extended opportunities and engage fully in a range of positive activities
- Increase engagement with and involvement of fathers and male carers in the upbringing of their children
- Provide targeted and specialist support for families of children aged 8 to 13 who are at risk of, or are exhibiting anti-social behaviour through the delivery of evidenced-based programmes with key workers to promote positive change for families who are most at risk
- Key workers to work intensively with families of young people who are at high risk of, or are behaving in an anti-social manner or have committed crimes. This is part of the Youth Crime Family Intervention project that has been proved to be successful nationally and utilises contracts with families that provide penalties as well as rewards
- Increase parental confidence in talking to their children about sex and relationships through the delivery of the Speakeasy programme
- Build on and extend the 'Parents as partners in early learning' projects with schools, early years settings and childminders
- Using the DCSF poverty pilot in four LCSP areas will test new and targeted approaches to develop family learning, focussing on developing high levels of financial awareness working with families to ensure that they are able to legitimately maximise their income. The poverty pilot provides an opportunity for joint training between FLOs, PSAs and benefits advice staff in Job Centres or gateway services
- Test the use of FGC at an early intervention stage and for families facing financial hardship, enabling those families to develop their own action plan, so building resilience and knowledge to do things themselves.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of parents supported through Children's Centres and Family Liaison Officers*	New Indicator	20,967	30,000	32,562	39,400

* This indicator reflects the number of contacts rather than number of parents due to current data systems.

Monitoring completed by: Marisa White

Date: 16 July 2009

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Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Anthony Mort

Status: On course

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

Kent Youth Service, Connexions, Kent Children's Fund Network, Surestart, Child Health Commissioning and Christchurch University, Canterbury.

Outcomes delivered so far:

Consultation and participation with children and young people continues to develop so that it becomes an integral part of services and ensures that young people's views and opinions improve education and life in Kent. In addition to the countywide projects, for example the Kent survey of children and young people, there have been other initiatives to obtain the views of 'seldom heard' groups such as young carers and disabled children.

Children and young people have influenced strategic developments in addition to more local and school developments. Through active participation, children and young people are involved in decisions that affect their lives, help design services that are more responsive to their needs and assist young people in developing personal and social skills including active citizenship.

There have been a number of developments:

- Over 45,000 children and young people participated in the 2008 (NFER) survey, a significant increase in the 42,000 who completed the 2007 survey. The survey is a rich and extensive source of feedback and the findings are used to inform the planning of children's services at a county, local and school level. The results are also used in the production of a needs assessment and as part of the review of the Children and Young People's Plan. The survey has identified concerns of some of the more vulnerable young people and these have been followed up through qualitative focus groups to explore the issues in more depth
- There continues to be an active Kent Youth County Council (KYCC) with over 60 young people regularly attending the meetings. In November 2008, 30,921 young people voted in the KYCC elections, 77 young people stood for election and voting took place at 150 polling stations across the county. Seven young people from the newly elected KYCC have been voted onto the United Kingdom Youth Parliament. Feedback from KYCC has helped shape services e.g. young people highlighted problems with the costs of using public transport and this influenced the decision to introduce the Freedom Pass and then to extend its use to other areas. The KYCC also successfully campaigned for a ban on the 'mosquito' in Kent. The 'mosquito' uses high pitched sound to deter groups of young people from congregating
- Over 8,200 young people took part in a perception survey on bullying. Their views are helping to inform policy development and to target anti-bullying support to where it is required. (See also Towards 2010 target 12). In addition, 1,168 Kent children and young people completed the Ofsted 'Tell Us 3' survey. This also produced useful data for performance monitoring

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- The 'Framework for Participation with Children and Young People in Kent' has been produced, agreed by the Kent Children's Trust and distributed widely to organisations in the county. An inter-agency workshop has identified further actions to progress the work on participation and revitalise the strategy including communicating good practice through road shows and a 'community of practice', making sure the young people consulted are informed of the outcomes of the consultation and encouraging participation with young people who are 'seldom heard'.
- Approximately 40 Kent children in care were involved in an event in April 2009 to help plan the development of a Kent Children in Care Council. Children in care and care leavers have also had an opportunity to influence services through meetings with KCC members and senior managers. Following residential events a DVD, 'Care to Listen' has been produced to reflect children's experiences of being in care
- Ipsos Mori conducted 16 'mini focus groups' with young people in Kent to follow up on key issues arising from the Kent survey, in particular to explore their views on being healthy, staying safe, bullying, attitudes to school, and life in Kent
- In March 2009, 60 children attended the first Primary Children Council in Kent. This event was in the KCC council chamber and gave younger children an opportunity to give their views and gain experience of consultation and active citizenship
- In February and March 2009, 190 disabled children attended events where they were asked their views on what they wanted from the Kent short breaks programme. Disabled children and their families in east Kent had their views taken into account in the design and development of the Windchimes Centre
- Children and young people including some from 'hard to reach' groups were consulted on the Kent Children and Young People's Plan (2008-2011). Eight focus groups took place involving a total of over 100 young people. A group of young people also helped to produce a young person's version of the plan entitled 'Your Life Your Voice'
- Two reference groups, with 20 young people in each group, have been established to give their views on issues being considered by the Kent Children's Trust. The first groups met in May and June 2009 and their views influenced the review of the Children and Young People's Plan and led to changes in the anti-bullying strategy
- Young carers were consulted and engaged in the production of DVDs that will be useful for other young carers and professionals. Approximately 25 young carers were involved in producing the DVD. Seven focus groups have taken place during the summer 2009 to review whether changes are taking place following the launch of the Young Carers Strategy and to identify priority issues for young carers
- Young people have helped to shape 'House', a very successful public health campaign targeted at young people (see Towards 2010 target 50)
- Young people from schools in Kent engaged with a KCC Members Select Committee to discuss the issue of leisure activities for young people in the county
- In school settings the number of active school councils continues to increase. The Kent survey showed a slight increase in the percentage of 11 to 16 year old pupils who felt they had a say on school issues, rising slightly from 66% to 68%. Many schools, such as the Sittingbourne Community College, operate an active student voice scheme to provide students with an opportunity to articulate their views and become involved in the business of schooling
- Other examples of outcomes following consultation include publication of an information booklet on money advice for young people following consultation with groups of young people. The young people were instrumental in designing the contents

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and style of the leaflet (the information will also be relevant for schools as part of the PSHE lessons). Young people are frequently involved in the recruitment of new staff where the role involves working with young people e.g. looked after children have been involved in the recruitment of new foster carers. Children and young people have also been consulted on the activities they want to access in summer holiday clubs and play schemes.

What more are we going to do?

- We will promote participative activity with children and young people so that it continues to develop. This includes via the KYCC, school councils, the Kent Youth Service and ensuring the views of children and young people influence the development of strategies, policies and plans across the county (consistent with the new 'duty to involve' requirements on local authorities)
- The 2009 NFER survey of Kent children and young people is to take place in schools in the autumn term. The survey provides valuable information for schools, LCSPs, as well as county wide for planning and commissioning services
- It is planned to hold focus groups to hear the views of young people who are deemed 'seldom heard' or 'hard to reach', including disabled children who might not otherwise be able to complete a survey
- We will implement actions from the Kent Participation Framework e.g. communicate good practice, develop competencies and produce a participation pledge for young people. We will also assist LCSPs with participation and consultation
- We will continue to seek the views of young people through the Reference Panels
- On 20 November 2009 it will be the 20th anniversary of the United Nations Conventions on the Rights of the Child including Article 12 which sets out children and young people's rights to be involved in decisions that affect them. This will be an opportunity to raise the profile of participation and consultation in the county.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual	2010 Target
Number of primary schools taking part in the NFER survey	382	389	375	*	Maintain high participation rate
Number of secondary schools and other educational establishments for age 11 to 19 taking part in the NFER survey	98	84	90	*	

* Survey due autumn term 2009

Monitoring completed by: Anthony Mort

Date: 28 July 2009

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Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by business people, entrepreneurs and professionals

Lead Cabinet Member
Sarah Hohler

Lead Managing Director:
Rosalind Turner

Lead Officers:
Sue Dunn/Pauline Smith

Status: On course

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

Learning and Skills Council (LSC), Connexions Kent & Medway, all schools, colleges, work-based training providers and employers

Outcomes delivered so far:

Masterclasses

KCC's 14 to 24 Innovation Unit has delivered the following vocational sector-based masterclasses presented by employers, entrepreneurs and professionals for 470 learners throughout the county in different specialist subjects:

- Two-day masterclass delivered by dancers and professionals from the Royal Ballet involving 15 professionals and 120 students from 20 schools, leading to a mini production of Swan Lake to parents, teachers, carers, and dignitaries
- Three-day masterclass delivered by leading employers from engineering companies, professionals from schools and colleges, and Brighton University to provide careers materials for young people on engineering courses
- Two-day masterclass highlighting careers in the retail, fashion and business industry, delivered by employers, entrepreneurs, professionals from further education (FE) and higher education (HE), leading to an exhibition and fashion show delivered by 75 students from 30 schools/colleges to over 200 guests
- Two, two-day masterclasses in sustainable construction and building methods in conjunction with Cambridge County Council and Cambridge FE
- A Celebration of Young Achievers of the Year event held in partnership with The 15 Foundation, with 60 hospitality and catering students preparing and serving at a black tie event for parents, staff and dignitaries and 200 young people
- Motor vehicle maintenance and Go Kart challenge at Buckmore Park involving 74 students.

Careers guidance activities

- A pilot of a universal Kent Careers and Guidance programme started in September 2009. This includes a new information platform with up to date impartial information on 15 vocational sectors linking directly to the area prospectus and post-16 websites
- The development of personal tutors in schools for all learners, to support choices and provide careers advice to start in the autumn term 2009
- The Kent Area Prospectus has been developed which contains a programme, pathways information and common application form for young people aged 16. Over 100,000 hits from 16 plus learners were recorded between November 2008 to June 2009 on the Kent

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Area Prospectus website with 61% of learners using this website saying it made a difference and made them more aware of the programmes on offer

- Quality work-related learning activities are being developed by the local 14 -19 planning forums. Continued expansion of the masterclass and taster programme will underpin this activity
- KCC's 14 to 24 Innovation Unit has funded the development of nine lead careers co-ordinators to focus on careers, education and guidance developments. These teachers will be used to develop a robust and impartial Information, Advice and Guidance (IAG) system, and have already developed a Kent Careers Education Curriculum Framework
- 84% secondary schools have completed the IAG health check. This self-evaluation audit highlights the strengths and weaknesses of guidance within schools and other 14-19 providers
- KCC's 14 to 24 Innovation Unit produced 15 information leaflets relating to the 14-16 vocational courses which were distributed to all the Connexions information points for Year 9 and Year 11 learners. These leaflets will continued be modified to become an interactive impartial resource for 14 plus learners hosted on KCC's 14 to 24 Innovation Unit IAG/careers guidance website on the Kent Virtual Learning Zone and Kent TV
- The new inspirational information web site called 'My Right Turn' goes live in April 2010. (See also Towards 2010 target 6). This provides a media rich environment for students to explore their possible careers pathway to help them make choices. Pilot projects are in place to start this work with 600 learners in September
- The September Guarantee was successfully implemented and the numbers of young people without an offer of a place at 16 in education or training continues to reduce as the system becomes more robust
- A major evaluation of IAG by Warwick University has been completed. The outcome of this research is being used to plan further developments to meet this Towards 2010 target, especially the development of labour market intelligence to inform the provision of vocational courses and post-16 programmes
- 1,000 young people have attended employer-led masterclasses, conferences and taster days giving learners an insight into the world of work and employment
- The 'Brand You' experience is a five-day 'out of school' programme designed to raise aspirations, provide direction, raise confidence, increase motivation, and introduce the skills of success. Events were held at Dover in June 2008, and Maidstone in February 2009.

What more are we going to do?

- Research continues to identify the most effective ICT guidance tools which would link to a web-based system. The Welsh system, Careers Wales, is a universal careers service is a model that could be adopted in Kent. An IAG/Careers Guidance focus group continues to research best practice and look at ICT platforms from other UK authorities as well as Canada and Australia. A quality award for Careers Education and Guidance is being rolled out alongside a quality standard for careers libraries in schools
- The main challenge is to ensure that IAG is genuinely impartial, meets all young people's needs and is supported by a comprehensive and effective careers education programme beginning in Year 7 in all schools. The Area Prospectus will be a key driver in further developments

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- For 2009/10, 10 vocational specialist master classes for over 800 Key Stage 4 learners have been arranged by KCC's 14 to 24 Innovation Unit. Alongside these, subject master classes and taster sessions will be run for Year 9 learners to support learners' choice of curriculum offer at 14. The employability conferences and the 'Brand You' experience will focus on four different areas of the county reaching 550 students before the end of the academic year. These master classes need to continue to support learner choices and be linked to the development of the Area Prospectus and Careers, Education and Guidance. The masterclasses and taster days need to be extended to all 14 plus learners
- Plans for the academic year 2009/10 also include a masterclass event linked to the Olympic theme and a continued programme of taster days and employability conferences. Also to be delivered is the development of an interactive web-based resource called the 'IAG/WRL learner journey map'. This is a tool for curriculum planners to help them link IAG and work related learning (WRL), and sets out an entitlement for students.

Measurable Indicator (s)	2007 Actual	2008 Actual	2009 Target	2009 Actual	2010 Target
Percentage of secondary school pupils (aged 11 to 16) who think that their school gives them very good careers advice	43%	43%	50%	*	60%

* Survey due autumn 2009

Monitoring completed by: Sue Dunn

Date: 20 July 2009

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Target 16: Expand our pioneering vocational 14–16 programme to more than 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officers: Sue Dunn

Status: Done and ongoing

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

LSC, Connexions Kent & Medway, seven Further Education Colleges, University of Kent and Canterbury Christ Church University, work based learning providers, 80 Kent schools, and a number of major Kent employers.

Outcomes delivered so far:

- We've already exceeded this Towards 2010 target of 4,000 learners on vocational 14-16 programmes, as can be seen in the PI table
- KCC's 14 to 24 Innovation Unit has funded and established over 25 vocational skills centres across Kent over the past two years. These centres provide high quality vocational/applied learning programmes and support the implementation of diplomas and young apprenticeship placements by providing industry standard training facilities and equipment. To date this has enabled over 5,000 14 to 16 year olds to undertake a vocational course a day per week over two years leading to a wide range of vocational qualifications
- The Unit has also developed and expanded a high quality vocational programme, supporting collaboration between schools and colleges which has significantly reduced the number of NEETs (Not in Education, Employment or Training). This innovative approach to curriculum delivery has put KCC at the forefront of 14 to 19 developments nationally
- Ten specialist subject networks have been established which enable employers and training providers to design and deliver an innovative curriculum across all industry sectors
- An external evaluation has been undertaken by Glasgow University and an annual Learner Voice Survey has also been carried out which evidences the benefits of the skills centres for learners and teachers.

What more are we going to do?

- Develop centres on school premises which is a 'self contained' unit managed entirely by the school but with monitoring and advisory support from KCC's 14 to 24 Innovation Unit. In some cases these units are within the school building and in others they are a separate new building within the school campus. Staff would usually be employed by the school or in some cases seconded from a partner further education (FE) college, for example Thamesview Vocational Centre
- Develop centres on an FE college campus which is entirely managed within the college portfolio, for example North Farm Construction and Engineering Centre at West Kent College

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- Develop more off-site provision, which is usually a converted industrial unit or warehouse on a trading estate, which is owned by KCC, for example Thanet Skills Studio and Swale Skills Centre, but entirely run in partnership with local schools and colleges, adult education and other partners
- Continue the expansion programme of skills centres with Dover Maritime Skills Centre opening in September 2009, a new retail outlet and engineering/bicycle maintenance training facility opening at Swan Valley School, sponsored by Giant Bicycles, and provide and deliver more flexible, personalised learning pathways through the larger skills centres, i.e. Thanet, Sittingbourne, Marsh, Dover and Gravesend. We will also establish a new vocational skills centre embedded within Oakwood House, Maidstone
- Further expand and develop innovative approaches to vocational and applied learning opportunities which will extend to 14-24 year olds and meet the additional demand anticipated through the 'Raising the Participation Age to 18'
- Develop apprenticeship programmes and training for employers which can be delivered through the county network of skills centres.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of children on vocational 14 to 16 programmes	2,200	4,600	5,000	5,500*	6,000**
Percentage of young people participating in vocational programmes who agreed this was having a positive impact on their lives	90%	90%	95%	98%	95%

* Currently being confirmed

** Target revised upwards - was 5,500

Monitoring completed by: Sue Dunn

Date: 20 July 2009

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Target 17: Double the number of participants on the Skill Force programme		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officer: Sue Dunn

Status: Done and ongoing

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

Hartsdown Technology College, Whitstable Community College, Swanley School, Minster College, Archers Court School, Sittingbourne Community College, Walmer School, New Line Learning - Senacre, Aylesford School - Sports College, Chaucer Technology School

Outcomes delivered so far

- The contract with Skill Force to deliver this programme commenced in September 2007 for a period of three years. By September 2008, 400 student places were secured with the Skill Force programme, reaching this Towards 2010 target two years early, as can be seen from the PI table
- As a result of the early success of this project 450 Key Stage 4 pupils will be on a Skill Force programme in Kent from September 2009. Additionally pilot courses for 50 post-16 (Key Stage 5) students started in January 2009. The Skill Force Leadership Award is designed to engage students who traditionally have been in danger of becoming NEET (Not in Employment, Education or Training) during their Year 12 education. The course includes developing and accrediting wider key skills as well as working towards Duke of Edinburgh Awards and we see this as an interesting curriculum offer which can increase post-16 participation in schools and a further 50 students will take advantage of this from September 2009
- An evaluation of the pilot phase was conducted by the Institute of Education at the University of London and concluded that Skill Force “provides a unique service to schools and is successful in meeting the needs of many disaffected students improving their motivation and social skills. It has reduced exclusions, improved behaviour and attendance, and provided students with a range of vocational qualifications”.

What more are we going to do?

- Continue to engage with the Skill Force programme, look for new funding opportunities through the transfer of 16-19 funding to local authorities and engage learners in the feedback
- Monitor and evaluate the impact of these courses on young people and review the destination routes of young people ‘graduating’ from the Skill Force programme
- Prepare for the possible re-tender of the provision in 2010 and increase both the number of schools involved in the programme and places for young people to ensure that the Skill Force programmes are more widely available across the county
- Look at a model in Maidstone of accommodating a Skill Force programme that is off-site for students from local schools to access
- Broker links between Skill Force and those schools offering public service diplomas
- Work with Skill Force to develop a framework for external providers to be quality assured by KCC in order that they can offer their programmes directly to schools.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target
Number of participants enrolled on Skill Force programme from September each year	200	300	400	500*

*450 Key Stage 4 places have been agreed from September 2009 plus a further 50 Key Stage 5 places. This is an increase from the original target total of 400

Monitoring completed by: Sue Dunn

Date: 20 July 2009

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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: On course

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

Learning and Skills Council (LSC), Connexions, KATO (Kent Association of Training Organisations), 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 over 660 apprenticeship opportunities to date (see PI table):

- 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. It is largely based upon the ethos of workplace training and assessment
- 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
- To date, 199 young people have started on the Kent Success Programme and 70 are still currently studying for their apprenticeship qualification. Of the 89 young people who have completed their qualification, 60 have remained employed by KCC and a further 19 have found permanent jobs with other public or private sector organisations and the remaining young people are 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:

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- 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
- The Kent Public Service Board has championed the commitment to apprenticeships and work is underway to develop apprenticeship schemes amongst voluntary sector organisations in Kent
- 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. One example is the recent work on the age profile of the workforce and the implications for succession planning
- 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 to 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

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- 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.

What more are we going to do?

- Work towards delivering a 'step change' to meet the challenging target of one in five young people accessing an apprenticeship
- Continue focus, review and detailed monitoring on the impact nationally and locally on the take up of apprenticeships within the current economic climate
- Priority 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
- Work with the key strategic partners to 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
- Continue 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.

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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	438	750

Monitoring completed by: Pauline Smith

Date: July 2009

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

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- 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 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 have been funded by KCC and include the following:

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).

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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 to 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

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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 Special Educational Needs; 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, 7,000 in 2008/09 alone:

- 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:

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- 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. 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 are 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 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/work-related learning 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.

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- 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
- 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

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Target 21: Launch and market a new website, “<i>What’s on in Kent?</i>”, that will list sports and leisure activities and local organisations for all age ranges in the county.		
Lead Cabinet Member: Alex King	Lead Managing Director: Peter Gilroy	Lead Officer: Tanya Oliver

Status: Done and ongoing

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

Ten Alps, KCC Communities directorate, Visit Kent, district and borough councils, local community groups, voluntary groups, public sector partners and Kent residents.

Outcomes delivered so far:

- ‘What’s On’ was launched in November 2008 as part of Kent TV. It is an interactive site where individuals or groups can upload information on their own events across the county and the technology supporting this ensures out of date information is removed. From its launch until June 2009 the service has had over 10,000 events displayed on the website. There have been 170,167 page views (up to end of August 2009)
- Quality assurance is crucial on this part of the site and Ten Alps, which runs Kent TV, is responsible for ensuring this is delivered at a high standard through the contractual arrangements. (See Towards 2010 target 24)
- A new system has been developed to make it easier for the attractions themselves to upload and edit their own events
- 73 films have been made and attached to various attractions and events to give viewers a flavour of what is available in Kent.

What more are we going to do?

- Continue marketing to raise awareness of the service
- Increase the number of page views and events uploaded
- Increase the number of events with video footage attached.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of website hits on ‘What’s On’	*	*	83,631	200,000

* Launched in November 2008

Monitoring completed by: Tanya Oliver

Date: 30 July 2009 (updated September 2009)

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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 Hesse/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 established and staged the inaugural Kent School Games in 2008, involving over 500 schools and 30,000 young people, 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, a non-Kent School Games Finals year, in order to build on the momentum from the first year
- The Disability Archery Event 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

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- 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 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 through dedicated programmes, funding and other initiatives:

- District council's have continued to work with KCC in supporting talented performers through the Kent FANS (Free Access to National-level Sportspeople) scheme. This provides 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

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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) - 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 the 2010 Kent School Games on 1 October 2009, with the aim to engage as many of Kent's schools 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

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- Continue to support existing and newly identified talented performers with enhanced funding and services in the lead up to 2012
- 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

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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 (NAYT), 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,

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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 organisations such as the National Association of Youth Theatre (NAYT):

- We have encouraged youth theatre organisations to align themselves with 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 organisations 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, coastal towns and in Canterbury, though overall the nature of activity offered limited challenge
- Held 'Theatre in the Square', a sounding board event for young people on the development of the Kent County Youth Theatre Festival

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

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- 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

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 the Kent School Games in 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****

* As reported by directly funded organisations, youth theatre groups and targeted schools

** Sharp increase in 2008/09 figure due partly to improved data collection systems

*** This target will be revised upwards for 2009/10 in the light of the 2008/09 outturn which has just been received

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**** These targets have been revised upwards drawing on data from NAYT on Kent membership

Monitoring completed by: Sally Staples

Date: July 2009

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Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV		
Lead Cabinet Member: Roger Gough	Lead Managing Director: Peter Gilroy	Lead Officer: Tanya Oliver

Status: Done and ongoing

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

Ten Alps, district and borough councils, NHS, Police, Fire, Maidstone Studios, Visit Kent, Locate in Kent, business community, media community, community groups, voluntary groups, Kent residents.

Outcomes delivered so far:

There are a number of different strands we have introduced to help deliver this Towards 2010 target – Kent TV, Pic ‘n’ Mix, Kent and Medway Citizens’ Panel, Web jam and localism:

Kent TV

Kent TV was launched in September 2007 and so far the site has received just over two million visits (as at the end of August 2009). It is an internet TV channel for everyone living and working in Kent and is available 24 hours a day 7 days a week. Viewers are able to watch video programmes on their computer about local issues, the arts, business, education, health, leisure, local government, tourism and travel. Kent TV is operated by an independent media company, Ten Alps Digital.

Specific achievements include the following:

- There are now over 2,000 videos available on the site, encompassing a wide range of topics from business, education, history, and sport to tourism
- A number of competitions have been run to highlight and showcase Kent talent, including Sound Clash which attracted 84 entrants and 12,000 registrations to vote and take part
- Kent TV launched KentTV.mobi at the request of its viewers to enable to watch Kent TV on their mobiles
- It has created training opportunities for young people in Kent including involving Canterbury Christchurch University in a debate in which 20 students were given the opportunity to work on set or make films for the project. Kent TV has also provided work experience opportunities in the office on a monthly basis
- The site has undergone a refresh to enhance usability. A new channel was also added entitled ‘How to’, giving viewers information on how to become a police officer to how to write a will
- Our successful policy of enabling viewers to embed our films on other sites ensures that videos are placed on other relevant sites, widening Kent’s reach
- The ‘What’s On’ channel has been launched (see Towards 2010 target 21) detailing events happening in Kent from boot sales to jousting tournaments
- Kent TV located to new offices in Maidstone Studios in April 2008 and has used its new location to forge new links with other creative businesses in Kent. Kent TV is working with Maidstone Studios to offer young people studying for a creative and media diploma an insight in to the creative industries. The diploma is in its early stages but students, as

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part of their studies, will partake in a range of activities which could cover filming and researching for Kent TV

- Kent TV has been short-listed for the European e-government award.

Pic 'n' Mix

Pic 'n' Mix aims to revolutionise the way in which the public are able to access, re-use and share publicly available information. The project uses IBM software and free applications that are readily available on the web. Citizens can use these tools to 'mash up' information from a variety of sources, to create information that is truly relevant and customised to their needs. They are encouraged to share their 'mashups' so others in the community can benefit.

The pilot has been running for two months and has received positive feedback from the 20 SMEs (small and medium sized enterprises) involved in the project. From September, a planned programme of work with schools will engage students and young people. Other community groups and voluntary organisations are also contributing to the project.

The Cabinet Office, DWP, DCSF, LEGSB and IDeA have all shown an interest in Pic 'n' Mix. 'Mashup' technology has the potential to enable data to be shared between directorates, agencies and partners, and this exciting opportunity will be explored more fully.

The Kent and Medway Citizens' Panel

The Kent and Medway Citizens' Panel (KMCP) is a joint initiative between the Kent Messenger (KM) and KCC, giving residents of Kent the opportunity to give feedback on ideas, services and products, by responding to three or four questionnaire based surveys each year. The panel marks a first in that it is the only citizens' panel in the country to be run jointly by a local newspaper and a local authority.

The surveys are conducted by Ipsos MORI and can be carried out online, by telephone or face to face. To date three surveys have been conducted:

- The original survey carried out between February and April 2008
- A snapshot survey carried out in November 2008
- A follow up survey carried out in July 2009.

The KMCP has its own website www.kmcp.co.uk where new panelists can join and existing panelists can see the results from the surveys they responded to.

There has been a recruitment drive taking place across the county to encourage more people to become panelists, which the KM are advertising both through their papers and on their radio stations to encourage more sign ups (the Primary Care Trust (PCT) has also agreed to help recruit new panelists). There are currently 705 residents signed up to the panel.

Web jam

In February 2010, the KCC is proposing to hold a public 'web jam' session. This will enable residents of Kent to ask questions or write comments on a particular subject within an on-line 'real time' environment. The sessions will be interactive allowing moderators and KCC/partners' staff to respond to the questions asked.

KCC will be hosting the web jamming session on behalf of the Kent Partnership. It is due to last between two/three days and we will be procuring appropriate technology assistance shortly. KCC previously held an internal web jam between senior managers, however this will be the first time

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that the format has been used by KCC or any Kent Partnership partners to engage with members of the public. It will have a target participation rate of up to 20,000 people and residents will be asked to post comments and questions regarding a key area of policy, such as health. This will link directly into the review of the Vision for Kent, Kent's sustainable community strategy, and its core priorities.

The web jam presents a new way in which citizens can get involved in shaping public policy and informing KCC and partners what they feel is important. The comments and questions raised during the web jam will be used to inform the Kent Partnership's strategic priorities beyond 2010.

Localism

Working with our partners KCC has been piloting a range of models of community engagement bringing together the three tiers of local government - county, district and parish councils - and in some models the police, PCTs and voluntary sector.

Neighbourhood Forums - In Dover and Gravesham there are neighbourhood forums embracing all three tiers of local government. Although joint neighbourhood forums and KCC local boards have existed for a number of years now, the Gravesham neighbourhood forums are looking at new ways to engage with local residents. The forums currently meet 12 times a year, in various parts of the borough, at which members from KCC, Gravesham BC and the parish councillors attend to discuss with local residents issues that are affecting them.

KCC and Gravesham BC are exploring the possibility of webcasting the forums to enable local residents who are unable to attend the meetings to be involved. A bid was submitted to the government for funding to pilot innovative ways of communicating with the public, including the possibility for viewers of a webcast having the facility to email questions they would like to be addressed by the meeting. Unfortunately the bid was unsuccessful. However, our webcasting contract is currently being re-negotiated and Public-i, our current webcast provider, is about to provide us with a quote to lease equipment so that we can webcast some of our forums.

Arrangements are being made to establish neighbourhood forums in Maidstone and discussions are taking place with our partners across the county.

Other forums and ways of engaging - In Swale, local engagement forums have been established which include the PCT and Police. Canterbury City Council has area member panels and Tonbridge and Malling BC has a Tonbridge Forum and Parish Partnership Panel in which County Council members are participating.

KCC is exploring a range of other initiatives which will enhance KCC's community engagement strategy, for example:

- A number of elected KCC members are piloting events where the community make bids for a contribution from the members community grant
- A scheme for e-petitions is also being established which will allow the on-line community to petition KCC on issues of concern
- New technology is being explored including blogs, video uploads, social networking and the creation of a 'virtual county hall' where communities of interest can contact KCC
- KCC is exploring the idea of webcasting some of the meetings for engaging communities e.g. neighbourhood forums etc, as explained earlier

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- KCC is also exploring a project whereby county councillors promote democracy in some of the schools within their electoral divisions.

What more are we going to do?

We will deliver the following actions:

Kent TV

- Submit an Interreg bid with a European partner to create video content about both Kent and Belgium which should encourage tourism to the region
- Continue to raise awareness of Kent TV
- Continue to create opportunities for Kent to showcase their talents and opinions.

Pic 'n' Mix

- Engage new groups in Pic 'n' Mix and respond to feedback
- Continue to secure accurate and relevant data from KCC and partners
- Raise awareness of Pic 'n' Mix via networks, forums and social media

The Kent and Medway Citizen's Panel

- Continue to raise awareness of the panel and market it through the KM and the Kent PCTs
- Increase the number of citizens signed up to the panel to meet the challenging target of 8,000 in total.

Web jam

- The web jam will be held in February 2010
- The project will enable KCC to engage directly with up to 20,000 residents of Kent and get their views on what matters to them
- The comments will be collated to help inform KCC's strategic priorities beyond 2010.

Localism

- The Gravesham neighbourhood forums will pilot the interactive meetings and report back on its successes
- The community liaison manager will explore whether this can be expanded to other forums and local boards in Kent.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Visit numbers for Kent TV (cumulative since Sept 2007)	198,210*	250,000	1,349,231	2,000,000**

* Kent TV started on 20 Sept 2007

**Based on original April 2007 Cabinet paper estimate of 50,000 visits per month

Monitoring completed by: Tanya Oliver, Robert Hardy, Paul Wickenden

Date: 30 July 2009 (updated 3 September 2009)

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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 organisations such as Turner Contemporary, Quarterhouse in Folkestone (see also Towards 2010 targets 1, 2, 3 and 6) 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:

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- Turner Contemporary (see Towards 2010 target 27) 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-ordinates 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 (next one is autumn 2009) 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 Kent as

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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) in 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 Online

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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 very 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, 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 the development work, on behalf of the partners, towards a manifesto that will enable the opportunities for arts and culture to be maximised in Kent, which will be launched in February 2010. Thereafter the focus shifts to strategy implementation with partners
- Support 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 £205,000 in the arts in Kent, a leverage factor of up to eight times that value and continue 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

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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

Lead Cabinet Member:
Mike Hill

Lead Managing Director:
Amanda Honey

Lead Officer:
Cath Anley

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 KCC 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 now reaching many 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.

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- In 2009 we were not only awarded 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 modernisations 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 is one of the volunteering programmes which 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 KCC 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 key document, the 'Reading and Literacy Strategy for Kent'

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- 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

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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 planned opening to the public in 2011.

Contributed to the regeneration of Margate and east Kent (see also Towards 2010 target 3):

- 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

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- 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. (See Towards 2010 target 25)

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.

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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 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 plan 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

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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 Hespe/Judy Edwards

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, Medway Council

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

Outcomes delivered so far:

These two Towards 2010 targets are being reported together as they are so interlinked. Outcomes include the following:

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. As at June 2009, 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 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 and 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

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- Training and Workforce Development: A range of training courses for clubs, coaches, volunteers and sports leaders have been organised in order to support the club and 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 sufficiently experienced to join the volunteer cohort to support the 2012 Olympic and Paralympic Games, and to continue beyond. 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 have been delivered via '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
- Using multimedia e.g. web, local press, radio and Kent TV we have up to date avenues to keep the public informed on information about volunteering

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- Delivered a 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, epitomised by the Kent Volunteers Advisory Group (KVAG) 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, and 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

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- 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, 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 word of mouth
 - 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	**	Maintain or increase

* Based on estimates

** Due October 2009

Monitoring completed by: Chris Hespe / Carole Kincaid

Date: July 2009

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Target 29: Continue to develop 'gateway' one stop shops that give easy access to services provided by county and district councils and other public service bodies

Lead Cabinet Member:

Roger Gough

Lead Managing Director:

Peter Gilroy

Lead Officer:

Tanya Oliver

Status: On course

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

District and borough councils, NHS, Police, Fire, voluntary sector, central government, community groups, private sector, and KCC internal business units, Further Education and training organisations, Business Link.

Outcomes delivered so far:

Gateway offers a single, convenient public service point sited in retail-based locations, using the latest innovative technologies and working with district and borough councils and a range of other partners including the NHS, Police, Fire, Job-Centre Plus etc. The focus is on shaping services to fit around customer need, maximising efficiency both for the clients and service providers, and delivering effective, measurable outcomes for people.

The Gateways opened to date are as follows:

- The original pilot, Ashford Gateway, opened in October 2005, prior to the term of this Towards 2010 target, but included for completeness. It was complemented by the first Mobile Gateway (Mobile I), launched in July 2007, with a target area of rural Mid Kent (Ashford to Dover), and is currently being used to raise awareness and understanding of Gateways amongst staff from the statutory and partner organisations involved. It is also supporting regular services in Dover district and various projects and initiatives, such as Adult Learners' Week, Fostering and Adoption Recruitment. A combined Dover district and Adult Social Care program was launched in March 2009, taking services out to urban and rural locations across the district. It has also been used for the 'Backing Kent People' Summer Roadshow, with representatives from KCC, local district/borough councils, the Citizens Advice Bureau (CAB), Kent Benefits Partnership and the Stop Loan Shark team on board offering advice to members of the public (see also Towards 2010 target 61)
- Thanet's Gateway Plus, which includes the library, opened on 7 January 2008. With weekly footfall reaching 9,000 people on average, the anticipated footfall is 450,000 a year, including the library. The opening has seen library membership increases amongst teens and adults, provision of new services for minority groups, new health clinics as well as the opening of the new Kent Contact and Assessment Service (KCAS) service
- Tunbridge Wells Gateway opened on 3 November 2008, situated adjacent to the main pedestrian entrance to Royal Victoria Place, the primary shopping destination in the town. CAB, Kent Adult Social Care, Voluntary Action West Kent (VAWK), Royal British Legion Industries (RBLI), and a range of statutory and voluntary sector partners have made a very positive impact. The number of customers served averages 5,000 per month and an anticipated 60,000 per annum
- Tenterden Gateway opened on 8 December 2008. This Gateway is the first to have a rural post office within it and is also the site for the local library, Tourist Information, borough and county services. Volunteering Ashford is in situ and has experienced a significant upturn in the numbers of people applying for volunteering projects to date

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- Maidstone Gateway opened on 5 January 2009, situated on Kings Street forming an extension to The Mall, and adjacent to the bus terminus for Maidstone. There are approximately 4,800 customers per month with an annual expectation of 58,000. CAB, Age Concern, Registrars, Adult Social Care, and many other key service partners have reported very positive customer satisfaction and activity levels
- Dover Gateway brings Phase 1 to a close and opened to the public on 15 July 2009. This is a very positive development, building on Dover DC's previous town centre presence. The arrival of Gateway complements Dover Discovery Centre and is the first tangible step in the delivery of the regeneration of Dover town, along with the Olympic screen on Market Square
- Tonbridge Gateway (within Phase 2) is on the site at Tonbridge Castle and opened in July 2009. The new space has brought together 'old and new' and has been received very well by customers. A full complement of services began during July
- A PR mobile has been added to the fleet. Launched in June 2009, this will be used for PR, forward promotion and brand awareness.

Other specific Gateway related outcomes are listed below:

- In a detailed audit commissioned by the Cabinet Office, conducted by the IDeA and LGA, Gateway presented the progress made on this initiative at the FOSS (Front Office Shared Services) event in 2009. A number of other authorities want to learn from the examples of best practice
- Gateway achieved top 10 ranking from 600 entries in the Innovation category for the IDeA and Audit Commission awards in March 2008 and is showcased on their website
- Thanet's Gateway Plus was short-listed for the LGC awards for Innovation and Efficiency in 2008
- Gateway is working in strong partnership with KCC Libraries. Two Gateways have been developed with libraries in Phase 1, with the potential for two future Gateway/library developments planned for Phase 2. This combination is proving very successful in terms of expanding the service offer with increasing appeal to the wider community, and maximising the full potential of existing estate
- Kent is one of only two two-tier authorities to gain Pathfinder status for an important Department of Work & Pensions' led service innovation called TUO (Tell Us Once). This is the first government-led service improvement initiative directly influenced by the Varney report. The aim is to vastly improve the process of informing statutory organisations in the event of the death of a loved one. The highly innovative and effective approach the Gateway service team and Registrars have taken has resulted in a very effective service being redesigned enabling district staff to fully engage in TUO. This cost effective implementation in Kent has been openly acknowledged, and representatives have been invited to join a national reference group looking at the longer term governance arrangements for this service. The original unitary and London borough pilots have also been to visit Kent to learn from our approach
- Interreg Funding for 'Customer Insight' - 4.3 m Euros has been secured by KCC, Medway and all 12 district and borough councils to work in partnership with Pas de Calais. This joint funding will develop the means to understand more about the people of Kent their service requirements and service delivery gaps. A Kent and Medway specific segmentation has been produced and a Service Delivery framework is available for the five pilot districts (Swale, Gravesham, Tunbridge Wells, Thanet and Canterbury) leading to action plans to enhance customer service practice. The next tranche of development begins in September.

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What more are we going to do?

- A second mobile (Mobile II) Gateway is planned for 2010
- The planned modernisation of Ashford library (Ashford Gateway Plus) provides natural development opportunities for the original pilot Gateway in the town. Subject to planning, the new iconic development for Ashford could be ready for 2011. Located on the current library site the new three storey building will bring together key services - library, Registrars, adult social care, adult education, and the existing full Gateway service partnership. The building will function as one service.

Planning for roll out of the rest of phase two of Gateway (April 2009 to March 2012) has begun with committed interest in:

- Canterbury – options around Herne Bay regeneration
- Swanley – options around the Swanley Information Point
- Swale – Sittingbourne and Sheppey
- Dartford – planned redevelopment of Dartford town centre and the new community hubs in Thames Gateway present strong opportunities
- Mobile III
- Shepway
- Gravesend (Gravesham)
- Bluewater

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of Gateways operating in Kent (cumulative since 2006/07)	1	3*	6**	6	9***

* Ashford, Mobile I and Thanet

** Tunbridge Wells, Tenterden, Maidstone

*** Tonbridge, Dover, and a PR Mobile launched June 2009 - additional to planned roll-out)

Monitoring completed by: Tanya Oliver

Date: July 2009

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Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots		
Lead Cabinet Members: Nick Chard/Sarah Hohler	Lead Managing Directors: Mike Austerberry/Rosalind Turner	Lead Officers: David Hall/Ian Craig

Status: Done and ongoing

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

Kent public transport operators, Kent Youth County Council, Secondary Schools

Outcomes delivered so far:

- The pilot Kent Freedom Pass scheme, where for £50 per year young people in academic years 7 to 11 can travel for free on public bus services in Kent, has been delivered and has proved extremely successful. We have worked well with schools and bus operators and the scheme has been effectively administered through the Transport Integration Team. The countywide roll out was completed in June 2009
- The original pilot schemes for students attending schools in Canterbury, Tunbridge Wells and Tonbridge was launched in June 2007. In June 2008 the scheme was extended to schools in Maidstone, Malling, Dover and Shepway. In January 2009 the scheme was launched at schools in Swale and Thanet. In June 2009 the scheme completed its countywide roll out with schools in Ashford, Dartford, Gravesham and Sevenoaks joining. The total cost of the Kent Freedom Pass has been estimated at £7.6m (net) in 2009/10
- The Freedom Pass has been widely publicised with a rolling programme of launch events in each district, plus press releases and school seminars and we are broadly following our projected pass take up
- The total number of Freedom Passes on issue is 16,400 (as at June 2009) with new passes being issued all the time. Term time usage is now running at around 250,000 single trips per month. Approximately 75% of trips are made in the peak period to school and 25% outside of the peak to access other after school opportunities. Feedback from schools and young people has been extremely positive. We undertook a survey of both parents and students in May 2008 and received over 1,000 responses which gave clear qualitative evidence that young people are benefiting from using Freedom Passes for leisure travel at weekends and during the evenings as well as getting to after school clubs
- From the application forms some 30% of applicants have stated that the car was previously their main mode of travel to school. Congestion surveys have looked at journey time savings per km traveled. Surveys were undertaken in Tonbridge, Tunbridge Wells, Maidstone, Dover and Canterbury using the Kent Police Automatic Number Plate Recognition (ANPR) system and indicated a 2% to 6% reduction in journey times near schools with a high take up of passes and a big shift from car users shortly after the introduction of the Freedom Pass
- The scheme is now available to care leavers and home schooled children. The scheme has also been extended to enable previously 'private' school or coach bus services, funded by parents to join. Many of these relatively bespoke private services were charging parents £800 to £900 per year. It has been agreed that the Freedom Pass will reimburse bus operators at the standard reimbursement rate for the scheme. Operators are

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able to charge a top up fee to Freedom Pass holders using these services. For example in the case of Hugh Christie school parents using a service to Edenbridge are now paying £250.

What more are we going to do?

- Provision of additional buses on services to schools with a high take up of passes over the summer ready for the new school year in September to try to meet demand as best we can
- Negotiations are ongoing with several bus operators over reimbursement for journeys made and additional capacity provided
- We are hoping to be ready to issue Smartcards (similar to the London Oyster Card) to Kent Freedom Pass holders attending schools in Thanet in a pilot of this scheme in partnership with Stagecoach and Eastonways as part of the September 2009 reissue of Freedom Passes in Thanet. Smartcards will assist with the accurate recording of journeys made and the reimbursement of costs for these journeys
- Data is being collated to contribute to a review of the scheme from the start of the new school year in September 2009, by which time the total number of pass holders countywide will be known
- The scheme may be extended to include students living in Kent but attending schools outside the county and, subject to costs, options include extending the scheme beyond academic years 7 to 11 from September 2010
- The results of a questionnaire survey looking at the benefits of the scheme and considering barriers to its use is being used to inform further development.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of 11-16 year olds issued with a Freedom Pass	New indicator	5,178	12,000	12,800	20,000

Monitoring completed by: David Joyner

Date: June 2009

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Target 31: Pilot staggered school hours to relieve rush-hour congestion		
Lead Cabinet Members: Sarah Hohler/Nick Chard	Lead Managing Directors: Rosalind Turner/Mike Austerberry	Lead Officers: Director of Learning (Vacant)/Scott Bagshaw

Status: On course

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

Governing Bodies of Schools/Academies, Environment and Regeneration, Integrated Transport Unit, Public Transport Providers.

Outcomes delivered so far:

The success of this target is also linked to the county wide roll out of the Kent Freedom Pass (see target 30) from June 2009 which will result in a huge shift of student travel away from cars to more sustainable forms of transport. Specific outcomes so far include the following:

- Hugh Christie Technology College is piloting staggered hours for post 16 and some year 11 students. This involves a variable school day for students between 8.30am and 5.00pm. This has been very successful and it has been confirmed that this school day model will continue. At least three academies in Kent are also operating radically differently from their neighbouring schools. For example, Marlowe Academy is operating an extended school day for all pupils which runs from 8.30am to 5pm which builds in all out of school activities into the core school day. A total of four schools/academies are therefore operating a staggered *core* day in the current academic year
- Other academies that are planned to open September 2009 and 2010 are considering staggered hours as a routine part of their school offer
- Extension of the school day already exists between schools of all phases. In a study of primary schools in pilot areas for this Towards 2010 target, start and finish times vary by up to 30 minutes at the beginning and end of the school day
- Extended schools activities have also staggered the times of arrival and departure of many pupils across all Kent schools. Increasing numbers are accessing before and after school activities, with one example of 25% of students on the Canterbury High School campus benefiting daily from an extended school day
- The offer to all children and young people for access to extended school activities by 2010 will make a huge difference to this target as increased numbers of children benefit from an extended school day which will stagger their arrival and departure times from school.

What more are we going to do?

- Continue to promote the benefits of staggered and extended school hours with all schools in the county by learning from pilot schools and publicising their experiences
- Ongoing work to ensure that all children and young people in Kent can access extended school services by 2010 which will increase the staggering of the arrival and departure of all pupils/students
- Use the full county roll out of Kent Freedom Pass as a mechanism to make it easier for schools to stagger hours and travel to and from school at non-standard school hours
- Encourage primary school governing bodies to have more radically staggered hours

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- Ensure that staggered hours are considered for every new academy and new build school under the Building Schools for the Future Programme to maximise use of space and resources.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of schools with staggered starting times	New indicator	4	6	4*	15

* Whilst the 2008/09 target has been missed in terms of schools that are staggering their core hours, increasing numbers of schools this year are offering a wide range of extended school activities which stagger the arrival and departure of their pupils/students.

Monitoring completed by: Bjorn Simpole

Date: July 2009

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Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: On course

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

District councils (under delegated powers), Chambers of Commerce and other business interest groups, town centre managers, Kent Parking Managers Group and District Engineers Forum

Outcomes delivered so far:

The focus of this Towards 2010 target is to help to deal with the frustration of finding sufficient car parking as well as managing congestion on the roads.

Car parking and yellow lines

Two specific developments are as follows:

- Discussions have been held with parking providers to explore the feasibility of pulling together on-land off-street parking and finding new spaces, with district councils closely involved. KCC owned car parks at County Hall HQ in Maidstone have been opened to the public for pay and display e.g. Invicta House car park in December 2006 (250 spaces).
- As a result of the appointment of a new Kent Parking Manager within Kent Highways Services (KHS), and the changes to parking as a result of the recent Traffic Management Act, the parking agency agreements between KCC and all 12 districts in Kent have been revised to reflect the changes in legislation.

Examples of action taken to date and planned schemes across the county include:

Ashford area - Parking provision has been reviewed from Ashford town centre outward largely focused on the provision of resident preference schemes, where there had been problems from commuters parking, and the provision of around 200 additional bays across Ashford district. A new off-street car park has been provided in Station Road, Ashford introducing approximately 200 new car parking spaces.

Parking provision in Tenterden is under review and is the subject of extensive public consultation.

Canterbury - Parking provision has been under almost constant review in the city. The Whitefriars development saw parking supply on the site reduced from 590 to 530 spaces. The Canterbury Park Plan is being updated together with studies to determine future levels of parking and parking restrictions which complement efforts to tackle congestion, including a fourth park and ride site to the north west of the city planned for 2012/13.

Two inner city car parks have had their status altered to accommodate residents parking therefore easing congestion and releasing approximately 20 further on-street parking spaces for visitors.

Maidstone - Reviews of residents parking schemes have been completed following public consultation in the north and south zones of the town and new extensive residents parking schemes are currently being advertised for public comment. Some 30 additional bays have

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been introduced where yellow lines have been removed. Parking on single yellow lines is now permitted on Saturdays in around 60 streets. 850 additional parking spaces have been introduced in the town with the development of Fremlin Walk.

Thanet - A three year parking plan commenced in 2007, including further residents parking schemes and pay and display spaces in central Margate, Westgate, Minnis Bay and Ramsgate. 440 parking spaces will be provided across the Isle of Thanet

Tunbridge Wells - 45 extra parking spaces were created in 2007/08 and single yellow line times were changed to permit residents to park.

Shepway - An extensive parking review is currently ongoing throughout the entire district to identify the need for residents parking, on-street parking bays and unnecessary waiting restrictions. Two residents parking schemes have been identified at an early stage and are currently open to public consultations.

Dartford - A full review of all parking and waiting restrictions is ongoing with approximately 50% of the borough completed. The review will identify unnecessary loading restrictions and loading bans and identify the need for residents parking schemes.

Sevenoaks - A review of on-street parking has recently been carried out resulting in the provision of approximately 100 on-street parking spaces.

Bus lanes

With regard to bus lane provision, a section in Maidstone has been successfully removed as it did not meet the criteria (six buses per hour). A review has been undertaken of other sections of bus lanes in Kent and all meet the criteria set out in the 'Bus Strategy for Kent'. However, new sections will be considered within this context.

What more are we going to do?

- Complete the parking review under the new focus of the recently appointed Kent Parking Manager
- Monitor progress as parking schemes are reviewed/introduced
- Review Bus Stop Clearways (BSC) across Kent. These currently operate 24 hours a day and a trial is commencing in Ashford to change them to times when bus services operate thus providing parking spaces during times when the bus service is not in operation (some services typically do not run between 6pm and 7am.)
- KCC, in partnership with the 12 district councils, is reviewing all Traffic Regulation Orders (TROs) across Kent. The aim is to identify unnecessary double yellow lines/single yellow lines and those double yellow lines that could become single yellow lines, thus providing further spaces over 24 hours and some spaces that can be used during specified times
- Encourage the use of footways for shared cycle and pedestrian facilities and, where possible, move cycle ways onto the footway in order to provide further parking spaces
- Ensure loading bans are only in place for necessary periods, therefore providing further parking for disabled drivers
- Review existing bus lanes to ensure they operate during times of bus services, releasing further on-road parking outside these hours
- Ensure reviews of roads are carried out when new bypasses are built or roads reclassified i.e. a new bypass may allow further parking to be introduced on the old route

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- Undertake further parking reviews within the 12 districts. For example:
 - All 12 district councils have recently reviewed their existing Traffic Regulation Orders (TROs) to ensure that they are fit for purpose and provide the necessary on-street provision that is required to manage congestion and ensure the efficient and expeditious movement of traffic. Now this has been done we will be in a better position to establish the volume of unnecessary yellow lines which could be removed. Currently the review suggests that there will be a limited length
 - Ashford - As part of Ashford Futures a new Park and Ride service is proposed to be introduced in the town linked to Smartlink (a new dedicated bus service in Ashford linked to the growth of the area and planned for operation in 2012). Three multi-storey car parks are also planned alongside new developments
 - Maidstone - The potential for Park and Ride to the north and south of Maidstone linked to new development as well as rail stations is under investigation as part of wider efforts to tackle congestion.
- A review of wider parking provision with the aim of a constant improvement in congestion management, parking provision and efficiency of service. Currently several solutions are being considered including additional bays, multi-storey car parks, resident preference parking, potential for Park and Ride schemes and the identification of yellow lines that could be removed or have their waiting status changed at weekends.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of additional public car park spaces (cumulative since 2006/07)	0	1,115	400	1,515	1,715*
Length of unnecessary yellow lines removed (metres) (cumulative since 2006/07)	0	180	Not set**	**	**

* Target has been increased from 600 which was originally set

** Subject to taking forward the TRO review

Monitoring completed by: Lorna Day

Date: July 2009

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Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: On course

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

Utility Companies – individually and through HAUC (Highway Authority Utility Committee), Traffic Managers – regionally and nationally, Department for Transport, neighbouring authorities.

Outcomes delivered so far:

- A permit scheme designed to keep roadworks to a minimum has been launched in Kent. KCC was one of two authorities to apply to the Secretary of State to introduce a permit scheme for road and street works as a result of the Traffic Management Act (TMA) and following a further, short, round of consultation, KCC's application was submitted in January 2009. The application has been given a green light and the introduction of the permit scheme will take place in January 2010, once the relevant notice has been given to all works promoters throughout Kent
- The scheme will increase penalties for non-compliance, including where work by utility companies (statutory undertakings) cause disruption and/or takes longer than expected. Kent's own work on the highway will be subject to the same rules except that the potential penalties will be recorded in performance indicators in order to comply with parity as set out in the TMA - this is explicit in the Kent Permit Scheme application
- The Kent Permit scheme is structured to encourage best practice and minimise unnecessary delays. Kent Highway Services implemented its own work permitting on the 6 July 2009. In essence the Permit scheme means the Authority can be directive rather than consultative when determining whether road space will be granted
- Where those operating on the highway choose not to improve and deal with issues that arise KCC has the power to levy fines through fixed penalty notices and to refer the case to the Magistrates Court if necessary
- Greater powers to direct and co-ordinate road works (including our own) are possible through the TMA. The permit scheme allows KCC to recover the costs of doing so (for utility works) through a range of charges which are dependant on the scale of the impact of the works. The permit scheme will also allow us to clearly define hours of operation, particularly on traffic sensitive streets, and ultimately reject permits if the controlling conditions are not in place
- The big challenge is to ensure that for KCC's own works, we meet the exacting standards expected of others on Kent's roads. The Department for Transport and all stakeholders will be keenly interested in this. Work is well underway in Kent Highway Services (KHS) to further improve the programming permitting and control of our own works which in itself is forcing operational efficiencies. An extensive awareness seminar programme has been carried out followed by an extensive training program of Permitting software familiarisation
- A note of caution, however. The permit scheme will be new to everyone with many local authorities awaiting results of our scheme before they commit themselves. The software providers have completed initial development work on a permit system for Kent

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and a live system is now in operation with KHS works now subject to permits as of 7 July 2009

- The new Roadworks structure was populated in August 2008 under the management of the Roadworks Manager. The four co-ordination teams are now located in the Ashford and Aylesford offices with two in each co-located to encourage joint working practices. A regular programme of seminars and reviews of working practice are in place to deliver and improve consistency of working practice and increase the knowledge base. Whilst income at the start of the year, as the Roadworks Teams were being formed, was lower than expected this has recovered and action has been taken to ensure this improves. Those undertaking work on the highway are now regularly challenged and many new initiatives, such as extended working hours and the appointment of project liaison officers by the work promoters, and innovative ways of working are becoming more common place
- The Considerate Contractor Scheme was formalised in April 2007 and requires all contractors that sign up to it to comply with a code of conduct. The scheme has already resulted in improved relationships and dialogue between KCC, utility companies, the police and Health and Safety Executive. The first Kent Considerate Contractors Awards was held at Oakwood House in June. This event celebrated the success of contractors who had excelled during the year and we had positive feedback. This scheme continues to be effective in improving and maintaining safety standards of work on the highway
- KHS is investigating the use of IT planning software which can be used to demonstrate the impact of road works on traffic flows using simulation through mobile technology. This will link into the permit scheme and help us to better understand our road network. This technology is expensive and a full business case is being developed
- The performance indicators currently record non-compliance, however, given that there are approximately 70,000 separate occupations of the highway each year across Kent's road network the greater majority complies with the requirements. To reflect this it is intended to add a new indicator showing number of projects completed to time which is a better indicator of how effectively roadworks are carried out in Kent. Currently 93.7% of all works on the Highway are completed on time, the remainder may include granted extensions where there have been reasonable grounds to extend.

What more are we going to do?

- Implement the KHS Permitting Scheme
- Demonstrate commitment to stakeholders in getting our own works right, followed by all works on major and traffic sensitive streets before rolling the scheme out in full
- Hold regular co-ordination meetings through SEHAUC (South East Highway Authority Utility Committee), workshops and seminars
- Deliver high profile press coverage and a communication programme
- Improve advance visibility of road works through the internet, press, and on-site notifications
- Ensure there is a forward programme of co-ordinated road works available for Members, districts, parish councils, community groups and other stake holders and further development of the Traffic Management Centre
- Ensure there is a renewed focus on identifying violations and penalising work promoters where necessary. This has resulted in 16 penalties being issued in the first quarter of 2009.

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Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of Traffic Management Act permit violations (Section 74)	*	*	38**	50

* Not set as we were awaiting approval of the permit scheme by Department for Transport

** We have still been able to use Section 74 to help improve utility performance as this part has been enacted already. This is an interim measure until the permit scheme is fully in place.

Monitoring completed by: Ian Lancefield / David Beaver

Date: July 2009

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Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officer:
David Beaver

Status: On course

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

Police, Alliance Partners, Highways Agency, bus operators, utility companies, car park operators, district councils, other Highway Authorities.

Outcomes delivered so far:

KCC is committed to combating congestion and this Towards 2010 target is one of the methods designed to tackle this issue. It is also linked to the delivery of Towards 2010 target 30 (Kent Freedom Pass), which has resulted in a significant reduction of traffic generated from the school run, as well as target 31 (staggered school hours), and target 32 (more car parking spaces). Specific outcomes are as follows:

- We have helped to significantly reduce journey times on Kent's roads. (See PI table) As at June 2009 journey times have reduced by 32% since March 2007 on key radial routes in Maidstone. The Kent Freedom Pass will have had a positive impact on this reduction. However, nationally it is considered that the recession and fuel prices have affected the reduction in traffic volumes by 12%, and as the economy recovers the average journey times may start to rise
- The establishment of the Traffic Management Centre (TMC) has enabled improvements in the management of traffic to reduce congestion in Maidstone. Operating the TMC for major events such as the Tour de France in 2007 and Radio One's Big Weekend in 2008 helped vehicles to pass without undue traffic problems
- Joint working with the Highways Agency's Regional Control Centre (RCC) is eliminating the artificial boundaries between the trunk and county road networks. Establishing information exchange and co-operating in the management of traffic has reduced the impact on Maidstone town centre of problems on the M20 including extended periods when Operation Stack has been in place. Equally, informing motorway drivers about road conditions in Maidstone has enabled them to avoid adding to congestion in the town centre
- Kent Cordon project is a development between Kent Highway Services and the Highways Agency and has led to hardware such as CCTV, variable message signs and Automatic Number Plate Recognition (ANPR) cameras being placed on key strategic routes in Kent to enable joint, live traffic management. Installation of equipment on the M2, M20, A229 and A249 allows real time traffic flow information between the TMC and the Highway's Agency's Regional Control Centre as these roads are diversion routes used following motorway incidents. The work was completed this summer
- Variable message signs now placed on key routes into Maidstone give advance notice of events and warn drivers of congestion enabling them to take alternative routes
- A programme of 'health checks' at key locations in the network has resulted in a programme of over 50 'quick win' improvements ranging from adjusting traffic signal timings to renewing white lines, each of which have helped to improve traffic flows

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- Traffic flow monitoring sites on main roads in Maidstone and Canterbury provide continuous traffic speed and volume data to the TMC enabling early identification of congestion and monitoring of the impact of traffic diversions. The traffic flow monitoring sites in Canterbury have been operational for almost a year. Warnings are being generated when traffic speeds fall below the expected values to give TMC operators an indication that there may be a problem in the vicinity of a particular site
- The system operating car park variable message signs in Canterbury is being updated in two phases in conjunction with the City Council. The existing signs are to be replaced in phase one, for which an order has been placed, with installation before Christmas. Phase two will see coverage extended to the remaining significant car parks in the city. Installation of these signs is planned for the spring of next year. All will be operated through the TMC with control of the information displayed available locally in Canterbury.
- ANPR data from the partnership with Kent Police is now online providing the opportunity to give TMC operators early warning of problems on all the radial routes into Maidstone and Canterbury by monitoring journey times and recording progress against targets.
- The TMC now has access to the control and view images from the Highway Agency's CCTV cameras on trunk roads throughout the county facilitating provision of information to stakeholders and road users as well as assisting in the management of incidents on the road network
- The TMC has contributed to a significant improvement in travel times in and around the town. The data available to date compares the morning peak base values established in March 2007 with the first four months of the financial year 2008/09 and the first three months of 2009/10. These results are reflected in the feedback we have received from the public and the business community who have reported reduced journey times on some of the key routes and improved reliability of their journey times
- The times of operation of the TMC have increased to 0630 to 1900 Monday to Friday and 0800 to 1700 on Saturdays.
- The Kent Traffic and Travel website, providing information obtained from the TMC, proved very successful. Data supplied includes details of planned road works, incidents and accidents and images from CCTV cameras across the county
- Kent Police has agreed to devolve some powers to 'congestion busting' teams, now known as Kent Traffic Officers (KTOs). They will have a strong and recognisable street presence through clearly branded vehicles resembling the brand image of Highway Agency Traffic Officers but clearly marked as KTOs. They will be able to use bus lanes to enable faster access to incidents on the highway. The KTO scheme was launched in June 2009 using road works inspectors. Extensive training has taken place and all those participating have passed the required examination in order to receive the delegated powers. The delay in introducing KTOs is due to the need to submit a whole new scheme to Kent Police for consideration and approval. This has been submitted and is considered a model application. A high degree of co-operation has been achieved with the Police who are keen to make this trial a success. KTOs will deal with traffic issues such as obstruction and will have powers to move vehicles on where appropriate. They will also act as the 'eyes and ears' of the public to report crime incidents to the police. This is an exciting new partnership with Kent Police; they will be deployed via the TMC.

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What more are we going to do?

- Run a trial of the KTO scheme focussed on Maidstone and record and review effectiveness of the scheme. Consider extending the scheme subject to review and budgetary constraints
- Extend remote monitoring of traffic signals to incorporate the measurement of traffic flows for input to the TMC
- Deploy web-based access to the TMC systems for stakeholders enabling them to access data and to provide details of incidents for access by other users
- Complete deployment of Intelligent Transport Systems (ITS) equipment in Maidstone and Canterbury. Continuing evaluation of the results obtained to inform the programmed roll out across Kent, starting with Dartford and Gravesend in early 2009, Tunbridge Wells and Thanet thereafter
- Extend TMC coverage to Canterbury, Dartford and Gravesend during 2009/10 followed by Kent Thameside and Tunbridge Wells in 2010/11
- Develop techniques where the TMC may extend active traffic management to new areas in parallel with ITS deployment. There will be the need to address different issues from those encountered in Maidstone. For example, Canterbury has a significantly lower traffic signal population and will depend more on monitoring and guiding traffic rather than absolute control. It will therefore be more challenging to achieve similar results
- Following discussion at government level, agreement has been reached to add an additional on and off slip at Wincheap, aimed at reducing congestion in this part of Canterbury. The scheme is progressing and is in the design stage
- Increase interaction with adjacent Highway Authorities to exchange information and manage traffic movements 'across borders'
- Improve guidance to available car parking spaces in Maidstone and Canterbury, helping to reduce non-essential traffic movement
- Exchange of CCTV images between the TMC and control rooms in Maidstone, Gravesend and Canterbury to improve liaison with local stakeholders and avoid unnecessary duplication of facilities
- Continue work in partnership with the Highways Agency on the development of key strategic diversion routes to be used following motorway incidents. Installation of equipment on M2, M20, A229 and A249 for the Kent Cordon Project in the summer of 2009 will enable joint management of traffic on the key diversions by the RCC and the TMC
- Kent's work with the HA has led to its selection as demonstrator for the FREEFLOW project established with government backing to develop new techniques for the management of traffic using multiple data sources. The automatic interpretation of data and the associated strategy selection tools should enable existing levels of staff resources to monitor and manage traffic across the county
- Enhance and expand the Kent Traffic and Travel website as the programme for ITS deployment rolls out beyond Maidstone to realise similar improvements in the other key towns and on the inter-urban network.

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Measurable Indicator(s)	March 2007 Actual	March 2008 Actual	March 2009 Target	March 2009 Actual	March 2010 Target
Average journey time per vehicle mile on key radial routes in Maidstone (Period and routes consistent with base data) - Morning peak (0730-0930)	4.07 minutes*	Not available	5% reduction over 2007 value	3.45 minutes (15% reduction over 2007 value)**	10% reduction over 2007/08 value***

* 2007 baseline based on manual calculation. The automated system was introduced in December 2008

** As at June 2009 this figure reduced again to 2.79 minutes (31% reduction over 2007 value).

*** This target has been reconsidered in the light of the 2009 results but will remain at 10% as traffic volumes may rise as we come out of the recession

Monitoring completed by: Sue Westwood

Date: July 2009

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

Lead Cabinet Members:
Nick Chard/Kevin Lynes

Lead Managing Director:
Mike Austerberry

Lead Officers:
Mick Sutch/David Joyner

Status: On course

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

Southeastern Trains, Eurostar, Network Rail, Arriva, Stagecoach, other bus operators, district councils.

Outcomes delivered so far:

- KCC continues to lobby Southeastern to improve its performance. Latest published data shows 87.1% of its trains arriving on time (as at third quarter 2008/09) compared to 85.1% in the equivalent period in 2007/08. Overall 91.0% arrived on time in the year ending December 2008 compared to 89.6% year ending December 2007
- Passenger satisfaction on the railway is also improving with the number of complaints in the 2008/09 third quarter dropping from 20 per 100,000 passenger journeys to 13
- KCC has consistently supported the CTRL (High Speed 1) scheme mainly because of the regenerative effects it will have in east and north Kent. Full High Speed 1 services are on target to start this December and preview services started between Ashford and St. Pancras via Ebbsfleet in June – six months early
- Overall, Southeastern will be operating 200 more services from mid-December – a 5% increase in capacity. All major towns in Kent will have more services to and from London, with the exception of Maidstone. However, pressure has been put on Southeastern to retain the service to Cannon Street and it is now preparing options to retain it
- KCC has an excellent record of working with bus providers to improve public transport in Kent and this is reflected by year on year increases in the number of people using Kent bus services. There has been a further 7% increase in 2008/09 over the figures for the previous year to over 55 million journeys. This is down to continuing joint investment in services by bus operators working in partnership with KCC as well as roll out of new initiatives to cut the cost of travel such as the Kent Freedom Pass and improvements to the Concessionary Travel Scheme for over 60s
- New partnership agreements (Quality Bus Partnerships) were launched in 2009 in Dover and Ashford with Stagecoach and in Thanet in partnership with Eastonways. The Ashford Quality Bus Partnership (QBP) was launched in February 2009. This included the introduction of 10 brand new low floor easy access buses, which are now running on Ashford's A line route. The buses were funded through a KCC Kickstart grant, with Stagecoach providing additional funding and marketing to increase patronage
- Around two thirds of the total bus fleet in Kent are now easy access, low floor entry
- A scheme to upgrade bus stop poles and provide improved timetable information at around 600 bus stops across Kent will be completed in 2010. Real-time electronic displays showing arrival times are also being provided at main bus stops to provide bus passengers with better information and certainty over when a bus is due to arrive

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- KCC has worked with operators to encourage joint ticketing, and a scheme called 'Plus bus' is now available at 26 main railway stations in Kent which enables rail passengers to buy a rail ticket that includes onward travel on local bus services
- The Ashford Station Travel Plan, developed in partnership with Southeastern, Ashford Borough Council and Stagecoach was launched in May 2009. It is aimed at improving integration and enhancing station access by bus, car sharing, cycling and walking. 612 members of the public have signed up as Travel Plan Partners¹. It is intended that this will be a model for other stations in Kent
- KCC has part funded new ticket machines for approximately 800 buses across Kent. These machines will be capable of reading smartcards, similar to the London Oyster card. A pilot is under development to issue young people with smart Freedom passes in Thanet, working with Stagecoach and Eastonways. It is hoped this will be launched in September 2009. (See also Towards 2010 target 30)
- The Kent Freedom Pass (see Towards 2010 target 30) has proved extremely successful and countywide roll-out was completed in June 2009 at which point 16,400 passes had been issued. Term time usage is now running at around 250,000 single trips per month. Much of the success of Freedom Pass can be attributed to a close working relationship with the Kent bus operators who have increased capacity to ensure a smooth roll out
- KCC provides financial support to around 200 bus services and 7 Kent Karriers. Kent Karriers provide dial-a-ride accessible services to disabled people and those living more than 500m from an existing bus route. A successful re-tendering of around 25% of all bus services supported by KCC has been completed within budget, ensuring services can be sustained during 2009
- KCC is providing additional funding to the Kent and Medway Concessionary Travel Scheme for over 60s. This has enabled the scheme's start time to be returned to 9.00am and for disabled companion passes to be issued and be valid across all Kent district areas. There are currently 220,000 pass holders in the scheme and of these 180,000 are residents in the KCC area
- Bids were submitted to the Department for Transport in July 2009 seeking Kickstart funding for Arriva services 6 and 7 between Maidstone and Tunbridge Wells and for the Stagecoach Triangle services between Canterbury, Whitstable and Herne Bay. If successful, these will provide new buses and more frequent services.
- KCC is working closely with health authorities to improve public transport services to hospitals and to ensure that information on these services is widely distributed.

What more are we going to do?

- KCC, with partners including local MPs, will continue to press for restoration of the proposed cuts of rail services from Maidstone and West Malling (Kings Hill) before December
- The changes in passenger rail services from December are extensive and, although generally positive, the overall effects will need to be closely monitored next year to see whether there is a need to lobby for modified timetables and fare levels to suit passengers' needs and achieve the desired regeneration effects in east and north Kent. Pressure will be maintained on Network Rail through the Rail Utilisation Strategy

¹ Travel Plan Partners are people who have signed up to try an alternative to using their car to get to the station and we have provided them with a personalised travel plan - a list of all their options for getting from their house to the station.

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(RUS) process to improve rail journey times and reliability as well as the quality of stations. Lobbying for a new parkway station for Thanet close to Kent International Airport with good road access will be maintained

- QBPs will be developed for new areas of the county building on operator investment in vehicles and taking advantage of Government and Kent Kickstart initiatives. Existing QBPs will be reviewed in the light of the new Local Transport Act 2008 which enables Statutory Partnerships and Quality Contracts to seek further improvements in local services
- KCC will continue to work with South Eastern and Railtrack to improve access to stations in Kent. We will continue to promote improvements through the Local Transport Plan. We will also work with bus and rail operators to market new services. It is hoped that the launch of the Ashford Station Travel Plan will prove to be a model for other stations in Kent, particularly those benefiting from the new High Speed Rail services
- Further expansion of KCC's award winning Fastrack network of high quality bus services in Kent Thameside is planned. Work is in hand to deliver a similar scheme for Ashford called Smartlink, beginning with the launch of a new bus service called the E Line in March 2009, linking Eureka and Orbital Business Parks to the town centre. This is the precursor to Smartlink which will link with a Park & Ride site at the Warren in 2012
- KCC will continue to lobby government over proposed changes to responsibility for and funding of the Concessionary Fares scheme for over 60s
- The emerging Integrated Transport Strategy for Kent sets out proposals to maximise the benefits of rail by building on the high speed services with new stations and reduced journey times on other parts of the network. It also advocates the need for a fully integrated bus system with a network of high quality inter urban coach services, improvements to rural bus networks and further Fastrack and Smartlink type schemes for town centres. Partnership with operators is key to achieving this vision. It is hoped to develop a number of pilot projects over the next 12 months
- Further improvements to public transport services to hospitals and other health facilities will be discussed at a Kent-wide Transport and Health Conference in September.

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: Mick Sutch/David Joyner

Date: June 2009

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Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Mick Sutch

Status: On course

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

Essex County Council (CC)

Outcomes delivered so far:

- Although the Department for Transport (DfT) announced that it was to commission a study looking at options to increase the capacity of the crossing of the Thames in October 2006, there was no progress until KCC and Essex CC announced that they too were to commission consultants to look at the same issue. This initiated the Department for Transport (DfT) commissioning their study which started in February 2008 and was completed in April 2009
- The study identified three long-term options for crossing the Thames (bridge or tunnel) and to be carried forward for further assessment – at Dartford, between the Swanscombe Peninsula and Tilbury and to the east of Gravesend and Tilbury
- Consultants for KCC and Essex CC have produced a draft report which identifies the same three options as the government.

What more are we going to do?

- Finalise the joint report with Essex CC to ensure there is agreement of factual data in both reports
- The DfT has proposed that the issue will be taken forward as one of the Delivering a Sustainable Transport System's (DaSTS's) studies commencing later this year and reporting in March 2010. As a key partner in this issue, KCC expects to be included in the Steering Group of this study and is lobbying for this to occur.

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: Mick Sutch

Date: July 2009

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Target 37: Improve the way we repair roads and pavements		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Kim Hills

Status: On course

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

Ringway, Jacobs, TSUK, KCC Contact Centre

Outcomes delivered so far:

The winter of 2008/09 brought below freezing temperatures for significant periods resulting in many days where frost remained within the carriageway construction and the thaw produced major damage and potholes.

Specific outcomes so far include the following:

- From early January 2009 we provided additional crews for repair. This peaked at the end of February with 70 crews across the county focused on surface repairs. At the height around 3,000 potholes a week were being fixed
- We are operating at twice the number of patching crews compared to where we started in April 2008 and this high level will be maintained throughout 2009/10
- The increases in budgets have enabled us to further improve the level of carriageway and footway maintenance. We are operating two 'Jetpatcher' machines (a fast process, able to achieve significant patching and pothole repairs on rural roads) for the first six months of this financial year. This will enable us, by the end of this summer, to apply approximately 3,500 tonnes of material, patching our minor road network
- Extra funding (approximately 35%) is achieving a significant increase in carriageway surfacing schemes. This year we will surface nearly 1,000,000m² and to the end of June 2009 we had already completed 390,000m²
- Additionally, this year we are tackling 'minor surfacing' by machine, which allows for local short term responses to poor carriageway condition. Previously short lengths (100 to 150 metre lengths) may have been heavily patched, where local condition was poor. We are now delivering an increase in full width/short length machine surfacing and should achieve approx 50,000m²
- Alongside improvements in the physical work are major enhancements in customer communication. This is seeing requests acknowledged and any call back requests processed within two working days. Completion dates are being set for each request and shared with the customer. Very positive feedback is being received
- Closer links are now in place with all parish/town councils and KCC Members, who all have a designated named liaison officer. Some good relationships are being built and we are engaging positively with local communities
- We are focused on improving our performance against some 'killer' PIs for this service. The latest figures are as follows:

	Aug 08	Aug 09
Potholes reported by Highways inspectors	897	1,242
Potholes reported by members of the public	140	193

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Average pothole repair time from call to completion	25 days	17 days
Routine faults reported by members of the public	2,426	2,000
Routine faults completed in 28 days	56%	76%

What more are we going to do?

- Undertake a full review of our Winter Service response to ensure we are in a position to respond in a positive manner
- Continue to improve our customer care interface due to close working with Members and parish/town councils through our new Community Liaison Officer arrangements
- Allow on-line web access to local information via the Parish Portal with reports fully operational by the end of summer 2009. We will continue to expand and improve in the future, taking advantage of technology enhancements
- Introduce new systems to help our Contact Centre record service requests more accurately using map based co-ordinates, obtain more detailed information and so direct crews to the correct location
- Continue the use of 'Jetpatcher' to repair minor roads
- Undertake a further 600,000m² of carriageway resurfacing to be completed in 2009/10
- Retain a high level of patching crews through the remainder of 2009/10 and continue this frontline focus in the future years
- Continue improved operational flexibility (crew types and programming) which is already improving efficiency and productivity
- Ensure more performance data becomes available from our customer system, allowing us to target and improve operation in the coming years.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Net satisfaction of residents with condition of roads in Kent	+5%	+19%	+20%	+29%	+30%*

* Target has been increased from 23% that was set originally

Monitoring completed by: Kim Hills

Date: July 2009 (updated September 2009)

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Target 38: Maximise the use of previously developed land		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Richard Feasey

Status: On course

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

District councils in Kent, Government Office for the South East, Home Builders Federation.

Outcomes delivered so far:

The proportion of housing development accommodated on previously developed land has risen in recent years from just under 60% in 2002/03 to 78% in 2007/08 during a period of rising housing completions overall. In total, 76% of housing development completed in the five-year period 2003/08 was on previously developed land. This increase reflects both the sustained pressure to prioritise the use of previously developed land and the character of recent housing development with its strong emphasis on higher density small unit accommodation.

Housing completion rates and the contribution of previously developed land to this remained high until early 2008. However, the severe downturn in the housing market associated with the recession is affecting both the level of new development and its composition in the short term, and in particular the significant cut back in higher density housing schemes on more costly and complex brownfield sites as a result of changing economic viability will put pressure on this Towards 2010 target in the short term.

Specific outcomes in relation to this target are as follows:

- KCC continues to review Local Development Framework (LDF) proposals for the priority given to the use of brownfield land and the efficient use of scarce resources of development land. Most recently, this has involved representations on core strategies for Dover, Tunbridge Wells and Shepway. Proposals for Dover and Shepway include substantial use of surplus Ministry of Defence land, involving previously developed sites. Masterplans in the Swale area for Queenborough/Rushenden and Milton Creek, Sittingbourne will take forward strategic allocations involving around 3,000 to 4,000 homes on brownfield sites. Despite the high level of housing completions on previously developed land the supply of brownfield land to meet development requirements has been continuously 'topped up'. Almost three quarters of the additional land identified through LDFs or new planning permissions between 2004 and 2008 has involved previously developed land
- KCC has worked with all districts to determine a common approach to future strategic housing land availability assessments that are now required under current national policy guidance and a joint protocol for such studies was agreed by the authorities in December 2008. This will include the examination of urban and brownfield housing capacity, viability considerations and consideration of different land use claims on brownfield land. KCC is participating in a number of local partnerships to determine the approach to and outcome of Strategic Housing Land Availability Assessments to consider the sources and deliverability of housing land.

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What more are we going to do?

- KCC will continue to build and use evidence on the contribution of previously developed land for housing. This has assumed greater importance in the wake of current national planning policy guidance (PPS3) which downgrades the role of, and allowance for, sites that are granted planning permission (but which have not been previously identified in plans) in assessments of future housing land supply. Such sites overwhelmingly involve brownfield sites. This sits alongside pressures to increase overall housing supply in response to national objectives to secure three million additional homes by 2020. This approach calls for close examination and identification of prospective brownfield sites for housing to ensure that the current levels of achievement are not diluted. The target for the proportionate contribution of previously developed land to housing development sits within a context of a rising planned rate of housing completions in Kent. The average annual rate of housing provision for Kent has risen from 5,485 per annum (2001-2016) under the former Structure Plan to 6,160 per annum (2006-2026) under the South East Plan approved in 2009
- Through its representations on LDFs and strategically significant planning applications KCC will continue to review local planning proposals for the role expected of brownfield land. During 2009/10 a number of district LDF core strategies are due for consultation including Canterbury, Dartford, Gravesham, Thanet and Sevenoaks
- The needs of commercial development as well as housing will need to be balanced in this and account taken of the nature of significant future public sector land disposals. Preparation of any planning advice sought by the South East England Partnership Board testing the impacts of further increases of housing provision in the region and in Kent will pay close regard to these factors.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of housing completions on previously developed land	80.1%	78.0%	70%	*	70%

* Available late autumn 2009

Monitoring completed by: Richard Feasey

Date: July 2009

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Target 39: Bring back into use the large number of empty homes in Kent		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Theresa Bruton

Status: Done and ongoing

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

All 12 Kent district councils

Outcomes delivered so far:

KCC launched the 'No Use Empty' initiative in 2005 with a £5million funding package focusing on the coastal areas of east Kent in order to tackle the problem of empty housing. The LAA1 target was exceeded securing a government reward grant of £2.239 million.

Following the enormous success of this scheme, a joint launch event was undertaken in April 2008 attracting widespread media publicity which saw the roll-out of the initiative across the whole county. Three intervention strategies are used - loan scheme, support to district enforcement work and direct acquisition by KCC.

Specific successes include the following:

- The 2009/10 target was increased from the original 650 properties to 850 in June 2009, as can be seen in the PI table, having achieved this Towards 2010 target ahead of schedule following the successful roll-out of the initiative across the whole county in April 2008
- Enforced the sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in disrepair for some 20 years. Town & Country Housing Group worked with Thanet DC to bring the property back into use as affordable housing, with the first one becoming occupied in January 2009
- Compulsory purchase of the former Warren Court Hotel, Cliftonville, Margate, derelict for some five years and subject to frequent arson attacks, was made possible by the very first inter-authority loan (May 2009). A full planning application is being worked on which will see the site returned as affordable housing
- Direct purchasing, although the first property to be acquired under this intervention is proceeding slower than anticipated having been delayed by complex legal issues
- Applications to convert commercial properties into residential accommodation are also eligible for funding. The initiative has recently supported the conversion of a Victorian warehouse situated in Dover town centre, providing eight units, which were marketed in June 2009.

The 'No Use Empty' initiative has been widely praised across the UK as a unique partnership between county and local councils, achieving tangible results and setting an example for others to follow. The level of interest in the initiative remains high, for example:

- Media: ITV Tonight Programme, BBC Homes Under The Hammer, Kent TV
- Press: National and local exposure as well as a range of housing/regeneration publications
- Direct: Telephone enquiries from other local authorities across the UK

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- Website: www.no-use-empty.org

What more are we going to do?

- Continue with the three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) across all Kent districts
- Target specific areas inviting landlords/traders to participate in workshops to promote the initiative and offer any potential applicant the free services of a property management company for one hour. If successful, this approach could be replicated in other parts of the county
- Look at other innovative ways of engaging with others and creating new opportunities
- Continue to facilitate training sessions for empty property officers.

The approved re-alignment of the budget for the initiative currently profiled to 2013 will also allow for:

- Continuation of the loan scheme available to all districts who wish to sign up
- Creation of a new fund from within the existing budget allocation for the exclusive use of the east Kent partners to retain the high profile of the initiative and rewarding them for their significant contribution to KCC achieving the Performance Reward Grant.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	172	339	511	728	850**

** Target increased from original of 650 to 850 in June 2009, having achieved this Towards 2010 target ahead of schedule following the successful roll out of the initiative across the whole county in April 2008.

Monitoring completed by: Steve Grimshaw

Date: 27 July 2009

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Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes		
Lead Cabinet Member: Nick Chard/Kevin Lynes	Lead Managing Director: Mike Austerberry/David Cockburn	Lead Officers: Richard Feasey/Nigel Smith

Status: On course

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

District councils in Kent, Medway Council, Kent Economic Board, Kent Housing Group

Outcomes delivered so far:

KCC is working with key partners including Kent Economic Board Housing Task Group, Medway Council and all Kent districts to develop a 'fit for purpose' Housing Strategy for Kent and Medway that provides strategic direction, innovation and action as a response to the huge diversity of housing need and opportunities across the area. It will in part examine innovative ways of bringing forward housing development of different tenures.

Following a recent invitation by Government, KCC has submitted proposals to be included in any pilot of proposed Accelerated Development Zones, by which 'Tax Incremental Financing' of infrastructure to support development would be brought forward. This is a practice used in countries such as the US. Under such a pilot scheme, increased revenues generated once development has been occupied would be ring-fenced and dedicated to paying back infrastructure which had been financed through bonds raised or other similar mechanisms.

The current review of 'What Price Growth' maintains KCC's commitment to assess the nature of infrastructure required to address the high level of housing growth to be accommodated in Kent and the financial and investment implications of this.

The former Development Plan for Kent, the Kent and Medway Structure Plan 2006, contained strong policies to ensure that development is accompanied by the required infrastructure and services but these policies ceased to have effect from July 2009 following approval of the South East Plan. Policy CC7 of the South East Plan includes the principle that "where development creates a need for additional infrastructure a programme of delivery should be agreed before development begins".

Other specific outcomes are as follows:

- The success of this Towards 2010 target requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, the district councils and therefore we work with district councils to ensure requirements for KCC services are included in Local Development Frameworks (LDFs) giving us the policy base from which to deliver. This is increasingly important given the greater emphasis now given to infrastructure planning as part of the preparation and testing of LDFs and the potential introduction of a Community Infrastructure Levy from 2010
- A corporate officer group has been established to co-ordinate KCC's input into district LDFs. The infrastructure and KCC service requirements are established by each of the service directorates and a co-ordinated response for KCC is put forward to the district councils on infrastructure and service delivery matters. Although few districts as yet have either submitted or adopted core strategies for the LDFs (only Tonbridge and Malling and

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Ashford so far) both of these districts provide for a balance of development and infrastructure. In Ashford, strong policies to provide for KCC infrastructure have been included following KCC's intervention and the public inquiry. Negotiations on other district LDFs continue. During 2009/10, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Thanet and Sevenoaks

- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. This work was reported to KCC's Cabinet in early 2009 and subject to consultation this summer
- KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery. This has involved submissions to the public Examination of the Ashford Core Strategy on the proposed strategic tariff, representations on the Dover, Tunbridge Wells, Sevenoaks and Shepway core strategies, and Queenborough and Rushenden and Sittingbourne town centre Masterplans
- KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery. This has involved submissions to the public Examination of the Ashford Core Strategy on the proposed strategic tariff, representations on the Dover, Tunbridge Wells, Sevenoaks and Shepway core strategies, and Queenborough and Rushenden and Sittingbourne town centre Masterplans
- We have contributed to strategic housing market assessments (HMAs) in partnership with districts, Registered Social Landlords (RSLs) and the house building industry. These assessments, required under government guidance, (PPS3), provide comprehensive guidance at district and local market area level on the mix of social and market housing, including the role of shared equity provision, needs associated with the ageing demographic profile and special needs groups. They inform LDFs policy development and the consideration of planning applications. Under the Kent Housing Strategy, a Kentwide Strategic Housing Management Assessment has been commissioned to review evidence on housing need and mix in terms of type, size and tenure, by interrogating the data set out in the Districts own HMAs.
- With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs
- Over the period of this Towards 2010 target, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure
- Homes also need to be well designed. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent including promotion of standards such as Lifetime Homes and Code for Sustainable Homes. The Kent Design Guide has been adopted by all but three districts as Supplementary Guidance to their LDF core strategies
- The KDI is also producing, in collaboration with some of the district councils, new technical appendices and planning policy documents on specific key themes on matters of

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county-wide significance which includes a maintenance and management protocol or toolkit on streets within town centres, community safety, (with the Kent Fire Service), planning for crime prevention (with Kent Police), a farmstead design toolkit (with English Heritage and the Kent Downs AONB Unit), as well as disabled access

- We have also produced the second ‘showcase’ document on ‘Street and public space’, using Kent examples to celebrate good practice exemplars throughout the county; and in April 2009 launched the 2009 Kent Design Awards, which includes new categories for RSLs, craftsmanship to reward the best contractor, and the Lord Sandy Bruce-Lockhart Award for the project of the year. The Award Event is scheduled for mid-March 2010.

What more are going to do?

- Complete and publish the Kent Housing Strategy in conjunction with the Kent Economic Board by February 2009.
- Continue to monitor the development of detailed proposals and regulations that will govern the introduction of a Community Infrastructure Levy (CIL) enabled by the 2008 Planning Act. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent
- Continue to press the case for an appropriate and robust planning policy framework towards infrastructure planning and delivery at regional, sub regional and local levels
- Alongside consideration of and advocacy for other funding streams, we will continue to consider where appropriate, a balanced case for development contributions arising from significant housing developments as they come forward for planning permission. More innovative solutions are to be considered for the KCC development contributions guide which is being revised in light of the Regeneration Framework and ‘What Price Growth 2’ policies. A development industry seminar is to be held autumn 2009 to explore new solutions including deferred payments in the current market
- The KDI will continue to roll out the guidance and policy notes, and are looking to work with cross-district/county working groups on new themes such as housing space standards – both internal and external - (linked to lifetime homes and ensuring that properties meet the changing needs of the vulnerable, disabled and elderly), infill development for smaller sites of under 20 houses, rural housing and a characterisation study on towns and villages
- The KDI will develop bespoke training programmes, capacity raising events, seminars, exhibitions and study tours for key stakeholders including local authority officers, council members, and the development industry. These will harness, improve and develop existing and new design capacity and expertise throughout Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Section 106 developer contributions achieved as a percentage of those sought: Minor applications (up to 500 units)	82%	82%	80%	89%	80%

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2009 (updated September 2009)

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Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials

Lead Cabinet Member: Nick Chard	Lead Managing Director: Peter Gilroy/Mike Austerberry	Lead Officers: Peter Binnie/Carolyn McKenzie
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Status: On course

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

SEEDA, Arts Council, Kent Archive Centre, SECE, joint working with districts on projects such as The Beaney and the Marlowe Theatre.

Outcomes delivered so far:

- New build projects that KCC's Property Group is responsible for managing are designed to the BREEAM 'very good' standard. To ensure a consistent approach for all new KCC buildings a Sustainable Construction Policy has been developed which outlines the key elements to sustainable construction and the issues that must be considered during the planning, design and construction phases for all KCC projects
- The cross-directorate Sustainable Estates Taskforce (SET) is now in its second year and continues to address the issues of sustainable construction as well as identifying opportunities for further progress. Progress on this Towards 2010 target is monitored through SET which is responsible to the KCC Environment Board
- Property Group includes a sustainability section in its tender documents and terms and conditions for contracts. This helps ensure environmental issues are given proper consideration during the procurement process as well as raising awareness among consultants and contractors of KCC's environmental objectives and the part they play in meeting these
- A ground source heat pump has been installed at the site of the new Turner Contemporary Gallery in Margate (see Towards 2010 target 27) and this will produce renewable energy when the building is operational.

What more are we going to do?

- Continue to ensure that the designs deliver sustainable buildings which are energy and water efficient, incorporate built-to-last materials and minimise waste
- Plans are underway to make Oakwood House Conference Centre more sustainable, by retro-fitting solar technology and a ground source heat pump to provide heating and hot water for the bedroom accommodation
- Continue to follow best practice with regard to site waste management plans in order to prevent, reduce and recycle waste created as a result of construction work
- Regularly review the Kent Design Guide and technical annexes to ensure that opportunities for resource efficiency savings and climate change future proofing are fully integrated
- KCC Property Group and Laser will continue to work together to identify where opportunities exist for renewable and sustainable technologies to be funded for inclusion in new build projects

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- A database of completed construction projects has been compiled and a selection of these will be reviewed to assess the benefits of any environmental elements in practice, and this will help build upon existing knowledge and further develop good practice.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of new KCC buildings designed to at least BREEAM 'very good' standard*	60%	80%	90%	90%	100%

*Where BREEAM is applicable.

NB: BREEAM standards are available for common building types including schools, homes, offices, retail, courts and prisons. Applying BREEAM standards to other building types (e.g. art galleries) requires a bespoke assessment. This indicator measures the BREEAM standards of common building types for which BREEAM standards are readily available or for which a bespoke assessment has already been made.

Monitoring completed by: Léonie Harrington

Date: July 2009

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Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialing the use of biofuels and other new technologies		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officers: Carolyn McKenzie

Status: More progress needed

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

LASER energy buying group, Carbon Trust, Creative Environment Networks.

Outcomes delivered so far:

This target is a measure of KCC's own corporate environmental performance and currently focuses on the largest parts of the authority's eco-footprint - carbon dioxide emissions, water use and waste. It links with Target 41 which monitors the environmental impacts of the construction of new buildings. Progress on Targets 41 and 42 is monitored through the Sustainable Estates Taskforce (SET) which is responsible to the KCC Environment Board.

KCC's target is to reduce carbon dioxide emissions by 10% by 2010. This Towards 2010 target has focused on buildings, but has been extended to include carbon emissions from street lighting and traffic controls, business travel and Kent fleet mileage over the last two years.

Progress against this target is not on track, as can be seen from the PI table. This is due to increases in emissions from the estate in certain areas, in particular schools as a result of increased use of ICT and extended opening hours, which is also a priority. Therefore, delivery of this target is unfortunately hampered by good progress against another.

However, assessment against the Carbon Trust Standard last year, which accounts for growth in the estate, indicated a 6% reduction on the previous two years of data.

Specific savings and achievements include:

- All KCC directorates are accredited to ISO14001. This includes a comprehensive staff engagement programme targeting office best practice and staff travel behaviours
- KCC was awarded the Carbon Trust Standard in January 2009. This is a recognised accreditation of Energy Management practices and processes based on a detailed assessment of policy, actions and performance
- We have delivered a 5% decrease in office carbon emissions since 2004
- We have invested over £1m committed to energy efficiency measures giving lifetime savings of £1.1m and 6,695 tonnes of CO₂
- Approximately 20 renewable energy initiatives have been delivered including installation of 10 solar and four biomass boilers
- We have a 50% recycling rate at County Hall
- We have delivered a 2% reduction in total business miles for 2008/09
- We have promoted Kent Car Share, a Kent-wide, secure car sharing network enabling business and public sector organisations to contribute to reducing congestion on Kent's roads and reduce carbon footprint. Over 642 tonnes of carbon have been saved by KCC staff alone

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- Over 160 Green Guardians have been recruited. Their role is to help implement KCC's ISO14001 and deliver campaigns to change staff attitudes and behaviour such as the 'Switch it off' campaign.

As a result of the challenges faced by KCC, carbon management has become an integral part of KCC's renewed corporate environmental performance programme. Ongoing activities include:

- Strengthening the Energy and Water Investment Fund (EWIF) and ensuring it is integrated with both KCC's ongoing asset management programme and the results of the Display Energy Certificate Surveys and action plans for all KCC buildings of 1000m² or above. The fund focuses on water, energy efficiency and renewable energy through loans and grants. Over 50 EWIF projects have been completed or are underway including light zoning/sensors, passive infra red sensor urinals/taps, a tunnel lighting project, power factor voltage reduction projects and thermostatic radiator valves for heating systems. This also includes over 20 renewable energy projects being developed across the KCC estate including photovoltaic panels at Hever CEP and Shatterlocks Infant School, and three biomass boilers
- Cross-KCC training programmes including a 'Good Deeds Grow' training event in February involving schools, caretakers and internal green guardians which attracted over 100 participants
- Promoting the Kent Car Share scheme
- Promoting Kent Street Car where KCC has joined forces with Streetcar to provide 'pay as you go' hire cars replacing the previous pool car scheme. The cars available to KCC employees are new VW Polo blue motion low emission vehicles (99g CO₂/km). The scheme is being extended to three cars due to increased demand
- A new scheme has been launched to allow 'salary sacrifice' for bus travel which will encourage greater use of bus services by commuting staff. Salary sacrifice allows people to buy discounted tickets by paying for them directly from their salaries before tax deductions are made (as with childcare vouchers), making purchasing bus tickets cheaper and easier.

Biofuels - As stated in last year's report, since the Towards 2010 targets were published three years ago the situation on biofuels has changed. Until the picture is clearer with regard to the negative impacts of these fuels, KCC will continue to only use the 5% fuel mix. The majority of current fleet vehicles meet the EURO4 standard for vehicle emissions, and this is coupled with driver training and improved vehicle routing to increase vehicle efficiency and minimise emissions.

What more are we going to do?

- KCC is developing a new policy framework, linked to Kent Design, to ensure new construction, refurbishment, asset replacement and maintenance of the estate is focused on reducing energy, water and waste and incorporates key design features particularly renewable energy solutions where practicable
- Investment in low carbon technologies and measures in the KCC estate will continue, including a specific focus on Oakwood House, installing an improved building management system at Invicta House and delivering energy efficiency improvements in the heating system at Sessions House. Potential planned projects also include a new biomass boiler for the proposed new highways depot
- Roll out the use of smarter working technologies and facilities including BT Meet Me and video conferencing suites

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- Installing SMART electricity meters in KCC buildings and schools, which will allow much closer monitoring of electricity use. Data collected is made available to schools online.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2010 Target
Percentage reduction in CO2 from energy use in KCC buildings and schools since 2004	1% increase	3% reduction	3% increase	Not set	10% reduction

NB Current progress against the Towards 2010 10% carbon reduction target is +3% (2008/09 data). However, assessment against the Carbon Trust Standard last year, which accounts for growth in the estate, indicated a 6% reduction on the previous two years of data.

Monitoring completed by: Carolyn McKenzie

Date: July 2009

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Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders

Lead Cabinet Member:
Nick Chard

Lead Managing Director:
Mike Austerberry

Lead Officer:
Sue Barton

Status: On course

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

All Kent district and borough councils, Kent Police, Kent Fire and Rescue Service, Crown Prosecution Service (CPS), Environment Agency, Highways Agency, Kent Probation Service.

We have also further developed key relationships with the KCC Gypsy and Traveller Unit, Trading Standards, AONB and Public Rights of Way team.

Outcomes delivered so far:

We have undertaken the following actions to reduce the incidence of fly-tipping in Kent and bring offenders to justice:

- **Numbers prosecuted:** We have secured criminal convictions in respect of a total of 17 defendants (three in Crown Court and 14 in various Magistrates' Courts)
- **Prosecution fines:** Fines imposed total £12,662. Costs awarded for prosecution and clear up total £9,470 including victim surcharge. Notably, there has been a 28 day custodial sentence imposed on one defendant, in addition to 100 day suspended sentence for another defendant
- **Fixed penalty notices:** Clean Kent investigations have secured evidence against 14 defendants, thus enabling the issue of Fixed Penalty Notices amounting to a total of £2,400, for the benefit of Gravesham, Tonbridge and Malling, Dartford and Shepway Councils
- **Cases waiting to be heard:** Two further cases are within the criminal justice system awaiting trial and a number of investigations are currently coming to fruition with further prosecutions anticipated in the coming months. A further 15 offenders have been dealt with by way of police cautions and formal warnings
- **Fly-tipping and Fraud case:** Prosecution of Nigel Nash, involving fly tipping at a KCC Household Waste Recycling Centre and other criminal offences of fraud. This was carried out as a joint investigation with Maidstone Police, leading to prosecution by the CPS. Nash was convicted at Sittingbourne Magistrates court in March 2009 and sentenced to 120 days imprisonment, suspended for 4 months, 150 hours of community service, electronic tagging for six months and an indefinite ASBO
- **Performance across the south east region:** Fly-tipping enforcement activity across the south east region has been running at approximately 76 prosecution cases a year (63 local authorities located within eight counties). Based on current and projected performance the Clean Kent/KCC enforcement function is making a major contribution both in Kent and at a regional level
- **Hot spot resolution:** The top 20 fly-tipping hot spots continue to be a dynamic list, with sites being taken off as action is taken to tackle the issues and sites added when they become particular targets for fly-tipping activity. Out of the previously reported hot spots,

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four have been resolved and are no longer the subject of fly tipping. They have therefore been removed from the list and replaced by a further four. The current list is as follows:

	Top 20 fly-tipping hot-spots in Kent	Status (Note – current action may be undisclosed to prevent compromise of the investigation)
1	Murston – Three Lakes	Partnership working with KCC gypsy liaison team to resolve. One investigation pending
2	Hartley Bottom Road, Ash cum Ridley	Monitoring recent flytipping after long period of no fly-tipping
3	Springhead Road, Gravesend	Subject to current action and two investigations pending. Three successful prosecutions to date
4	Lower Road, Hextable	Monitoring, flytipping ceased in area following enforcement activity. Fixed Penalty Notice to one offender
5	Pilgrims Way, Kemsing	Monitoring, infrequent reports of flytipping
6	Chelsfield Lane, Shoreham	Monitoring, no current reports
7	Great Buckland Road, Luddesdown	No current investigation or flytipping. Area being monitored
8	Mill Pond Lane, West Kingsdown	Monitoring, no further reports at present
9	Commority Road, Vigo	Monitoring, no further reports at present
10	Dering Way, Gravesend	Subject to current action, partnership working to resolve. One prosecution pending, one current investigation
11	Back Lane, Boughton Mon Chelsea	Monitoring, no further reports at present
12	Barnfield Park, New Ash Green	Monitoring, no further reports at present
13	Canada Farm Road, Horton Kirby	Monitoring, infrequent reports of flytipping
14	Cossington Underpass/Hill Road, Bluebell Hill.	Subject of current action, one investigation pending
15	St Mary's in the Marsh	No further reports
16	Seasalter Marshes	Monitoring, no further reports at present
17	Ifield Road, Shorne	Infrequent reports of flytipping, partnership working to resolve. Monitoring continues
18	Crabble Lane, Dover	Subject to current action, two prosecutions by Dover DC pending
19	Crockenhill, Swanley and Sparepenny Lane, Eynsford	Recent reports and investigations, partnership working to resolve, partnership working with police
20	Crete Road East, Folkestone	Subject to current action, three prosecutions by Shepway DC pending

What more are we going to do?

- Continue to secure increasing numbers and impact of prosecutions as a significant deterrent across the county with widespread publicity of cases
- Work to increase the level of fines and costs awarded through the courts, with a focus on restorative justice, seizure of vehicles etc.
- Continue to develop enforcement capacity with additional training delivered to officers of partner authorities

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- Improve intelligence handling, analytical support and use of GIS to improve effectiveness of targeting resources
- Review compliance with the Regulation of Investigatory Powers Act 2000, working with Trading Standards to ensure proportionality etc.
- Develop a fly-tipping arrest protocol with the police taking account of the Serious Organised Crime and Police Act 2005
- Develop improved cross-border intelligence sharing with Surrey authorities etc.
- Ensure strong links with Environment Agency on unregulated waste companies
- Ensure joint-working with KCC wardens to improve data gathering, intelligence and prompt response times
- Integrate Towards 2010 target 43 with the Cabinet decision on the Policy on Household Waste Recycling Centres to prevent fly-tipping by traders at KCC facilities
- Use 'Smartwater' technology to support criminal evidence
- Focus on the risks of recurrent offending, increasing the emphasis on dealing with the proceeds of crime
- Continue to champion DNA recording nationally in respect of criminal convictions for fly-tipping
- Support national lobbying such as powers in respect of litter thrown from vehicles
- Invest in high performance surveillance equipment and utilise new technology such as body cameras
- Work with the media to raise the profile and unacceptability of environmental crime.

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: Sue Barton

Date: June 2009

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Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products

Lead Cabinet Member:

Kevin Lynes

Lead Managing Director:

David Cockburn

Lead Officer:

Elizabeth Harrison

The world has changed since the original Towards 2010 concept for a Global Centre for non-food crops was first proposed. Concerns regarding environmental sustainability, food prices, and the displacement of agriculture have led to a decline in the general public's acceptance of some non-food crops, which, together with a growth of other centres specialising in this area, means that the benefits of this target to Kent are limited.

It has been decided that resources would be better spent:

- Developing a clearer understanding of the innovative new opportunities, in terms of Kent's rural economy and businesses, environment, skills base, and jobs related to this area
- Working to position Kent as a focal point for the development and promotion of secure food and non-food crops in the rural economy.

Subsequently, and with the agreement of the Leader and Chief Executive of the Council in April 2009, progress will no longer be specifically reported against this target.

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Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: Mike Overbeke

Status: On course

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

Dartford BC, Gravesham BC, Medway Council, Swale BC, GOSE, SEEDA, Thames Gateway Kent Partnership, Kent and Medway Growth Area Delivery Vehicles (KTS, includes KTS Green Grid, Medway Renaissance, Swale Forward), Natural England, Environment Agency, Forestry Commission, Royal Society for the Protection of Birds (RSPB), Kent Wildlife Trust, National Farmers Union, Kent Downs Area of Outstanding Natural Beauty (AONB) unit, private sector developers (e.g. Land Securities), Sport England, Ashford BC, Ashford's Future, Stour Valley Arts, CPRE, Land Restoration Trust (LRT).

Outcomes delivered so far:

Protect and enhance Kent's ancient woodlands

- A project started in January 2009 to provide specialist advice to woodland owners in the Kent Downs Area of Outstanding Natural Beauty (AONB) to bring woodlands back into management. This was a direct result of the wood lots report (described in the previous two annual reports) and the AONB management plan priorities. It also focuses on ancient woodland sites with plantation species on them. The project has already succeeded in getting over 600Ha of woodland in management i.e. with a new management plan or grant put in place, and will continue for another two and a half years, working with targeted landowners to improve woodland management for general and specific biodiversity and landscape character. Landowners will be helped to develop site management plans and woodland grant applications and to ensure action on the ground. Events will be held on specific woodland management issues for woodland owners and the general public. Event topics might include game management, deer management, butterfly and moth promotion and woodland archaeology
- An action plan to promote wood fuels in Kent has been agreed between the Kent Downs AONB Unit and Greener Kent team. Woodland owners have been consulted on the plan and Interreg funding has been secured. The project will produce a toolkit for biomass producers and procurers to help develop the wood fuel market. It will assist producers to sell their product to the public sector, raise awareness of the potential for wood fuels and give procurers access to more information to help them achieve their targets on greener energy
- AONB grants this year supported the following projects so helping to deliver against this target:
 - A British Trust for Conservation Volunteers project recording Kent's Heritage Trees, encouraging tree wardens and members of the public to identify veteran trees around the AONB and the rest of the county. A £3,000 grant was given to support the £5,800 project which will result in the creation of a database of trees, locations and local history surrounding the trees. The presence of ancient trees in the landscape is being used as a monitoring indicator to the condition of the AONB, and the database will serve as an educational resource and also as a means to ensure that local tree officers are aware of their presence. Whilst inclusion on the database will not automatically mean their protection via a Tree Preservation Order, the information

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will help if the existence of a particular tree is threatened and consequently more likely to be given a preservation order. An additional and important part of the project is the community engagement element and the raised awareness of the importance of trees in the landscape

- A grant of £8,095 was awarded to Wye Community Farm used to help support works in the woodland of Wye National Nature Reserve. The woodland work carried out then supported a log and charcoal supply business
- The Denge Woods Project - Working with owners and managers of ancient woodland a three year project has begun with the aim of improving habitat conditions for woodland specialist butterflies and moths, through sustainable woodland management practices in the East Kent Downs. The Forestry Commission has provided a higher level of Woodland Improvement Grant at 80% of standard costs (versus the normal 50%) in the project area encouraging glade, ride and coppice works. The project officer is providing landowner advice, assistance with English Woodland Improvement Grant and other grant applications, co-ordinating butterfly and moth survey and running workshops and events for volunteers, general public and woodland managers
- The Free Trees scheme has been extended across Kent where residents can order up to 25 native trees, appropriate to their area of Kent to plant in their gardens and in other places. The trees will help to combat global warming by absorbing carbon dioxide in the atmosphere. By planting 25 trees, up to 7 tonnes of CO₂ could be absorbed during their lifetime – almost a year's worth of emissions from the average household. This scheme will also encourage people to value the trees around them.

Improve access to countryside, coast and heritage

- The Kent Countryside Access Improvement Plan, which sets out a clear strategy to protect, manage, enhance and promote access to Kent's countryside, won the prestigious "Most innovative and enterprising Improvement plan" in the country in March 2009
- New design standards have helped to improve the quality of the furniture on the Public Rights of Way (PROW) network (i.e. gates, stiles, bridges etc). The standards were recognised in 'Country Walking' magazine as leading the way nationally in improving access to the countryside and will assist landowners and others in the county to ensure that the network is accessible to all, including those with mobility issues
- We have contributed to developing Local Development Framework's (LDFs), with the aim of maximising opportunities to protect and provide access to the countryside
- Major improvements have been made to a route linking Ebbsfleet International Station to Swanscombe to enable residents to walk to the station, thus relieving pressure on the road network
- 15 routes to schools have been substantially improved and are now providing a facility for 'walking buses' of school children to use, relieving traffic congestion at peak times in those areas
- A new education pack for schools was launched in February 2009 and distributed to all primary schools in Kent. The pack gives teachers lesson and activity ideas tied into the National Curriculum for junior school children covering topics such as travel to school, the Countryside Code, PROW, and who looks after them
- 30 volunteer surveyors were recruited and trained, and are now active across Kent, monitoring the network and keeping the database up to date
- The development of (currently 20) walks that can be downloaded from the Explore Kent website onto multi-media players and phones for people to take on their walks to guide them

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- Funding from the East Kent and Coast Primary Care Trust has been agreed to develop projects to help reduce obesity levels, working with GPs to prescribe healthy activity and walks to help patients get fitter and lose weight
- The East Kent Ploughing and Cropping campaign has been targeting landowners who repeatedly prevent the use of the PROW network already delivering improvements to the network accessibility in east Kent
- The Medway Estuary and Swale Shoreline Management Plan, and Isle of Grain to South Foreland Shoreline Management Plan were adopted by KCC. These set out a policy for the sustainable management of our coast in the face of climate change and inform strategic and sustainable planning of our coast line
- Kent's Coastal Week and 'Kent Goes Wild' – These events have been running now for three years and each year sees increased numbers of events and participants learning more about the natural environment whilst having fun. These have provided free activities for residents and visitors to Kent's coast in these difficult economic times
- 'Exploring Kent's Past' project has been completed with the launch of an online heritage database in April 2009, preparation of education packs, visits to local schools and community groups, and new thematic heritage pages for the kent.gov web site, including a 'getting involved' section
- The Randall Manor community archaeology project was held for three weeks in July. This project started in July 2006 with one week of activity and by 2009 had grown in popularity so that the activity stretched across three weeks in July. It provides an opportunity for schools and young people's groups and members of the public to learn and appreciate more about their local history whilst actually being involved in an archaeological dig. We also held a public open day at archaeological excavations at Margett's Pit, Burham
- Training opportunities in archaeology, geophysics and woodland survey have been provided through the 'Valley of Visions' Heritage Lottery Fund (HLF) project.

What more are we going to do?

In addition to the many projects stated above which will continue to be delivered over the coming year and beyond, we will:

- Deliver £1m worth of capital improvements to the PROW infrastructure to ensure that the network continues to provide safe access to the countryside
- Work closely with Natural England on a study and detailed analysis of the potential new access to the English coast trail around Kent's coast (Marine Bill)
- Continue to promote the Free Trees scheme across Kent
- Investigate facilitating the compulsory purchase of badly fragmented woods to provide better protection
- Kent Downs AONB Sustainable Development Fund will continue to support sustainable and environmental based projects in the AONB; applications for the coming year have been received but not yet assessed and they include a number of woodland and accessed-based projects
- Contribute to the public exhibition of important Anglo-Saxon finds from excavations in advance of housing development in Sittingbourne
- Work with Swanscombe and Greenhithe Town Council to submit a HLF bid for Swanscombe Heritage Park

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- Organise a community archaeological excavation as part of East Kent Access road scheme
- Seek funding to develop an Archaeological Resource Centre for Kent.

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: Mike Overbeke

Date: July 2009

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Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies		
Lead Cabinet Member: Kevin Lynes	Lead Managing Director: David Cockburn	Lead Officer: Alan Turner

Status: On course

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

Environment Agency, South East Water, Folkestone & Dover Water Services, Southern Water Services, Hillreed Homes, Ashford's Future, Ashford Borough Council, Kent Thameside, Regeneration Partnership, Waterwise, Consumer Council for Water, SEEDA, Kent Wildlife Trust, Dover District Council, Swale Borough Council.

Outcomes delivered so far:

Household water use accounts for 75% of the total used and the planned housing growth within Kent therefore represents a significant additional pressure on our limited water resources. Some new water infrastructure will be needed but large scale solutions such as new reservoirs or desalination plants all require more energy for pumping and treatment.

Improvements to water resources are difficult to measure, they are significantly influenced by weather patterns and it can take years to identify reliable trends. However there are indications that per capita water demand may be stabilising after years of growth and there is evidence of some river water quality improvements despite the growth in housing. Furthermore, KCC believes that its tough stance with water companies is helping to control customer bills.

Progress on the specific actions within this target is detailed below:

Action 1: Spotlight on Kent's water companies

- KCC called for a public enquiry into our serious concerns regarding the medium and long term water resource management planning of some of the water companies that service Kent. Following a debate at KCC Cabinet in August 2008, KCC formerly asked the Secretary of State at DEFRA to call for a public inquiry into these plans. At the beginning of February 2009, water companies responded to the issues raised in the Water Resource Management Plan (WRMP) consultations. KCC evaluated these responses and was satisfied with all except South East Water's WRMP. However, we remained concerned about the South East WRMP and follow-up letters were sent to DEFRA reiterating our position regarding the South East WRMP and urging DEFRA to call an inquiry. In August 2009, DEFRA announced a public inquiry into the WRMP for South East Water and Thames Water.

Action 2: Lobby for investment in infrastructure

- Within the Ashford growth area KCC is lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. As a result of this work Southern Water is now planning to install phosphate removal infrastructure at three upstream wastewater treatment works. Phase 1 of upgrading the Bybrook wastewater treatment works has also been completed already leading to improvements in the water quality in the River Stour

Maidstone BC is currently developing a Water Cycle Strategy that will assess the future demands on the water supply and wastewater systems in the light of local housing growth plans and will determine any additional infrastructure necessary to accommodate this

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growth. KCC will influence the preparation of this strategy through its role on the Steering Group. Similar Water Cycle Strategies have been completed for Kent Thameside, Dover and Ashford.

- KCC has successfully lobbied government on the Code for Sustainable Homes (CSH). Government addressed almost all the points in KCC's summary response specifically and positively and in December 2008 KCC was invited to an expert review of the water section of the CSH.
- The SouthEast Plan includes an implementation plan, prepared with KCC advice, on the major investment planned and necessary to support housing and employment growth, and regeneration
- Water infrastructure provision is covered in the SouthEast Plan sub-regional strategies into which KCC had significant input
- The KCC Minerals and Waste Development Framework will include policies and site allocations for wastewater infrastructure, including wastewater treatment works, sludge treatment and water treatment associated with maintaining the quality of water courses
- KCC's Water Policy was adopted in December 2006 providing direction to KCC projects and partnership working.

Action 3: Pilot and roll-out water-saving technology

- KCC organised a major seminar held in March 2007 to disseminate the results of a water-savings demonstration to major housing developers and local authorities
- KCC is working with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. The demonstration and trial have won several awards and recent results show that per capita water use in this development is 20% below the water company's baseline. The housing developer now installs these water saving measures in all their new homes.

Action 4: Wider use of water-saving technology

- KCC is leading a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This is a partnership project promoting simple, free water saving measures to households. The project aims to offer a cost effective mechanism for off-setting the additional water use from new homes at the same time as helping local residents to save money on their water bills
- Further partnership work is now in progress to develop a large scale programme for both water and energy saving improvements for existing homes in Ashford. KCC is supporting the development of a similar partnership projects in Swale and Dover districts.

Action 5: Water conservation campaigns

- An Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation. This was repeated by the water companies at Bewl Water Visitor Centre in 2007
- A focused water conservation campaign is being run as part of the Ashford pilot project described above. This aims to help people understand the link between their water use and the local aquatic environment.
- As part of the KCC Eco-Schools programme, water saving continues to be promoted to Kent's school children.

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What more are we going to do?

- Wider opportunities will be found to roll out the retrofitting of water saving measures to existing homes through dedicated projects and by integrating this into similar energy saving initiatives
- KCC will use its lobbying and influencing role regarding Local Development Frameworks and major development sites to seek adequate attention to the principles of sustainable water management
- KCC will embrace the opportunities that the draft Floods and Water Management Bill presents for improving water management and the protection of Kent's water resources
- We will focus on activities to improve groundwater quality
- KCC will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group. During the remaining time up to 2010 this will be focused on water use in schools.

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: Alan Turner

Date: 29 July 2009

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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 Hesse/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:

We have 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 before. This is 1% above the local PSA stretch target. In addition, 44% of pupils are involved in inter-school sport competitions, which is above the national average.

Specific outcomes are as follows:

Improved access to competitive sport:

- 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. 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 in a wide range of sports opportunities across Kent. 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 and school sport, will contribute to providing a five hour offer of PE and 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:

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- The strategic post of County Officer for School Sport and Physical Education has been embedded into the KCC 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 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
- Work with 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.

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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	New indicator	44%	46%	Due in Nov 2009	50%
Number of new out of school hours sports programmes (cumulative since	New indicator	63	113	121	163

Monitoring completed by: Chris Hespe/Danny O'Donovan

Date: July 2009

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Target 48: Increase opportunities for everyone to take regular physical exercise		
Lead Cabinet Member: Alan Marsh	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Status: On course

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

Many partners have enthusiastically joined together to promote opportunities for exercise across the public services including the private and voluntary sector. The key partners are:

‘Activmobs’, Charlton Athletic FC, KCC Sport, Leisure & Olympics Service, KCC Environment, Highways and Waste directorate, East Kent and Coastal PCT, West Kent PCT, KCC Adult Education, private sector leisure industry, district councils, Kent Adult Social Services, KCC CFE (School Sports Partnership, Healthy Schools, Extended School Hours programmes).

Outcomes delivered so far:

KCC’s Environment, Highways and Waste directorate has had a particular impact on helping to deliver this Towards 2010 target through its work on projects including the following:

- Cycling and walking to school is being actively encouraged with enthusiastic take up by pupils. ‘Walk on Wednesdays’ and ‘Walking Bug’ saved 26,635 car journeys across eight districts in three months
- ‘Naturally Active’ and ‘Walking for Health’ programmes have been delivering hundreds of country walks within Kent’s country parks
- 30 ‘Activmobs’ are in operation involved in varied activities including Nordic walking, singing, dancing, gardening and dog training (see Towards 2010 targets 49 and 54)
- Maidstone BC has initiated well-attended ‘Outdoor’ programmes and new outdoor skills are being taught through ‘Branching Out’ programmes. ‘Branching Out’ was the result of an initiative by Maidstone Ramblers as their response to the Disability Discrimination Act 1955 Directive. The new all-ability group has been developed in conjunction with the research project ‘By All Means’, whose aim is to increase opportunities for disabled people to explore the countryside
- The Kent Countryside Access Improvement Plan emphasises the health benefits from use of our natural areas (see also Towards 2010 target 45).

KCC Sport, Leisure & Olympics Service is also critical to delivering this target and they have numerous new approaches across Kent including:

- The highly successful Kent School Games (see Towards 2010 target 22) had well over 500 schools participating and we also organised the Kent Disability Youth Games which included 21 schools and 564 individual participants
- Adult Education are delivering increased sports participation to users of their centres
- Active support for adults with mental health problems is given through a part-time officer to help and assist people
- The Kent Outdoor Pursuits Disability Project brings access for sporting opportunities to people with disabilities with over 7,000 participants so far

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- Return to Sport' is being run including sport specific and community sport with Active Kent promoting sport and active recreation across the county.

In addition, there are other partnerships with the Kent Department of Public Health including:

- Developing a social enterprise to expand the 'Activmobs' programme to 2,000 participants next year. This programme is aimed at those who want less formal types of activities (e.g. walking) on a more flexible basis or those who find formal groups and leisure environments intimidating and off-putting
- Initiatives to promote physical activity among groups currently identified as undertaking either no or low levels of physical activity e.g. physical activity for adults with Charlton Athletic (192 people over six months) and exercise for those with mental health needs at Curves, Gravesend (50+ people for six months) – see also below
- Making new partnerships involving the private sector and others to help provide local activity for local people, especially those who do not use current facilities. For example, Curves is a women only exercise facility that offers a more informal version of gym-based activity. Curves in Gravesend has been working with us to provide up to 50 local women from the Asian community and others who have mental wellbeing issues with opportunity to take more exercise and socialise together. This has been very well attended with some women using Curves up to four times per week. For some of the women attending this has become the major source of socialising in their lives
- Plans to establish physical activity in workplace strategies across the public and private sectors including the KCC 'Welfare at Work' programme
- Implementation of the Kent Healthy Weight Strategy and new partnerships schemes to tackle obesity (such as Don't Sit-Get fit, MEND, Bus Club etc)
- The development of new opportunities for older people to remain active and independent through the Kent strategy for later life, 'Living Later Life to the Full' together with free swimming for the over 60's in east Kent.

District councils are very proactive in promoting opportunities for exercise. In east Kent, Active Ashford, Active Canterbury and Active Dover provide information and activities for people in their area. Much of this is about easy to access exercise such as walking and cycling as well as community sporting events. In west Kent, Get Sorted gives lifestyle advice to people including exercise. The Exercise Referral scheme from the NHS professionals also operates across the county.

Towards 2010 target 45 is also linked to delivery of this target. In addition, the Kent Thameside Green Grid, Greening of the Gateway Kent and Medway, Swale Green Grid, Ashford Blue and Green Grid, and Natural East Kent, are strategic programmes to help improve access to and enjoyment of the countryside and open space.

What more are we going to do?

Delivery of the Kent Agreement includes a target to increase the amount of physical exercise taken by people aged over 16 years from 20.3% of the population to 22.5% by March 2011.

All those actions described above will continue into 2010 and some beyond. In addition, other developments are planned:

- The 'Fit2Gether' programme is popular with the private sector leisure industry and further work will develop more activity where we have shown the need such as encouraging more females aged 16 to 24 to participate in physical activity

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- Charlton Athletic FC partnerships, particularly through 'Physical Activity for Adults' (for adults aged 50+), will run for 26 weeks in the areas which have the lowest levels of physical activity
- In north Kent, a cycling activity centre is planned
- In east Kent the 'Natural East Kent' programme will have area plans to improve exercise, in particular around the urban fringes of the coastal towns
- Work is continuing to support the development of activities around healthy living, cycling and outdoor recreation in Betteshanger. New activities instigated through 'Activmobs' already have over 100 members.
- In conjunction with the Kent PCTs a single point of information for people wanting access to services and advice about physical activity and other healthy lifestyle issues will be developed for Kent
- Work is well underway to make the provision of Health Walks more accessible to the more deprived communities in Kent.
- We are working with the universities and other academic institutions in Kent to find new ways of evaluating and benchmarking the activity we undertake.

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: Mark Lemon

Date: July 2009

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Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing		
Lead Cabinet Member: Alan Marsh	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Status: On course

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

This target requires action from a range of organisations. The main partners are:

Primary Care Trusts (PCTs), 12 district councils, 'Activmobs', private sector leisure industry, voluntary organisations.

Outcomes delivered so far:

We are using new ways of communicating with the public to ensure health messages are received more effectively. Social marketing techniques now enable us to reach people in ways they understand better and are able to act upon more easily and the 'House' campaign (see Towards 2010 target 50) and 'Activmobs' demonstrate this approach (see Towards 2010 targets 48 and 54)

We have renamed the Kent Obesity Strategy as the Kent Healthy Weight Strategy which is considered less judgmental. The strategy has been based on the outcomes of the KCC Select Committee report and was produced by East Kent and Coastal PCT in partnership with KCC.

Many organisations across the county are making huge efforts and devoting considerable resources to help their communities live healthier lifestyles. This includes the following outcomes:

- All school children are now measured in their reception year and year 6 to determine obesity levels in children
- Teenage life-checks, funded by the Department of Health, are being rolled out across the county
- PCT Health Promotion Teams educate and support people trying to reduce their weight and be more active (see also Towards 2010 target 48) with health trainers now in all parts of the county
- A Big Lottery partnership bid of nearly £1 million was secured by KCC and partners for projects across Kent including £50k on the 'Whole School Meals' project.

Resources are being shared much more widely between organizations, especially with East Kent and Coastal Kent PCT. Both Kent PCTs are contributing large budgets to joint programmes designed to improve people's health above and beyond the Department of Health (DH) allocated 'Choosing Health' funding that now amounts to over £4 million in East Kent and £3.3 million in West Kent. The two PCTs have committed all their 'Choosing Health' funding allocation to public health priorities and have made local application for this funding for projects and programmes much clearer and easier. This funding has supported numerous initiatives, for example:

- Exercise and diet programmes in the workplace and childhood obesity programmes are being established by the Health and Wellbeing Partnerships across the county

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- Health Action Gravesham (Gravesham BC, KCC and WK PCT) is offering food production and community cooking sessions with dietary/nutritional advice, a physical activity instructor for those in sheltered accommodation and residential homes and a young people's programme (Don't Sit – Get Fit!) that works in schools, after school and out of school times running weekly swimming lessons
- KCC, Canterbury City Council, and East Kent and Coastal PCT are working together to increase participation by children and young people in youth and community activities that tackle obesity
- 'Active Canterbury', the Community Sports Partnership brings sports sectors together to increase participation in physical activity
- Sports and leisure partnership schemes in Swale are in place to tackle obesity such as Don't Sit – Get Fit!, MEND and Bus Club
- Big increases in physical activity programmes delivered in partnership (as identified in Target 48)
- East Kent Health Walks, exercise 'on prescription', and Green Gyms are now being expanded across the whole county
- Weight Management Clinics are now established in Maidstone
- In Sevenoaks Get Sorted and the Why Weight Plan offer people lifestyle advice with an emphasis on managing their weight
- Tunbridge Wells offers Food 4You workshops, Grow it Cook it Eat it courses and Looking 4Ward with Food to increase people's familiarity with healthy eating
- Veg Bag schemes operate in East Kent which also has a Weight Management Scheme run by the PCT
- Healthy Living Centres (HLCs) have been established in deprived areas of the county and give advice and practical help including programmes on good diet and nutrition and cookery skills including Community Chefs
- Adult Education Centres often offer similar support to HLCs in other parts of the county
- Kent Healthy Schools Programme has had a 100% sign up in Thanet, which is our most deprived area, and is on target to reach 100% of all Kent schools by December 2009. Further work is helping children with healthy eating and nutritional lunches and community healthy eating pilots have been launched to increase the uptake of healthier school meals including free school meals
- The School Sports Partnership promotes sports with young people.

A range of other activity has also been developed:

- KCC has two food and health co-ordinators training cooks in its school kitchens and delivering Healthy Eating training to over 600 primary staff. Catering contractors are providing development and tasting sessions for pupils and parents. (See Towards 2010 target 51)
- We are ensuring that all schools within the KCC school meals contract (61% of all schools) provide meals compliant with legislative requirements. Progress towards improving the action focusing on other food consumed in schools, not just lunches provided, is going well.
- A new smoking policy for KCC aimed at promoting giving up smoking and assisting those that want to has been adopted

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- KCC has launched a major initiative to combat misuse of alcohol following the publication of the Select Committee report. This includes a new cross-agency approach called 'Kent Action on Alcohol' and a new alcohol strategy currently being consulted upon
- KCC has a major workplace initiative designed to improve the health of the 45,000 workforce called Wellbeing at Work. This includes annual health checks, on-line access to information and healthy activities such as The Virtual Gym
- Kent Adult Social Services are expanding their preventative programmes including reducing falls in older people and increasing physical activity levels. The Brighter Futures Group helps people aged over 75 with volunteer support to give advice and assistance including health and wellbeing (see also Towards 2010 targets 52, 54, 56)
- NHS 'Life Checks' offering screening services for heart disease have been rolled out across the county.
- Kent Health Watch has been established to ensure that people's views on the health and social care services they receive are properly recorded and addressed.
- The KCC 'House' campaign (see Towards 2010 target 50) is delivering 'House' shops in each of the 12 district council town centres and houses multi-agency partnerships between the PCTs, KCC directorates and the private and voluntary sector to work in innovative ways to deliver health and lifestyle messages to young people. This is an exciting and effective way of engaging young people who may otherwise not access the range of existing services offered in traditional settings.

What more are we going to do?

Delivery of Towards 2010 targets 48 and 50 is also key to the delivery of this target. In addition, implementation of the Kent Healthy Weight Strategy is a key priority of all partner organisations as well as implementation of the Health Inequalities Action Plan across KCC, districts and other partners.

All the programmes above will continue. In addition, the following actions are planned:

- Working with the community in Betteshanger ward to improve lifestyles and health
- Extending the Health Trainers programme is being extended across the county
- Rolling out the Expert Patient Programme to support people with long-term health conditions
- Increasing the number of pharmacies offering weight management programmes.

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: Mark Lemon

Date: July 2009

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Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex		
Lead Cabinet Members: Alan Marsh	Lead Managing Director: Peter Gilroy	Lead Officer: Meradin Peachey

Status: Done and ongoing

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

Teenage Pregnancy Partnership, Kent Drug & Alcohol Action Team (KDAAT), East Kent & Coastal Kent PCT, West Kent PCT, Kent Police, 12 District Councils, Connexions, M&C Saatchi, local town centre management, KCC's Youth Service, Children, Families and Education Directorate, Youth Offending Service and Communication & Media Centre

Outcomes delivered so far:

The purpose of this campaign for young people is to reduce the risk of:

- Drug and alcohol misuse
- Smoking
- Poor sexual health
- Teenage pregnancy.

The campaign targets those who are most vulnerable to such risky behaviours and was introduced and launched in Gravesend in November 2008. It is overseen by a steering group of stakeholders who have an interest and/or expertise in delivering campaign messages to young people.

M&C Saatchi were awarded the contract to design the campaign aimed at young people working with a wide range of agencies to deliver the 'Kent Campaign' message. Saatchi engaged young people in the design and marketing of the campaign and campaign materials in order to ensure that there is maximum potential for behaviour change and that services and resources are accessible to all young people.

Studying interactions between teenagers, their friends and support services, Saatchi realised what was needed was a real place, an environment which used teenagers most influential medium – conversations. Working with teenagers to understand the format they would feel most comfortable with culminated in the brief – a 'mate's house'. The teenagers designed, and co-created the space naming it 'House'.

The 'House' campaign runs for a month in town centre shops located in each of the 12 Kent districts throughout the year up to December 2009.

The results have been phenomenal. So far it has visited nine town centres and 6,500 people have visited it at least once (total visits are 10,500), many of whom are currently unknown to and do not access existing services. 'House' has provided agencies with new ways of reaching young people, including those 'hard to reach', and a place to work in different and more effective ways. Across the first six sites over 8,000 attendances were recorded (almost certainly an underestimate). Several organisations are reviewing how they work in the light of their experience in 'House'.

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Quantitative and qualitative evaluation is demonstrating that the 'House' campaign is proving a tremendous success with young people and agencies alike, with young people regarding the 'House' as great and wanting the shop to continue on a long term basis.

It is also highly innovative in the way it is marketed relying almost solely on word of mouth and underground 'guerrilla' marketing. Within two hours of one site opening, with no forward publicity, 60 young people were inside. This has earned 'House' a nomination in several categories of the APG Creative Strategy Awards (the advertising industries most prestigious) and a guaranteed Bronze Medal or better.

'House' works because it is an environment designed by and for young people where they decide whether they go, whether they stay and whether they engage or not with the professionals that make themselves available. This has led to almost unprecedented engagement such as young people waiting to see the sexual health nurse, queuing in groups of up to 20, and young people listening to the experiences of a former drugs user for an hour at a time. Over 50 Chlamydia tests were completed in the first two months.

'House' campaign posters portraying hard-hitting imagery have been produced. Other local campaigns relevant to this 'Kent Campaign' are also being identified. Youthbytes (creative pop-up links accessed through College Personal Computers) has been commissioned as a pilot in West Kent College (Tonbridge) and South Kent College (Ashford, Shepway and Dover) to support alcohol messages to young people as part of the Kent Alcohol Strategy. The creative pop-up links will also be used to promote the Towards 2010 Campaign for Young People within these colleges. Youthbytes will now be rolled out to all interested secondary schools in east Kent.

What more are we going to do?

Funding has been secured from East Kent and Coastal PCT and KDAAT to extend the operation of 'House' through a mobile facility that will be able to reach into local communities themselves, rather than town centres. Both organisations want to take their activities into communities that could most benefit. Engagement with young people has produced a design brief for a mobile facility that will deliver 'House' directly into estates and other communities across Kent over the next two years. The design process for this is currently being undertaken with young people across Kent and the facility will be ready for launch in November 2009.

Further work is progressing to systematically monitor and evaluate the success of the campaign to ensure that it can continue to be delivered up to and beyond April 2010 in a variety of flexible and sustainable ways. These may be through the Kent Gateways, Internet cafes, drop-in centres, youth centres etc.

Sheerness and Ashford, both of which have hosted 'House', are actively pursuing establishing a permanent presence modelled on 'House' as it has proved so successful.

Measurable indicators:

None – Measurement of this Towards 2010 target has been formally agreed as being via task-based assessment. However, footfall and profile of young peoples' visits are being monitored and evaluation questionnaires are being issued to invite user feedback which will in turn, be used as a learning process for each of the 'House' shops.

Monitoring completed by: Debbie Smith

Date: July 2009 (updated September 2009)

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Target 51: Encourage healthy eating by providing nutritious lunches through the 'Healthy Schools' programme and launch a range of community-based healthy eating pilots		
Lead Cabinet Member: Sarah Hohler	Lead Managing Director: Rosalind Turner	Lead Officers: Marisa White/Sean Carter/Mark Sleep/Janet Stein

Status: Done and ongoing

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

The five pilots - Community Cooking Skills (including, Community Chefs and Kent Cooks Schools' Cooking Competition); Fruit and vegetable Bag Schemes; Healthy Eating Training Programmes; National Children's Bureau Health Challenge Programme and Increasing School Meal Uptake - are being delivered with partners from the health, education and community sectors.

Outcomes delivered so far:

There are five pilots associated with the delivery of this Towards 2010 target. Some of the work has already completed the delivery stage, other parts are still running. BMG, the research contractor, is currently evaluating outcomes using impact based evaluation. Emergent findings are available at this stage with a full and final evaluation report expected in spring 2010.

Pilot 1 – Community Cooking Skills

Community Chefs - Key outcome:

- Improved cooking confidence and the transfer of this to the home environment, including the involvement of children with cooking and raised awareness of a healthy balanced diet within the family.

Kent Cooks! competition - Key outcomes:

- Being involved in the competition has had tangible positive impacts in increasing confidence levels in general amongst those young people involved, not just increased confidence around cooking
- The young people taking part have increased awareness and knowledge around healthy eating and have learnt new skills
- Involvement in the competition has had a positive effect on creating greater awareness of healthy eating and changing attitudes and behaviour within the families of the young people participating in the competition.

Pilot 2 – Access to Fruit and Vegetables - Key outcome:

- Emergent findings from the evaluation indicate that the fruit and veg bags have resulted in increased incorporation of fruit and vegetables in the family meals of those taking part.

Pilot 3 – The Healthy Eating Training Package – Key outcome:

- Those involved felt that they have acquired new skills and knowledge around healthy eating and are more confident in delivering those messages to families they work with, reporting improvements in healthy cooking and eating amongst the families.

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Pilot 4 – Increasing School Meal Uptake - Key outcome:

- The evaluation of this pilot is complete. The key outcomes point to only two of the interventions - the Enhanced Food Offer and the Partner Support Programme - resulting in a net increase in the take up of school meals. However, all partners drew positives from being involved in all the interventions. A critical success factor that has been identified is the need for leadership and buy-in at a senior level within the school.

Pilot 5 – National Children’s Bureau Health Challenge Programme - Key outcomes:

Baseline data was collected by the National Children’s Bureau (NCB) and follow up data was completed by the end of July 2008 to determine the impact of the Health Challenge. The evaluation has found:

- Young people taking part in the health challenge enjoyed it, felt it was a positive experience and remembered key messages about healthy eating and healthy lifestyles
- Significant positive impacts on health and well-being with evidence of changing attitudes and behaviour amongst participants.

Key outcomes as a whole:

The reach of the pilots is extensive and as such needs to be viewed as contributing to the evidence base listed below:

- 100% of Kent’s schools are engaged in the Healthy Schools Programme with 78% of schools having now achieved Healthy Schools status. There are already reports of evidence from schools that healthy schools activity is leading to improved pupil behaviour, including punctuality and attendance
- 310 learners attended family programmes with a healthy eating focus provided by the Adult Education Service working with the Extended Schools Team
- Obesity in both the Reception Year and Year 6 is below national and statistical neighbours’ averages, and has slightly reduced. Reception year is 9.0% down from 9.4%, Year 6 is 16.7% down from 16.9%
- Parents receive information from the school nursing services which offers pathways to help and support should their children be deemed an unhealthy weight or at risk of becoming so
- Primary children in 2008 are more likely than children in 2006/07 to think that it is healthy to eat different types of food (67% and 61% respectively). (Kent Pupil Survey)
- More post-16 young people eat five portions of fruit or vegetables a day at least one or two times a week in 2008, compared to those in 2006/07 (40% and 35% respectively). (Kent Pupil Survey).

What more are we going to do?

Pilot 1 – Community Cooking Skills

The Community Chef

- Funding has been secured via East Kent and Coastal Primary Care Trust to sustain and widen the remit of the Community Chef based in Sheppey
- Funding to sustain the Community Chef based in Dartford/Gravesham is being sought
- We will develop partnerships with Kent Farmers Markets to enable the Community Chefs to work with farmers markets to provide cooking skill demonstrations/classes and healthy eating information

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- Opportunities to work more closely with Thanet College are being explored to develop an ‘offer’ to young people in schools to deliver cooking skills.

Kent Cooks!

- Build upon success of the 2009 competition e.g. plan high profile cooking competition for 2010
- Plan and develop 2010 Kent Cooks! along the lines of a family cooking competition
- Work in partnership with Thanet College to deliver competition
- Identify further sponsors and partners.

Pilot 2 – Access to Fruit and Vegetables

- Develop, launch and evaluate three more fruit and vegetable bag schemes. Partnerships are already forged with East Kent and Coastal PCT where proposals are being developed to roll out fruit and veg bag schemes across east Kent
- Develop partnerships with Kent Farmers Markets to incorporate use of recipe cards and healthy eating guidance
- Look at options for developing veg bag schemes into community markets at specific locations.

Pilot 3 – The Healthy Eating Training Programme

- Develop further training packages for PSA and Children’s Centre Staff. On the basis of feedback already received, training packages providing advice and guidance on packed lunch content are being developed
- Evaluate the impact of the healthy eating training on the healthy eating knowledge, attitudes and behaviour of the 400 parents/families undertaking the healthy eating workshops.

Pilot 4 – Increasing School Meal Uptake

- Findings to be used to develop a programme on increasing school meal uptake. Contractors to roll this out to Kent schools in the school meals contract. To this end, a best practice toolkit is to be developed in partnership with school meals contractors and head teachers
- Findings to be used to inform the specification for the next round of tendering for the school meals provision contracts.

Pilot 5 – National Children’s Bureau Health Challenge Programme

- The pilot has been viewed as a success. Building on the Kent pilot, the Health Challenge Programme is to be rolled out nationally by the Food Standards Agency and National Children’s Bureau in 2009.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of schools which have achieved Healthy Schools status as at December each year*	38%	62%	75%	78%	80%
Number of parents and children reached through School/Community Healthy Eating Pilots	New Indicator	4,595	4,840	5,000	5,000

* Percentage is of a total of 593 schools

Monitoring completed by: Sean Carter

Date: 17 July 2009

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Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include:

- encouraging the development of more housing for older people, disabled people and those with special needs
- encouraging more people to take control of their care/support through Direct Payments
- taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes

Lead Cabinet

Member:

Graham Gibbens

Lead Managing

Director:

Oliver Mills

Lead Officers:

David Weiss, Cathi Sacco, Mike

Dorman, Michael Thomas-Sam

Status: Done and ongoing

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

12 district councils, Registered Social Landlords (RSLs), Health Service - PCTs and Mental Health Trust, voluntary agencies – who manage many of the support projects, private sector e.g. home care providers, training providers such as local FE colleges - delivering specialist courses on independence for care workers and personal assistants, other statutory agencies including the Police and Ambulance Service

Outcomes delivered so far:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues. This Towards 2010 target was to increase the number of people (by 3,000, as set out in the action plan) supported to live independently in their own homes. This has been achieved, as can be seen from the PI table.

The main outcomes delivered so far are as follows:

Increasing suitable housing to promote independence - A key aspect of this Towards 2010 target is the development of suitable housing to enable people to live independently. A number of housing schemes catering for people with a whole range of needs, from older people through to people with learning disabilities, have been developed through PFIs in partnership with district councils (see previous Towards 2010 Annual Reports for more detail). We fully expect there to be at least 417 new housing units built and ready for occupation by 2010.

Kent Adult Social Services is now represented at the Kent Housing Group and promotes this Towards 2010 target with partner housing commissioners and providers in Kent.

Increased direct payments – Direct payments gives more people the opportunity to have control over their package of support which enables them to live independently. It is being actively promoted, leading to a significant increase in take-up with 2,342 people using this service in Kent. Additionally, the Kent Card is already being used by 831 people as a banking option for direct payments.

More access to TeleHealth and Telecare - These are preventative interventions which embrace new technology to enable people to remain in their own homes. As documented in detail in previous annual reports, Kent has been a Whole Systems Demonstrator (WSD) site, one of only three authorities selected by the Department of Health. Kent was a forerunner in the development of such interventions and the WSD project enabled Kent to offer the benefits of TeleHealth and Telecare to far more people. The outcome will be for an extra 1,000 people to

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be offered Telecare and an extra 1,000 people to be offered TeleHealth (as at June 2009 there were 1,348 people on Telecare and 727 on TeleHealth). The majority of this work will be completed by the end of the year and the programme end date is July 2010.

Continued investment in a wide range of innovative localised community-based preventative schemes - These include:

- Brighter Futures, which encourages more able older people to support more needy people through volunteering. Originally piloted in west Kent this is now being expanded across the county, but ensuring each project is tailored for its local community (see also Towards 2010 target 49, 54, 56)
- INVOKE – described in more detail in Towards 2010 target 54
- A whole range of local projects often delivered by the voluntary sector focusing on a wide range of issues from dementia to ‘falls’ projects.

These schemes enable more people to remain independent. Evidence of this can be seen in the recent Care Quality Commission inspection of Kent Adult Social Services.

Delivering Active Lives for Adults (ALfA) – This is a major change programme focused on promoting personalisation and independence thus enabling people to have more choice and control. New services built around this ethos are being implemented and include the following:

- Enablement services² which have been extended substantially. These services are provided in peoples’ homes and are aimed at providing a quick, time limited response to people who need help to regain their confidence and skills in order to remain independent in their home
- The ‘Good Day Programme’ which is transforming day support for people with learning disabilities, offering more opportunities and choice.

Safeguarding vulnerable adults - To enable people to live independently it is important people feel safe from abuse. KCC, along with its partners, has a strong multi-disciplinary Safeguarding Board which has lead on ensuring that safeguarding vulnerable adults is a high priority. Further evidence to support this can be seen in the recent inspection report³.

Providing training – Further education (FE) colleges in Kent deliver a range of NVQs at levels 2, 3 and 4 in Health and Social Care, as well as Level 4 Leadership and Management in care services. Kent Adult Social Services has a contract with South Kent College called Training4Care where they deliver 32 social care courses for the private, voluntary and independent (PVI) sector. These courses are available to personal assistants and we have also purchased an e-learning package for them to access. ‘Enabling independence’ training has been delivered to seven social care providers who won contracts to provide enablement services in Kent.

What more are we going to do?

- Promoting independence continues to be the overall objective which will be driven by ALfA, a programme of total transformation for all of Kent Adult Social Services whether directly provided or commissioned from other agencies. It will deliver a structure and culture that supports people to develop solutions to their needs, from an increasingly responsive and diverse market place. Fundamental to this is Self-Directed Support (SDS), where people can self manage their support or, if they choose to, have somebody else, including Kent Adult Social Services, manage it for them. Kent Adult Social

² See previous Annual Reports for more detail.

³ Independence Wellbeing and Choice Inspection

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Services is currently in the middle of implementing this major programme and it will be progressively rolled out during 2009/10

- Delivery of fast track equipment - Last year a new innovation of enabling delivery of core equipment through the County Duty Service was piloted. It proved successful and is now being rolled out across the county. This fast-track system allows equipment to be delivered quickly following first contact. It will also extend to deal with Health Service requests. The outcome of this system is to enable people to have fast access to equipment, vital in maintaining independence
- As part of the ALfA programme, a strategic review of older people services is being undertaken to ensure that these services are shaped to meet the challenges of personalisation and SDS
- Based on the success of 'Better Homes/Active Lives' we have, in partnership with five district councils, developed another PFI bid which will deliver 228 units of social housing for vulnerable people
- A Housing Action Plan has been developed to focus on the needs of people with learning disabilities as part of 'Valuing People Now' and implementation of this has begun. This will help to ensure suitable housing solutions are available to enable people with learning disabilities to be independent
- Telehealth and Telecare will continue to be a significant part of our preventative strategy and will continue to expand to enable more people to be supported independently
- We will continue to develop community-based preventative services with the private and voluntary sector in partnership with the Health Service to enable more people to live independent fulfilled lives within their community
- Following the Independence, Wellbeing and Choice inspection a Safeguarding action plan has been agreed with the Care Quality Commission which will further improve safeguarding in Kent.
- FE colleges will need to respond to the new Qualification Credit Framework that is being delivered for all industry sectors where social care qualifications are being restructured. Implementation for social care is planned from October 2010 and we are looking to develop further personal assistant training through the contract. We are also looking to commission enablement training for the wider PVI sector later this financial year as there is much interest from the sector.

Measurable Indicator (s)	2005/06 Actual	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target
Number of people supported by community based services provided by Kent Adult Social Services (including through voluntary sector funding) to live independently, as at 31 March each year	31,027	31,990	32,983	35,473	34,027*

* This is the original target of 3,000 extra people as agreed at the outset of Towards 2010 (i.e. March 2006 baseline plus 3,000). This target has been met one year early

Monitoring completed by: David Weiss, Cathi Sacco, Mike Dorman, Michael Thomas-Sam
Date: July 2009

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Target 53: Strengthen the support provided to people caring for relatives and friends		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officers: Michael Thomas-Sam, Cathi Sacco, Mike Dorman

Status: On course

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

KCC Children, Families and Education Directorate, Communities Directorate, Kent Children's Fund, Carers Support Organisations, University of Kent, Health Service, Jobcentre Plus (JCP), Kent Drug and Alcohol Team (KDAAT), independent providers

Outcomes delivered so far:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues. Outcomes delivered so far on this target:

The Select Committee Report 'Carers in Kent' - In January 2008 this report set 14 recommendations for Kent. The outcome of the Select Committee has been to stimulate and give direction to the activity which supports this target. Progress was reviewed in January 2009 and many of these recommendations have already been implemented.

Kent Adult Carers Strategy – This was launched in July 2009 and is Kent's response to delivering the National Carers' Strategy, published in June 2008. There are five outcomes:

- Improving information, advice and guidance
- Access to integrated and personalised services
- Carers having a life of their own
- Carers not being forced into financial hardship
- Helping carers to stay mentally and physically well.

The outcomes will be delivered via multi-agency joint commissioning plans which will be completed in autumn 2009. There will be two plans, one for east Kent and one for west Kent. The Health Service, Jobcentre Plus and KDAAT have identified carers leads who are working in partnership with Kent Adult Social Services to deliver the Kent Adult Carers' Strategy and associated commissioning plans.

An Annual Carers Report – This was published alongside the Kent Adult Carers' Strategy in July 2009. This report has for the first time captured the true nature of the support offered to carers in Kent and shown the range and depth of support offered across all sectors.

The Kent Carers Emergency Card Scheme – This was launched in December 2008. The aim of the scheme is to:

- Provide carers with peace of mind when away from the person that they care for
- Offer carers as much support as necessary to complete their emergency plan
- Ensure that the County Duty or the Out of Hours service will step in to arrange emergency support if the plan fails
- Ensure that this support is available to all carers not just those carers of people receiving community care services

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- Increase levels of community-based respite.

Currently there are over 750 carers signed up to the scheme, the number is growing steadily and the feedback regarding the scheme has been positive.

The Mental Health Matters help-line – This is now funded from 5pm to 9am on weekdays and 24 hours weekends and holidays. The service is available to carers, referrals can be made to the Crisis Resolution and Home Treatment Teams and it has received positive feedback.

A Mental Health carer's support group – Funded in each locality in Kent these provide:

- Advice, support and information to carers of people with functional mental health problems
- One to one support for carers
- Carer support groups that meet regularly
- Carers' participation in the decision making meetings about the commissioning of mental health services
- Carers assessment workers
- Funding for carers breaks.

On average at any one time about 850 carers are 'on the books' receiving this support.

The Kent Adult Social Services Carers Assessment Policy – This was revised in April 2009 and resulted in a trial to outsource the carers' assessment to carer support organisations in two pilot sites, Tonbridge and Dover. With the pilot due to end in April 2010 evaluation will take place on a three monthly basis.

The Young Carers Strategy - 'Invisible people' – This was launched in July 2008 with the following outcomes:

- Guidance has been issued to all schools
- The 'voice of Kent' young carers has been captured by DVD which highlights young carers' issues in training for professionals
- A joint young carers' protocol has been agreed between Kent Adult Social Services and KCC Children, Families and Education to clarify referral routes across Directorates. Training is to begin in autumn 2009.

The KCC Staff Carers' Leave pilot scheme – This has been well received and was launched to all staff in June 2009.

Kent Adult Social Services provide a range 'short breaks' which benefit carers and the people they support. These include:

- Day care
- Support in the home
- Overnight care
- Adult placements
- Emergency breaks.

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A Carers Advisory Group in Kent has been formed bringing together all the key strategic partners involved in supporting carers together.

West Kent PCT and Kent Adult Social Services have also been successful in the bid to become a Department of Health Carers' Strategy Demonstrator Site which will bring in about £410,000 over two years.

What more are we going to do?

- Within Kent Adult Social Services, training is underway to reinforce policy implementation and further clarify duties and responsibilities towards carers to create a far more consistent approach to the assessment and support offered to carers
- A group of carers support organisations across Kent has been successful in a bid, fully supported by Kent Adult Social Services, to be a pilot site for 'Caring with Confidence' training. This training will form part of the learning opportunities developed in conjunction with the joint commissioning plans to ensure that carers are supported as expert partners in care. The first facilitator training has now been completed and the programme is expected to commence in the immediate future
- We are exploring mechanisms for information sharing across health, social care and the voluntary sector. Carers assessments have been considered in discussions regarding Kent Adult Social Services' decision to procure a Common Assessment Framework
- We will continue to develop services which meet the needs of carers in line with the Select Committee recommendations
- Kent Adult Social Services have identified £30,000 for KDAAT to use in order to support carers of people with drug/alcohol problems
- KCC as an employer is surveying staff to gain an insight into the number of employees juggling caring with employment. The survey will explore if staff would like a Carers' Staff Forum to be developed.

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Percentage of carers extremely or very satisfied with the help from Kent Adult Social Services	New indicator	N/A	46.9%	70%

Monitoring completed by: Michael Thomas-Sam, Cathi Sacco, Mike Dorman

Date: July 2009

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Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officers: Nick Sherlock/ Cathi Sacco/ Mike Dorman

Status: On course

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

The main partners that assist in the delivery of this target are the Health Service in Kent, particularly the two Primary Care Trusts (PCTs) and the Mental Health Trust. However, the voluntary and private sector and district councils all make significant and valuable contributions in managing many of the community-based projects.

Outcomes delivered so far:

The success of this target is closely linked with the performance of other targets in Towards 2010, particularly those related to health issues in this section.

KCC has a strong tradition of working closely with the Health Service, as evidenced by the established Section 75 partnerships. Initiatives delivered within the context of this target include:

Joint Commissioning with PCTs - There are joint commissioning arrangements in both east Kent and west Kent and with Mental Health and a number of jointly appointed commissioning posts have been established. The outcome is that the PCTs, Kent and Medway Partnership Trust and Kent Adult Social Services have shared priorities at strategic and local levels as well as resources to commission the services to meet these priorities. Evidence of this is the shared cross-cutting targets in Kent Agreement 2 (LAA).

Joint Strategic Needs Assessment (JSNA) - This has been developed as a tool which is being used to identify joint commissioning priorities. Underneath the overarching JSNA, specialist assessments have been developed around areas such as dementia and mental health. The outcome of these activities has been to ensure that identified priorities and commissioning have been developed from an evidenced-based needs assessment.

Public Health Department - This is now firmly established and led by a jointly appointed Public Health Director for Kent. Its agenda for action is set out in the Public Health Strategy (Live Life to the Full) and the Public Health Annual Report. The establishment of the Public Health Department has seen a wider focus on prevention and health inequalities and development of new ways of working with the Health Service and communities. Such projects as 'Activmobs' are evidence of this (see Towards 2010 targets 48 and 49).

INVOKE⁴ (Independence through the Voluntary action of Kent Elders) – This is the project that has been developed out of the successful Partnerships for Older People bid. This project has introduced a range of initiatives which have supported older people in the community. There are a range of outcomes, which have been drawn out through research and this includes reduction in overnight stays in hospital to ensuring people within the project have received all the benefits to which they are entitled.

⁴ More detail on this project have been provided in previous Annual Reports

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Prevention in the community – These projects are in partnership with Health and through joint investment in the voluntary sector. This includes Brighter Futures (see also Towards 2010 targets 49, 52, 56), which encourages more able older people to support more needy people through volunteering. Other initiatives range from community support to those with dementia to ‘Falls’ projects. The outcome has been to enable more people to remain independent. Evidence of this can be seen in the recent Care Quality Commission Inspection of Kent Adult Social Services⁵.

TeleHealth and Telecare - The partnership with Health in developing the Whole Systems Demonstrator, already described in detail in Towards 2010 target 52, is another initiative which is supporting the development of this target. The outcome of this is to improve the independence, health and wellbeing of people through the use of new technology. This was also evidenced in the recent inspection⁶.

Reducing delayed transfer of care – This continues to be an area of high priority across health and social care. There are a whole range of joint initiatives, including intermediate care, enablement, and rapid response. Many of these have been described in more detail in previous Towards 2010 annual reports. The outcome has been to reduce the level of delayed discharges from hospital where the number has reduced from 1,304 in September 2007 to 622 in June 2009, and for those for which Kent Adult Social Services are responsible this has reduced from 219 to 128 over the same timescale. This success was recognised by the Health Overview and Scrutiny Committee in October 2008 and through the evidence presented to the Care Quality Commission⁷.

Intermediate care - We have developed a wide range of intermediate care projects in partnership with Health which are preventing avoidable hospital admission, facilitating safe early discharge from hospitals and maximising people’s ability to regain their independence. Intermediate care has played a significant part in tackling delayed discharges from hospital and enabling people to live independently.

Learning Disability – By March 2010, approximately 400 people will transfer from the Health Service to Kent Adult Social Services under the Section 256/NHS Act 2007. This is a huge project which has been outlined in detail in previous Towards 2010 annual reports. The outcome of this project will be to give this group of people more opportunities of choice and independence. The transfer is rooted in the principles of Valuing People.

The vast majority of the above initiatives will be developed beyond 2010 continuing to deliver better outcomes for people.

What more are we going to do?

The major priorities for the next three years focus on working with the Health Service in delivering more personalised services which offer people choice and control i.e. Self Directed Support. A key feature continues to be a focus on community-based preventative services in order to deliver the joint priorities outlined in such strategies as the Carers Strategy, the End of Life Strategy and the Dementia Strategy. A key feature will be the development of shared pathways of care planned jointly. Outlined below are some planned initiatives delivered within the context of this target along with expected outcomes:

- Mental Health Trust – Already well established, the Trust is applying for Foundation Status which will give it more flexibility in setting local priorities and commissioning services

⁵ Independence Wellbeing and Choice Inspection

⁶ Independence Wellbeing and Choice Inspection

⁷ Kent Adult Social Services’ submission to CQC for the Annual Review Meeting 30 June 2009

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- Joint commissioning posts - In line with the major changes needed to implement Self-Directed Support, in partnership with the PCTs, further joint posts focused on strategic commissioning are being established which will ensure an integrated approach to commissioning focused on shared priorities
- Implementation of the Carers Strategy – This is being done jointly with the PCTs to put in place more support for carers
- Whole Systems Demonstrator/Telecare/TeleHealth - The continued implementation of this project will deliver further opportunities for people to use technology to enhance their independence and wellbeing
- Autistic spectrum - A recent Select Committee on this issue has been completed and the recommendations are now published. We will be working jointly to improve the services for this group
- Common Assessment Framework - We are working with the Health Service to develop this through Functional Assessment in Care Environments (FACE). This will mean that we will have a joint co-ordinated assessment process where people will only have to answer questions once about their circumstances.

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: Nick Sherlock/ Cathi Sacco/ Mike Dorman **Date:** July 2009

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Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence		
Lead Cabinet Members: Graham Gibbens/Sarah Hohler	Lead Managing Directors: Oliver Mills/Rosalind Turner	Lead Officers: Michael Thomas-Sam/Colin Feltham

Status: On course

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

Kent Adult Social Services and KCC Children, Families and Education (CFE) directorates are leading the partnership which includes the Kent Learning Disability Partnership Board, parent organisations, PCTs, Learning Skills Council (LSC), Connexions and schools. We are expanding the partners to include KCC's Communities directorate, local further education (FE) providers and district councils.

Outcomes delivered so far:

- A major driver for the work to support this Towards 2010 target was the Select Committee from which a number of successful initiatives have sprung, overseen by the Transition Board. The multi-agency transition protocols are an example of this and set out the clear commitment to every disabled young person in Kent that they will get co-ordinated support to help them move from adolescence to adulthood. The protocols also ensure that this transition support will be personalised, co-ordinated around individual needs and reflect the young person's aspirations and that young people, their families and the professionals involved all have a clear understanding of who will be involved and what they will do
- Young people who may need additional support with their transition into adult life will be identified when they have their transition review in Year 9. With the young people and their carer's consent, this links together basic identifying information held by CFE, the Health Service and social care agencies and will ensure that no-one who needs and wants support through transition will be missed
- Training to support the implementation of the transition protocols, across all agencies, has been delivered in every locality. This builds on the best practice already within the county and is developing local virtual teams who will lead on transition for the local children. The effectiveness of these is being monitored by all the agencies involved and all these actions will ensure that the practice around transition is improved upon
- The young people, carer and easy-read guides to the transition process have been distributed through a network of professionals so that it will be available to every young person who needs it. This will ensure that each young person and their families will know what support they will receive and how to access it. It is also available on each agency's websites and at www.kent.gov.uk/transition
- The effectiveness of the support given through transition and the implementation of the transition protocols has been monitored by satisfaction surveys. In the last six months, 106 young people or their carers have been asked to rate their satisfaction with the support they have received in the key areas of:
 - Involvement of appropriate agencies
 - Provision of sufficient information, advice and guidance

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- Young person's views and aspirations being central to the process
- Satisfaction with the current support.

The percentage of people who said they were happy or very happy ranged from 77% who were satisfied with their current support to 68% who said they were satisfied that their views and aspirations were listened to. Overall, 73% said that they were either happy or very happy with the support they have received during the transition period (see PI table).

What more are we going to do?

- The experiences of young people during and after transition will continue to be monitored. Further groups of young people and their carers will be asked to rate their satisfaction with their support to ensure that the protocols are making an improvement. This will provide a rolling measure as the impact is more widely felt
- The training to support the implementation of the transition protocols across all agencies will be extended to include mainstream schools so that the local virtual transition teams pick up all young people with disabilities who will benefit from supported transition
- The significant increase in uptake of direct payments from CFE will continue to be built on and work is ongoing to ensure that the transition from a CFE direct payment to a Kent Adult Social Services personal budget is managed smoothly. This increases both flexibility and control for individuals, enabling them to live their lives more independently. With the development of Self Directed Support, personal budgets will become the norm for every adult needing support
- The Transition Partnership will be widened to include representatives from the district councils, housing associations and employment and training organisations. This will increase the opportunities for young people to move to full adult life with more integrated access to housing and employment opportunities
- We will ensure that the delivery of this Towards 2010 target is supported by other targets:
 - Develop multi-agency support to parents and their children (Target 13)
 - Listen to young people's views (Target 14)
 - Increase the number of people who are supported to live independently (Target 52)
 - Strengthen the support to people caring for relatives and friends (Target 53).

Measurable Indicator (s)	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Young people with disability or their carers who were wither happy or very happy with the support they received during the transition period	New indicator	Not set	73%	80%

Monitoring completed by: Michael Thomas-Sam/Colin Feltham

Date: July 2009

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Target 56: Improve older people's economic well-being by encouraging the take-up of benefits		
Lead Cabinet Member: Graham Gibbens	Lead Managing Director: Oliver Mills	Lead Officer: Michael Thomas-Sam

Status: On course

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

Our partners include the Pension Service (part of the Department of Work and Pensions (DWP) that deals with people over 60), district councils, Kent Benefits Partnership and voluntary organisations e.g. Age Concern, Citizens Advice Bureau (CAB), Citizens Rights for Older People.

Outcomes delivered so far:

Offering information, advice and assistance - Older people receiving social care services from KCC are offered information, advice and, if necessary, assistance to claim all the benefits they are entitled to. We have increased the effectiveness of this work by creating specialist teams and by working with the Pension Service, district councils and local voluntary organisations. In addition, we have provided extra funding to the 12 Kent CABs which will enable them to help more people claim the benefits to which they are entitled.

Increasing take up - Partnership working is contributing to the increase in benefit take up for older people in Kent and as a direct result of joint working with the Pension Service between April 2007 and 31 March 2009 £2.1 million in additional benefits was raised for Kent residents. Broken down this is £885,000 in Pension Credit, £898,000 in Attendance Allowance, £98,000 in Disability Living Allowance, £127,000 in Housing Benefit and £93,000 in Council Tax Benefit. In addition to monetary gain, joint working leads to a better experience for our service users who receive a quicker and less time consuming service.

Many of the community-based preventative projects run by the voluntary sector are working with older people to maximise their benefits, as are initiatives such as INVOKE and Brighter Futures (see also Towards 2010 target 54).

What more are we going to do?

We will continue to work with the Pension Service and district councils to target those older people not receiving all their benefit entitlement. This includes working in the new Gateways (see Towards 2010 target 29) and taking part in media campaigns targeted specifically at older people in Kent.

Measurable Indicator (s)	Aug 06 Actual	Aug 07 Actual	Aug 08 Actual	May 09 Actual	Aug 09 Target
Number of older people who are in receipt of /with underlying entitlement to Attendance Allowance	34,560	36,330	38,300	38,670	36,290
Number of older people who are in receipt of Pension Credit	70,270	70,960	71,240	71,300	73,780
Number of older people in receipt of council tax benefit	53,590	53,790	*	*	56,270

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* Not yet available. There is always a time lag before figures are available from the DWP and there have been particular problems with data on Council Tax Benefit. The DWP have informed us that this data will be available by the end of the year.

Monitoring completed by: Michael Thomas-Sam

Date: July 2009

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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 (CDRPs)

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 produces 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 and highly successful 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

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wide 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 emergency planning 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 Tickets' 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. 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.
- The KCC Community Safety Training Partnership provided or delivered training to 750 people during 2007/08, equivalent to 966 training days.

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 resident's engagement which could enhance their lives and create stronger communities
- Inter-generational work and work with vulnerable people – The KCC Communities directorate, including community wardens, are looking at ways to bring generations together and through 'Dreams Come True' the wardens will be working with a variety of

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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 objectives 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 Funding - Subject to funding from the Department for Work and Pensions (DWP) the KCC community wardens hope to recruit 30 support wardens aged 18 to 24 who have been unemployed for around 12 months, 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

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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 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 notice disorders
- 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

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- 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 notice disorders, 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, who 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%
 - Car crime which has reduced by approximately 23%.
- In addition to the decrease in crime rates, peoples' perceptions of crime and anti-social behaviour has seen a general improvement across the KCC area since 2006/07 e.g:

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- The percentage of people worried about burglary has decreased from 56% in 2006/07 to 36% in 2008/09
- Fear of four specific crimes (domestic burglary, car theft, mugging/robbery & physical attack) 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.

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
- We will 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 KCAP 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

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Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents		
Lead Cabinet Member: Nick Chard	Lead Managing Director: Mike Austerberry	Lead Officer: David Beaver

Status: Done and ongoing

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

Kent Police, Kent Fire and Rescue, Medway Council, HM Courts Service, Highways Agency.

Outcomes delivered so far:

- Through our second Public Service Agreement (PSA2) with government, Kent Highways Services (KHS) worked with partner agencies, such as the police and other emergency services, to deliver the government target of reducing the number of people killed and seriously injured (KSI) on Kent's roads (including motorways and trunk roads) by 40% compared with the 1994-1998 average. The final reported figure for 2007 was 723 KSI on roads in Kent which was within 0.5% of the 40% reduction target. However, the 2007 figure for roads for which KCC was responsible was 588 and was a 41.8% reduction. This target needs to be maintained and to focus on this, KHS is aiming at a 45% local reduction target as opposed to the 40% reduction which is the national 2010 target. The 2008 KSI casualty figures represents a 13% reduction in KSI casualties compared with 2007 and a 47% reduction compared with the 1994-98 target, already achieving the local target set. It should be noted that the 2008 KSI road traffic casualty figures are exceptionally low, 627 compared with 723 in 2007 and represents a 5% greater reduction than the KHS target figure for 2008. This ongoing work in casualty reduction appears to be maintaining the downward trend in KSI casualties, however outside factors, such as fuel prices, may have influenced the excessive reduction in 2008
- KCC's approach to reducing KSIs has been to integrate the known benefits of education, enforcement, engineering and evaluation, and a programme of countywide publicity campaigns, proactive press features and public engagement projects using road safety officers which has proved effective. Work with Kent Police and Kent Fire and Rescue to identify shared priorities and work on joint initiatives has led to innovative ways of engaging with those who are in categories of people most likely to be killed or seriously injured
- In addition to other casualty reduction activities, KHS Road Safety led a combined approach to tackling drinking and driving in the run up to last Christmas, contributing to the lowest recorded number of road crash fatalities in December for over a decade. This approach involved:
 - A high profile anti-drink drive publicity campaign that made use of innovative television advertising
 - Support for the Kent Police Winter KSI Suppression Initiative that led to a range of enforcement operations, including vehicle road-side checks and a general increase in high visibility police activity.
- The KHS Road Safety team led a programme of high profile campaigns that utilised TV and radio advertising, road side posters and press/media editorial. This programme of work raised awareness and improved road user choices in key areas of concern. These included seat belt wearing messages to vehicle occupants, messages on the dangers of

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using mobile phones whilst driving, how easy it could be for young drivers to lose their licence and anti-driver impairment messages dealing with both alcohol and drug use

- Speed awareness courses, that allow motorists detected at up to 39mph in 30mph areas to opt for a training course as an alternative to prosecution, have been provided for over 3,000 drivers during the period. National Driver Improvement Scheme courses provide an alternative to prosecution for drivers reported driving ‘without due care and attention’, providing courses for around 400 drivers during the year. Both these courses are run through a formal partnership agreement that includes Kent Police, KHS and Medway Council
- KCC has been working closely with parish councils and others in pilot areas in reviewing speed limits on all A and B class roads in Kent. This will result in significant improvements to ‘village gateways’ together with signing and a more consistent approach to speed limits across the county. We aim to complete the review of speed limits on all Kent’s A and B class roads by 2011
- KCC and Kent Police have led the development of countrywide partnering activities. This approach has enabled the consolidation of the work of all the agencies involved in reducing road casualties, culminating in the formal establishment of the CaRe group. The CaRe group will provide added value by ensuring that the resources of all the agencies are effectively marshalled through a structured approach that will include strategic, tactical and operational levels.

What more are we going to do?

- KCC needs to stay focused on reducing the number of KSI over the coming years to ensure that we at least maintain performance in meeting the governments targets for 2010. We will continue to strengthen links with key agencies and ensure that the method for identifying appropriate crash remedial measures is improved through more accurate and consistent crash data recording, identifying priorities and implementing and evaluating appropriate strategies and action plans
- Deliver further publicity campaigns and community engagement projects addressing motor cyclist safety, speed, mobile phone, young/novice drivers
- Continue development and delivery of driver training programmes
- Deliver programmes of work aimed at improving the safety of the highway network
- Continue the speed limit review
- Review the scope for development and opportunities for further reducing casualties to 2020.

Measurable Indicator (s)	2006 Actual	2007 Actual	2008 Actual	2009 Target	2010 Target
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	747	723	627	674*	650*
Number of road accidents casualties - Killed or seriously injured (excluding Highways Agency roads i.e. Motorways)	588	588	520	554*	538*

* Agreed KA2 targets

Monitoring completed by: Ian Procter

Date: July 2009

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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), KCC 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 as can be seen by the PI table:

- 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 in 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 Children's Services Partnerships and the links with Kent Agreement 2 have ensured that

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

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- 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 KCC 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	*	1,594

* Figure available Nov 2009. However, early indications are very positive

Monitoring completed by: Glan Hopkin

Date: July 2009

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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 around 250 organisations, including Age Concern, Neighbourhood Watch, Help the Aged, Citizens' Rights for Older People, Citizens Advice Bureaux, Kent Adult Social Services, Kent Libraries, parish and 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 around 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 around 250, 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 and work in locating the elusive traders which has resulted in this most satisfactory

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conclusion” – from a church in Gravesend which received £2,000 compensation after rogue traders had tarmaced the 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 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 Kent Adult Social Services 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 the scheme. We have 102 approved traders and the most popular hits on the website are for landscape

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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 (see also Towards 2010 targets 1, 2, and 9)

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

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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 (see Towards 2010 target 57) 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. This has been a tremendous success 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

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in Gravesham reduced by 40% between 2006/07 and 2007/08 and continued to decrease in 2008/09 by 3.5%

- 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 service 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 (see also Towards 2010 target 58)
- 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 as more time is now spent at each location to make people feel safe (borne out by the survey results, described above)

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Monitoring completed by: Stuart Beaumont

Date: July 2009

END