

To: Communities Policy Overview & Scrutiny Committee – 12 January 2010

By: Mike Hill, Cabinet Member, Amanda Honey, Managing Director.

Subject: Performance Monitoring 2009/10

Classification: Unrestricted

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**Summary:** This report summarises ‘in-year’ service unit performance information in Communities during 2009, in advance of the annual report on performance in July 2010. It also provides an update on the National Indicator Set.

## **FOR INFORMATION**

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### **1. BACKGROUND**

1.1 In July 2009, Members of the Communities Policy Overview Committee received the annual review of service unit performance in the Directorate for 2008/09. In September 2009, reports on progress against each of the seventeen Towards 2010 targets, led in Communities, were also considered. Good and in some cases excellent progress was reported.

1.2 This report now summarises Communities service unit performance to date, since April 2009, in advance of the next annual review which will be presented in July 2010. It also notes progress against the eight Local Area Agreement targets which are led by Communities; and gives an update on activity relating to equalities and diversity.

### **2. SERVICE UNIT PERFORMANCE 2009/10**

2.1 An overall summary of performance to date is featured in the Managing Director’s Summary at Appendix One and it shows a significant range of activity and achievement.

2.2 A review of individual service unit performance is also included in Appendix One and it indicates good progress across the board with approximately 94% of all the key actions and projects approved in the 2009/10 unit plans either achieved or on course for achievement by 31 March 2010. The actions that are unlikely to be achieved by March 2010 (approx 6%) are listed in Appendix Two and they generally relate to factors such as changing government priorities or re-prioritising of operational activity within the units. These do not give cause for concern and will roll forward if necessary into the 2010/11 unit business plans.

2.3 93% of targeted quantitative outputs or activity levels are already expected to be achieved by year-end. Any areas where more progress is needed are listed in Appendix Three and are being addressed.

### **3. THE NATIONAL INDICATOR SET AND THE LOCAL AREA AGREEMENT**

3.1 The 'new' National Indicator Set came into effect from 1<sup>st</sup> April 2008 and 35 of the indicators were incorporated into the second Local Area Agreement for Kent 2008-11.

3.2 The latest position on those where the KCC lead is in Communities, but which are not included the Local Area Agreement, is shown in Appendix Four.

3.3 The latest position on those led by Communities and which are included in the Agreement is shown in Appendix Five. There are eight in total and they are listed below:

- NI 8 – Adult Participation in Sport and Recreation
- NI 11 – Engagement in the Arts
- NI 40 – Number of drug users recorded as being in effective treatment
- NI 110 – Young people's participation in positive activities
- NI 111 – First time entrants to the Youth Justice System aged 10-17
- NI 141 - Percentage of vulnerable people (Supporting People service users) achieving independent living
- NI 161 – Learners achieving a Level 1 qualification in literacy
- NI 162 – Learners achieving an Entry Level 3 qualification in numeracy.

### **4. EQUALITIES MONITORING**

4.1 The Communities Directorate consists of a diverse range of Services; some are involved in large-scale front line service delivery e.g. Libraries, Adult Education & Youth Services; some are strategic Units that work with partners to influence and support front line service delivery e.g. Sport, Leisure & Olympics and Arts Development; and some are wholly focused on working with vulnerable people e.g. Kent Drug & Alcohol Action Team, Youth Offending Service and Supporting People.

4.2 In response to this, the Communities Directorate has produced a set of overarching priorities for 2009 -11 linked to the new Equality Framework for Local Government Themes and designed to be compatible with KCC's Equality Strategy. These are monitored six-monthly and Appendix Six gives examples of activity so far in 2009/10. A full year report will be included alongside the annual performance report in July 2010.

### **5. RECOMMENDATIONS**

5.1. Members are asked to NOTE this report.

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### Communities In-Year Monitoring December 2009

## MANAGING DIRECTOR'S SUMMARY

### 1. INTRODUCTION

The Communities services have made very good progress against objectives set out in the 2009/10 Annual Business Operating Plans, in what is becoming an increasingly challenging environment, both in terms of our operations and for the users of our services. It is an undoubted a tribute to the quality and commitment of our managers and staff and I highlight below some of the breadth and depth of the activity and achievement so far this year.

### 2. SUMMARY OF ACHIEVEMENTS

#### 2.1 National Presence

A number of Communities services have enhanced Kent's profile at national and even international level.

Beacon work relating to the Olympic & Paralympic legacy has commenced, with the Sport, Leisure & Olympics Service hosting a sports workshop at a highly successful event at Wembley. The Belarus and Ukraine Judo Federations, both very strong medallist nations in Judo, have been signed up to train in Kent ahead of the 2012 Olympic and Paralympic Games. It is the largest pre-games training camp agreement in the South East region and is only the second multi-nation agreement to be signed in the UK.

Our pledge to take on 250 apprentices, as well as schemes for gap year students, graduates and young persons' talent management courses has led to KCC being one of six organisations nationally, and the only public sector employer, to be short listed for the prestigious 'Personnel Today' awards for Talent Management.

A scheme of work for Financial Literacy developed within Kent Adult Education Service has been accepted onto the Learning & Skills Improvement Service website as a model of good practice for family learning, and both Adult Education and KEY training were commended in the nationally recognised award of a green flag for Kent by the Audit Commission for work to improve skill levels.

#### 2.2 Partnership Working

Services within the directorate continue to forge strong links with partners both within and outside of KCC.

The Community Safety Training Partnership is well regarded across the county and beyond. It has recently been authorised to deliver Restorative Approaches training in Kent Schools as part of the Safer Schools initiative. Trainers from the Partnership are also now approved to offer domestic abuse awareness training to KCC staff and partners via

the Kent Safeguarding Children Board, as well as providing domestic violence / children protection training to officers within the Kent Police Special Investigation Unit.

The Emergency Planning Unit has worked with district partners and KCC to agree a 'One Kent' template for a major emergency plan.

Kent's Libraries have made a significant contribution to the public health agenda in the past six months, either holding or being involved with 186 health events or activities ranging from walks, sessions about nutrition, support for stopping smoking and health trainer surgeries.

Another milestone has been reached in the finalisation of a cultural strategy for Kent, a key Towards 2010 priority. The Arts Development Unit staged the second of three summits in September, attended by 100 key influencers and decision makers from across the County and South East region.

Partnership working around alcohol and drug abuse continues to strengthen which is very heartening and is demonstrated in for example the KCAP and exceptionally improved performance by treatment providers.

### 2.3 Innovation and Access to Services

The Envision Library Management System went live in April on schedule and has received positive customer comments about the improved technology and speed of access to the internet and booking system. The new technology will allow the Service to gain a deeper understanding of its customers and brings opportunities for personalisation closer.

Several Communities directorate services are already co-located within Gateways across Kent and during 2009/10 facilities for birth and death registrations opened at Tonbridge and Dover Gateways meaning that there is now a registration service in all Gateways. By December this year Community Wardens had also ensured there are weekly or fortnightly surgeries in each Gateway.

The Youth Service has continued, with the Public Health team, to develop the successful and innovative HOUSE model in high street locations around the county. Attendance levels by young people have exceeded 10,400 since its launch in December 2008 up to the end of September 2009 and this has allowed services to offer information and advice on lifestyle issues in an informal manner. One example of success is that from April-June there was a 500% increase in young people contacted through the Kent Drug & Alcohol Service's commissioned providers compared to last year.

### 2.4 Backing Kent Businesses and People

A key directorate commitment is to support KCC's 'Backing Kent Business' and 'Backing Kent People' campaigns. Libraries across the county have been offering free provision of business information services since April, leading to a 56% increase in enquiries, while the proportion of invoices paid within 20 days has increased during 2009/10. The Trading Standards 'loan shark' campaign was officially launched in April, aiming to prevent people being 'bitten' by loan sharks and offering advice and support to those who may already be victims.

## 2.5 Targeting Resources

In difficult economic times it is important to target resources at areas of greatest need.

The multi-agency Margate Task Force has been established to focus on two of the most deprived wards in the county - Cliftonville West and Margate Central, with the aim of closing the gap between these two wards and the rest of the district. An Implementation Group has been formed and is developing a full plan, including strategy development, operational plans and involving and empowering the community. This will include resource mapping in these two specific wards.

Directorate services provide focused support to vulnerable young people and adults; for example the Kent Drug & Alcohol Action Team funded diversionary summer projects in areas of alcohol related need, engaging 1,800 young people, while also working to reduce harm through initiatives such as a Naloxone (a drug used to counter the effects of opioid overdose) pilot programme that will target community users, families and carers in Thanet, aiming to reduce the number of drug related deaths in the area.

## 2.6 Skills and Employment

The Supporting Independence Programme transferred into the directorate in April and continues to promote initiatives across KCC that help to get people into work and live independently. They co-ordinated the successful £6.5m Future Jobs Fund bid that will lead to minimum six month job placements for 18-24 year olds that have been out of work for 10 months or more. Communities services have championed this cause and the Community Safety Unit is a prime example, with plans to offer 30 'Support Warden' roles focusing in particular on environmental and youth issues.

The 'Kent Success' apprenticeship programme has continued to provide valuable opportunities for young people. Achievement rates are above national average and the number of apprentices accessing the programme within KCC has already exceeded the target set for April 2010. Progress is being made outside KCC as well, across the public and private sector, typified by an apprenticeship scheme developed with the building contractor, R Durtnell and Sons, which will provide apprenticeship opportunities for up to 21 young people over the duration of the Turner Contemporary building contract.

It is pleasing to note the recognition awarded to the skills agenda in the form of a "Green Flag", for "improving skills to match Kent's growing economy" in the recently published Comprehensive Area Assessment report for Kent. The Green Flag represents major achievements and innovation, and the work of the Supporting Independence Programme, Adult Education and KET training, in particular, contributed to this award.

## 2.7 Young People

Communities Services continue to work closely with Kent Children's Trust partners, both internal to KCC and via multi agency settings at local level, and the House project described above has been a notable success in which the Youth service has played a big role. Provision of positive activities for young people is a high priority for the Kent Children's Trust and is an LAA target and, although information from the national TellUs survey (which is used the measure progress against NI 110) in late 2008 suggests that the proportion of young people engaging in positive activities in Kent is lower than the national

average, the sample size is insignificant and the service has been asked to develop other measures which will be more robust. The target is nevertheless taken very seriously and initiatives such as the Kent Freedom Pass should directly address it, as will research to understand potential barriers to engagement using local sources such as Kent schools' surveys.

Latest results available show that youth re-offending rates in the county have decreased, with the most significant improvements being recorded for young people receiving the more intensive interventions. Good progress has been made in engaging more young people post-statutory age in Education, Training or Employment (ETE), although improvement is required to ensure more young people of statutory school age who offend are actively in education. Suitable accommodation for vulnerable groups such as young offenders is a difficult issue nationally, and the Kent Youth Offending Service is working with local partners to find positive local solutions.

### **3. CORE BUSINESS MONITORING**

Individual service unit returns at the mid-year point show that the significant majority of projects, developments and key actions, as well as key performance and activity levels have either been achieved or are on track for achievement by the end of March 2010. 94% of projects & key actions are either 'done and ongoing' or 'on course'. The few that are listed as not on course are shown in Appendix Two with accompanying explanations and plans are in place to address where necessary.

93% of key performance or activity levels are currently forecast to be achieved by year-end. Again, any areas where more progress is required are being looked at closely with a view to bringing as many back on track as possible. Particular attention will be paid to usage of Libraries across Kent and the Service will be concentrating on investigating the needs of non-users.

The Communities Capital programme has also reached some very important milestones during the first 9 months of 2009/10. The Turner Gallery construction is progressing well, while work is underway at the Beaney project in Canterbury. Construction at the Ashford Gateway, Kent History Centre and Gravesend Library should all begin during the next 6 months.

I am positive that the good work will continue during the last few months of this year and look forward to reporting on progress at the end of the year.

Amanda Honey  
Managing Director, Communities Directorate

## Progress against Business Plans

**Exception reporting against projects, developments and key actions**

The following are those not expected to be completed and the reasons why/action to be taken:

<b>Project/development/ key action As per unit business plan</b>	<b>Planned outcome/deliverable as per unit business plan</b>	<b>COMMENTS</b>
<b>Sport, Leisure &amp; Olympic Service</b>		
Establish Links with the proposed Regional Coaching Development Centre	Links established and programmes developed.	The Regional Coaching Centre Initiative has been shelved by Sport Coach UK – however Kent will be supporting coaching through a new Coaching Network Officer position
Identify the facility needs in Kent for 42 sports, including disability sports.	Publish Needs Assessment and influence Building Schools for the Future	Identification & publication of facility needs will not be completed due to National Governing Bodies still in the process of identifying their facility needs.
<b>Libraries &amp; Archives</b>		
Improve and increase access to Kent's heritage and culture.	Develop partnership with Creative Foundation to promote the built heritage	A delay on the external funding bid to the EU for funding means this has not progressed to the original timescale – likely to move forward April 2010 onwards.
<b>Adult Education &amp; KEY Training Services</b>		
Increase participation in short lifelong learning courses providing progression opportunities.	15% Increase in enrolments.	Enrolment position affected by changes in Education Business System (EBS) Mgmt Info System and Website during enrolment period. Plans in place to rectify the position.
<b>Emergency Planning</b>		
Purchase of W&I system	The procurement of a suitable mass messaging system to improve emergency alerts to KCC staff, partners and possibly	The opportunity arose to develop a new County Emergency Centre, which will be brought into operation in Spring 2010. Consequently these actions were put on hold and will be considered for 2010/11.

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
	the public. This may be as a stand alone system or as a web based solution.	
Purchase of Forward Control Vehicle	Coachworks and installation of equipment, seating and consumables into leased 3.5t van. This vehicle will be used in major emergency response for forward control, exercises, promotional activities and by Community Wardens for field work or dedicated activities at a specific location.	The opportunity arose to develop a new County Emergency Centre, which will be brought into operation in Spring 2010. Consequently these actions were put on hold and will be considered for 2010/11.
<b>Kent Scientific Services (KSS)</b>		
Introduce a single quality operating system across KSS.	Single policy document. Each section to have a Standard Operating procedure (SOP) and method statements. Single United Kingdom Accreditation Service (UKAS) assessment.	Calibration quality manual reformatted to match analytical manual but it will take a further year to amalgamate.
<b>Supporting Independence Programme</b>		
Kent Public Service Board & Kent Partnership	SIP priorities raised and targets identified  Integrated Workforce Plan  (all public sector HR )  LSP priorities developed	SIP review underway and the target relating to greater integration with PSB and LSPs will commence / be revised on the completion of review

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
<b>Kent Drug and Alcohol Action Team</b>		
Redesign community and residential provision for crack cocaine focusing on high need areas within current resources	Improve access to treatment and reduce related harm to crack cocaine users.	There remains some uncertainty about the level of unmet need for users of crack cocaine and more progress is needed to ensure that treatment services are better placed to identify and reach these problem drug users. The full KDAAT commissioning team is now in place and there are plans to re-focus tier 2 services on bringing treatment naïve crack cocaine users into targeted treatment through the development of further outreach services.
<b>Youth Offending Service</b>		
Implement the Police Electronic Notification to YOTs (PENY) project which is being undertaken with the Police and the National Youth Justice Board.	<p>Improved reliability in the information sharing processes between the Police &amp; YOS.</p> <p>More confidence in the data provided on the number of First Time Entrants to the youth justice system in the county.</p> <p>Provision of accurate data to the CDRP Summary Packs.</p>	Still some concerns over quality of locally available data from Police that is used as a proxy for national measure. Focus on this area will be maintained, although both national and locally available data indicate a reduction in first time entrants to the youth justice system.
<b>Youth Service</b>		
Work closely with KCC Property to market the site and put together a package of investment to progress the youth / community facility in Edenbridge	Contract awarded to high quality construction company, delivering completed building on budget and within agreed timeframe.	<p>Cluttons, KCC's Estate Agent, has been asked to review and recommend the best configuration for the site. On receipt of new recommendations, KCC will consider its development options.</p> <p>As a result of the above the March 2010 target date for completion of a new Youth/Community facility will not be met.</p>

Project/development/ key action As per unit business plan	Planned outcome/deliverable as per unit business plan	COMMENTS
<p>Subject to success in first phase of application process for 'myplace' funding, undertake detailed application process in partnership with the Creative Foundation to the Big Lottery for a new Youth and Training Centre in East Folkestone costing in excess of £4 million.</p>	<p>Robust, high quality application to the Big Lottery, leading to successful final phase application and award of funds</p> <p>Commencement of tender and construction phase (with completion scheduled for late 2010).</p>	<p>Following early success by the Thames Gateway YMCA in Dartford, none of the projects submitted from across Kent were successful in the subsequent round of this Government- funded programme of capital projects for new youth facilities. This included the application submitted by the Creative Foundation &amp; Kent Youth Service in Folkestone. Big Lottery has recently announced that applications in Kent will only be invited from Swale and Thanet. Hopes for a re-application in Folkestone are therefore presently on hold awaiting new guidance from Government and Big Lottery for a funding round in 2010.</p>

### Appendix Three

#### KPIs not expected to be completed as planned, reason(s) why and actions to rectify

Performance Measure/ Activity	2008/09 actual	2009/10 target	2009/10 Mid year actual (or estimate)	2009/10 forecast	PROGRESS STATUS
<b>Kent Scientific Services</b>					
Consumer average turnaround time	33.5 Days	21 Days	36 Days	30 Days	Much of the work is sub-contracted. External laboratory performance is improving but unlikely to deliver year end target.
Toxicology average turnaround time	39.5 Days	25 Days	33 Days	30 Days	The section started the year working off a backlog. Performance is improving, although unlikely to meet target by year-end.
<b>Registration Service</b>					
Total Income	2.702m	3.123m	-	3.030m	Analysis of impact of recession on number of marriage ceremonies being conducted
<b>Kent Drug &amp; Alcohol Action Team (KDAAT)</b>					
Percentage of young people who are assessed as requiring specialist substance misuse treatment who commence treatment within 15 working days of the referral	94%	100%	70%	70%	Action plan being devised to improve performance
<b>YOS</b>					
<u>NI 45</u> : Engaging children & young people known to YOS in ETE	80.9%	90.0%	72%		*YOS has revised the methodology to measure the participation of those of statutory school age in education by recording young people in education as opposed to having the offer of education. Kent performance is still comparable with that of statistical neighbours.
Engaging young people of <i>statutory school age</i> known to YOS in ETE	91.8%	95.0%	76.7%		

Performance Measure/ Activity	2008/09 actual	2009/10 target	2009/10 Mid year actual (or estimate)	2009/10 forecast	PROGRESS STATUS
Ensuring young people <i>returning to the community from custody</i> are in suitable accommodation	76.3%	100%	76%		There is a constant challenge nationally to find suitable accommodation (i.e. not bed & breakfast) for young people being resettled in the community following a period in custody. Work with Children's Social Services & Local Housing Authorities in the light of the Southwark Judgement (House of Lords, May 2009) should improve partnership working but resource development will occur in the medium / long term as opposed to the short term.
<b>Libraries &amp; Archives</b>					
Total Issues (Book and AV)	7,262,462	7.5m	3,336,881*	7m*	*

\*The switch in Library IT system during 2009 has highlighted errors in data supplied by the previous supplier for earlier years, which resulted in over reporting of issue numbers up to end 2008. In addition, the Library Service is aware that some customers over estimated the disruption that the transfer to the new IT system would cause and did not borrow as many items through the rollout period in early 2009. We will be able to fully judge the impact of the data quality issues from early February 2010.

**Non-LAA National Indicators where CMY is the “KCC lead”**

Indicator	Data Source	2008/9 Actual	National Average	Comparative Position
<b>Emergency Planning</b>				
NI 37 - % of public who feel informed about what to do in an emergency	Place Survey	16.7	15.3	Upper Quartile
<b>Community Safety</b>				
NI 17 – Perceptions of anti-social behaviour	Place Survey	18.5	20.9	Above Median
NI 21 - % who think Police & public services are dealing successfully with ASB and Crime	Place Survey	24.7	26.0	Below Median
NI 27 - % who think Police & public services seek views of the public on ASB and crime	Place Survey	24.2	24.7	Below Median
NI 41 - % who think people being drunk or rowdy in public is a problem in their area	Place Survey	27.3	30.8	Above Median
NI 42 - % who think people using or dealing drugs is a problem in their area	Place Survey	25.6	30.7	Above Median
<b>Trading Standards</b>				
NI 182 – Satisfaction of businesses with LA regulation services	Trading Standards	73%	TBC	TBC
NI 183 – Impact of Local Authority reg services on the fair trading environment	Trading Standards	0.88	TBC	TBC
NI 190 – Achievement in meeting standards for the control system of animal health	Trading Standards	TBC	TBC	TBC
<b>Youth Offending Service</b>				
NI 19 – Rate of Proven re-offending by young offenders	YOS	1.1	1.0	Below Median
NI 43 – Young People within the Youth Justice System receiving a conviction in court who are sentenced to custody	YOS	4.6%	5.8%	Above Median
NI 45 – Young Offenders in suitable Education, Training & Employment	YOS	81.6	73.1	Upper Quartile
NI 46 – Young Offenders access to suitable accommodation	YOS	71.6%	95.7%	Lower Quartile
<b>KDAAT</b>				
NI 115 – Substance Misuse by young people	Tell Us survey	12.8	10.9	Below Median
<b>Libraries</b>				
NI 9 - % of adult population who have used a library in past 12 months	Active People Survey	46.2%	48.5%	Below Median
<b>Libraries / Arts</b>				
NI 10 - % of adult population attending a museum or art gallery in the local area	Active People Survey	54.8%	53.8%	Above Median
<b>Adult Education</b>				
NI 13 – Migrants’ English Language Skills and Knowledge	LSC	Due April 2010	TBC	TBC

Communities Directorate-led Local Area Agreement Indicators								
Indicator	Baseline (07/08 unless otherwise stated)	08/09 Target	Progress				2010/11 Target	Comment
			08/09 Actual	09/10 Updates	Direction of Travel	RAG rating		
<b>KENT ECONOMIC BOARD</b>								
<b><u>Economy</u></b>								
<b>NI 161</b> Number of Level 1 qualifications in literacy (including ESOL) achieved	5,528 (2006/07)	5,747	Due Apr 2010		↑	GREEN	6,185	2007/08 data shows good progress - 6,171
<b>NI 162</b> Number of Entry level qualifications in numeracy achieved	806 (2006/07)	838	Due Apr 2010		↓	RED	906	2007/08 data shows a drop in performance - 662. However, some learners are enrolling on Level 1 courses as their first numeracy course instead of Entry Level 3. Clarification as to whether these can be included has been sought.
<b><u>Housing</u></b>								
<b>NI 141</b> Percentage of vulnerable people (Supporting People service users) achieving independent living	65.7%	66.7%	68.6%	73.4% (Qtr 1)	↑	GREEN	71%	
<b>PUBLIC HEALTH BOARD</b>								



Indicator	Baseline (07/08 unless otherwise stated)	08/09 Target	Progress				2010/11 Target	Comment
			08/09 Actual	09/10 Updates	Direction of Travel	RAG Rating		
10-17 (rate per 100,000 population)	1,660 (amende d to 1,710 in DCSF bulletin Nov 09)	1,620	1,620				1,560	Targets set on basis of rate per 100,000 population, so this is the official figure recognised for LAA purposes.

	Baseline (07/08 unless otherwise stated)	08/09 Target	Progress				2010/11 Target	Comment
			08/09 Actual	09/10 Updates	Directio n of Travel	RAG rating		
<b>STRONGER AND SAFER COMMUNITIES GROUP</b>								
<b>NI 11</b> Engagement in the arts (attended an event 3 times in last year)	47% (2008/0 9)	N/a - baselin e year	47%	47.1% (March 08 to March 09)		AMBER	50%	Next results update due Dec 09
<b>NI 40</b> Numbers of drug users recorded as being in effective treatment	2,180	2,289	2,468	2,439 (12 months to Jun 09)	↑	GREEN	2,335	Final year target level achieved early but needs to be maintained.

**Notes:**

RAG explanation :

Significantly behind target, remedial action required (progress is less than 60% of target trajectory)	Behind target but good progress being made, actions underway and no significant concerns so far	On Target or ahead of target

Direction of travel symbols :

Performance Improving : ↑

Performance Static : ↔

Performance Deteriorating : ↓

### Communities Directorate in-year monitoring against Equality & Diversity Priorities

Below is a summary of progress by Services in the Communities Directorate, categorised by Equality Framework for Local Government (EFLG) theme:

#### **EFLG Theme: Knowing Your Community**

*Priority: Complete the picture of current service users and non-users of Unit's services in terms of main equalities strands*

The Sport, Leisure & Olympics Service has distributed a customer satisfaction survey and equality data is now held for a variety of projects and initiatives, including grant aid recipients and Kent Free Access for National Sportspeople (FANS) members & coaches. Local 'Community Profiles' are undertaken across the Youth Service, who continually consult with users on the delivery of the service. Insight into non-users of the Service will be gleaned from the local NFER Survey commissioned by the Kent Children's Trust.

Insight can also be gained from regional or national bodies. For example the Arts Council of England, South East (ACE,SE) has recently provided the Kent's Arts Development Unit with local area analyses, undertaken via its **Arts Audiences Insights**. This has shaped the development of key programmes. In addition, the results of the 'Active People Survey' provide a detailed breakdown regarding the physical activity levels of residents in Kent. The results can be broken down by location/age/gender/disability/ethnic minority to enable market segmentation and targeted work to take place.

Several services within the directorate are focused upon the needs of vulnerable individuals. The Kent Drug & Alcohol Action Team (KDAAT) monitors the ethnicity profile of service users in treatment and feeds the information in to its needs assessments to help ensure that treatment services can meet the needs of all people from ethnic communities in Kent. The Supporting People Service also conducts a comprehensive needs analysis of the twenty-one clients groups within the programme every six months.

The Youth Offending Service monitors ethnicity of young people in all stages of the youth justice system in the county, which has highlighted the possibility that young "Black & Black British" are disproportionately represented. An audit is being undertaken to ascertain the likely reasons for this and to inform counter measures.

The Adult Education Service gathers information regarding age, gender, race and disability, which Managers use to inform planning and current service users in Libraries have been segmented using MOSAIC into the Kent and Medway areas and work is ongoing with non-users.

#### **EFLG Theme: Responsive Services and Customer Care**

*Priority: Ensure that consultation for planning and decision making involves all sections of the community*

Communities Directorate Services come into contact with the Kent public on a daily basis. The KCC Community Wardens informally consult with their communities on issues that

matter to them through direct contact with residents; they link in with the local PaCTs (Partners and Communities Together) where the communities are able to identify and discuss issues of importance to them.

The Gravesend Library Rebuilding Project consultation plan is incorporating the new Customer Impact Assessment (CIA) process to ensure the consultation is proportionate, relevant and reflects the local population profile. Consultation has been taking place on IT software for Visually Impaired customers.

The Youth Service continues to deliver Senior Member's programmes, local forums and Youth Advisory Groups alongside the Youth Opportunity Fund/Youth Capital Fund panel, allowing young people to continually engage in planning and decision making for local services.

Young people are routinely being involved in the recruitment of new staff in the Youth Offending Service (YOS). There is now a Participation Lead in each Team and a more co-ordinated approach is being practised to ascertain the views of service users, including via the use of Viewpoint, a software programme which enables YOS to collate and analyse the data collected.

The Arts Development Unit held a 'Cultural Summit' in September is a key milestone in developing a consensus-driven strategy and is a vital consultation mechanism. The delegates included key organisations and interests, to ensure proper representation of views and needs.

KDAAT issues equalities monitoring forms as part of its service user engagement processes and monitors the information in order to ensure fair representation of as many minority ethnic groups as possible.

The Turner Contemporary programme runs several consultation groups such as older and younger persons groups, which play an active role in shaping service delivery.

Guidance for the operation of Rest Centres, Humanitarian Assistance Centres and Resilience Mortuaries in an emergency situation takes specific account of the needs of vulnerable people and those within the faith community.

*Priority: Develop a better understanding of the groups of people whose views are seldom heard and find ways of engaging with them*

Several services within the directorate are wholly focused on groups whose views are seldom heard. Particular recent examples include:

- the introduction of "Community Seats" in the 2009 Kent Youth County Council elections, which allows particular unrepresented groups of the community to develop their voice in a formal participative environment;
- early work on the 'hidden harm' agenda to review the needs of children of substance misusing parents;
- the "Dreams Can Happen" programme involving KCC Community Wardens, running in the Sevenoaks and Dartford area which promotes the inclusion of people with learning disabilities by actively engaging them with other sectors of the communities and with partnership agencies.

- KCC Wardens were recently awarded a special commendation in recognition of their service throughout 2009 towards the promotion of inclusive 'communities for all'.
- The Trading Standards Advice & Education Team is working with young people with learning disabilities and has put a number of initiatives in place to help them become confident consumers.
- Kent Adult Education Service has been working with adults with learning disabilities to develop information for them that is easy to read and understand. The Service is testing out new approaches via its E&D Forum to seek the views of different groups of students on specific issues.
- The Library Service held a disability awareness event in July 2009 for 78 staff that included personal perspectives from disabled people. In addition they published and promoted a new best practice guide on delivering services for Adults with Learning Disabilities

*Priority: Embed the Directorate system for equalities monitoring relating to complaints*

All Services have either fully implemented the corporate guidelines or will have done so by the end of 2009/10.

*Priority: Conduct Customer Impact Assessments (CIAs) as appropriate, using the new corporate methodology*

Relevant staff within Services have been attending the latest KCC CIA training sessions to learn the appropriate methodology. Services are prioritising key policies, practices or procedures to go forward for peer review / screening once produced and the Directorate is represented on KCC's CIA 'challenge network'.

The new methodology is being integrated into the Consultation Plan for Gravesend Library with a view to providing a template for all future major Libraries & Archives projects. A CIA was also carried out for the major IT "Envision" project, the first phase of which went live at the end of April 09.

*Priority: Fully implement standards relating to equalities recruitment training*

All Services are ensuring that at least one member of any interview panel has undertaken KCC's 'Positive Action in Recruitment' Course.

The level of Equality & Diversity training for staff often depends on how public facing the service is. For example, Equality and Diversity remains a key aspect of induction training for all full and part-time staff in the Youth Service. In addition to this an audit of when staff have undertaken training is underway which will inform which staff require refresher courses.

All Community Wardens also receive Equality & Diversity training as part of their induction into the role.