

***** DRAFT *****

**SUPPORTING INDEPENDENCE
PROGRAMME**

CHIEF EXECUTIVE'S DEPARTMENT

**Annual Business Unit Operational Plan
2008/9**

SECTION 1: SERVICE PROFILE

PURPOSE OF THE SERVICE

The Supporting Independence Programme (SIP) was set up in April 2002 and evolved from Kent's first Public Service Agreements 2001/4

The aim of SIP is to support, co-ordinate and re-focus the County Council's work and that of our partners in the public, private and community sectors in order to help people achieve greater independence and lift themselves out of dependency and reduce the welfare spend across Kent.

The key with SIP is to develop a cohesive approach. To enable those who are reliant on benefit to lift themselves out of dependency into a more meaningful existence where they are able to support themselves and their families. In addition to identify initiatives that tackle the root causes that create dependency and improve individuals' life chances to prevent them becoming dependant in the first place.

KCC's Supporting Independence Programme (SIP) is working to address this situation both through preventative measures, working with young people to prevent them from slipping into a life of dependency, and remedial activities to try to reduce the burden of welfare benefit expenditure and lift significant numbers of working-age people out of worklessness and into meaningful, sustainable employment.

In research carried out by Oxford University's Department of Social Policy & Social Work, it has been shown that living in a ward with a SIP focus, significantly improves a person's chances of existing benefit dependency relative to disadvantaged wards without a SIP focus. In wards such as Cliftonville West, there is a 29% higher chance of exiting benefit dependency than in other disadvantaged wards in the South East.

The preventative strategies of SIP are now integrated within the newly established 14-24 Innovation Unit. The unit will focus on enhancing and developing inspiring and exciting and enhanced provision and will be instrumental in leading on the authorities' preventative strategies to reduce the number of young people NEET and identifying appropriate provision for the most vulnerable or marginalised young people.

N.B. SIP priorities and business plan activities for 08/09 are detailed in this business plan and the business plan for the 14-24 Innovation Unit.

OPERATING CONTEXT

SIP is the authority's main driver to identify and tackle all issues of social exclusion and as such acts as the conduit between Kent and Central Government on issues relating to inclusion, deprivation, poverty and independence.

SIP operates at both a strategic and local level and the work that SIP undertakes, manages and co-ordinates is recognised and celebrated as an organisational priority right across the County Council .

The team has a highly effective and significant role to play in influencing policy development and ensuring that the individual needs of those living dependant lives, (or those who may move into a dependant lifestyle) are understood and reviewed to ensure that effective and appropriate service delivery and provision is developed countywide.

SIP is a countywide resource which supports and promotes the resources of not only the County Council but all partners within the public, private and voluntary sectors. The unit is influenced by many internal and external factors and it is critically important for the vision and priority of the team to reflect the ever changing demands and challenges of all key partners and stakeholders that may affect the service delivery or provision available to the customers and end users within our communities.

There are several specific T2010 targets managed by SIP and discussions are currently underway to identify specific targets closely aligned with SIP to include within the Kent Agreement 2 being negotiated and agreed locally and nationally.

Due to the wide and diverse scope of the SIP unit there are a plethora of national and local policies and strategies that have, and will continually impact and influence our work in Kent. These are identified below.

National Context

- DWP Green Paper- In work better off :next steps to full employment
- A New Deal for Welfare :Empowering People to work 2006
- The Leitch Review of Skills : Prosperity for all in the global economy – December 2006
- Harker Report – child poverty
- Freud Report
- Welfare Reform – The case for devolution (LGA 2006)
- Work for Welfare – Conservative green paper 2008
- The Children Act – 2004 (Every Child Matters)
- 14 - 19 Curriculum and Qualifications Reform (Tomlinson Review)- October 2004
- 14 - 19 Education and Skills : White Paper- February 2005
- Youth Matters Green Paper- July 2005
- Schools White Paper “Higher Standards, Better Schools for All “ – October 2005
- 14-19 Education and Skills : Implementation Plan – December 2005
- FE Reform : Raising Skills , Improving Life Chances – March 2006
- Delivering Learning and Skills – LSC Progress Report – 2006
- Building Schools for the Future
- The Children’s Plan – Brighter Future, January 2008
- Careers Guidance – Quality Standards for IAGm December 2009
- Increasing participation, December 2007

Local Context

- The Kent Agreement
- Kent Towards 2010
- Regional Economic Strategy – 2006 – 2016 SEEDA
- Kent Rural Delivery Framework
- Local Partnership Skills Alliance
- Vision for Kent – April 2006
- Kent 14-19 Learner Strategy and Action Plan – October 2004
- Kent Secondary Strategy (phase 2) – November 2005
- Learning and Skills Council, Regional Statement of Priorities 2006/07
- Kent Children and Young People’s Plan – 2006 – 2009
- Kent Children’s Trust

USERS

SIP is a catalyst for innovation. It seeks to challenge prevailing wisdom and silo mentality to pull together effective solutions which fit the needs of the people of Kent rather than those of any one partner organisation.

The overarching principle and vision of the work of the SIP unit is clearly identified and to enable maximum outcome the units work is clearly focused on the needs of the most marginalised groups of individuals within the county, highlighted below.



It is imperative that in introducing strategies policies and protocols to increase individuals and communities independence that we continually and effectively listen carefully to the needs of the users of our services.

A concerted effort has been made to increase the number of focus groups, seminars, consultation events and research studies to ensure that the approaches used to integrate and co-ordinate services more effectively are done so with the customers needs at the forefront of change and innovation.

Specific user engagement activities that have informed policy and helped shape service delivery include :-

- We have run a number of focus groups for Incapacity Benefit claimants and for the NEET group (young people not in education, employment or training) - these have acted as fora for our particular client groups to voice their opinion on the services that they have received and how service delivery could be improved. The work with IB claimants informed the development of the Kent NOW programme (LAA/LPSA2 target). Interactive

workshops with clients and detailed evaluation and feedback sessions have enabled us to remain client-driven, so personalisation of services is in itself pretty engaged. This has also been the case with the Kent Community Programme.

- BMG research was carried out to look at the experiences of individuals who are within one or more of the ten SIP archetypes - these "pen portraits" are used to shape service delivery
- Engagement has taken place to a significant extent with individuals and groups within the communities in which we work, particularly through Kent NOW - including with employers, third sector organisations, local authorities and other public sector organisations. This has meant greater engagement with the public as a means for referral and engagement on the programme, and routes for progression, but also making sure that our service delivery is shaped by the information that we get from those organisations we are consulting with.
- SIP tries as much as possible to use clients as advocates or champions within their communities, and to promote their experiences as through the programmes they access, e.g. Kent NOW clients at other KCC-sponsored conferences, apprentices, etc.

REVIEW OF PERFORMANCE 2007/08

| Indicator | Actual performance 2006/2007 | Estimated performance 2007/08 | Target 2008/09 |
|---|------------------------------|-------------------------------|--------------------------|
| <u>Towards 2010</u> | | | |
| <u>Target 9</u> Through our Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefit | | | |
| <u>Target 15</u> Raise the expectations and aspirations of our young people by giving all 13-19 year olds the very best careers guidance by providing master classes presented by businessmen, entrepreneurs, and professionals. | | | |
| <u>Target 18</u> Introduce a Kent Apprenticeship Scheme, offering at least 1000 apprenticeship opportunities across the public and private sector | 60 | 126 | 180 450 |
| <u>Target 19</u> Introduce the Kent Community Project, building teams of young people to participate in community projects. | | 40 | |
| <u>Target 20</u> Build strong business-education partnerships that benefit both employers and schools. | 4425 | 10%increase | 15% increase |
| <u>PSA2 Incapacity Benefit claimants of</u> | 35 | 100 | |

KEY ACHIEVEMENTS/OUTCOMES IN 2007/08

Preventative Focus (see additional business plan for 14-24 Innovation unit)

The establishment of the 14-24 Innovation unit in September 07 has created a really focused, strategic approach in ensuring that we deliver a wide range of initiatives to support young people into positive preparation for employment. Focused task groups are working swiftly to review and evaluate the wide range of current provision for 14-24 year olds and priorities for areas of development and improvement are being established with all key partners.

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

Our innovative approach to improving services has already received very positive feedback from government inspection teams, other local authorities, and a large number of partners/stakeholders nationally and locally. Further information can be found in T2010 targets 15-20.

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

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

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

Responsive/ Remedial focus

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

work or supported to take significant steps back towards meaningful, progressive employment.

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

Specific achievements include :-

1. Positive engagement with DWP, Local Government Association and NGLN to explore national policy on welfare reform and the opportunity for Kent to raise impact on individuals suggest freedoms and flexibilities that Kent require for radical local request would welcome to really drive the change and improvements on improvements to local challenges.
2. Launching Slivers-of-Time in March 08
3. Ongoing delivery and involvement with Kent Agreement 1 target 15 and PSA 2 target with long term Incapacity Benefit Claimants
4. Working with RBLI, KASS and other partners to bring about substantial results through Pathways to Work programme
5. SIP highlighted as a national model of excellent practice and strategy in the recent NGLN publication NLGN “The Local Journey to Work..Localism, welfare and worklessness” 2008..... highlighting the wide range of welfare reform innovation and strategy managed by SIP across Kent.
6. High level discussions and engagement with government departments to tackle the challenges and barriers encountered with the delivery of effective welfare reform initiatives. These include :- LGA work on devolution of welfare reform to Local Authorities ; Data sharing ; local freedoms and flexibilities.

SERVICE COMPARISON

Kent's Supporting Independence Programme is unique in the fact that no other Local Authority appears to have a dedicated and focused approach to looking more widely at the issues of Social inclusion in the way that we do.

The co-ordinated and facilitative approaches we use to really support and engage all partners/agencies to tackle the issues and challenges within our county is one that many other authorities and agencies are extremely interested in adopting.

We intend to continue to work with other external agencies and authorities to share our model of approach and delivery and we hope that this style of approach will develop further in other areas of the country.

The interest of Govt departments, visits by ministers and policy officers is set to continue and we see this as a real opportunity to explore and influence govt policy and resources to focus on individuals trapped in a cycle of dependency.

SECTION 2: PRIORITIES AND OBJECTIVES

KEY RESPONSIBILITIES OF THE SERVICE

1. Manage the dynamic cultural shift as the SIP initiative is increasingly embedded in the language, business planning and delivery of services across mainstream KCC Directorates and in many partner agencies.
2. Manage the integration of SIP principles and strategy in the implementation and impact of policy, service development and delivery of front line services. Develop and focus on both preventative and responsive strategies and approaches.
3. Continue with a strong emphasis in supporting and co-ordinating service delivery to targeted individual's (archetypes) and targeted wards with significant deprivation and issues of dependency.
4. Maintain and update an excellent database of relevant data and statistics focused at locality and archetype level. Ensure that there is a sound infrastructure of reporting mechanisms to feed constantly evolving data into a corporate system for analysis, monitoring and action. This data is imperative if we are to continually focus efforts in the most deprived areas of our community.
5. Fully support the government's drive for full employment and promoting work as the best form of welfare. Strategically drive forward and identify strategies and initiatives to tackle the deep rooted issues of long term unemployment
6. Increase the emphasis and focus on employability and develop clear principles and protocols for recruitment policies and strategies countywide.
7. Enhance the communication strategy to include regular updates and analysis of where SIP is making a difference to individuals within our communities. Maintain a very high level focus to the developments and outcomes of SIP associated initiatives and ensure that all stakeholders are kept fully informed of all developments, challenges and trends.
8. Embrace the neighbourhood and localism agenda by ensuring that SIP is integral to the development of our communities.
9. Develop stronger and more effective links with local members to develop a real ownership and responsibility for challenges, issues and worrying trends within our SIP targeted areas.
10. Work alongside the Kent Public Service Board and Kent Partnership to develop effective two way communication and feedback on SIP progress and analysis.

| | Key Corporate / Directorate Targets | |
|---------------------|---|----------------------------|
| PLAN | NAME OF TARGET IN FULL | LEAD OFFICER |
| Towards 2010 | | |
| No. 9 | Through our Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits | Pauline Smith |
| No. 15 | Raise the expectations and aspirations of our young people by giving all 13-19 year olds the very best careers guidance by providing master classes presented by businessmen, entrepreneurs, and professionals. | Pauline Smith/ Sue Dunn |
| No.16 | Expand our pioneering vocational 14-16 programme to more that 4,000 students, offering real choice in a diverse and | Support |

| | | |
|--------|---|---------------|
| | stimulating curriculum tailored to the needs of students and relevant to the real world. | |
| No. 17 | Double the number of participants on Skill Force –type programmes | Support |
| No.18 | Introduce a Kent Apprenticeship Scheme, offering at least 1000 apprenticeship opportunities across the public and private sector. | Pauline Smith |
| No. 19 | Introduce the Kent Community Project, building teams of young people to participate in community projects. | Pauline Smith |
| No. 20 | Build strong business-education partnerships that benefit both employers and schools. | Pauline Smith |
| KA2 | Welfare Reform targets (under negotiation) | Pauline Smith |

These business objectives are monitored to ensure they will be delivered. Risks associated with potential non-delivery, and the controls in place to mitigate those risks, have been assessed and documented as part of the annual operating plan process. A risk plan has been developed as necessary.

Revenue Budget

SUPPORTING INDEPENDENCE BUSINESS PLAN /BUDGET
2008/09

| 2007-08 FTE | 2007-08 Controllable Expenditure £'000 | COST CENTRE | Activity/budget line | 2008- 09 FTE | EMPLOYEE COST £'000 | RUNNING COSTS £'000 | Contracts & Projects £'000 | GROSS EXPENDITURE £'000 | EXTERNAL INCOME £'000 | INTERNAL INCOME £'000 | CONTROLLABLE EXPENDITURE £'000 |
|----------------|---|----------------|----------------------------|--------------------|------------------------|---------------------------|-------------------------------------|-------------------------------|-----------------------------|-----------------------------|--------------------------------------|
| 3 | 704 | 51110 | Supporting Independence | 3.0 | 160.0 | | 1006 | 1166 | | | 1166 |
| 3.0 | 704.0 | | TOTALS | 3 | 160.0 | 0 | 1006 | 1166 | 0 | 0 | 1166 |

| BUDGETED FTEs | 2007/08 | 2008/09 |
|--|---------|---------|
| J AND ABOVE OR EQUIVALENT (FTEs) | 1 | 1 |
| I AND BELOW (FTEs) | 2 | 2 |
| TOTAL | 2 | 2 |
| OF THE ABOVE TOTAL, THE ESTIMATED FTE WHICH ARE EXTERNALLY FUNDED | | |

KENT WORKS BUSINESS PLAN /BUDGET 2008/09

| 2007-08 FTE | 2007-08 Controllable Expenditure £'000 | COST CENTRE | Activity/budget line | 2008- 09 FTE | EMPLOYEE COST £'000 | RUNNING COSTS £'000 | Contracts & Projects £'000 | GROSS EXPENDITURE £'000 | EXTERNAL INCOME £'000 | INTERNAL INCOME £'000 | CONTROLLABLE EXPENDITURE £'000 |
|----------------|---|----------------|-------------------------|--------------------|------------------------|---------------------------|-------------------------------------|-------------------------------|-----------------------------|-----------------------------|--------------------------------------|
| 23 | 0 | 52030 | Kent Works | 17.0 | 644.0 | 206 | | 850 | -512 | -338 | 0 |
| 23.0 | 0.0 | | TOTALS | 17 | 644.0 | 206 | 0 | 850 | -512 | -338 | 0 |

| BUDGETED FTEs | 2007/08 | 2008/09 |
|--|----------------|----------------|
| J AND ABOVE OR EQUIVALENT (FTEs) | 1 | |
| I AND BELOW (FTEs) | 22 | 17 |
| TOTAL | 23 | 17 |
| OF THE ABOVE TOTAL, THE ESTIMATED FTE WHICH ARE EXTERNALLY FUNDED | | |

All **NEW** projects, developments and key actions should be listed. The following statement needs to be included.

"The Managing Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

| Project/ development/key action | A/c manager | Link to Corporate/Directorate Target | Deliverables or outcomes planned for 2008/09 | Target dates |
|--|--------------------|---|--|---|
| Welfare Reform - Kent's priorities and strategic focus | Pauline Smith | KA2 T2010 - target 9 Vision for Kent SIP | KA2 target agreed Local employment partnerships linked to LSP'S Kent Employer Engagement Strategy Employer engagement conference | April 2008 September 08 September 08 July 08 |
| Intensive archetype and marginalised groups sessions | Pauline Smith | KA2 T2010 SIP Vision for Kent | Develop and deliver very focused training and review sessions /residential with end users and professionals | Autumn 08 |
| Develop use of data and analysis | Nick Moon | SIP | Develop an enhanced method of data collation, analysis and communication strategy with SPAIT | July 08 |
| High level targeted geographical focus in SIP wards. | Pauline Smith | KA 2 Vision for Kent SIP T2010 | Review, and evaluation of 3 target areas...Thanet, Swale and Folkestone Targeted Action plan for each area with measurable outcomes to tackle deprivation and poverty | Summer08 – Spring 09 |
| Protocols for procurement and commissioning | Pauline Smith | T2010 SIP Vision for Kent KA2 | Work with Corporate finance team KCC to identify areas of development to improve and enhance the local commitment to all areas of procurement | Summer 08 and ongoing |
| Social enterprise | Pauline Smith | T2010 | Explore potential for a range of inspirational | Autumn 08 |

| | | | | |
|--|---------------|--|--|-----------------------|
| initiatives | | SIP Vision for Kent KA2 | social enterprise models | |
| Develop a formal approach to SIP and Economic Regeneration Directorate activities and vision | Pauline Smith | T2010 KA2 SIP Vision for Kent | Develop a process of closer working and synergy between the two units to ensure effective regeneration focused on economic and social priorities | Summer 08 |
| Health authority and SIP focused approach | Pauline Smith | T2010 KA2 SIP Vision for Kent | Explore areas of joint activity and focus particularly in relationship to tackle challenges of worklessness and GP support (both identified as govt priorities) | Autumn 08 |
| Communication strategy | Pauline Smith | SIP | <p>Improve all aspects of SIP communication strategy with greater focus on areas of success, outcomes and positive trends.</p> <p>Review all aspects of internal and external communication opportunities including , users, communities, members, partner agencies, govt agencies and international links</p> | Autumn 08 and ongoing |

USER/ RESIDENT INVOLVEMENT PLANNED FOR 2008/9

| Name | Start date/ End date (dd/mm/yy) | Feedback date (dd/mm/yy) | Target Group | Target area (Kent, Town, district, ward etc) | Brief summary | What we want to find out and how we will use the information,(approx 25 – 50 words) | Statutory Yes/No | Consultation type (*see list below table) | Contact name, e-mail & phone No. |
|------------------------------------|--|-------------------------------------|--|---|---|---|-------------------------|--|--|
| User focus Groups | 01/08/08/ 30/12/08 | | Looked after children and 16+ YP Young offenders Long term unemployed | Kent | Feedback from users on service delivery and barriers to their engagement | To facilitate an open and honest group feedback session to identify strengths and challenges to their perspective or experiences of service delivery, engagement and support available | No | Social | Pauline Smith 01622 221877 pauline.smith@kent.gov.uk |
| Community engagement events | 01/07/08 – 30/03/09 | | Individuals within targeted communities | Thanet Swale Folkestone | Community feedback | To consult with the residents of the three targeted areas to compliment and inform the action plan and targeted approach to commence 08 | No | Social Community | Pauline Smith 01622 221877 pauline.smith@kent.gov.uk |

* Consultation types – Business, Council, Environment, Social, Community, Education, Leisure, Transport

CAPACITY, SKILLS AND DEVELOPMENT PLANNING

key skills/knowledge

- Continued strategic awareness of internal and external policy development that may impact on residents of Kent
- Continued engagement with govt dept think tanks and govt depts.
- Explore opportunities to visits and research models of good practice models

new partnerships that will impact on the team?

- JCP and LSC chief officer changes
- Greater need for closer working relationships to Kent Public Service Board and Kent Partnership

staff recruitment or retention issues?

- 2 additional staff required to deliver SIP T2010 targets – under review
- 1 FTE to support SIP teams responsibilities within 14-24 Innovation unit currently under review.
- Kent works staff – integration, confirmation of roles, responsibilities and structure within the 14-24 Innovation Unit are ongoing
- More formal identification of staff within other directorates and agencies with a designated responsibility for SIP is being explored. There is no budget implications for the SIP unit.

EQUALITIES AND DIVERSITY

The SIP Unit fully embraces and supports KCC's Equality and Diversity strategy and is committed to address the needs of all service users and staff.

The whole vision and raison d'être for SIP is highlighted within the Council's Equality and Diversity strategy

“Our nationally acclaimed Supporting Independence Programme – which tackles the root causes of inequality and promotes community cohesion, making a real difference to the lives of people living in Kent's most disadvantaged communities”.

All of our work positively embraces the five priority outcomes within the strategy, Equal & inclusive services ; Participation and involvement ; Safe & free from harassment; The quality of intelligence and monitoring systems ; Reputation as an excellent employer

SIP objectives and targets include the following :-

- Focus on increased access, engagement and participation by marginalised groups and individuals
- Targeted approach to areas of deprivation and archetypes
- Co-ordination of resources and provision in local wards to maximise effectiveness and outcomes
- Challenging local and national policy where it does not adequately support the needs of specific users groups
- Focused activities and support given to partners and stakeholders to improve provision for marginalised groups

- Actively engaged in policy development in other directorates and stakeholder business plans to ensure the needs of users are adequately integrated and reflected

RESOURCES

Staffing

| | 2007/08 | 2008/09 |
|--|----------|----------------------|
| Pt13 and above or equivalent (FTEs) | 1 | 1 |
| Pt12 and below (FTEs) | 2 | 3 |
| | | 12 kent works |
| | | 2 T2010 |
| TOTAL | | 18 |
| | | |
| Of the above total, the estimated FTE which are externally funded | | 12 |

The staffing resource for SIP has been 3 FTE and hasn't changed since the unit was established in 2001.

Consideration for the appointment of an additional 1 FTE to support the work of the 14-24 Innovation unit is under review.

The breadth of the work the unit is responsible for has increased enormously and there is a significant need for a staff officer post to support the county manager and the other team members. This has a budget implication for 08/09 and ongoing.

12 staff (kent works) are now managed within the SIP unit. The funding for these posts is from the LSC for the delivery of the EBL contract for Kent.

2 staff are funded from the monies identified for the delivery of T2010 target 9 (reduce the welfare benefit spend in Kent). Fixed term contracts have been issued and will cease March 2010.

SECTION 17 CRIME & DISORDER ACT

SIP contributes enormously to the reduction of crime and disorder.

Our targeted approach to specific archetypes enables us to work closely with a range of individuals these include drug and alcohol users and young and adult offenders.

We work closely with Probation, Police, Community Safety, KDAT, Youth Offending and other public and voluntary partners to support a range of strategies to tackle crime and disorder.

The data that we collate and analyse is shared with our partners to review trends and positive outcomes in addition to identifying areas of challenge and specific concern.

Kent Police used SIP data and analysis to select the areas in Kent that would receive enhanced neighbourhood policing resources and they continue to liaise with us to explore the challenges and solutions required in particular geographical areas of high levels of crime and disorder.

Initiatives to support the access to employment for individuals with a history of crime or substance misuse are high on our agenda and working alongside probation, the prison service the justice system and associated partners is our core work.

CORPORATE ENVIRONMENTAL PERFORMANCE AND CLIMATE CHANGE ADAPTATION

| Business Unit cross-cutting environmental objective | Lead officer | Deliverables / outcomes for 2008/09 | Target date |
|--|--|---|----------------------|
| The SIP team are fully aware and committed to the authority's Environment Policy. It is our intention to increase our focus and our intention is to improve our daily awareness and associated actions related to recycling and energy consumption | Pauline Smith to lead and all staff to have personal objectives set. | Improvements in levels of recycling and reduction in energy consumption | April 08 and ongoing |

| Project / development / key action | Evidence of compliance with KCC Environment Policy | Major climate change impacts on service delivery | Adaptive action in 2008/09 (include lead and target date) |
|---|--|--|--|
| Review business mileage and make efforts to reduce total number of miles. | Our workforce Our decisions Our travel and transport | . | Pauline Smith to lead. All staff to comply. |
| Deliver a specific environmental community programme (T2010) | Our decisions Our estate Our procurement | Extreme weather conditions may impact on programme delivery. | Full risk assessments will be carried out and alternative actions taken where appropriate. |

SECTION 3: MONITORING AND REVIEW - HOW DO WE KNOW WE ARE THERE?

Corporate monitoring arrangements for all T2010 targets and Kent Agreement 2 targets will be followed in line with the published timetables.

SIP data and analysis for all archetypes and geographical areas will be reported annually within the SIP data report

Additional monitoring and review processes may be required ad-hoc (Corporate POC) information will be presented on request in these situations.

Pauline Smith, County Manager SIP and joint head of 14-24 Innovation Unit will have overall responsibility for monitoring and review and will take appropriate action should insufficient progress be identified.