

Kent Forum
Ambition Board 3: Putting Citizens In Control

BRIEFING PACK

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AMBITION BOARDS – THE CONCEPT

1.1 About this pack

This pack sets out background information for members of the Kent Forum's Ambition Board 3: Putting Citizens In Control. It provides a brief analysis of the state of Kent's community engagement and voluntary and community sector and the major strategic challenges and opportunities that the county faces, followed by a summary of the key strategies and partnership arrangements that are currently in place to support the future of Kent's communities.

The breadth of Kent's community engagement is diverse and there are many issues and priorities that require local or sub-county responses. Analysing them all would be lengthy and complex: instead, this Pack focuses on the key strategic issues that impact throughout Kent.

1.2 Introduction

National Drivers of change

There has been massive change since the General Election in May 2010. The national drivers of this change include:

- Huge and ongoing reform in Central Government structures along with national and regional agencies;
- Significant policy changes in areas of health, education, welfare, regeneration and community safety;
- The impact of the Government's 'deficit reduction programme' on the resources available to local government and the providers of other public services;
- Replacing top down command and control with more localism;
- Focus on encouraging the Big Society.

Local drivers of change

Within Kent there has been a strong desire to encourage a 'control shift' away from remote or unelected decision makers so that decisions affecting Kent are taken in a transparent way by local authority elected Members, closer and more accountable to Kent residents. A further need has been identified to reduce the number of unfocussed, overlapping, unaccountable and bureaucratic partnerships. To help guide setting up more suitable structures some design principles were established. These are:

- inject much more democratic accountability into locality partnerships;
- rationalise the number of partnerships operating at the locality level;
- provide a focus on delivering locality priorities;
- stimulate effective joint working by local partners, including local representatives of county agencies to deliver against locality and county priorities;
- support the development of the localism agenda across the locality; and;
- retain what works, for example by building upon existing structures where these are functioning effectively.

Summary of changes

The consequence of the national and local drivers for change has initiated some fundamental changes in the partnership architecture in Kent. In summary these are:

- to dissolve the Kent Local Strategic Partnership, known as the Kent Partnership;
- to dissolve the Kent Leaders' Group;
- to establish the Kent Forum (to replace the Kent Partnership and the Kent Leaders' Group) which comprises the Leaders of Kent's 13 local authorities and the fire authority;
- to dissolve the Kent Public Service Board which had acted as the executive of the Kent Partnership;
- to establish a Kent Joint Chiefs group (adapted from the previous Kent and Medway Chief Executives);
- to establish three Ambition Boards, one for each of the three countywide ambitions;
- to establish twelve Locality Boards, one in each District, tailored to local circumstances.

The diagram at Appendix 2 captures these key groups and their core purpose.

1.3 Kent Forum

The Kent Leaders' Group during the Autumn of 2010 discussed setting up the Kent Forum. The discussions built upon the letter from Kent Leaders in June 2010 to the newly appointed Secretary of State which said: *"We will take strategic decisions and deliver local public services and seek genuine devolution of powers to both county and district level to ensure we are able to respond to the needs and aspirations of local people and save taxpayers money"*.

The outcome of the discussions was that Kent Leaders agreed to a trial period of operating as the Kent Forum.

At the Kent Forum meeting on 24 May 2011, after a six month trial period, Leaders agreed to confirm the status of the Kent Forum as the lead body of the revised Kent-wide partnership

All Kent Forum reports can be accessed via the Kent Forum website at:
www.kentforum.org.uk

1.4 The Kent Recommitment

Underpinning the Kent Forum is an agreement made by the Leaders called the 'Kent Recommitment'. It is the foundation for how local authorities in Kent will work together to plan and deliver public services more effectively, more accountably, at less cost and as close to service users as possible.

The Kent Recommitment's principles are:

- All public services delivered to Kent's residents and the £8billion spent in the county by the public sector must be made increasingly democratically accountable.
- Existing regional and national quango powers must be devolved to the most appropriate level.

- Kent's 13 sovereign County and District Councils, together with our rich network of Parish and Town councils, are the "building blocks" for public service planning and delivery within the county.

- We recognise the strength of fighting together for local communities on issues of both county-wide and national importance and standing up for the interests of Kent's residents.

The Kent Recommitment is delivered through the Kent Forum and includes the supporting of Kent-wide strategies such as "Vision for Kent" and "21st Century Kent", the development of Locality Boards across the county, and a collective willingness to work together to support Kent's interests.

The full Kent Recommitment is available in Appendix 1.

1.5 Vision for Kent – Countywide Ambitions

The 'Vision for Kent' is the countywide community strategy which is about the social, economic and environmental wellbeing of Kent's communities over the next ten years.

The current working draft of the 'Vision for Kent 2011-21' was approved by the Kent Forum at their meeting on 24 May for consultation between mid June – mid September.

The strategy sets out the three big ambitions that aim to make Kent a better place. The ambitions have been developed and chosen by people who deliver services every day in Kent – from councils, the NHS, police, charities, local businesses and many more.

The Ambitions are:

Ambition 1 - To grow the economy

For Kent to be 'open for business' with a growing, successful economy and jobs for all

Vision:

Kent will be known as a place where business is thriving, bringing money into the county and providing jobs. To achieve this, we need to make sure that the conditions are right for businesses to set up and grow. Kent's businesses need employees who are confident learners, able to acquire new skills and adapt quickly. Kent will be a place where the business and education sectors provide continual learning opportunities for everyone of working age. Kent's excellent infrastructure, attractive environment and gateway location will support Kent's existing business to grow and encourage new businesses to locate here. This will provide more jobs to fill the gaps left by the declining public sector. Through the success of Kent's businesses, employees will be rewarded with good pay, which will help them lead a high quality of life for themselves and their families.

Ambition 2 - To tackle disadvantage

For Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone

Vision:

Everyone in Kent has the potential to lead a happy and fulfilled life. All people in Kent, regardless of where they live or their own personal circumstances, will have the confidence

and opportunities they need to create a positive life for themselves, their families and their communities. We will work to understand and break down the barriers that can stop this from happening for some people - like unemployment, fear of crime and anti-social behaviour, poor housing, poor health and more. People in Kent will feel secure, positive and optimistic about their futures, and work towards achieving their goals, with minimal dependence on support from services.

Ambition 3 - To put citizens in control

For power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities

Vision:

In Kent, individuals, families and communities will be strong, safe and healthy. They will be able to take action to improve their life chances, health and wellbeing and their local environment. Individuals and communities will be involved in shaping the services that affect their lives and will have the power to influence how services are provided. When people or places need help, those involved, their communities and those that provide services will work together to find solutions that suit everyone.

Increasingly, charities, businesses and community groups will provide targeted support and services that people, families and communities need, working with them at every step. Above all, Kent will be a place where people have a sense of community, purpose and belonging.

For more information and the latest draft of the Vision for Kent please go to:

www.kentforum.org.uk/vision-for-kent

1.6 Ambition Boards

The Kent Forum at their meetings on 28 January and 25 March agreed to establish three Ambition Boards, one for each of the three countywide ambitions.

Ambition Boards will be accountable to the Kent Forum.

The core purpose of Ambition Boards is to act strategically as a 'change agent' in relation to that ambition. They will be expected to stimulate new ways of working, challenge barriers to improvement and cascade good practice. This 'change agent' role may manifest itself in the following ways:

- Ask the difficult questions such as is this a service which needs delivering;
- If so, examine alternative ways of delivering services, either from among Kent's local authorities or by alternative providers;
- Identify the barriers that will inhibit achieving the Ambitions, whether they local, county or national barriers, resolving those that are within the remit of locally authorities;
- Minimise the bureaucracy involved in delivering the ambition, with a remit to rationalise many of the unfocussed, overlapping and unaccountable partnerships, without losing the benefits of genuine partnership working;
- Stimulate innovative working by piloting new approaches;
- Learn from best practice from within Kent and outside of the county;

The Kent Forum reports of 28 January and 25 March give further details on Ambition Boards and these are available on www.kentforum.org.uk

Of particular note are the following four appendices from the March report that are contained in this briefing pack:

1. Ambition Board 'Core' Membership (Appendix 3)
2. Existing Strategic Partnership alignment to Ambition Boards (Appendix 4)
3. Vision for Kent priorities aligned to Ambition Boards (Appendix 5)
4. Kent county-level delivery plans aligned to Ambition Boards (Appendix 6)

1.7 Linkages between Ambition Boards

It is proposed that one of the first priorities for each Ambition Board will be to develop a focussed action plan setting out around five or six priority areas of work where the Board can make an impact. A number of these priority areas may overlap between Ambition Boards, for example the skills agenda or the environment impacts across all three ambitions. Appendix 5 shows how many of the priority areas shown in the Vision for Kent can be aligned to Ambition Boards. This illustrates the need for intelligent working across Ambition Boards where they have a similar focus. This connectivity will be supported by:

- The Kent Forum Team producing regular Kent Forum briefings with updates on the work of each Ambition Board;
- Keep the Kent Forum website, www.kentforum.org.uk, regularly updated with papers from each of the Ambition Boards;
- Ambition Boards may choose to have a representative from the other Ambition Boards on their Board to ensure co-ordination;
- Officers supporting Ambition Boards working closely with each other on setting agendas and forward plans;
- Ambition Board Chairs, once elected, to be invited to be part of the Kent Forum Planning Group alongside the Chairs of the Kent Forum and Joint Kent Chiefs.

1.8 Linkages between Ambition Boards and Locality Boards

This briefing has set out that the focus of Ambition Boards will be to act as 'change agents' for their ambition. Meanwhile, the primary responsibility for delivery of the ambitions rests with Locality Boards. Clearly there will be linkages between these two sets of Boards.

The role of Ambition Boards in relation to Locality Boards could include:

- encouraging Locality Board(s) to act as pilots for stimulating innovative working, such as in the case of Community Based Budgets;
- working with Locality Boards to remove barriers to improvement;
- supporting Locality Boards to deliver local priorities that contribute to the countywide ambitions;
- support Locality Boards in the rationalisation of existing partnerships, seeking to improve efficiency by reducing the number, cost and bureaucracy associated with partnerships.

1.9 Ambition Champions

Ambition Champions have supported the refresh of the Vision for Kent.

The Ambition Champions are:

Ambition 1: To Grow The Economy – Geoff Miles

Ambition 2: To Tackle Disadvantage – Jonathan Shaw

Ambition 3: To Put The Citizen In Control – Bishop Trevor Willmott

The Champions have acted as ‘critical friend’ in the framing of the Ambitions. They have given their support and their personal insights into the Ambitions.

There is the potential for an ongoing role for each Champion to continue to be involved to support and challenge the work of partners in delivery, and ensure partners keep clarity and focus on the Ambition and relevant outcomes.

It is for each Ambition Board to decide how they wish to use Ambition Champions moving forward and should note that each Ambition Champion is willing to provide time and energy in ensuring their Ambition is progressed.

To see each Ambition Champion talking about their Ambition and why they believe it is so important to Kent please go to:

Ambition 1, To Grow The Economy - Geoff Miles: <http://digital.kent.gov.uk/3323>

Ambition 2, To Tackle Disadvantage – Jonathan Shaw: <http://digital.kent.gov.uk/3322>

Ambition 3, To Put Citizens In Control – Bishop Trevor Willmot:
<http://digital.kent.gov.uk/3324>

2. AMBITION BOARDS – THE PROCESS

2.1 Terms of Reference

Ambition Boards will need to develop their own Terms of Reference that reflect the expectation of Ambition Boards. To be helpful, a draft 'skeleton' Terms of Reference setting out some governance arrangements around some common headings has been prepared and is attached at Appendix 7. Ambition Boards may choose to add more sections of information to their Terms of Reference as appropriate, while seeking to keep them as light-touch as possible.

Ambition Boards are asked to develop and agree their Terms of Reference by their second meeting.

2.2 Delivering the business

As Ambition Boards develop, they will establish their own arrangements for delivering their business. However, in the early stages, the following guidelines are provided to support Ambition Boards:

2.2 (i) Frequency of meetings

Ambition Boards will meet at least bi-monthly for at least the first six months. After that, each will determine the most appropriate frequency for their meetings.

2.2 (ii) Forward planning of agendas

Ambition Boards will develop a forward plan spanning one year ahead, which sets out the items to be discussed at each meeting. This is likely to include any standing items that the Ambition Board wishes to bring back to every meeting (e.g. updates from key partnerships, updates on key projects,) and one-off items. The forward plan should be kept under regular review and items added or removed as required by business needs. The Kent Forum Team will work with staff supporting each Ambition Board to ensure that linkages between the forward plans of each Ambition Board are made.

2.2 (iii) Action planning and reporting to the Kent Forum

One of the first priorities for each Ambition Board will be to develop a focussed action plan setting out around five or six priority areas of work where the Board can make an impact in their first year. The chapters in Vision for Kent on each Ambition should provide a useful starting point for identifying priorities. The priorities chosen should reflect the Ambition Board's role as change agents operating at a strategic level (see Ambition Board 'Concept' briefing for more on the change agent role). Action plans from each Ambition Board will need to be presented to Joint Kent Chiefs and Kent Forum once a year. The first action plans should be presented at the Joint Kent Chiefs and Kent Forum meetings in September 2011. Each Ambition Board will present an update on progress to Joint Kent Chiefs and Kent Forum twice a year.

2.2 (iv) Links to countywide partnerships and strategies

Around 40 strategic partnerships have been identified in Kent (see Appendix 4). These are partnerships which have a role in setting policy and/or allocating resources on a particular area of public service. Examples include the County Youth Justice Board and the Kent Waste Partnership. The activities of these partnerships have an important role to play in achieving

the countywide ambitions. Later in this briefing pack you will find a list of the strategic partnerships that have been identified as having a role in the delivery of your ambition. Looking across these partnerships, there are some overlapping roles, some partnerships which do not have clarity of purpose, and some gaps where important areas of work fall between partnerships. Ambition Boards have an important role to play in shaping the future of strategic partnerships. Some could be merged, refocused or deleted, while others could carry on as they are. Establishing a clear link between the Ambition Board and the strategic partnerships it relates to will also be critical to achieving the ambitions.

Similarly, there are numerous county-level strategies (see Appendix 6) that underpin and will help deliver the countywide ambitions. These are also outlined later in this briefing pack. Ambition Boards will need to make links with these strategies, and see how they can be used and supported to achieve the countywide ambitions.

2.2 (v) Performance management

Although the primary responsibility for the delivery of each ambition rests with Locality Boards, Ambition Boards will wish to maintain an overview for managing performance towards its priorities (linked to their action plan) and more widely to oversee the county's progress in achieving the countywide ambition that it is responsible for.

Vision for Kent sets out some principles for the performance management of progress towards the three countywide ambitions. These were developed and agreed by partners, and are intended to provide general guidance for Ambition Boards and others involved in achieving the ambitions, without being prescriptive. The principles are based on learning from previous performance management frameworks, including Local Area Agreements, and aim to build on what has worked and avoid some of the previous problems. The principles can be found in Appendix 8 (taken from Annex 1 of Vision for Kent.)

Vision for Kent also identifies some Key Performance Questions (KPQs) that may be useful in measuring progress towards the each of the countywide ambitions. KPQs aim to capture exactly what performance managers need to know in order to manage the performance of strategic objectives.

Performance management arrangements developed by the Ambition Boards should aim to answer these questions and ensure that only the most relevant and useful performance information is collected and used. The KPQs will also help to provide context when performance towards the three ambitions is reported. The KPQs can be found in Appendix 9 (taken from Annex 1 of Vision for Kent.)

Finally, Vision for Kent identifies three sources of performance information that can be used to monitor performance towards the countywide ambitions. Using information from these three sources will allow performance management to take into account the county's slow moving, long-term changes in performance as well as shorter-term performance towards actions and objectives. The three information sources are:

- **Short-term actions:** Monitoring of progress towards short-term actions and deliverables that policy makers can control, such as project and programme deliverables, delivery of action plans underpinning strategies, capital and revenue spending etc. This will also incorporate any robust performance data that is available short-term (e.g. monthly or bi-monthly.)
- **Longer-term PIs and data:** Monitoring of progress towards Performance Indicators or other performance data which show progress towards the Ambition but is only

available less frequently (e.g. annually or bi-annually.) Data used here may also have a time lag but should be recent enough to still be relevant and useful in measuring performance.

- **Long-term change:** Results from research, intelligence and evaluation studies will be used to measure how the big outcomes (e.g. the economy, deprivation and civic participation) are gradually changing over time, to monitor the state of the county. A range of evaluation methods, such as long-term studies using qualitative evaluation, will be used to understand the impact and success of policies and programmes. Value for money and economies of scale across the three Ambitions will need to be carefully considered when commissioning these studies.

2.2 (vi) Support

While the Ambition Boards are becoming established in their first six months, the Kent Forum support team will be available to support them as below:

Ambition Board 1 (growing the economy)

Graeme Brown

Graeme.brown@kent.gov.uk

01622 696070

Ambition Board 2 (tackling disadvantage)

Jenny Dixon

Jenny.dixon@kent.gov.uk

01622 694122

Ambition Board 3 (putting citizens in control)

David Firth

David.firth@kent.gov.uk

01622 694022

Early on, Ambition Boards will need to establish what support they require in the long-term, and how this will be provided. Support may come from a variety of sources, including members of staff that supported the Kent Partnership working groups (particularly Kent Economic Board and Kent Children's Trust) and policy officers from organisations represented on the Ambition Board.

3. SPECIFIC BRIEFING FOR AMBITION BOARD 3

3.1 Vision for Kent: Putting Citizens In Control: (Extract from Vision for Kent)

Ambition 3 - To put citizens in control

For power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities

Vision:

In Kent, individuals, families and communities will be strong, safe and healthy. They will be able to take action to improve their life chances, health and wellbeing and their local environment. Individuals and communities will be involved in shaping the services that affect their lives and will have the power to influence how services are provided. When people or places need help, those involved, their communities and those that provide services will work together to find solutions that suit everyone. Increasingly, charities, businesses and community groups will provide targeted support and services that people, families and communities need, working with them at every step. Above all, Kent will be a place where people have a sense of community, purpose and belonging.

Why putting citizens in control is important to Kent

Empowered and responsible individuals and families

- Within Kent we need to lead the once in a generation debate about the relationship between the state and the citizen. This needs to reverse what has happened over recent decades
- The expansion of the state has:
 - shifted the onus for living a high quality of life away from the individual to being a problem for the state
 - reduced self reliance and hindered the development of innovative solutions to address individual and local need
 - absorbed vast amount of taxpayers' money which is not sustainable
 - fostered a more risk averse society which hampers personal responsibility and personal growth
- We must pursue alternatives that focus on independence and that give power, control and choice to residents, where public services are accountable to people rather than Government. Kent has a huge number of responsible, caring and hard-working people, and we need to empower them
- This is how we will respond to the challenges that face us, including our ageing population
- If we can support people to take more responsibility for improving their own quality of life, individuals and the county as a whole will benefit. For example, the cost to Kent of people being physically inactive has been calculated at £20,964,400 per year (source: Dept of Health commissioned British Heart Foundation Health Promotion Research Group, Oxford University, includes primary and secondary health costs).

Strong communities in Kent

- Kent has strong and vibrant communities. But there is more to be done to reinforce the sense of community that can be undermined by bullying, crime and anti-social behaviour, drug and alcohol abuse, domestic abuse etc

- Despite reductions in crime and anti-social behaviour, peoples' perception of crime and anti-social behaviour levels in the county is higher than the reality
- New ways to work with communities are needed to give them the ability and the confidence to develop and deliver their own solutions
- The voluntary and community sector in Kent provides an invaluable resource, and needs to be supported to grow and expand to take on more
- There is vast untapped potential in the majority of people who are not currently involved in their community or volunteering. These people need to be encouraged and enabled to do so

Impact that putting citizens in control will have in Kent

People in Kent will benefit from being empowered to:

- Participate in decisions that affect them and their families, particularly younger people
- Have more say and control over spending on services that affect them
- Be actively involved, including volunteering and helping others in their neighbourhood and community
- Be more responsible citizens, for example by leading lives that maximise their own potential for a high quality of life (such as learning new skills and leading healthier lives) and minimises their call upon public services (such as welfare, criminal justice and health services)
- Be more independent and self reliant, taking care of themselves and their families and planning for their futures
- Be aware of and take responsibility for the impacts that their actions and behaviour have on others, for example by helping to take care of the environment and not engaging in anti-social behaviour

People in Kent will also benefit because their communities will:

- Be strong, resilient and able to develop their own solutions to problems
- Develop a sense of community and help shape what it looks like
- Look out for each other, particularly the more vulnerable members
- Share in the design of services by being actively involved
- Take on more responsibility for providing services, including through mutuals, co-operatives, charities and social enterprises and to have control of community resources
- Be safe and secure from crime, anti-social behaviour, accidents, fires and the effects of climate change, to provide stability
- Provide high quality urban spaces and rural environments
- Develop new ways of providing cultural, sporting and leisure opportunities that contribute to quality of life and allow residents to enjoy all that Kent has to offer

How will we put citizens in control in Kent?

Putting citizens in control at county level:

This Ambition will be achieved through the specific actions and commitments made in the delivery plans that will contribute to putting citizens in control, as shown on pages 7 and 8. These plans set out the huge potential there is to put citizens in control, but more joining-up is needed.

Putting citizens in control in local areas:

This Ambition is a priority at District level and Locality Boards will contribute to achieving it according to their own specific circumstances and local priorities. Individual communities will take control in different ways according to their local needs and ambitions. Partners

working locally will need to understand those needs, and support people and communities to take control.

Some of our top priorities to put citizens in control

Over the next 10 years, Kent partners will:

- Work together and with central government for decisions to be made as locally as possible
- Understand the capacity and potential of the voluntary and community sector and support it to maintain and build on the essential services it delivers, including supporting the sector to become more efficient
- Encourage people to volunteer in this community, including older people who bring experience and expertise
- Engage and support children and young people to make a positive contribution to their communities by fulfilling their own potential and getting involved in making their local area a better place to live
- Liberalise the market for services by encouraging and making it easier for the voluntary and private sectors to bid to take over public services, bringing innovation, competition and entrepreneurialism into services to make them better
- Encourage and support social enterprises, including finding ways to provide capital start up and project based funding
- Build on the good practice in Kent around personalisation of services, working with people who use services to design them based on actual need rather than standardised provision
- Work together with the voluntary and community sector, including Parish and Town Councils, to better understand community needs and aspirations, and support them in building their capacity to get involved in the design and delivery of services
- Work with faith groups who already have a key role in community leadership to build and support communities
- Provide residents with the information they need to get involved in services and hold them to account - be transparent
- Support local communities to make effective use of the new powers expected through the Localism Bill. This could include supporting people to have more control over things like planning, the delivery of local services and the future of community assets like libraries in their local area
- Making it easier and encouraging people to take responsibility for improving our own quality of life and the communities we live in. This will include taking part in more physical activity including walking and cycling, conserving resources and recycling and continuing to learn new skills throughout our lives
- Enable and encourage everyone to keep learning throughout their lives. Learning is key to helping people take control of their lives and enriches individuals and communities
- Use the opportunities presented by the 2012 Olympic and Paralympic Games and its long-term legacy as a catalyst for putting citizens in control by promoting volunteering and getting more people involved in sports and healthy activities and cultural activities.
- Recognise that some more vulnerable individuals and communities in Kent will need additional support to achieve greater independence and make their voice heard, and there will still be a need for services to ensure safeguarding
- Build attractive, sustainable communities that people want to belong to - not estates
- Tackle bullying in our schools and communities, crime and anti-social behaviour and build public confidence so that people feel safe in their communities
- Conserve and enhance the quality of Kent's natural environment and heritage for everyone to enjoy

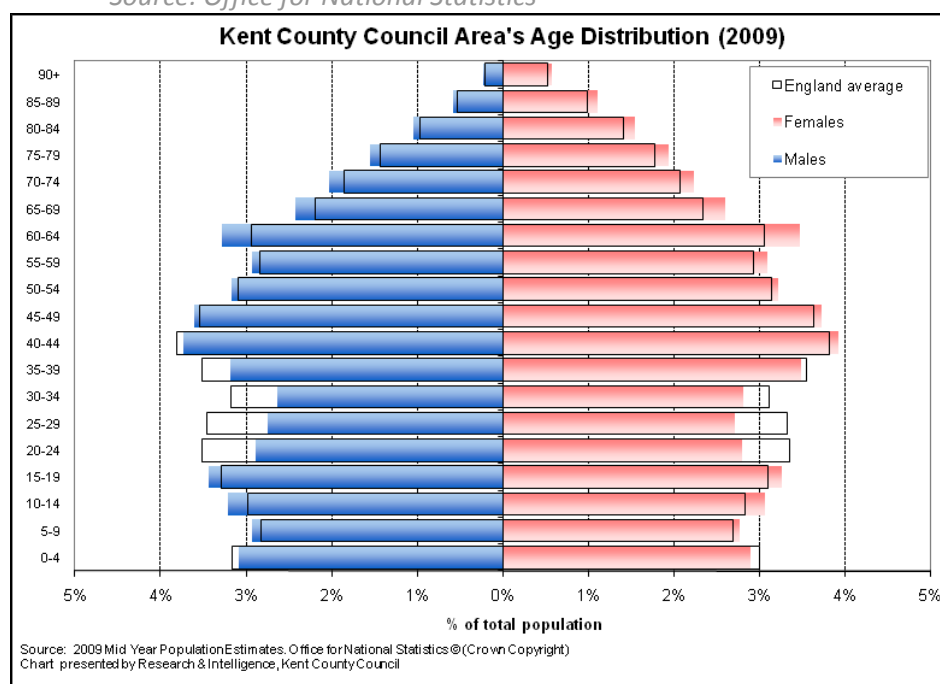
3.2 The Changing County

The following is an overview of Kent's demographics, sourced from KCC Research and Intelligence.

- Population

Population by gender, 2009 - KCC Area	
No. of Persons	
All Ages	1,411,100
0-4	84,500
5-9	80,400
10-14	88,800
15-19	94,600
20-24	80,200
25-29	77,200
30-34	76,800
35-39	94,100
40-44	108,100
45-49	103,500
50-54	90,200
55-59	85,200
60-64	95,400
65-69	71,000
70-74	60,200
75-79	49,400
80-84	36,600
85+	35,100

Source: Office for National Statistics

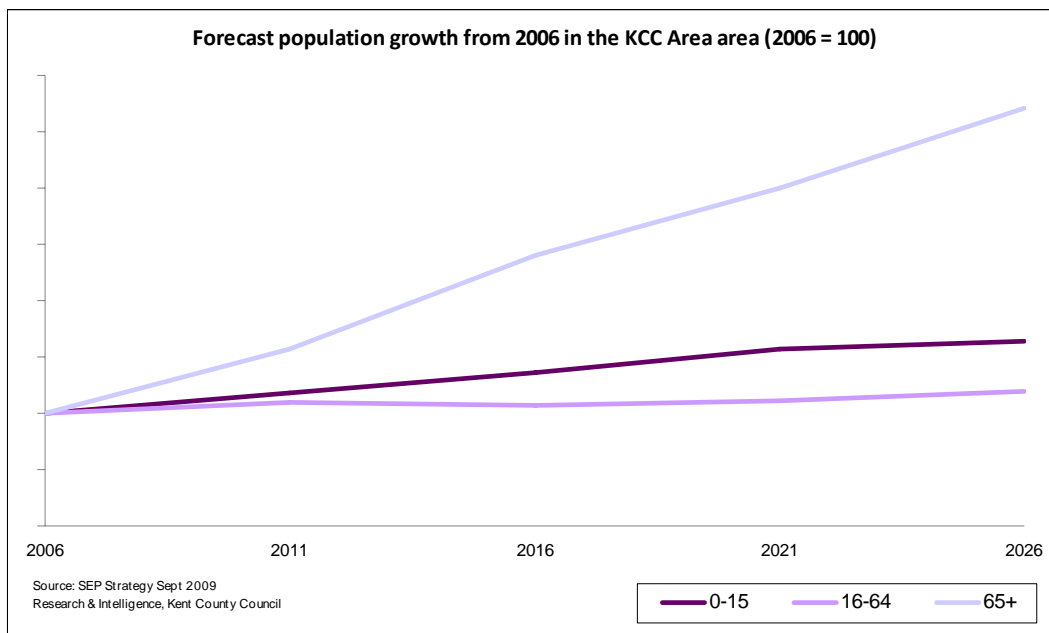


- Population Forecasts

Population forecasts - KCC Area - 2006-2026	
Total	
2006	1,382,900
2011	1,436,000
2016	1,481,100
2021	1,528,500
2026	1,580,600

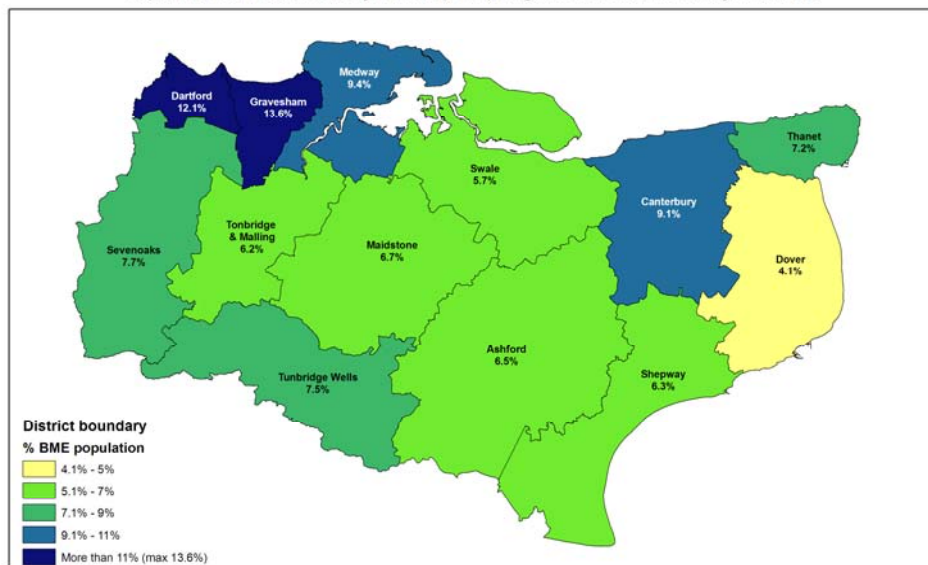
Forecast - SEP Strategy Sept 2009

Research & Intelligence, Kent County Council



- Ethnicity profile

Population of Black Minority Ethnic (BME) origin in Kent and Medway: Mid 2009



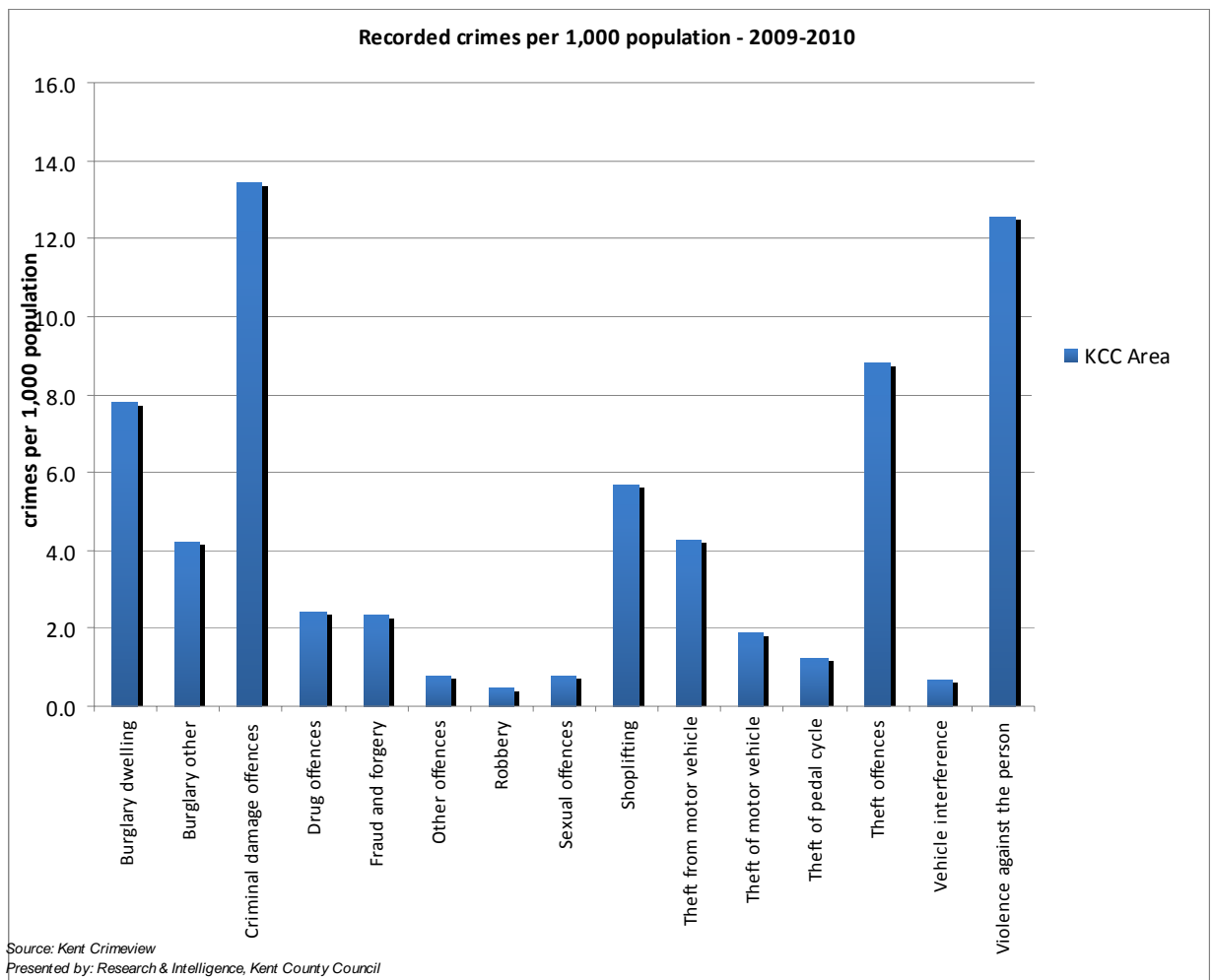
Source: Mid-2009 Ethnic Population Estimates, Table EE1, released 18th May 2011: Office for National Statistics (ONS) © Crown Copyright
Produced by Research & Intelligence, Kent County Council
© Crown Copyright and database right 2011. Ordnance Survey 100019238



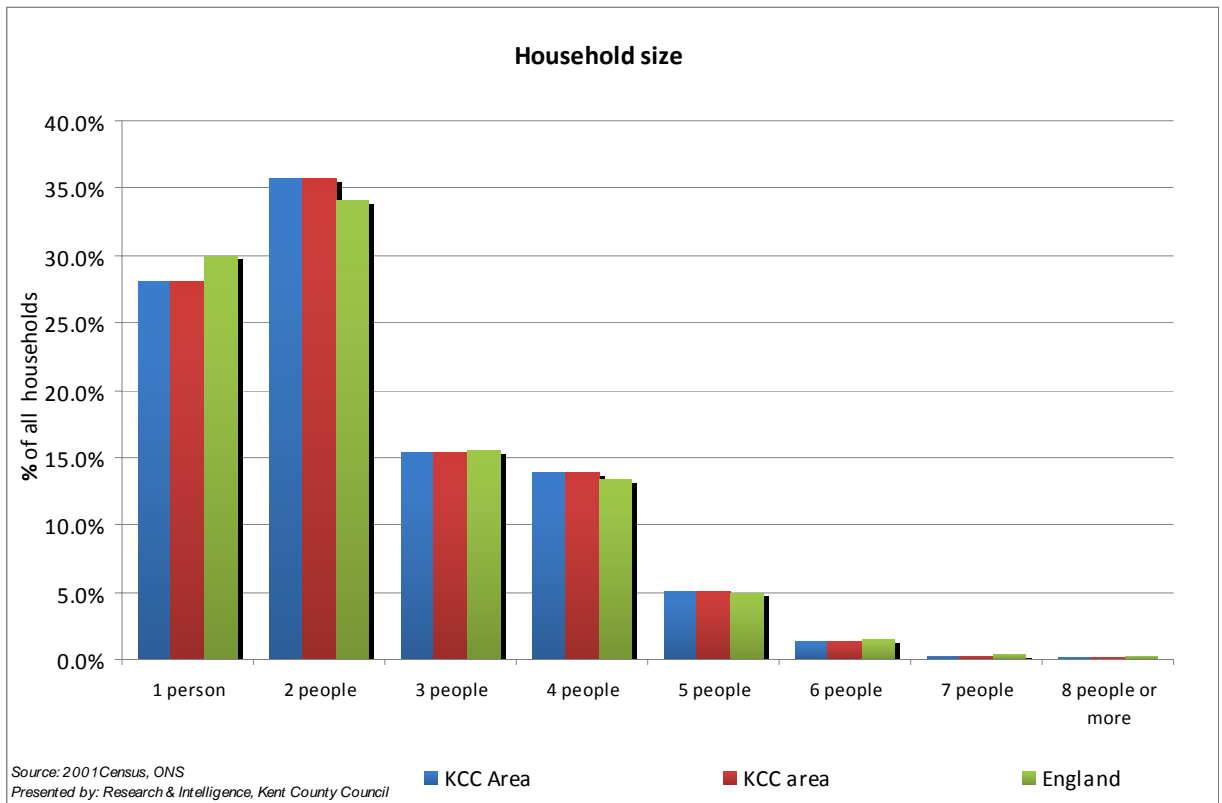
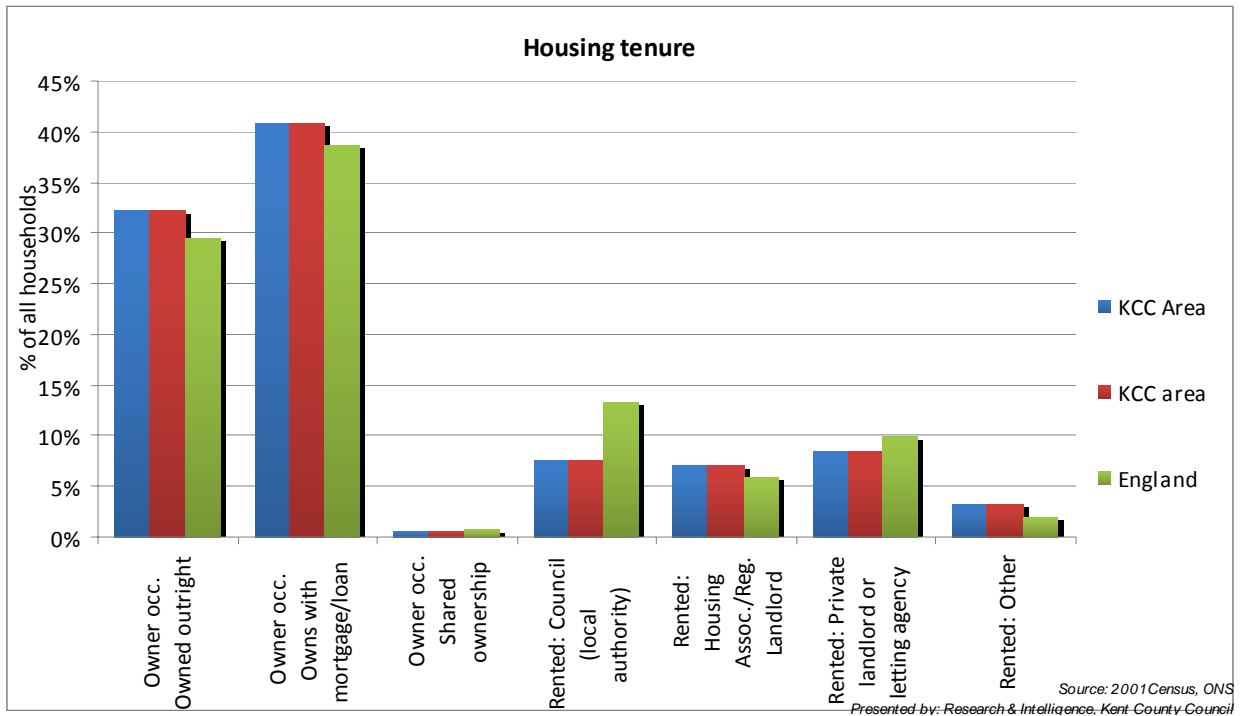
- Safety

Road Traffic Injuries - 2009 - KCC Area				
Age	Slight injury	Serious injury	Fatal injury	Total Injuries
Under 16	521	52	3	576
16-24	1533	143	10	1686
25-39	1394	158	12	1564
40-64	1537	159	26	1722
Over 65	401	51	10	462
Unknown	91	5	0	96
Total	5477	568	61	6106

Source: Kent Highways Services



- Housing



- Mosaic Profile

Mosaic Profile for KCC Area	
<i>Source: KCC Research and Intelligence (Experian)</i>	
	% of population
	Kent
K&M A	12.4%
K&M B	8.42%
K&M C	10.58%
K&M D	8.33%
K&M E	5.26%
K&M F	6.09%
K&M G	11.77%
K&M H	2.89%
K&M I	3.45%
K&M J	13.39%
K&M K	4.41%
K&M L	7.22%
K&M M	5.02%
Unclassified	0.77%

Mosaic Group Definitions

K&M A	Extremely affluent, well educated owner occupiers living in more rural areas
K&M B	Well off families with older children, working in managerial and professional careers
K&M C	Retired people living comfortably in large bungalows and houses, often close to the sea
K&M D	Middle aged couples living in well maintained semi detached houses that they own
K&M E	Cusp of retirement owner occupiers with some health issues
K&M F	Singles and divorcees approaching retirement, living in privately rented flats and bungalows
K&M G	Young professionals with children, living in ethnically diverse neighbourhoods
K&M H	Young singles and couples in small privately rented flats and terraces on moderate incomes
K&M I	Transient young singles and students on benefits, renting terraces in areas of high ethnic diversity
K&M J	Middle aged parents receiving benefits, living in council housing in areas of high unemployment
K&M K	Singles and lone parents on low incomes, renting terraces in town centres
K&M L	Lone parents with young children, living in high crime areas on large council estates
K&M M	Elderly pensioners in poor health, living in social housing on very low incomes

The segmentation above shows that the KCC area has fewer very affluent people as a proportion of the total population when compared with the South East (Groups A and B). However, the KCC area has a greater proportion of the population made up of older and retired groups (Groups M, E and F). The KCC area also has a significantly lower proportion of well educated suburban families compared to the South East (only 12% compared to 18% in the South East). Also significant is the larger proportion of the population in the KCC area that is made up of families and young singles on low incomes.

Overall, the KCC population is less affluent than the South East and is generally older and less well educated. This will vary across the county and different districts have very different profiles, with affluence generally declining towards the east.

3.3 The national changes

- Big Society drive

The government's big society drive was launched back in May 2010. In recent weeks the Prime Minister has been active in promoting the Big Society and answering a number of the criticism it has received.

David Cameron wrote an [article](#) that appeared in the Observer in which he said *"The first objection is that [the Big society is] it is too vague. I reject that... The second criticism is that this is all a cover for cuts. That's simply not true. I was talking about social responsibility long before the cuts... The third criticism is that this may work in the leafy sort of areas that I represent, such as West Oxfordshire, but it won't work in the most deprived parts of our country... Fourth, some people say that what I'm talking about is not entirely new. I agree.... Finally, some people say that the big society can't happen because our voluntary bodies are being starved of state money. No area can be immune from cuts, but I'd ask people to look beyond the headlines and see a much bigger structural change in how the voluntary sector can work in future"*.

As recently as 23rd May 2011 the Prime Minister stated that his long term task in Government, alongside building a dynamic economy, was building a "bigger, stronger society" and he wanted the Big Society to be one of the "lasting legacies" of the Coalition Government.

The Big Society policy does not just include a better engagement with and promotion of Civic Society, but also the potential fundamental reform of the way public services are provided – and this is or will be articulated through decentralisation, the Localism Bill, and the forthcoming Open Public Services White Paper.

The Kent Partnership responded to this drive by holding their own Big Society Discussion in October 2010 which included additional public, private and voluntary and community sector representatives. The event incorporated round table discussions, presentations on family poverty and the Marmot report and personal insights from Bishop Trevor Willmott, Jonathan Shaw and Gurvinder Sandher.

The Kent Partnership seminar showed partners were positive about the big society and developed a number of themes.

There was endorsement of the existing commentary around the Big Society with partners supporting a fundamental look at what it means to be a community and allowing each individual to play their role. Partners thought a large amount of work was already taking place in local communities across Kent and there are tremendous opportunities to build on what is already happening and learn from best practice.

There was a clear exploration around many of the barriers such as how best to engage with the often silent majority, how to tackle engrained organisation silos, how to not allow budget reductions to hinder its development and how to reduce obstacles to the Big Society such as bureaucracy and risk averse practices.

There was substantial optimism that there are opportunities as well, notably harnessing the potential of the citizen and the voluntary and community sector to foster confident, responsible and empowered communities, seizing the opportunities of public service reform and developing current relationships and practices to ensure effective place-orientated working with a shared purpose.

The full report can be found at www.kentforum.org.uk. A bank of Big Society case studies from Kent and nationally are available in Appendix 7.10.

- Decentralisation

Central Government have identified six essential actions for decentralisation. The six actions along with examples are below:

1. Lift the burden of bureaucracy

- a. Remove unnecessary legislation, targets and central prescription
- b. Strip away the burdens and barriers which hold back local services and institutions

Examples:

- i) CAA
- ii) Regional strategies
- iii) Standards Board
- iv) Review of legislation

2. Empower communities to do things their way

- a. Remove obstacles to community action, create rights to take action and unlock the potential of communities
- b. Create the conditions where civic participation becomes the norm
 - i. Local Communities
 - ii. Communities of interest

Examples:

- i) General Power of Competence
- ii) Neighbourhood Plans
- iii) Community Right to Buy

3. Increase local control of public finance

- a. Take away unnecessary Whitehall controls, provide freedoms for local leaders to pool and align budgets, and provide the opportunity for individuals to control and influence budgets
- b. Existing system of controls are inefficient and stifle innovation. Real power for communities has to include control and influence over funding

Examples:

- i) Removal of ring-fencing
- ii) LG Resources Review
- iii) Community Budgets

4. Diversify the supply of public services

- a. Open up opportunities for new suppliers to provide public services
- b. Introduce competition in public services to improve quality, stimulate innovation, widen choice and drive-up efficiency

Examples:

- i) Free schools
- ii) Right to challenge
- iii) Mutuels
- iv) GP Commissioning

5. Open up government to public scrutiny

- a. Ensure that information is abundant, accessible and comparable
- b. People can shape services and challenge service providers to do better

Examples:

- i) Department Business Plans
- ii) DCLG and Las spend data
- iii) The Combined Online Information System (COINs)

6. Strengthen accountability to local people

- a. Give citizens the power of individual choice. Where this is not feasible, strengthen collective accountability
- b. Create the conditions where people and communities have a genuine voice, choice or exit

Examples:

- i) Enhancing choice in social care, health and education
- ii) Referenda on local issues
- iii) Directly elected mayors

- Localism Bill

The Localism Bill will address many of these decentralisation aims and is currently going through the House of Lords with the 2nd Lords Reading taking place on 7th June 2011. The localism bill is likely to provide:

- **New freedoms and flexibilities for local government**, including
 - General power of competence
 - Abolition of the Standards Board
 - Clarifying the rules on predetermination
 - Directly elected mayors
- **New rights and powers for communities and individuals**
 - Community right to challenge
 - Community right to bid
 - Local referendums
 - Right to veto excessive Council Tax rises

- **Reform to make the planning system more democratic and more effective**
 - Abolition of regional strategies
 - Neighbourhood planning
 - Community right to build
 - Requirement to consult communities before submitting very large planning applications
 - Strengthening enforcement rules
 - Reforming the community infrastructure levy
 - Reform the way local plans are made
 - Duty to cooperate
 - Nationally significant infrastructure projects

- **Reform to ensure that decisions about housing are taken locally**
 - Social housing tenure reform
 - Social housing allocations reform
 - Reform of homelessness legislation
 - Reform of council housing finance
 - National Homeswap Scheme
 - Reform of social housing regulation

- **Giving White Paper**

The Giving White Paper has recently been released and supports the Coalition Government's Big Society drive. Commitments in the White Paper include:

- A £10million Social Action Fund to support the most promising ideas for growing giving in priority areas in England and boosting levels of engagement over the next two years – including new schemes for people to volunteer a little when it suits them or match funding school philanthropy projects
- Challenge Prizes, of up to £100,000 for the best solutions to volunteer challenges
- A £30 million fund to improve the effectiveness of infrastructure organisations that support front line organisations
- £1 million to support [Youthnet](#) which runs the volunteering website www.do-it.org.uk and which will share its data more freely with organisations.
- £700,000 to support [Philanthropy UK](#) connecting wealthy people with charities that need their support
- £400,000 support from Government and [NESTA](#) to trial 'Spice' in England which gives volunteers 'thank yous' like vouchers or discounts with local businesses when they do good things for the community
- Establishing a new honours committee to ensure people are recognised and celebrated for exceptional and sustained philanthropy
- Trial charity promotions on the public service website [Directgov](#) that gets around 4.5 million visits per week
- Open up government buildings to charities and voluntary groups
- Hold a Giving Summit in the Autumn to bring together charities, philanthropists, businesses, technologists and financiers to set the course for the future of giving
- All Ministers have agreed to a one day volunteering challenge

- Open Public Services White paper

The Open Public Services White paper is expected by July 2011.

The rationale for the White paper is that the best way to raise quality and value for money is to allow different providers to offer services in an open and accountable way (David Cameron).

The majority of services will be open to 'challenge', and payment-by-results contracts will increase incentives to improve - the most obvious example being the NHS, which is explicitly stated in the *Health and Social Care Bill* and via Free Schools. There will also be a drive for more personalised budgets.

More information

For more information on the Open Public Services White paper please contact KCC's Corporate Policy Team.

3.4 The state of the county (Place Survey 2008)

In 2008 Kent County Council / Ipsos MORI undertook a Place Survey involving interviews with 1,164 residents aged 18+ within the Kent County Council area.

The following are some of the results:

- Residents in Kent are satisfied with the local area as a place to live. 38% are very satisfied with their local area as a place to live while 89% are either very or fairly satisfied.
- In terms of what makes somewhere a good place to live, residents identify (from a list) the level of crime, health services and clean streets above other things.
- Although the level of crime is seen as something that requires improvement locally, roads – repair and congestion levels – and activities for teenagers, feature more prominently as major areas for improvement.
- More than four in ten people gave a 'not very much' or 'not at all' answer to whether public services promote the interests of local residents.
- Most residents in Kent feel a bond with their nearby area. 74% say they belong at least fairly to their immediate local area and 29% say they belong very strongly to it. These findings place Kent squarely in line with the national average.
- Most of Kent's residents say they would like more say on decisions that affect their area, at least in some circumstances. Over a third (37%) say they would like to be more involved in the decisions that affect their local area and three in ten (30%) say

it would depend on the issue. A third (32%) say they do not want greater involvement at all.

- Just under a quarter of Kent's residents (23%) say that over the past year they have given unpaid help to a group(s), club(s), or organisation(s). Such activism is higher among middle and older age groups, in the West of Kent and in more affluent areas. It is also higher among those in part-time work and the self-employed.
- The most common activities are being a member of a group making decisions on local services for young people (5%) or on local services in the local community (7%).
- Although most residents are satisfied with their area of Kent and feel they belong to it, social cohesion is below the national average. Over four in five people across Engle (84%) agree. In Kent this proportion is only two in three (67%) and one in five (20%) actually disagree.

3.5 Themes for Ambition 3 – Contextual Information

This briefing pack suggests the Ambition Board may want to focus on the two key themes of reducing demand and diversifying services. Each of these themes is expanded below with key information on current work in each area.

Reducing Demand –

The Ambition Board could add value in its 'change agent' role by considering how best to reduce demand on key services across the county. A significant reduction in areas such as anti-social behaviour and littering and improved healthy living by Kent residents could produce important results, not only in the quality of life of the people of Kent but also in monetary savings for Kent's local authorities which could then be used to improve services.

The following are key issues which the Ambition Board may want to consider:

Crime and safety:-

This broad area could include issues such as:

- ***Youth Justice***
- ***Domestic Abuse***
- ***Anti-Social Behaviour***
- ***Perceptions of Crime***
- ***CYPP***

To show the current work which the Ambition Board could build on, including engagement with citizens, below is the example of Kent Community Alcohol Partnership (KCAP):

- **Alcohol Use**

Kent Community Alcohol Partnership is a partnership between Kent County Council, Kent Police, the Retail of Alcohol Standards Group (RASG), the local District Councils and health authorities. The partnership aims to change attitudes to drinking by:

- Informing and advising young people on sensible drinking
- Supporting retailers to reduce sales of alcohol to underage drinkers
- Promoting responsible socialising
- Empowering local communities to tackle alcohol related issues

The work of the Kent Community Alcohol Partnership includes work in Thanet where there are 3 “zone” areas with two youth engagement forums that have become involved providing intelligence and the Police have held 4 separate meetings in Thanet. The residents identified Ramsgate as a problematic area for night time economy issues because more people socialise there. There is also an introduction of community pastors who give support to very drunk people.

There has been an improvement in people’s perception of alcohol related crime issues in every KCAP area, Maidstone had a rapid improvement, although obviously KCAP is not the only initiative contributing to this. KCAP has also recently come to the attention and “approval” of Home Office and Baroness Newlove and ITV 1 are currently filming a “Tonight” programme about ASB but including the good work that KCAP has encouraged.

Public Health:-

This area could include issues such as:

- **Active Lives**
- **Active Later Lives**

One area which shows the positive work already ongoing is regarding engagement in sport:

- **Sporting Participation**

Some key facts and figures relating to sport in Kent are as follows:

- There are an estimated 15,000 sports clubs and teams
- There are an estimated 26,543 coaches, of which 13,271 are qualified and 17,979 are volunteers (Coaching Workforce Research 2009)
- 20.2% of the adult population of Kent and Medway take part in 30 minutes of moderate levels of sport and active recreation
- 57% of 5-16 year olds in Kent take part in 3 hours of PE and school sport (PE & Sport Strategy for Young People 2009/10)
- 25.4% of adults are members of a sports club. In addition 4.9% of adults volunteer in sport for at least one hour a week (Active people 4 Survey Dec 2010).

The Coalition Government’s vision of a “Big Society” where communities can potentially plan and deliver services for themselves will clearly influence how sport is organised across the county. This increases the requirement to build capacity in community sport; primarily through the up-skilling of volunteers, officials, coaches, and leaders but there is also a requirement for localised professional staff to provide support for these people.

The Ambition Board might like to consider how best they could support these developments.

Substance Abuse:-

Substance misuse is an issue which can seriously affect communities, harm families and waste lives. There are a number projects and partnerships across the county working towards reducing substance abuse. One of these partnerships is the Kent Drug and Alcohol Action Team (KDAAT):

- ***KDAAT***

Kent DAAT is a partnership of a number of agencies across Kent working to reduce the harm caused by substance misuse. The partnership includes representatives from the Kent County Council, the NHS, Kent Police, Kent Probation and local prison services and works to commission effective drug and alcohol treatment services for Kent residents.

To ensure effective treatment services service users, health professionals, the Public and all interested parties are informed, consulted and involved in the work of KDAAT including through expert panels of service providers and service users.

Environment and Waste:-

Below are two examples of the work currently ongoing regarding issues of waste and the environment:

- ***Waste Partnership***

The 13 Kent councils are required by law to collect and dispose of household waste. The 12 district councils are legally designated as Waste Collection Authorities. Kent County Council is designated the Waste Disposal Authority. Residents have high expectations that their councils will provide a waste service that meets their needs. This includes provision of high quality recycling and composting services, as well as regular collections for non-recyclable materials ('black bag' or 'residual' waste). The universal nature of the service means that residents' perceptions of the councils' reputations hinge to a large degree on how waste services perform.

However, the costs for waste services are large and getting larger. The 13 councils spend around £100 million a year on waste services – about two-thirds by Kent County Council and the remainder between the 12 districts. Keeping a lid on costs (or reducing them where possible) is a key means for Members to ensure funds are available for other important services.

For context, the entire waste market in the UK (for all wastes) was estimated to be around £8.86 billion in 2009. As the south-east is such a large proportion of the overall economy, it is thought the regional economy benefits from a larger proportion of that value than in other regions. The ability of the waste industry – including local government – to support economic growth is significant. This is especially so in ensuring the benefits of 'multipliers' in the local economy (i.e. that the £100 million of taxpayers funds spent on waste services is retained in Kent so far as is possible, and re-spent locally by companies and employees).

There is currently positive work being conducted to understand residents' needs on a continued basis. For example, Ashford, Kent and Tunbridge Wells councils have very recently engaged with residents to know more about the services they wish to see locally.

The Kent Waste Partnership has supported councils in putting in place improved services that respond to what residents have said. All this is being done at a time when, nationally, very few councils are in a position to invest in improved, let alone new, services.

However there are challenges for the future, including: -

1. Delivering a more co-ordinated service across Kent that delivers optimum benefits financially, performance-wise, and in supporting economic growth;
2. Providing an even greater sense of co-ownership between citizens and councils on waste services; and
3. Getting much closer to the citizen in how we engage with them so that they are much more in control of their relationships with councils than is the case now. Given the fast-paced development of technology, and that citizens have changed radically their preferred means of communications, this is likely to mean an inevitable shift towards citizens choosing how they wish to engage and not being 'ring-fenced' by councils' wishes. Arguably, this presents the greater challenge to councils than 1 and 2 above.

- **Clean Kent**

Formed in 2004, 'Clean Kent' is a multi-agency initiative involving the 12 district and borough councils, Kent County Council, Kent Fire and Rescue Service, Kent Police, the Environment Agency and Highways Agency, as well as a range of community organisations.

The Clean Kent Campaign recognises community issues such as litter, fly tipping and abandoned vehicles are works to reduce them in order to improve the quality of life for all in Kent, sustain tourism and economic development within our county.

The campaign has achieved substantial results:

- The number of fly-tipping incidents has reduced by 67% since 2004/5.
- The number of loose (uncontained) rubbish fires has reduced by 73% since 2003/4.

Clean Kent Case Studies:

1. Citizens in Control - Community Clean-ups

There are an army of people across Kent who volunteer through Community Clean-ups helping to keep the county clean and also contributing positively to their local communities. Either working alone, or in groups, volunteers help to keep their local parks, beaches, streets and schools litter free. Everything that you need to organise a clean up from litter pickers to high-visibility vests through to risk assessments and volunteer insurance is available as a one-stop shop through Clean Kent. Register your interest at clean.kent@kent.gov.uk

2. Citizens in Control – Clean Kent Watch

Clean Kent Watch was launched in the summer of 2009 and continues to attract new members across the county. The scheme developed by Kent County Council and Kent Fire and Rescue Service, in partnership with Neighbourhood Watch Kent. A network of neighbourhood volunteers has been established who provide grass roots information on flytippers and incidences, abandoned vehicles and rubbish fires. Reports can be made confidentially with a unique reference number 24hrs a day either through KCC's contact centre or via email.

The membership continues to rise each year affording increased collection of intelligence to support investigations and prosecutions of fly-tipping offenders. In 2010/11 there were 61 events and approximately 1120 volunteers.

3. Engaging with young people

Streetwise is an education project designed for young people, focusing on environmental anti-social behaviour through a restorative justice approach. The scheme, led by Kent County Council and Kent Fire and Rescue Service with support from HM Prison Service and the Crown Prosecution Service, is designed to link into the Citizenship and PSHE (Personal, Social and Health Education) elements of the National Curriculum. The scheme was initially delivered as a theatre in education initiative and has evolved to include online teaching resources and tools appropriate for young people outside of mainstream education. Streetwise focuses on pro-social behaviour, attitudes, risk taking, consequential thinking and conflict resolution within an environmental crime setting. Street Wise promotes self respect and a positive attitude towards local communities. Information can be found online at www.cleankent.co.uk

Service Diversification –

The second key theme the Ambition Board may want to consider is service diversification.

This may involve supporting individuals to take a more involved role in their services through personalisation, support communities in improving their neighbourhood or providing a service they require, or providing support or the infrastructure required for the voluntary and community sector including social enterprises, mutuals and co-operatives to grow within Kent. The potential benefits of this role include allowing Councils to withdraw from non-vital services where others are equally able to provide a service thus allow the Council to focus on their core services and achieving the three ambitions.

The following are key issues which the Ambition Board may want to consider:

Individuals:-

- ***Personalisation***

The personalisation agenda means a major shift in the way care and support providers approach service development and delivery. The personalisation agenda requires service development, which includes the commissioning process to reflect what individuals really want according to their own basic needs, preferences and aspirations.

Local partnerships between private, voluntary sector organisations and local authorities will change as new personalisation roles emerge. Commissioning will be more about market facilitation with less emphasis on control. Providers should have more freedom to innovate according to needs and preferences of customers.

As at March 2011, 31% of eligible service users have a personal budget.

- ***Access to Services***

One aspect of access to services is access to broadband. Broadband is important in allowing communities and businesses to deliver services, make transactions, and access education or leisure activities.

KCC is currently running a number of schemes to help promote broadband access. These include a Superfast Broadband grant scheme which provides grants to help communities make a real economic impact on their area, help create jobs and increase income to local people, a bid for a share of the government's Broadband Delivery United Kingdom (BDUK) pot of money to fund further broadband connections across Kent, and a separate Community Broadband scheme which since 2006 has helped 16 parishes to install new broadband.

- ***Transparency***

A key drive of the Coalition Government has been to promote transparency within the public sector. The Ambition Board may want to consider how best to streamline the processes of information provision to the public.

With the large amount of changes within the public sector there are likely to be a significant amount of public consultations in the next few years. The Ambition Board may want to influence this process and aim to link multi-organisation consultations to streamline the process and increase effectiveness.

- ***Localism***

The Kent Recommitment as signed by the Kent Forum at their 24 May 2011 meeting sets out a number of undertakings. One function of the Kent Recommitment is:

- Together, we will identify those services which may be better delivered at district level, those services and functions which may be better exercised at county level and those that may be better co-ordinated through local, outcome-based commissioning, bringing together District, local County Council and KCC Cabinet members

Building on the Kent Recommitment and Locality Boards, the Ambition Board might like to consider how best to develop service diversification in specific areas.

Communities:-

- ***Big Society Fund***

Kent County Council has committed to setting up a Big Society Fund 'to help establish, and provide project funding for, new social enterprises in Kent'. Bold Steps for Kent sets out the overarching ambitions for the Big Society Fund to:

- Invite applications for capital start-up and project-based funding
- Be accessible to social enterprises, social entrepreneurs and other not-for-profit groups
- Provide employment opportunities that support social inclusion

- Focus on social enterprises that take people off out of work benefits to support KCC's wider aim of reducing the welfare bill in Kent.

There may be opportunities for the Ambition Board to support this work particularly in terms of supporting local social enterprises across of County.

- **Community Budgets**

The concept of 'Community Budgets', is a key opportunity for Kent as one of 16 national pilots, to complement an integrated approach to commissioning for complex, vulnerable families with a single pot shared by local partners that is locally determine.

The Ambition Board may choose to work closely with the work on community budgets to build on the ongoing projects and disseminate learning across the county.

Voluntary and Community Sector:-

The VCS sector within Kent consists of over 11,000 organisations, groups, forums and networks which are registered with the Charity Commission. It is also recognised that there are many more organisations within the VCS which are not registered. This could potential double the number to over 20,000 organisations. It should also be noted as well as local charities there are also national charities operating in Kent.

The VCS currently **employs 6% of Kent's workforce** and accounts for over 3% of the Gross Value Added. These range from small one person organisations to large organisations that employ staff and have volunteers as part of their workforce.

The voluntary sector organisations fall within the following three categories:

- a) Infrastructure organisations / partnerships – supporting other VCS organisations;
- b) Organisations that deliver front line services only;
- c) Organisations that are both an infrastructure organisation (a) and a deliverer of front line services (b)

A joint statement between Kent Partnership and Kent CAN was signed in January 2011 confirming their joint commitment to the future of the Voluntary and Community Sector (VCS). This Joint Statement is available on www.kentforum.org.uk

There is also a Kent partners Compact which is an agreement developed through the Kent Partnership to improve and enhance partnership working between the voluntary and community sector and the public sector in Kent. Further information on the Compact is available in the Deliver: Strategies and Partnerships section of the Briefing Pack below.

Social Enterprise:-

A social enterprise is not defined by its legal status but by the nature of its aim and objectives. Social enterprises are organisations which see social and environmental outcomes as their core objectives and whose surpluses are reinvested for that purpose rather than being driven by the need to maximise profit for shareholders and owners.

There a number of organisation types under the banner of social enterprises there include Development Trusts, Co-operatives, Credit Unions, Social Firms, Intermediated Labour Markets (ILM), and Charities with trading arms.

In 2008 SEEDA mapped the social enterprise sector across the South East and identifies 1,663 social enterprises within Kent and Medway. In December 2010 Kent and Medway Social Enterprise Network (KaMSEN) published a more detailed report but in their search were only able to locate 904 social enterprise organisations across a range of sectors. However new social enterprise organisations are being established regularly so the sector activity landscape would present a different picture today.

More information

The following details provide links to networks which are recognised by Office of Civil Society:

Social Enterprise South East – www.se2partnership.co.uk
Contact: 0845 450 3991

Kent and Medway Social Enterprise Network – www.kamsen.org.uk
Contact: Peter Ananicz – peter.ananicz@kamsen.org.uk

Social Enterprise Adviser Network – www.seasonadviser.org.uk
Contact: Barbara Beaton – info@seasonadviser.org.uk

Kent Forum Partners:- (Districts and County Council working together)

There will be significant opportunities whether the Ambition Board can facilitate working between the County and District Councils. These may include areas such as supporting local enterprises or commissioning youth work.

The Ambition Board may also like to work closely with Locality Boards to support the 'busting' of barriers and influence improved working through Locality pilots.

3.6 Opportunities and Challenges

Opportunities: Building on strong foundations - SILK

Every project undertaken by the Social Innovation Lab for Kent uses the SILk person and community centred methodology to work alongside citizens to improve strategy development (e.g. older people and ex-offenders projects to inform Kent Forum Housing Strategy) service improvement in delivery (e.g. Gateway i2i project and Community Budgets work) and creating sustainable communities (e.g. R Shop Bulk Buy; Parkwood Timebank) to increase effectiveness and efficiency. SILK demonstrates Big Society and was featured in central government's national campaign, working with public, private and voluntary and community sectors to achieve change. Their work demonstrates personalisation and localism in practice.

The Ambition Board might like to consider how best to engage with the SILK methodology and how it might contribute to the ambition.

More information

For more information on SILK, see: <http://socialinnovation.typepad.com/silk/>

Opportunities: Unlocking the potential of Kent's VCS

The voluntary and community sector has a vital role to play in society, including the delivery of excellent public services to the people of Kent. They provide statutory services on our behalf, recruit volunteers, support individuals and groups and provide many other services.

However these networks are often under utilised. There are huge opportunities to build on what is already there in terms of VCS groups and the Ambition Board may like to consider how best to support these developments.

Challenges: Encouraging service diversification in a time of cuts

The Kent Partnership Big Society discussion in October 2010 emphasised that a key barrier to the Big Society would be financial. With concerns over finance at both national and local levels and at the same time organisations across all sectors facing increased demand.

The Ambition Board might like to consider how they could support a reduction in demand and improved service diversification which could lead to additional savings and improved partnership working.

Challenges: Encouraging the uninvolved majority

The Kent Partnership Big Society discussion also highlighted that at the moment there is a relatively small group of local people prepared or able to get involved who are often self selected and self interested. A key issue for the Ambition Board might be how to enable activists to represent the views of their community.

However it should also be noted that some people may not want to be involved and the Ambition Board will need to consider how best to work with these people alongside those who want a more active role.

Challenges: Supporting Social Enterprises

There is a strong awareness of social enterprises due to the Big Society and the Government's drive to increase the level of social enterprise activity but there is still a lack of knowledge and intelligence on setting up and sustaining a social enterprise. It is estimated that approximately 40% of SMEs fail due to financial sustainability and only 10% of those who initially showed an interest in setting up social enterprises actual do.

There are a number of networks both at regional and local level who offer advice, training and support as well as a number of individuals who are qualified as SE advisors but there is a lack of funding for start up costs and on-going advice and support.

The Ambition Board may want to consider whether they could provide a constructive role in supporting social enterprises.

3.7 Delivery: Strategies and Partnerships

Existing and emerging countywide strategies and delivery plans

The following are key strategies which link to areas of possible interest for the Ambition Board:

Cultural Strategy

The Cultural Strategy was devised by the Kent and Medway partners to promote a shared understanding of: how the county's cultural offer can enhance the lives of people who live in Kent; demonstrate, how culture can be used to strengthen the individual, collective and economic wellbeing of the county; and set out our intentions and actions to deliver those over the next 5 years:

▪ **Intention One: Grow Kent's creative economy by being welcoming and co-operative hosts to the creative workforce**

To achieve this we will:

- Attract and retain creative businesses
- Unlock creative talent to support the Kent creative economy
- Reveal, support and grow our existing creative businesses

▪ **Intention Two: Protect Kent's existing strengths by being passionate and responsible stewards of Kent's built and natural environment**

To achieve this we will:

- Protect the past and plan for the future
- Encourage people to enjoy their built and natural environment
- Inform and manage innovation creatively

▪ **Intention Three: Increase Kent's potential by being ambitious and resourceful planners**

To achieve this we will:

- Ensure participation is possible for all
- Plan, not hope
- Grow the confidence and skills of Kent's cultural sector to make Kent a place that offers excellent cultural experiences

1. The Cultural Strategy for Kent aims to do what a local cultural strategy cannot do and does not attempt to do what a local cultural strategy can do. It aims to be a light touch strategic framework, which informs but does not dictate other strategic plans. It recognises that partners have, and will further develop their own strategies and plans. It aims to provide a county wide context for these individual plans and to inform local decision making by setting out the direction of travel for Kent in the context of the South East and UK.

3 For the purposes of the strategy we limit our definition of culture to: "The arts, entertainment and events, museums, heritage and our oral and built heritage, media, publishing, the knowledge economy and the cultural and creative industries. This includes

the provision of professional work for people's enjoyment and opportunities for participation and creativity. It includes libraries and also culture within the education sector at all levels." This is based on the Department of Culture Media and Sport's working definition.

More information

Cultural Strategy: Unlocking Kent's Cultural Potential:

<http://democracy.kent.gov.uk/Published/C00000115/M00003026/AI00014582/Item11AppendixKentCulturalStrategy.pdf>

Community Safety Agreement

The Kent Community Safety Agreement 2011-2014 sets out how partners in Kent will work together to address the key community safety priorities for the County, identifying the shared objectives and outcomes required to improve the lives of the residents. This agreement is an amalgamation of the strategic assessments undertaken annually by the eleven local Community Safety Partnerships (CSPs) along with input from relevant key stakeholders to identify the community safety issues for Kent.

It is a statutory requirement under Section 17 of the Crime and Disorder Act 1998 (as amended by the Police and Justice Act 2006) for two tier authorities to prepare a community safety agreement (CSA) for the county.

The CSA aims to develop a more joined up approach to public service delivery, enable more effective and co-ordinated strategic planning across partner agencies and ensure sustainable and lasting improvements in delivering outcomes.

The following priorities have been identified as those with the potential to benefit from being supported at a county level, with the cross-cutting themes to be addressed within each priority:

Key Priorities:-

- ABS inc. environmental
- Domestic Abuse
- Substance Misuse
- Acquisitive Crime
- Violent Crime
- Road Safety

Cross Cutting Themes:-

- Early intervention, prevention & Education
- Priority Neighbourhoods / Geographic Focus
- Vulnerable households & individuals
- Safeguarding children & young people
- Reducing re-offending

Kent Partners Compact

The Kent partners Compact is an agreement developed through the Kent Partnership to improve and enhance partnership working between the voluntary and community sector and the public sector in Kent.

A compact is an agreement which brings together representatives from the public, private, and voluntary and community sectors to encourage closer working and co-operation.

In Kent there is an established working party of partners who have championed the compact for many years and have recently been commissioned via KCC's Customer and Communities to review the existing Kent Partner's Compact in light of the changes to the national compact made by the coalition government in December 2010.

The group have agreed to refresh the existing Compact and have begun the consultation with other public and voluntary sector parties for their input. The consultation on the refreshed document will be launched on 7th July at the VCS Annual Conference.

The current Kent Partner's Compact (Dec 2009) can be found on the Kent CAN website – www.kentcan.org

Kent Alcohol Strategy

The work of KCAP is detailed earlier in the briefing pack. Further information on KCAP and on the Kent Alcohol Strategy is available at:

Details - <http://www.tradingstandards.gov.uk/kent/kcap.htm>

Evaluation -

<http://www.tradingstandards.gov.uk/kent/documents/Exec%20Summary%20KCAP.pdf>

Kent Strategy -

<http://knet2/directorates/communities/strategies-and-plans/health-inequalities/alcohol-strategy>

<https://shareweb.kent.gov.uk/Documents/KDAAT/2010-06-20%20Kent%20Alcohol%20Strategyfinal.pdf>

Kent Waste Strategy

The Kent Joint Municipal Waste Management Strategy (KJMWMS) sets out how the 13 councils plan to work together to manage their statutory responsibilities in ways that maximise value-for-money to Kent taxpayers whilst also securing good environmental performance. The latter could be defined as: diverting waste away from landfill by means of a mix of recycling/composting, and energy from waste. These are the two main ways of diverting from landfill. Reuse of materials is also encouraged but accounts for a small tonnage of materials. All of this sits within a framework (now enshrined in European and UK law) where 'waste prevention' is the best means of delivering financial and environmental benefits.

The current strategy is valid from 2007 to 2027. The KWP is due to refresh the current KJMWMS in 2011/12. This follows the Government's own publication of its national ambitions for waste expected in May 2011 (initial thinking only at this stage). This represents a major opportunity to reframe the KJMWMS towards a much wider economic and social agenda – and hence supporting the Kent Forum's aims from the word go.

Importantly, the KWP has established excellent links with Government departments, retailers, reprocessors, packaging organisations and others so that a radical rethink of the entire supply chain is possible. The vision is one where the costs of managing waste reduce substantially.

The provision of waste services across the whole of Kent provides all citizens with daily opportunities to contribute to economic, environmental and social issues. The recycling and composting of materials is most likely to support all three of those agendas – as alternatives to recycling/composting are likely to cost more to the taxpayer, and work against the best environmental performance.

All of Kent's councils are signed up to the national 'Waste Collection Commitment'. This is a scheme developed by the Local Government Association and the Waste & Resources Action Programme that sets out 10 commitments that residents care about in the provision of waste services.

In these ways, the 13 councils work together to provide services that represent value for money, good environmental performance, and deliver what residents have said they need in their areas.

Gateways – Gateway Strategy for Kent

The Gateway Strategy for Kent, although originally being written in 2007, offers an overview of the Gateway 'ethos' and principles. Further information can be found on www.kent.gov.uk/your_council/contact_us/our_offices_and_gateway/gateway.aspx

Active Lives

KCC's Active Lives for Adults (ALfA) programme of change and the Self Directed Support project have brought together both the local objectives and the national change programme for social care with the aim of delivering social care services in Kent which are responsive to need, focused on prevention and personalisation and are cost effective and efficient.

Active Lives sets out the following objectives to support people with particular needs to:

- maintain personal dignity and self-respect
- choose and control how they live their lives
- feel part of their local community and make a positive contribution
- access advice, information and services easily
- improve their health and quality of life
- be free from discrimination or harassment
- maximise their economic well-being

The document has 5 milestones that will be monitored to demonstrate outcomes. These are:

1 – Effective partnerships with people using services, carers and other local citizens
Strong partnerships with the public are at the centre of all activities and there are well established mechanisms in place. Work will include working in partnership to enable people to feel safe and supported in their local communities.

2 – Self-directed support and personal budgets

Focus will include areas such as working with the social care market to ensure that there is a diverse range of services available

3 – Prevention and cost effective services

The recent inspection undertaken by the Care Quality Commission (CQC) rated the Council as excellent in the delivery of preventative services to older people.

4 – Information and advice

An agreed action plan prioritises specific actions to ensure easy access to relevant information.

5 – Local commissioning

The implementation of Self Directed Support will shift the balance of commissioning arrangements to the individual.

Sport in Kent – Strategic Framework for Sport 2009-13

The Strategic Framework for Sport aims to provide an over-arching countywide view rather than a local perspective and is intended to complement, and be used to feed into, other local plans that partner organisations may produce.

Key opportunities for sport in the next few years including the London 2012 Olympic Games and Paralympic Games, the Coalition Government's commitment to competitive school sport for all young people, the "Big Society" agenda and the strategic direction for Sport England.

The "Vision for Sport in Kent" within the strategy, is primarily a direction and aspirational statement, intended to enable organisations and individuals to recognise the part they can play in developing sport within the county and ensuring that everyone is "heading in the same direction". The key to progression will be a co-ordinated approach, where partners across the county work together, take responsibility for specific actions and communicate with each other.

A web-link to a PDF version of the Strategic Framework is below:

http://www.kentsport.org/documents/StrategicFrameworkFinalNov092009-2013.docxJT2_000.pdf

Note: please be aware that the Strategic Framework for Sport 2009-13 will be reviewed and updated during 2011, to take account of changes to policies and programmes since the Coalition Government came into power in 2010. Some of these changes are referred to above.

Key partnerships to support Kent's communities

The following are key partnerships which contribute to areas of possible interest for the Ambition Board. There is also a table of officer groups in Kent which may support the Ambition in appendix 7.12.

Kent Drug and Alcohol Action Team

Kent Drug and Alcohol Action Team (KDAAT) is a partnership of public authorities that aims to:

- Prevent problematic drug and alcohol misuse
- Enable and support the long-term recovery, rehabilitation and social re-integration of people in Kent affected drug and alcohol misuse.
- Reduce drug and alcohol related crime

The membership of the Board is as follows; KCC (Chair), Director of Service Improvement, KASS Rep, & Director of Public Health, Police, Probation, Prisons, Health, National Treatment Agency (NTA), Supporting People, Representative District Housing,

Kent County Youth Justice Board

Kent Youth Offending Service is a multi-agency service tasked with preventing offending and re-offending by young people aged 10 – 17 years. It is a statutory service, established by the Crime & Disorder Act 1998 and is accountable to the national Youth Justice Board and governed locally by the County Youth Justice Board.

The statutory partners are: the local authority (KCC); Police; Probation; and Health. Other agencies and individuals are co-opted on to the Board as a result of their contribution in helping deliver the key outcomes for Kent YOS. Kent YOS sits within KCC's Customers and Communities Directorate and the service is delivered locally by five locality teams supported by some countywide provision.

Supporting People Commissioning Board

The Kent Supporting People Programme works with service users in a range of different ways in order to put people in control; Service User Panel, Service User Involvement and Consultation Worker, Service User Consultation and Involvement via public meetings, surveys, questionnaires, involvement in specifications, evaluating tenders, recruitment, choosing floating support providers, policy and strategy, monitoring and review of services, quality and performance management.

Kent Waste Partnership

The role of the KWP is to do three things: -

1. Bring together the 13 Kent councils so that two-tier statutory waste services deliver the maximum value for money to Kent taxpayers whilst also supporting the environmental and social aims in accord with the Kent Joint Municipal Waste Management Strategy (KJMWMS).

2. Work closely with the entire waste industry ranging from Government departments to businesses and to local SMEs and civil society to deliver the KWP's strategy and objectives.
3. Manage local services in accordance with the strategy and objectives, whilst also planning for the long-term (25 years +) in Kent and the south-east – including infrastructure, investment, economic and social needs.

Participation of Children and Young People – Kent Youth County Council

There are numerous ways Children in Kent are being engaged and participating across the County. These include the Kent Youth County Council which gives young people the opportunity to have their say on important issues and to get involved in making a difference to the lives of young residents. Members of the Kent Youth County Council play a vital role in helping Kent County Council politicians and staff understand youth issues and concerns and how changes can be made.

There are 48 members – four from each of the 12 district and boroughs and anyone aged 11-18 can vote or stand for election. The 2010 Kent Youth County Council (KYCC) Elections took place in November with 100 candidates standing and a total of 27,358 votes being cast.

Previous work of Safer and Stronger Communities Group

The Safer and Stronger Communities Group drew together the agencies that could impact on and contribute to the safer and stronger communities agenda.

The Safer and Stronger Communities Group has now been replaced by the County Community Safety Partnership.

The purpose of the Safer and Stronger Communities Group was to provide a forum in which the member bodies could work together to plan services and programmes and to oversee their delivery in relation to the priorities set out in the stronger and safer communities section of the Vision for Kent 2006 and the safer and stronger communities indicators in the Kent Agreement.

The Safer and Stronger Communities Group aimed to:

1. Advise the Kent Partnership on the content of its Community Strategy (Vision for Kent) and its Local Area Agreement;
2. Bring partners together to deliver for the Kent Partnership those parts of the Community Strategy that are concerned with safer and stronger communities;
3. On behalf of the Kent Public Service Board (PSB) performance manage Kent Agreement indicators that seek to make Kent safer and stronger, including receiving 'exception reports' and agreeing necessary actions to ensure targets are met;
4. On behalf of the County Strategy Group oversee the development of the County Community Safety Agreement, based upon the aggregation of CDRP strategic assessments;
5. Advise the County Strategy Group on how the Safer and Stronger Communities Fund should be deployed to deliver countywide / shared priorities on safer and stronger communities;
6. Lead on negotiations with the Home Office, other government departments, Government Office, agencies of government on matters relating to safer and stronger communities;

7. Give strategic direction to the Safer Kent Delivery Group;
8. Support the development and effectiveness of CDRPs across Kent;
9. Speak up for and advocate for Kent on matters relating to safer and stronger communities;
10. Actively promote data sharing, joint working and a culture of partnership.

3.8 Key Questions: Policy and Governance

The Ambition Board will need to consider a number of questions around policy and governance during its early stage. These may include:

Policy:

What do we mean by 'Putting Citizens In Control'?

- How do we put citizens in control?
- What are the opportunities to give choice and control to citizens?

What does a citizen 'in control' look like?

- What is Kent's vision of the Big Society?
- Do we have the level of engagement between citizens and decision makers?
- Are we getting the best from the VCS in Kent?

Is there merit in setting out an understanding of what the citizen / public service relationship should be and would this be different for universal service and personal services?

- Does the Ambition Board wish to focus on specific service or geographical areas?
- Does the Ambition Board wish to focus on all citizens or specific groups?

How can the Ambition Board add value to the above questions?

- What are the 5 or 6 key areas where the Ambition Board could make a difference?
- How can we influence citizens' behaviour? – responsible citizenship
- How do we encourage the untapped potential of the uninvolved majority?
- How do we encourage greater diversity of service provision and further liberalise the market?

Ambition Board 3 Role:

- The Ambition Board offers a rare opportunity for quality discussion which can lead to new thinking and ways of working. It would be helpful for the Ambition Board to scope out some early priorities to be included in a work plan.

Governance:

- Whether the Ambition Board wishes to extend membership to additional individuals, groups or organisations
- The link between the Ambition Board and other county-level groups such as the 'County Community Safety Partnership'
- What is the right delivery framework and which are the most important supporting partnerships and delivery plans?

The Kent Recommitment

“We will take strategic decisions and deliver local public services and seek genuine devolution of powers to both county and district level to ensure we are able to respond to the needs and aspirations of local people and save taxpayers money.”

**Source: Letter from all Kent Leaders to Eric Pickles,
Secretary of State for Communities & Local Government, June 2010**

1. Purpose

The Kent Recommitment, signed by the Leaders of Kent’s County, District, Borough and City Councils, is the foundation for our work together to plan and deliver public services in Kent more effectively, more accountably, at less cost and as close to service users as possible.

2. Our Principles

- All public services delivered to Kent’s residents and the £8billion spent in the county by the public sector must be made increasingly democratically accountable.
- Existing regional and national quango powers must be devolved to the most appropriate level.
- Kent’s 13 sovereign County and District Councils, together with our rich network of Parish and Town councils, are the “building blocks” for public service planning and delivery within the county.
- We recognise the strength of fighting together for local communities on issues of both county-wide and national importance and standing up for the interests of Kent’s residents.

3. Function of the Kent Recommitment

- Through the Kent Recommitment, we will work together to help shape and influence new government policy and its delivery within the county, as we are already doing.
- We will seek genuine devolution of powers to both county and district level to ensure we are able to respond to the needs and aspirations of local people and save taxpayers money:
 - We will support Kent County Council to exercise greater strategic and spatial powers within the county, working closely with local District Leaders through a “Forum” model.
 - We will support Kent’s District Councils to exercise greater influence in delivering/commissioning and targeting services within their areas
- Together, we will identify those services which may be better delivered at district level, those services and functions which may be better exercised at county level and those that may be better co-ordinated through local, outcome-based commissioning, bringing together District, local County Council and KCC Cabinet members.
- We will support greater devolution to our Parishes, Towns and local communities and always champion the needs of local residents and business in Kent.
- In our dealings with Government, we acknowledge the strength of speaking together on shared issues in representing the interests of Kent’s businesses and residents.

4. Form – How we will work together

- We will establish the “Kent Forum” (or other agreed name) of the County and District Leaders, with relevant KCC Cabinet Members for county-wide services (see below), as the primary forum for delivering the Kent Recommitment, respecting the sovereign decision-making powers of individual councils.
- There will be no voting arrangements until full Governance proposals have been developed and agreed, including Cabinet Member and officer attendance.
- We will invite leaders of other public bodies with full democratic accountability, at an appropriate time, to join the Kent Forum (e.g. directly elected Police Commissioner) and we will work closely with all local public service providers.
- The role of the Kent Forum will be as a Kent-wide body to co-ordinate and agree shared priorities and progress. As such, it will consider and endorse Kent-wide strategies including those produced for “21st Century Kent – Unlocking Kent’s Potential”.
- The Forum will also consider cross-cutting policy issues within the County, beginning first with the implementation of Health Service reform within Kent and the enhanced role of democratically-elected local authorities within this reform.
- Within District boundaries, we will establish District-based pilots of local District and County members and others to oversee and shape delivery of the Kent Recommitment locally and to draw together local public services for greater effectiveness and efficiency.
- We will invite Kent MPs to join all meetings of the Kent Forum to build greater understanding of decision-making and accountability for total public service spending within Kent. Once a year, the Kent Forum will meet in Westminster.
- The number of partnerships across the county will be significantly reduced, to reflect this new and streamlined way of working.
- The Kent Forum will meet in shadow form with immediate effect (replacing the Kent Leaders Group).

5. Building a Local Economic Partnership

- Reflecting the above, we will work together for the success of a Local Economic Partnership (LEP) on which all 14 Leaders will be represented, either directly or through a mandated representative agreed through the Kent Forum.
- Within the LEP, we will recognise clearly defined sub-economic groupings which will exist as delivery bodies in their own right within the framework, with specific powers and assets as appropriate.
- By organising ourselves in this way, we are united in fighting together at county level and within our specific economic areas for our strategic priorities and we will ensure strategic level support for specific areas of Kent within the LEP, including the Thames Gateway, our Coastal Communities, Growth Points and rural West Kent.
- The LEP will support co-ordination and joint working with neighbouring LEPs on issues of shared interest to provide the strongest possible support for individual priorities.

6. Finance and Savings

- We will work together to support place-based budgets at County and District levels enabling total flexibility to respond to the needs and aspirations of local residents in the context of scarce resources.
- We will press for greater devolution of powers and budgets from national and regional quangos and agencies to the family of local government in Kent.
- We will fight for existing regional programmes to be funded until they end and for continuing support, where appropriate, when this funding goes.
- Cost saving, openness and transparency will be fundamental to all that we do.

**Appendix 4.2 –
Kent Forum Architecture Diagram
DRAFT 16.03.11**

Roles:
Non decision making body that:

- Has overall responsibility for agreeing shared priorities and monitoring performance
- Sets the strategic priorities for Ambition Boards
- Monitors progress against strategies and delivery plans, ensuring efficient delivery
- Supports Locality Boards to shape local delivery
- Endorses Kent-wide strategies / delivery plans (eg Vision for Kent and 21st Century Kent)
- Encourages community leadership
- Responds to the needs and aspirations of local people, communities and businesses
- Encourages innovation

KENT FORUM

Joint Kent Chiefs

Locality Boards x12

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Ambition Boards x3

Ambition 1 To grow the Economy	Ambition 2 To tackle disadvantage	Ambition 3 To put citizens in control
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Roles:

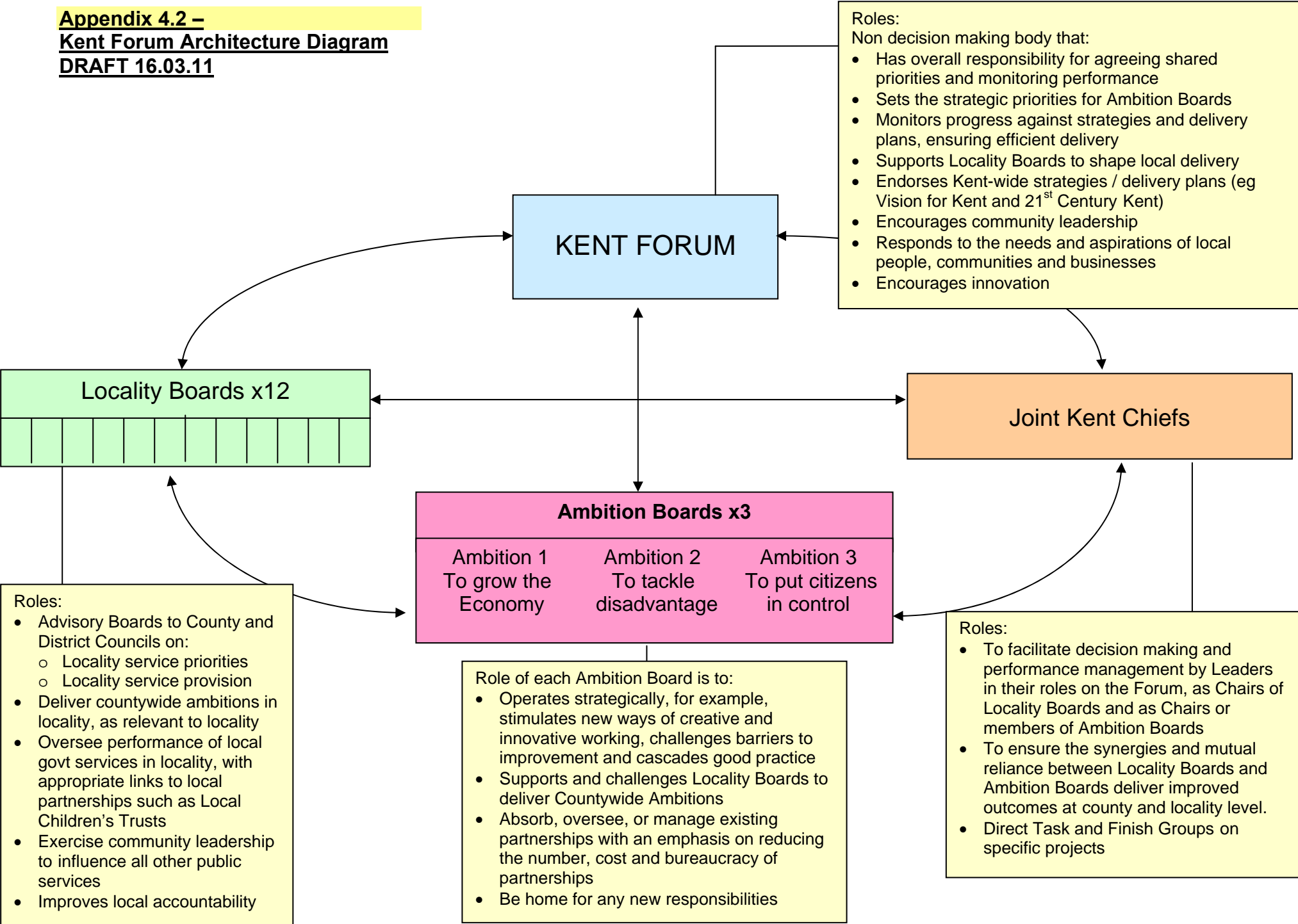
- Advisory Boards to County and District Councils on:
 - Locality service priorities
 - Locality service provision
- Deliver countywide ambitions in locality, as relevant to locality
- Oversee performance of local govt services in locality, with appropriate links to local partnerships such as Local Children’s Trusts
- Exercise community leadership to influence all other public services
- Improves local accountability

Role of each Ambition Board is to:

- Operates strategically, for example, stimulates new ways of creative and innovative working, challenges barriers to improvement and cascades good practice
- Supports and challenges Locality Boards to deliver Countywide Ambitions
- Absorb, oversee, or manage existing partnerships with an emphasis on reducing the number, cost and bureaucracy of partnerships
- Be home for any new responsibilities

Roles:

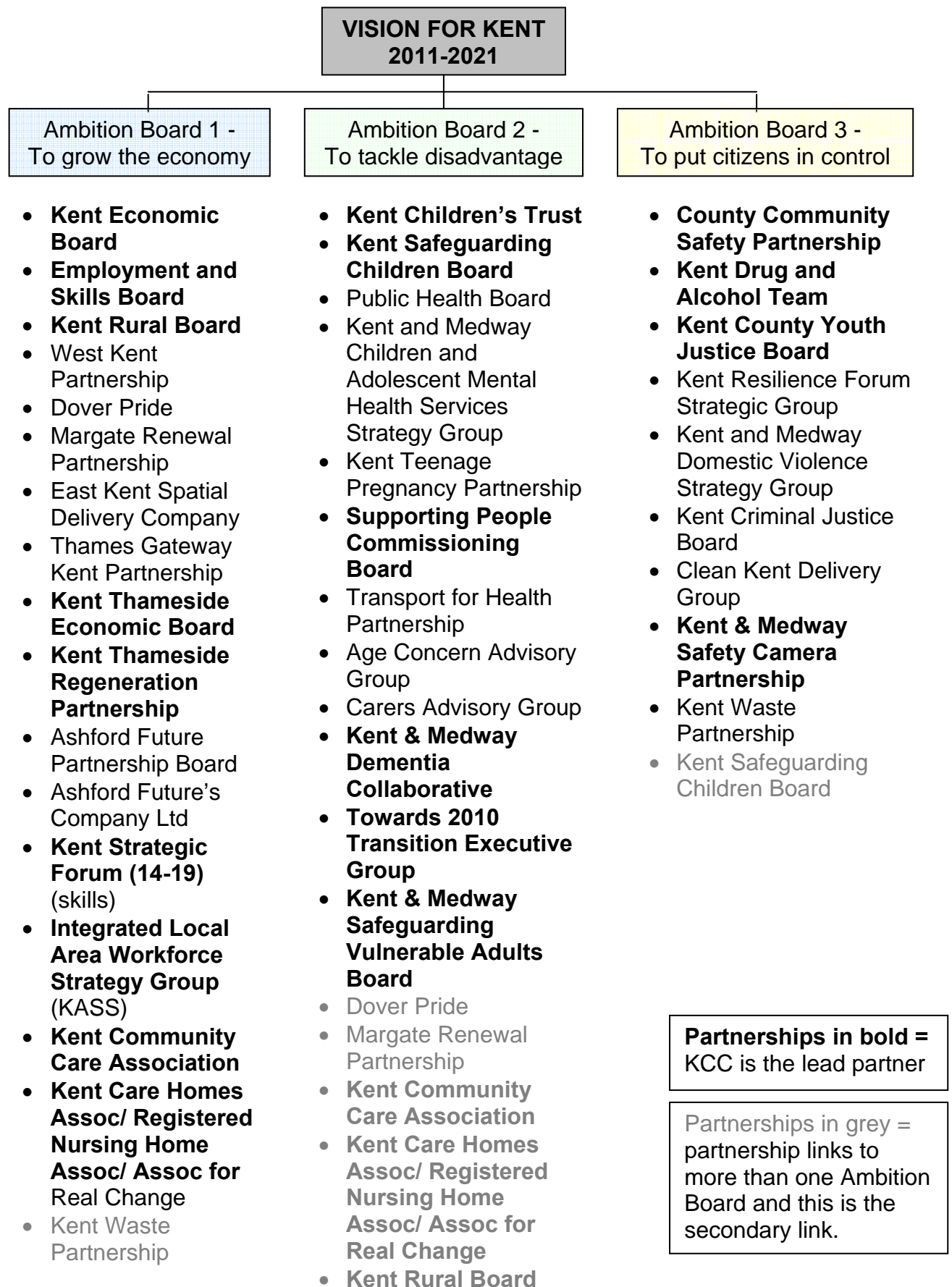
- To facilitate decision making and performance management by Leaders in their roles on the Forum, as Chairs of Locality Boards and as Chairs or members of Ambition Boards
- To ensure the synergies and mutual reliance between Locality Boards and Ambition Boards deliver improved outcomes at county and locality level.
- Direct Task and Finish Groups on specific projects



Ambition Board Nominations - Appendix 4.3

AMBITION BOARD 1 (ECONOMY):	
Leaders / KCC Cabinet Members:	
John Gilbey	Canterbury
Paul Watkins	Dover
John Burden	Gravesham
Chris Garland	Maidstone
Kevin Lynes	KCC (primary)
John Simmons	KCC (support)
Chief Executives:	
John Bunnett	Ashford
Graham Harris	Dartford
William Benson	Tunbridge Wells
David Cockburn	KCC
AMBITION BOARD 2 (DISADVANTAGE):	
Leaders / KCC Cabinet Members:	
Peter Wood	Ashford
Peter Fleming	Sevenoaks
Robert Bayford	Thanet
Mark Worrall	Tonbridge and Malling
Brian Cope	Kent Fire and Rescue
Graham Gibbens	KCC (primary)
Jenny Whittle	KCC (support)
Chief Executives:	
Colin Carmichael	Canterbury
Nadeem Aziz	Dover
Alison Broom	Maidstone
Alistair Stewart	Shepway
Abdool Kara	Swale
Malcolm Newsam	KCC
AMBITION BOARD 3 (CITIZENS):	
Leaders / KCC Cabinet Members:	
Jeremy Kite	Dartford
Robert Bliss	Shepway
Andrew Bowles	Swale
Robert Atwood	Tunbridge Wells
Mike Hill	KCC (primary)
Bryan Sweetland	KCC (support)
Chief Executives:	
Glyn Thomson	Gravesham
Richard Samuel	Thanet
Robin Hales	Sevenoaks
David Hughes	Tonbridge and Malling
Ann Millington	Kent Fire and Rescue
Amanda Honey	KCC

Existing Strategic Partnerships alignment to Ambition Boards



Vision for Kent Priorities aligned to Ambition Boards

Ambition Boards are intended to subsume, oversee or otherwise manage the work of existing strategic partnerships across the county, and also rationalise the number of partnerships. To support the transition, the table below suggests 15 partnerships that will be required to support the Ambition Boards in achieving the Countywide Ambitions. In some cases the partnership would support more than one Ambition Board. The table has been developed by looking at existing strategic partnerships and the commitments made in the Vision for Kent under each Ambition.

Partnership required	Lead Ambition Board			Supports Ambition Board 1: To grow the economy	Supports Ambition Board 2: To tackle disadvantage	Supports Ambition Board 3: To put citizens in control
Skills, continual learning and support to get into work	1			✓	✓	✓
Business support (sectors)	1			✓		
Inward investment and rebalancing the public and private sectors in the Kent economy	1			✓		
Environment, energy and climate change	1			✓	✓	✓
Infrastructure (housing, transport, broadband etc)	1			✓	✓	
Development of growth areas	1			✓		
Targeted interventions in / regeneration of deprived areas		2		✓	✓	
Improving outcomes for children, young		2			✓	

Partnership required	Lead Ambition Board			Supports Ambition Board 1: To grow the economy	Supports Ambition Board 2: To tackle disadvantage	Supports Ambition Board 3: To put citizens in control
people and families						
Improving outcomes for disadvantaged adults		2			✓	
Health inequalities		2			✓	✓
Safeguarding vulnerable adults, children and families			3		✓	✓
Community safety / criminal justice			3			✓
Developing social enterprise and other ways of delivering services			3	✓		✓
Developing volunteering, community engagement and involvement			3			✓
Culture, recreation and leisure			3			✓

Kent's county-level delivery plans aligned to Ambition Boards



Delivery plans spanning sectors

Ambition Board 1 - To grow the economy	Ambition Board 2 - To tackle disadvantage	Ambition Board 3 - To put citizens in control
<i>21st Century Kent - Unlocking Kent's Potential</i> (Kent Forum)		
Growth Without Gridlock ¹		
Digital Strategy ¹		
Environment Strategy ¹		
Kent and Medway Housing Strategy ²		
Sectors Strategy		
Skills Strategy ¹		
	Framework for Later Life ²	
	Cultural Strategy ³	
Kent Children and Young People's Plan 2011-2014 ² (Kent Children's Trust)		
LEP Strategic Plan (TBC)		
Kent Public Health Strategy - Living Life to the Full ²		
	Kent Partners Compact ³ (VCS and public sector)	
	Kent Alcohol Strategy ³ (KDAAT)	
Kent Rural Delivery Framework (Kent Rural Board) ¹		
	Community Safety Agreement	

Local Government partners' delivery plans

Ambition Board 1 - To grow the economy	Ambition Board 2 - To tackle disadvantage	Ambition Board 3 - To put citizens in control
Bold Steps for Kent (KCC Medium Term Plan)		
Employability Strategy ¹ (KCC)		
Vision for Education and Learning ² (Children, Families and Education, KCC)		
Local Transport Plan ¹		
Kent Highways Strategy		Kent Waste Strategy ³
Kent Waste Strategy ³		Kent Waste Strategy ³
Kent and Medway Economic Assessment		
Low Carbon Opportunities for Growth (KCC)		
	Supporting People Strategy ²	
	Strategic Framework for Sport in Kent ³	
	Gateway Business Case ²	
	Active Lives Now ³ (Kent Adult Social Services)	
	Ofsted Safeguarding Improvement Plan ²	
	Preventative Strategy ² (Children, Families and Education, KCC)	
Involving the Whole Community: The Kent Approach to Literacy and Reading 2011-2021 ² (KCC)		

Non-Local Government partners' delivery plans

Ambition Board 1 - To grow the economy	Ambition Board 2 - To tackle disadvantage	Ambition Board 3 - To put citizens in control
Policing Kent 2010-13 ³ (Kent Police)		
Towards 2020 - Kent Fire and Rescue Service ³		
Environment Agency: Creating a Better Place 2010-15: Our Corporate Strategy		
Natural England: Strategic Direction 2008-2013 ¹		
Skills for Growth - The National Skills Strategy ¹		
Growing Tourism in the Garden of England 2010-15 (Visit Kent)		
Locate in Kent Strategic Plan (TBC)		
	Strategic Commissioning Plan 2010-2015 - NHS West Kent ²	
	Strategic Commissioning Plan 2010-2015 - NHS Eastern and Coastal Kent ²	
	Kent Probation Strategic Plan ³ (TBC)	

^{1,2,3} (numbers in superscript) = the delivery plan spans more than one Ambition Board, and the number indicates the primary Ambition Board that the delivery plan links with.

Terms of Reference for Ambition Board (X - xxxxxx)**Introduction**

1. Ambition Boards are partnership Boards that exist within the Kent Forum structure. There is an Ambition Board for each of the three countywide ambitions in the Vision for Kent 2011-2021:
 - To grow the economy
 - To tackle disadvantage
 - To put citizens in control

Status

2. Kent Forum has agreed that the three Ambition Boards will be accountable to the Kent Forum.
3. Ambition Boards are advisory in capacity and are not formal decision-making bodies. Recommendations made by Ambition Boards will need to be taken through the decision-making process of the organisations involved in the recommendation in order for them to be implemented.

Responsibilities

4. Ambition Boards role is to act strategically as a 'change agent' in relation to that ambition. They will be expected to stimulate new ways of working, challenge barriers to improvement and cascade good practice. This 'change agent' role may manifest itself in the following ways:
 - Ask the difficult questions such as is this a service which needs delivering;
 - If so, examine alternative ways of delivering services, either from among Kent's local authorities or by alternative providers;
 - Identify the barriers that will inhibit achieving the Ambitions, whether they are local, county or national barriers, resolving those that are within the remit of local authorities;
 - Minimise the bureaucracy involved in delivering the ambition, with a remit to rationalise many of the unfocussed, overlapping and unaccountable partnerships, without losing the benefits of genuine partnership working;
 - Stimulate innovative working by piloting new approaches;
 - Learn from best practice from within Kent and outside of the county;
5. Ambition Boards will also work with Locality Boards:
 - to act as pilots for stimulating innovative working, such as in the case of Community Based Budgets;
 - remove barriers to improvement;
 - to deliver local priorities that contribute to the countywide ambitions;
 - support Locality Boards in the rationalisation of existing partnerships, seeking to improve efficiency by reducing the number, cost and bureaucracy associated with partnerships.

6. Ambition Board (x - xxxx) will aim to:
(Here list the principal aims of the Ambition Board in relation to SMART targeted outcomes)

Accountability and reporting

7. The Ambition Board is accountable to the Kent Forum. On a day to day basis the Joint Kent Chiefs will, on behalf of the Kent Forum, support Ambition Board in reporting to the Kent Forum.
8. The Ambition Board will develop and manage an action plan for the year (or more regularly if appropriate), outlining the priority areas where it will make a difference in its role as change agent. This action plan will be submitted to the Kent Forum annually.
9. The Ambition Board will maintain an overview of the county's progress in achieving the Ambition that it is responsible for.
10. Every six months on a rolling cycle, each Ambition Board Chair will present a progress report from their Ambition Board to the Kent Forum, having first reported to Joint Kent Chiefs. The report will set out progress towards the Ambition Board's own action plan, including an overview of performance. The report will draw out any actions that the Kent Forum need to authorise such as approval to pilot new ways of working, action to remove barriers to improvement or other actions to correct weak performance.
11. Ambition Boards are required to action the decisions and requests made by Kent Forum.

Chairing and membership

12. The Ambition Board will appoint a Chair and a Vice Chair from its core membership. The Chair and Vice Chair will come from different tiers of Local Government, i.e. one will be a County Council representative and one will be a District Council representative. Chair and Vice Chair appointments will be reviewed annually.
13. Kent Forum have agreed that core membership of each Ambition Board is:
 - a. two KCC Cabinet Members;
 - b. four District Council Leaders or the Chairman of Kent Fire and Rescue;
and
 - c. one representative of KCC Corporate Management Team;
 - d. three District Council Chief Executives or CEO of Kent Fire and Rescue.
14. The core membership for Ambition Board is set out at Appendix X.
15. The core membership of each Ambition Board can invite other individuals to become members of the Ambition Board if they agree this is necessary to support the Ambition Board in fulfilling its role.

Meeting and meeting arrangements

To be determined by each Ambition Board

Conflicts of Interest

16. Members must notify the Chairman if they have any personal or prejudicial interest in any item under discussion at the Ambition Board (in accordance with the Code of Member Conduct) where that item could reasonably have a greater impact on the wellbeing and/or financial position of that individual and/or their family and friends than for other citizens, If a prejudicial interest, the Chairman will require the member to have no further part in that matter under discussion and to leave the meeting pending any discussion on that particular matter.

Decisions

17. Every effort will be made to ensure that decisions are taken by consensus. No decision of the Ambition Board as a whole can override the decisions of individual organisations. Rather, decisions made by the Ambition Board are intended to influence partners to work with all other partners and adopt a common position.

Access to Information

18. The Ambition Board will adhere to requirements of the Freedom of Information Act 2000.

Confidentiality

19. All members will respect the confidentiality of information supplied by other members when the relevant tests can be met

Conflict Management

20. Where a conflict remains unresolved within or between any Ambition Board members, the issue may be referred by any Ambition Board member to the full Ambition Board to advise on the best way of achieving a final resolution.

Exit

21. Any member wishing to resign from the Ambition Board shall give at least two months' written notice to the Chairman. In the event that such notice is given, that member shall cooperate with the Ambition Board during the notice period so as to facilitate a smooth exit from the partnership working arrangements.

Appendix 4.8 Performance management principles (from Annex 1 of Vision for Kent)

Performance Management Principles

The starting point for partners in developing the performance management framework for the Vision for Kent has been to develop some shared principles that will underpin the framework:

- We will learn the lessons of the Local Area Agreements and ensure that performance management drives local priorities and is underpinned by performance information that is workable and meaningful;
- Performance management will measure outcomes, not just actions delivered;
- Performance management will be strategic - performance information will be used to help gain a full understanding on whether the Ambitions are being achieved and make choices about where we focus resources;
- Performance management will go beyond statistics and Performance Indicators, and will instead make use of all available information available at county and locality level to see if the Countywide Ambitions and priorities within them are being reached;
- Performance management will be done as locally as possible - the organisations and partnerships that manage delivery will have flexibility to choose how best to manage performance within the overall framework;
- Performance management reports and information should be made publicly available to promote transparency and accountability;
- Where possible performance management should make use of information that is already collected by partners and is seen as essential to delivering excellent services;
- Where Performance Indicators are set, partners will be confident that the information will continue to be collected for the foreseeable future, in order to provide useful comparisons over time;
- Public satisfaction and confidence will be important performance measures and partners will work together on developing effective and efficient ways to collect this information.

Performance management arrangements may also need to take into account national announcements on performance monitoring, including the introduction of the new national data set.

**Appendix 4.9 Key Performance Questions for the countywide ambitions
(from Annex 1 of Vision for Kent)**

Ambition 1 - To grow the economy

KPQ1: Has GVA risen to compete with the regional / national average?

KPQ2: Is there greater diversity of business sectors in Kent?

KPQ3: Are people in Kent earning a sufficient wage to lead a good quality of life?

KPQ4: Are Kent businesses reporting fewer skills gaps?

KPQ5: Are there sufficient employment opportunities for the workforce at all skills levels?

Ambition 2 - To tackle disadvantage

KPQ1: Are outcomes for disadvantaged people getting better?

KPQ2: Are barriers to improving quality of life being broken down?

KPQ3: Are inequalities in quality of life outcomes reducing?

KPQ4: Is the gap between deprived and non-deprived areas reducing?

KPQ5: Are people in Kent confident that they can achieve good quality of life?

Ambition 3 - To put citizens in control

KPQ1: Are there fewer demands being made on public services?

KPQ2: Is there a greater diversity of service provision?

KPQ3: Are more people having a say on the services that affect them?

KPQ4: Are communities finding solutions to their own problems?

KPQ5: Are more people taking responsibility for their own lives?

Big Society Case Studies

Kent Based Examples:

Gravesham Community Safety Initiative

The Huntley Avenue estate suffered from a large amount of fly tipping, graffiti and nuisance behaviour. At the early stages of the project a community organisation (7 Avenues Community Association) was established and working with a range of organisations an action plan and timetable was established for improvements.

A number of clean up efforts have now taken place and has led to 130 tonnes of rubbish being taken away. This has led to a better perception of the area from those who have become involved with the residents and helped to foster better community spirit. The Community Association has now moved onto planning their own activities including a table top sale, installing play facilities for youngsters, their own clean up days and replanting areas of fly tipping with new saplings.

Community-led Planning Service; Action with Communities in Rural Kent

The project supports communities to prepare their own sustainable community strategies in the form of 'community-led plans' which help inform community action, public-sector resource allocation and priorities, and new opportunities for enterprise.

The project includes providing advice, guidance and training (using a national standard toolkit *Parish and Community Planning Toolkit*) to communities interested in preparing a community-led plan, drop-in sessions, covering clusters of communities, promoting the availability of support, and support in raising finances in order to prepare a community-led plan.

There has been significant up-take in community-led plans over the past three years and numerous new services and facilities have been delivered in communities where community-led plans have demonstrated a well-mandated need: from bus services to pub re-openings, affordable housing developments to yoga classes, allotments to traffic-calming measures.

Bulk Buying; SILK

The idea for the Bulk Buying project came from a Parkwood mother as a solution to the day to day challenge and expense of taking her five children on the bus to the nearest supermarket. Those living on the estate who don't have access to a car find it difficult to benefit from the lower prices that supermarkets offer and often find that carrying bulky items, e.g. washing powder and nappies, back to the estate on public transport or by foot is a stressful experience. Bulk Buying was voted as a favourite idea by residents at a community 'user testing' event and SILK have supported those residents in setting up the project.

The project has been renamed 'R Shop' by the community and provides residents with local access to lower priced bulky items. The core team of residents take requests from the community about what products they would like to buy from the scheme and then source the item at the best price. R Shop was donated a disused kitchen within the local primary school which was refurbished by the team to become a Community Room. This provides Parkwood residents with a hub for community led activity.

Sunlight Development Trust; Medway

The Sunlight Development Trust is a community owned and managed charitable organisation that works with partners across all sectors. Their overriding aim is to improve health inequity and well-being by providing an improved range of social, medical and community activities. All profit is re-invested into core running costs or into community services such as youth activities or mental health services.

The Sunlight trust has developed 5 main social enterprises:

- Cafe Sunlight – Catering and Community cafes
- Sunlight Studios – Digital recording
- Parentis – Parent training courses
- Sunlight Media Hub – Video and new media, marketing and design for print or web
- Sunlight People – Training, workshops, tours and consultancy

Since starting in 2003, 1,653 Community members have participated in training and over 30 new employment places created.

HOUSE; KCC and NHS

The HOUSE project's aim was to deliver a hard hitting campaign for young people that promoted public health messages on smoking, alcohol, drug misuse and sexual health. HOUSE was not provider or service led, it was informed by the views of and designed in part by young people. HOUSE was a series of temporary shops in 12 town centres providing a relaxed and informal setting for service providers to distribute information and leaflets without advertising their services. This environment proved conducive for promoting public health messages and is shown by the numbers of young people who voluntarily engaged with service providers working in HOUSE. .

In a little over a year HOUSE engaged with almost 13,000 young people. 1,700 took part in talks about drugs, alcohol, and smoking. 1,200 used sexual health services including C Carding and Chlamydia testing.

Open Kent; Kent Connects

Open Kent is an award winning approach that empowers people to make better use of local information. From a single online site people can upload, share and compare local information in a secure way which can then be used to inform decision making.

Open Kent, having been piloted with individuals, small businesses and public sector staff, is now being taken forward through Kent Connects to ensure an integrated approach to opening up public information across the county.

In practice, people can use Open Kent depending on what they need at any given time or place. They may only want to see information someone else has analysed earlier or they may want to create their own application. A key advantage is that what people create for themselves can benefit others, for example a journey planning or community cleanup application.

Kent Social Inclusion Project; Charlton Athletic Community Trust

Charlton Athletic Community Trust works in partnership with local communities to empower individuals to improve their lives and their environment. The types of programmes delivered by CACT fit under five key aims; raising education achievement, creating pathways to employment, building healthier lifestyles, bringing communities together and reducing crime.

The Kent Social Inclusion project has been recognised as one of the largest projects of its kind and involves a partnership between the football club, Trust, County Council, District Councils and the Police among others. It works with around 12,000 young people per month across Kent on projects including the Positive Lifestyle Programme, which is designed to increase and influence young people's knowledge and attitude towards sex, relationships and lifestyle choices and the Trevor Gibbons Unit which aims to encourage self confidence and team work in mental health patients from Maidstone Hospital contributing towards their successful reintegration into society.

Experiences from other parts of England:

"Vanguard Communities"

Four local government authorities have been chosen as 'Vanguard communities' of the Big Society. Each authority has specific Big Society projects and will receive support from central government:

- **Eden Valley** (Cumbria): The council has involved the community in the siting of a community centre; a community has been helped to buy a pub; and building an energy project;
- **Windsor and Maidenhead**: Residents have been rewarded with financial incentives to improve recycling rates. The Council is looking into, getting pubs and clubs to pay for extra police; involving the public in how budgets should be spent; and they would like to devolve services like verge-trimming and pot hole-mending to Parishes;
- **Liverpool**: A scheme is proposed for volunteers to staff a local museum outside of office hours;

- **Sutton:** Communities have been involved in planning local transport. A 'Life Centre' will be used to train a new generation of community organisers who can support the creation of neighbourhood groups particularly in deprived areas

Community-based budget pilots

Barnsley MBC, Blackburn with Darwen BC, Cheshire West and Chester Council and Kingston upon Thames RBC, have been piloting community-based budgets. The councils presented preliminary reports to Lord Wei this month.

The programme is based on the local integrated services (LIS) model, worked up by social enterprise Turning Point, which involves getting residents involved in designing and running their public services and pooling budgets at a community level.

Balsall Heath and Castle Vale, Birmingham; (Demos report: Civic Streets)

Balsall Heath and Castle Vale in Birmingham are two neighbourhoods which have experienced years of decay and crime. Castle Vale had previously experienced problems with anti-social behaviour and Balsall Heath had suffered from prostitution, graffiti, and fly tipping until the residents took action.

The regeneration of Castle Vale occurred through the establishment of a housing action trust (HAT), a government-funded, non-departmental public body. The vision of the HAT was not to rely on the local authority to act as a landlord, but for communities to sustainably manage themselves. The regeneration of Balsall Heath on the other hand was initially instigated by the motivations and concerns of a small number of residents who wanted to make a change to their local area.

The successes of the community action include lower crime levels, the demolition and rebuilding of 2,275 houses and improvements in health and unemployment.

Officer Groups across Kent – Appendix 4.11

Group	Membership			Chair / Lead	Freq of Mtg	Comment
	CC	DC	Other			
Ambition Board Groups						
Ambition Board 1: To Grow The Economy						
Economic Development Officers' Group	√	√		Dawn Hudd, Canterbury City Council	Quarterly	Information exchange forum involving the EDOs from the Districts, plus KCC and other relevant partners (SEEDA, LiK, Business Link, etc). – Very light touch
Kent Housing Group	√	√	√	Deborah White, West Kent HA	January, May, September	KHG also has Sub Groups with membership which includes CC, DC and other partners – (Contact Jill Pells if info is needed)
Kent Housing Group - Executive Board	√	√	√	Deborah White, West Kent HA	January, March, May, July, September, November	
Kent Housing Group – Private Sector Housing Sub Group	√	√	√	Stuart White, Maidstone BC	Quarterly	Group to share good practice and develop initiatives across Kent
Planning Officers Group	√	√		James Freeman, Swale BC	January, April, June, September, December	KPOG also has sub groups: Planning Policy Officers Group; Development Managers Group; Conservation Officers Group; And also directs the work of the Kent Design Initiative.
Kent Waste Partnership	√	√	√	Paul Vanston, KCC	Quarterly	Members as well, Cllr Simmons
Kent Waste Officers Advisory Group	√	√	√	Steve Goulette and Paul Vanston, KCC	Quarterly	
Kent Tourism Officers Forum	√	√		Visit Kent	Six monthly	

Kent Energy Efficiency Partnership (KEEP)		√		Shaun Cline, DDC	Bi monthly	
Climate Change Group	√	√	√	Sarah Anderson / Lucy Breeze, KCC	Quarterly plus ad hoc training	
Ambition Board 2: To Tackle Disadvantage						
Joint Policy and Planning Board (Housing)	√	√	√	John Littlemore, Maidstone BC	January, March, May, July, September, November	JPPB also has Sub Groups – (Contact Lesley Clay if needed)
Older Persons Joint Development Forum	√	√	√	Carol Infanti, KCC	Quarterly	
Kent-wide Older People's Officer Network	√	√	√	Deborah Exall, KCC	Quarterly	
West Kent Health Policy Board	√	√	√	Declan O'Neil, Public Health Observatory	Every 2 Months	Includes all DC CEOs
Kent Homeless Officer Group	√	√	√	Simon Beadsley, Gravesham BC	Quarterly	Well established group across Kent to share best practice, legislation and joint initiatives
Joint Management Group for the Physical Disabilities	√	√	√	East Kent – Steve King, Canterbury CC West Kent – Maurice Butler, Dartford BC	3 times a year	Group exists to monitor local arrangements for the provision of equipment and adaptations to provide a co-ordinated and responsive service to users
Kent Adult Services Countywide Disabled Facilities Grant Meeting	√	√	√	Oliver Milles, KCC	2 times a year	Information sharing group
Tobacco Control Alliance	√	√	√			

Kent Action on Alcohol	√	√	√			
Sexual Assault Strategy Group						
Ambition Board 3: To Put Citizens In Control						
Kent Community Safety Partnership	√	√	√	Cllr Mike Hill, KCC	Bi-annually	
Kent and Medway Domestic Violence Group	√	√	√	Stuart Beaumont, KCC	Quarterly	
Kent Community Safety Managers Network	√	√		Jyotsna Leney, Shepway DC	Bi-annually	
A&E Violent Assault Data Sharing Sub Group	√	√	√	Linda Prickett, NHS	Monthly	
Virtual Community Safety Unit	√	√	√	Stuart Beaumont, KCC		
Strategic Network on Migration	√	√	√	To be chaired by SESNM		To become a Kent and Medway sub-region of the South East Strategic Network on Migration
Community Development Managers Group	√	√		Suzie Wakeham, CCC	Monthly (???)	Group currently not meeting until June – on hold until the partnership structure is clearer. Includes voluntary sector reps.
Kent 2012 District Lead Officers Group	√	√	√	Chris Hespe, KCC	Quarterly	To allow Districts to share plans and information in preparation for the 2012 Olympics (also attended by Medway Council)
KRF Olympics Resilience Workstream Sub-Group	√	√	√	Mark Sailsbury, KCC	Quarterly	
Kent Co-ordinating Group for the 2012 Games	√	√		Chris Hespe, KCC	Quarterly	To co-ordinate efforts in preparation for the 2012 Olympics
Kent Association of Leisure & Culture Officers (KALCO)	√	√	√	Ian Bailey, ABC	Quarterly	Long standing group of cultural and leisure leads, includes Sport England and Arts Council reps.
Compact Implementation Group	√	√	√	Malcolm Barry, Age	Quarterly	

				Concern & CASE Chair		
Clean Kent	√	√	√	Steve Griffiths, KFRS	Quarterly	
Kent Empty Property Officer Forum	√	√		Iain Cobby, Shepway DC	Bi monthly	Group to share good practice and develop initiatives across Kent
Local Authority Emergency Planning Group (LAEPG)	√	√	√	Brian Planner, SBC	Quarterly	Kent wide Emergency Planning Officer Group
Kent Resilience Forum Strategic Group	√	√	√	Chief Constable Ian Learmonth, Kent Police	Twice per year	Strategic level forum as required under the Civil Contingencies Act 2004
Kent Resilience Forum Executive Group (supported by various working groups)	√	√	√	Asst Chief Fire Officer Steve Demetriou, KFRS	Quarterly	Supporting executive level forum and capability as required under the Civil Contingencies Act 2004
Back Office / Support Groups						
Customer Transformation Group	√	√		Rotates	Monthly	Is this Kent Customer Services Network Group???
Info Govern Programme Board	√	√	√	Charlie Beaumont, KCC	Ad-hoc	Group has mostly met approx. every two months. Likely new chair will be Geoff Wild.
HR Network	√	√	√	Paul Royale KCC	Quarterly	Also attended by South East Employers
Finance Officers Group	√	√	√	Sue McGonigal, Thanet DC	Bi-monthly	Also includes Fire and Police
Kent Secretaries	√	√	√	Marie Kelly-Stone, Dartford DC		Meeting of Monitoring Officers and Deputies. Links to the national organisation "Association of County Secretaries and Solicitors"
Policy Officers Group	√	√	√	Mark Bursnell, CCC	6 x year	Group re-launched April 2011. Will receive commissions from Joint Kent Chiefs and horizon scan on behalf of that group. Has inherited role from LSP Officers Group (see below). Partner policy officers from Health, Fire Service,

						Kent Police included.
LSP Officers Group	√	√		Graeme Brown, KCC		Last met March 11. Now merged with Policy Officers Group.
Kent Forum Support Group	√	√	√	Graeme Brown, KCC	Bi-monthly	Carry on from original Kent Partnership Support Group. If the Policy Officers Group (above) works then the KFSG could be re-modelled into an internal KCC Group focussing on KCC issues in relation to the Forum.
Performance Information Network	√	√		Nicolas Clayton, ABC	4 x year	No on-going workstream and not particularly well attended
Kent Connects	√	√	√	Andy Cole, TWBC	Monthly	Under review
Overview & Scrutiny Officers Network	√	√		Paul Wickenden, KCC	4 x year	
Kent Property Managers Group	√	√	√	Elizabeth Thorton	Every 3 Months	
Kent Audit Group	√	√	√	David Buckley (Ton & Malling – Chair 2011/12)	Every 3 months	Also provides annual conference
Kent Environment Co-ordinators Forum	√	√	√	KCC		
Kent External Funding Officers Group (KEFOG)	√	√	√	Martyn Riley, KCC	Quarterly	
Mosaic User Group	√	√	√	Sophie Day, KCC	Quarterly	
Kent Association of Electoral Admin				KAEA	3-4 times annually	
Locality Specific Groups (Dover and Maidstone used as examples)						
Dover Adult Strategic Partnership	√	√	√	Malcolm Barry, Age Concern, Deal	Quarterly	

Dover Local Children's Trust	√	√	√	Cllr Susan Chandler (DDC) – Interim Chair	Quarterly	
Dover Health and Well-being Group	√	√				
Dover Community Safety Engagement Group	√	√	√	Guy Thompson, Kent Police	Bi-monthly	
Active Dover	√	√	√		Quarterly	
Dover Port Consultative Committee	√	√	√	Mike Kravenbrink, Dover Harbourboard	Quarterly	
Maidstone Local Children's Trust	√	√	√	Chair to be appointed in June	Quarterly	Sub-group of Maidstone LSP.
Maidstone Health and Well-being Group	√	√				
Safer Maidstone Partnership	√	√	√	Martin Adams, Kent Fire and Rescue Service	Quarterly	
Maidstone Older Persons Forum	√	√	√	Sue Towns Okorodudu, Voluntary Action Maidstone	Quarterly	
MBC/KCC Transport Liaison meeting	√	√	√	Cabinet Members and Officers	Twice yearly	

1. List compiled by David Firth, KCC, April 2011. Updated June 2011.
2. If corrections or additions are needed please contact David Firth, david.firth@kent.gov.uk
3. We have some locality information for Dover and Maidstone. These are likely to be representative of other localities. For example, each District has a Local Children's Trust and a Health and Wellbeing Group