

# Vision for Kent



Consultation Draft June 2011

**2011 - 2021**



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Consultation ends 22 August 2011



# Contents

Section	Page number
<b>1. Foreword</b>	1
<b>2. New ways of working</b>	3
<b>3. How the Vision for Kent will be delivered</b>	4
<b>4. Our three Countywide Ambitions for Kent</b>	
Ambition 1 - To grow the economy	10
Ambition 2 - To tackle disadvantage	14
Ambition 3 - To put citizens in control	18
<b>5. This is Kent</b>	22
<b>6. Delivering the Countywide Ambitions in Kent's localities</b>	26
<b>Annex 1. Performance Management</b>	27
<b>Annex 2. Commitments to the Countywide Ambitions from Kent partners</b>	30
<b>Annex 3. Partners' delivery plans</b>	37
<b>Glossary</b>	43

# 1. Foreword

**Kent Forum is proud to present this revised and updated Vision for Kent, the Community Strategy for the county, building on the versions launched in 2002 and 2006.**

While everything around us is changing, it is more important than ever that the public sector, the voluntary and community sector and the private sector in Kent work together to identify the priorities of our residents and businesses. That is what this updated 'Vision for Kent' does.

This is a period of unprecedented reform and budget reductions. There are significant changes in education and schools, policing, health and more. These will bring great challenges for the public and voluntary sectors, and for the people and businesses of Kent. To make our contribution to help get the nation's economy back on track, we have to look very carefully at what services are provided and also find different and more innovative ways to provide them.

However, the changes also bring great opportunities. We believe that nowhere is better placed than Kent to seize these opportunities, and to come through stronger and more resilient than before. Kent has much strength to draw on, including an enterprising private sector, a strong voluntary and community sector and excellent and innovative public services.

The three Countywide Ambitions that form the new Vision for Kent have been developed over a long journey with partners, and we now commit to these together. They are:

- **to grow the economy** - for Kent to be 'open for business' with a growing, successful economy and jobs for all
- **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
- **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

Using our strengths, we will work with our partners across all three sectors with relentless focus on these areas where we know that we can all make a difference. We expect agencies that commission and deliver services to be able to sign up to the Vision for Kent and for it to shape their delivery plans; we are delighted that many have already done so. We will refresh the Vision for Kent during its ten year lifespan to ensure that we continue to focus on the priorities for Kent.

Over the coming years, the three Countywide Ambitions will be at the forefront of what we all do to make Kent a better place to live and work. But beyond this, we will also find ways to work better together as partners and with the residents of Kent.

In Kent we want to create a stable and strong society where people can plan for their futures. We want to work with our communities to develop chances and opportunities, and to break through barriers. Kent will be a place where people have confidence that they can live a good quality of life, for themselves, their families and their communities.



A handwritten signature in black ink, appearing to read 'Paul Carter', written over a horizontal line.

Paul Carter  
Chairman of Kent Forum and Leader of Kent  
County Council  
on behalf of Kent Forum

[The final version of Vision for Kent 2011-2021 will also be signed by John Gilbey, Vice Chairman of Kent Forum and Leader of Canterbury City Council on behalf of Kent's 12 District Councils]

[Kent's District Councils and directorates within Kent County Council will be major consultees to this consultation draft.]

## 2. New ways of working

**This Vision for Kent has been drafted during 2010 and 2011. The challenges of today are fundamentally different to those faced when previous versions of the Vision for Kent were published. Over the coming years, funding for public services will fall significantly. The 2010 Comprehensive Spending Review has revealed cuts that will affect many people in Kent, and could leave some of the more vulnerable members of our community in greater need. There will be knock-on effects for parts of the private sector through reduced public investment. The voluntary and community sector also faces challenges with increasing expectations of delivery without an equivalent increase in resources.**

At the same time, we are seeing a shift in power away from the state to the people. Government has started to devolve powers to

a local level and as partners we must respond proactively to this change, to seize the opportunity of greater autonomy for Kent. With greater control must come greater transparency and accountability. We will need to empower people and communities to take on more responsibility for their own quality of life.

To meet these huge challenges, we cannot stay as we are. As partners, we will need to realign the way that we work, and have an absolute focus on the real priorities for Kent's communities. The establishment of the Kent Forum brings together the democratically elected leaders of Kent's public sector to agree and deliver the joint priorities for Kent. To do this the Kent Forum will work with the partners from all three sectors that deliver services in Kent. Together, we will:

- Work to deliver the three Countywide Ambitions for Kent
- Have a focus on people, listening to and working with individuals, families and communities to find solutions
- Provide services differently, designing and delivering them between sectors and with residents. Priorities across public services



must be jointly agreed and services increasingly joined up to remove duplication and be more responsive

- Design services that reflect the changing relationship between citizen and state, including self-service provision, co-production or self directed design where possible
- Establish Ambition Boards that champion new ways of working
- Establish Locality Boards, to focus on local priorities and ensure that decisions are taken as close to local communities as possible
- Share information, resources and staff much more flexibly and intelligently to provide quality and value for money in everything we do
- Stand together to compete with other areas for new investment into the county, strengthening and promoting all that Kent has to offer

If we get this right, the measure of our success will be high public satisfaction and improved quality of life.



# 3. How the Vision for Kent will be delivered

**The Vision for Kent is an overarching statement of the priorities for the county, identified after significant close working by Kent's Councils with the public, private and voluntary and community sectors. It commits all partners to making Kent a better place over the next 10 years.**

The Vision for Kent groups these priorities under three Countywide Ambitions and states why these Ambitions are vital to making Kent a better place.

The Vision for Kent connects together over 40 delivery plans that partners have developed or will develop to improve specific elements of life in Kent, for example plans on housing, education, transport and business development. All of the delivery plans relate to one or more of the Countywide Ambitions. The specific commitments and actions set out in these delivery plans will support the achievement of the three Countywide Ambitions. Diagram 1 below sets out how the delivery plans support each of the Ambitions. Weblinks to these delivery plans can be found in Annex 3.

Commitments made and actions taken at a District (or 'locality') level will be essential to delivering the Countywide Ambitions. District Councils and other partners working at District level have been integral to the identification and development of the three Countywide Ambitions. In a county as diverse as Kent, each locality will need to identify the priorities for their area within the Countywide Ambitions, and plan how they will achieve them and monitor progress. Localities may also have some of their own priorities in order to respond to local need. Different approaches delivering different

solutions will be needed in each area to meet local needs. This is explained in Chapter 6.

All partners are committed to ensuring that actions taken to deliver the Countywide Ambitions at county and locality level meet the needs of everyone who should benefit from them, in order to promote and value equality and diversity in Kent.

To deliver the Countywide Ambitions, new arrangements for partnership working in Kent are being developed. We have listened to the comments from a variety of partners about the complexity of partnership working in Kent. We are addressing this and are seeking ways to rationalise partnership working and to have fewer, more accountable and more tightly focused partnerships. Kent is a large and diverse county, with many partners who deliver or commission services. To deliver an ambitious programme as set out in this document will require a number of efficient and effective cross-agency partnerships.

The new partnership arrangements are shown in Diagram 2 below. The Kent Forum, with the support of the Joint Kent Chiefs, Ambition Boards and Locality Boards, will be responsible for making sure that Kent is making good progress towards achieving the three Countywide Ambitions.

Diagram 1: How Kent’s county-level delivery plans will contribute to delivering the three Countywide Ambitions



**Delivery plans spanning sectors**

Ambition 1 - To grow the economy	Ambition 2 - To tackle disadvantage	Ambition 3 - To put citizens in control
21st Century Kent - Unlocking Kent’s Potential (Kent Forum)		
Growth Without Gridlock <sup>1</sup>		
Digital Strategy <sup>1</sup>		
Environment Strategy <sup>1</sup>		
Kent and Medway Housing Strategy <sup>2</sup>		
Learning and Skills Strategy <sup>1</sup>		
		Living Later Life to the Full - A Policy Framework for Later Life <sup>2</sup>
		Cultural Strategy <sup>3</sup>
Kent Children and Young People’s Plan 2011-20142 (Kent Children’s Trust)		
Kent, Greater Essex, East Sussex LEP Agreement		
Kent Public Health Strategy - Living Life to the Full <sup>2</sup>		
Kent Partners Compact <sup>3</sup> (VCS and public sector)		
Kent Alcohol Strategy <sup>3</sup> (KDAAT)		
Kent Hidden Harm Strategy <sup>3</sup> (Drug and alcohol)		
Kent & Medway Domestic Abuse Strategy <sup>2</sup>		
Kent Rural Delivery Framework (Kent Rural Board) <sup>1</sup>		
		Community Safety Agreement

## Local Government partners' delivery plans

Ambition 1 - To grow the economy	Ambition 2 - To tackle disadvantage	Ambition 3 - To put citizens in control
Bold Steps for Kent (KCC Medium Term Plan)		
Involving the Whole Community: The Kent Approach to Literacy and Reading 2011-2021 <sup>2</sup> (KCC)		
Strategy for the employment of socially excluded adults <sup>1</sup> (KCC)		
Vision for Education and Learning <sup>2</sup> (KCC)		
Local Transport Plan <sup>1</sup>		
Kent Highways Strategy		
Kent Waste Strategy <sup>3</sup>		Kent Waste Strategy <sup>3</sup>
Kent and Medway Economic Assessment		
Low Carbon Opportunities for Growth (KCC)		
	Supporting People Strategy <sup>2</sup>	
	Strategic Framework for Sport in Kent <sup>3</sup>	
	Gateway programme <sup>2</sup>	
	Active Lives Now <sup>3</sup> (Kent Adult Social Services)	
	Safeguarding and Looked After Children Services Improvement and Development Plan <sup>2</sup>	
	Preventative Strategy <sup>2</sup> (Children, Families and Education, KCC)	

<sup>1,2,3</sup> (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

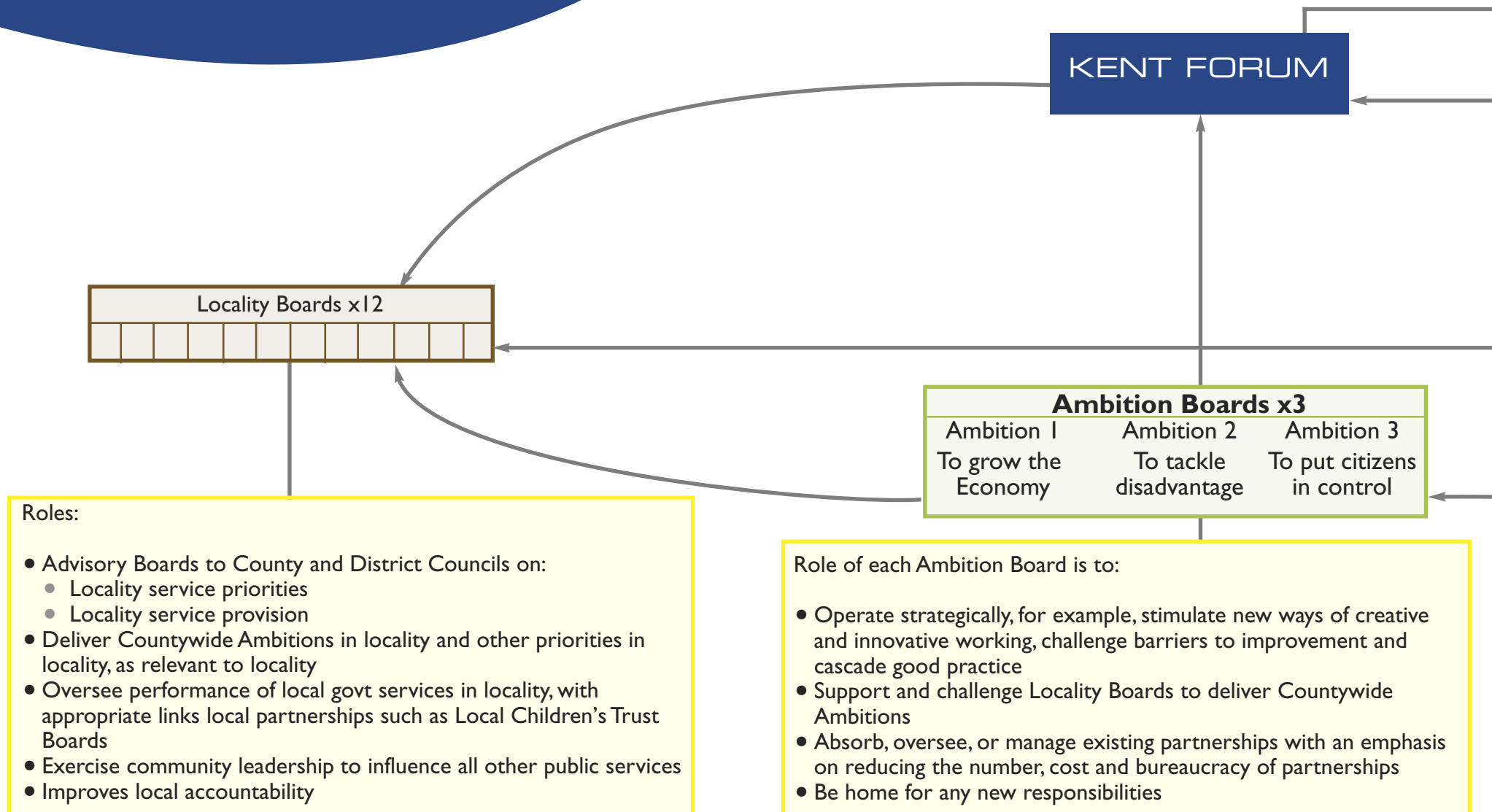


## Non-Local Government partners' delivery plans

Ambition 1 - To grow the economy	Ambition 2 - To tackle disadvantage	Ambition 3 - To put citizens in control
Policing Kent 2010-133 (Kent Police)		
Towards 2020 - Kent Fire and Rescue Service <sup>3</sup>		
Environment Agency: Creating a Better Place 2010-15: Our Corporate Strategy		
Natural England: Strategic Direction 2008-2013 <sup>1</sup>		
Skills for Growth - The National Skills Strategy <sup>1</sup>		
	Strategic Commissioning Plan 2010-2015 - NHS West Kent <sup>2</sup>	
	Strategic Commissioning Plan 2010-2015 - NHS Eastern and Coastal Kent <sup>2</sup>	
	Working in partnership to reduce re-offending in Kent and Medway (Kent Probation) <sup>3</sup>	

<sup>1,2,3</sup> (numbers in superscript) = the delivery plan spans more than one Ambition Board, and the number indicates the primary Ambition that the delivery plan links with

Diagram 2: Proposed new partnership working arrangements for Kent



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

Joint Kent Chiefs

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



# 4. Our three Countywide Ambitions for Kent

## 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.

#### Why growing the economy is important to Kent

##### Kent's economy and businesses

- Kent's future prosperity is dependent upon a thriving business sector that generates wealth - a strong, resilient economy is the glue that holds a community together, improves opportunities and enables us to invest in our future
- Success breeds success with businesses feeding off each other and the consumer spending associated with high value and full employment
- There is a diverse range of Small and Medium-sized Enterprises (SMEs) in Kent upon which to secure further growth
- Kent is in a relatively weak position – our

Gross Value Added (GVA) is below the regional and national average

- In parts of the county, poor transport links act as a barrier to economic growth
- There is a new focus nationally on creating the conditions for growth, and Kent needs to respond to this

##### Employment and jobs

- In the coming months and years, jobs in the public sector in Kent will decline. To balance this, the private sector will need to continue to grow and provide more jobs
- The quality of life and prosperity of individuals and families is dependent upon a thriving employment market giving job opportunities for people with a range of skills levels

- Kent is in a relatively weak position as Gross Disposable Household Income is lower than South East average, with variations across the county
- The number of people in Kent on out of work benefits is too high
- There is an over dependence on low skilled, low wage jobs

#### Learning and skills

- A skilled workforce is needed to enable businesses to set up, expand, or move to Kent. At the moment employers report that there are skills gaps
- Kent needs a workforce of independent and confident employees, able to learn new skills in response to the fast-changing world of work
- Despite gradual improvement in skills, the proportion of the workforce with NVQ4+ (degree level qualifications and higher) is behind regional and national averages
- Literacy (including digital literacy,) is an essential skill for employment. Some people in Kent lack the literacy skills they need to find work and improve their lives

#### Impact that growing the economy will have in Kent

##### Kent's economy and businesses

- The Kent economy will generate additional wealth, competing regionally, nationally and internationally

- A more diverse, sustainable economy that is resilient to economic challenges, with a range of sectors and business sizes
- A county that responds to the fast changing world of work and capitalises on new technological advances, innovation, creativity and entrepreneurship
- Kent will provide the conditions for businesses to set up and grow, seizing upon its gateway location, investment in infrastructure and transport, cultural, sporting and leisure opportunities, environmental assets and excellent schools and lifelong learning
- Kent will respond to the energy and climate change challenges
- Kent's businesses will be in a position to seize opportunities to take on more from the public sector, helping to fill the employment gap left by declining public sector jobs
- The development of social enterprises will be supported, bringing entrepreneurialism into the provision of services for our communities

##### Employment and jobs

- An economy that provides most people of working age with employment, with a blend of high and lower skilled jobs



- More high quality jobs that are fulfilling to individuals and give a higher personal reward
- Challenging positions that will attract graduate level staff
- Employees that feel more secure in their employment and are more employable
- A rebalance of jobs from the public sector to the private sector

#### Learning and skills

- A workforce that is continually learning and updating skills to meet changing business needs
- Employees who are flexible and able to learn new skills to make the most of good employment opportunities and career advancement
- Business and education providers, including Higher Education and Further Education, offering skills and training opportunities, including through vocational training and apprenticeships
- A new generation of inspired, ambitious young people who have the right skills to start working in the business sectors in Kent that are growing, helping them to grow even stronger



## How will we grow the economy in Kent?

### Growing the economy at county level:

This Ambition will be achieved through the specific actions and commitments made in the delivery plans that will contribute to growing the economy, as shown on pages 7 and 8. Progress on the suite of plans within '21st Century Kent – Unlocking Kent's Potential' is particularly important.

### Growing the economy in local areas:

This Ambition is a priority in every District and Locality Boards will contribute to achieving it according to their own specific circumstances and local priorities. For example, individual localities will identify the business sectors that can be supported to grow in their area in order to rebalance the economy away from the public sector.

Local Development Frameworks and the Local Investment Plans for areas of Kent will be used to support delivery. Sub-regional partnerships such as the West Kent Partnership and the

Thames Gateway Delivery Vehicle, will also deliver actions that will contribute to growing the economy in local areas.

### Some of our top priorities to grow the economy

- Over the next 10 years, Kent partners will:
    - Prioritise and work with government and the private sector to deliver the critical infrastructure investments needed to create the conditions for growth. This will include strategic improvements such as:
      - facilitating access to high-speed broadband
      - lobbying for a third Thames crossing;
      - achieving a lorry park to alleviate Operation Stack.
      - maximising the opportunities of high speed rail and reducing journey times to London from areas of the county with poor rail service.
- The Kent, Greater Essex and East Sussex Local Enterprise Partnership will give Kent a stronger voice to lobby government on issues like these
- Continue to have an international focus, maximising opportunities to bring European Union funding into the county and work with partners on cross-border issues for the

benefit of Kent

- Make the most of the significant opportunities presented by the London 2012 Olympic and Paralympic Games around economic development, inward investment, business and tourism.
- Provide sector-specific support for business, particularly in areas of potential growth and inward investment, looking at current and future business needs. This will include supporting the development of green jobs. Support services must meet the needs of SMEs (Small and Medium Sized Enterprises)
- Develop the rural economy, making the most of Kent's natural assets and location
- Identify public sector services that could be delivered through other sectors and provide support to make this transition, including supporting the development of social enterprises and changing procurement practices
- Work with institutions to make it easier for businesses to access finance
- Continue to have an international focus, maximising opportunities to bring European Union funding into the county and work with partners on cross-border issues for the benefit of Kent
- Support our children and young people to be ambitious, confident and entrepreneurial, starting from early years
- Build relationships and links between local

businesses and Kent's education and learning providers so that learning and skills opportunities lead straight into employment

- Work together to provide a range of learning opportunities located in our communities to support all adults to keep learning, improving their skills and independence
- Improve the ambition and confidence of people in Kent to be entrepreneurial and manage their own skills needs, including young people
- Embrace an ageing workforce and the opportunities it presents
- Promote apprenticeships and internships, particularly in technical vocations, and make these opportunities available across the county
- Embrace an ageing workforce and the opportunities it presents
- Make the most of the significant opportunities presented by the London 2012 Olympic and Paralympic Games around economic development, inward investment, business and tourism
- Work with businesses to improve community safety and reduce crime, fires and accidents that adversely affect business
- Be resource-efficient, contributing to competitiveness and tackling climate change. Work together to take forward innovative solutions to the energy challenge and climate

change and teach other areas about our successes as a leader on this, for example in offshore wind energy.



## Ambition 2

### To tackle disadvantage

For Kent to be a county of opportunity, where aspiration rather than dependancy 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.

### Why tackling disadvantage is important to Kent

#### Inequalities in quality of life

- Quality of life in Kent is generally high giving most people the opportunity to fulfil their potential, but this masks significant diversity across Kent. Some people have lower quality of life due to where they live or individual circumstances
- Quality of Life indicators show fairly large spatial areas of deprivation in parts of the county and smaller pockets of deprivation in otherwise better off parts of the county
- Inequality goes beyond geographic place as there are certain groups of residents who consistently have unequal outcomes. These include children who are looked after, young adults who are not in education, employment or training (NEET) and people on long-term out of work benefits
- There are different challenges in different parts of Kent; those facing rural areas are different to those facing the coastal towns
- Despite actions to address geographic and population group disadvantage there are stubborn gaps in outcomes such as those in employment, income, health, educational attainment and skills
- The quality and availability of housing is an underlying factor in many barriers that prevent people from achieving a high quality of life. To tackle disadvantage, we must make sure that both new developments and existing housing meets the needs of people in Kent
- Residents' aspirations and their ability and confidence to achieve them varies
- Experience in other countries (e.g. Canada and Sweden) shows that action to address





Thanet district council

the financial deficit can result in increasing inequalities. We want to mitigate that risk as far as possible

- For people not to achieve their potential is a cost to the individual, their family, their community and the county

### Impact that tackling disadvantage will have in Kent

#### Disadvantaged geographic areas:

While making improvements across all of Kent there will be a measurable reduction in the gap in a range of quality of life outcomes experienced in deprived areas: (for example)

- People’s aspirations will be high, as well as their confidence that they can achieve the life they aspire to
- The economy in deprived areas is strengthened and provides quality and sustainable employment that reduces the number of people on out of work benefits and provides income to support a good quality of life
- The health inequalities gap is narrowed and the difference in lifestyle behaviours that contribute to health inequalities such as smoking, alcohol consumption and physical activity are also narrowed
- The educational attainment and skills gap is narrowed
- Children and young people will be supported and inspired to fulfil their potential,

benefitting them, their families and their communities now and in the future

- Quality, affordable private and rented housing exists across all parts of Kent that is appropriate to location and need and supports a good quality of life for everyone
- People in all areas of Kent will be able to access the services and opportunities that they need and want
- All of Kent’s communities will have safe and high quality recreation and play spaces and access to cultural, sporting and leisure activities including the countryside and parks
- By reducing disadvantage, people are less likely to be victim to fires, road traffic accidents and crime

#### Disadvantaged population groups:

While making improvements for all residents, there will be a measurable reduction in the gap in outcomes experienced by certain groups: (for example)

- Disadvantaged children, for example children who receive free school meals or who are ‘looked after’ or who have migrated to Kent - the gap in educational attainment and life chances experienced by disadvantaged children will be narrowed

- Families experiencing intergenerational unemployment and low aspirations
- Young adults who are not in education, employment or training (NEET)
- Adults with low skills
- People who have served custodial sentences including young offenders
- People with mental health and emotional wellbeing issues
- People with substance misuse problems
- Vulnerable older people
- Minority groups

The most vulnerable and those that struggle to help themselves will continue to be protected and supported to enjoy the best possible quality of life

The vision is of a Kent where people have good mental, physical and emotional health and are equipped with skills, aptitude and motivation to build on success, and have the resilience to deal with life’s challenges and to help support those who are less fortunate than themselves.



## How will we tackle disadvantage in Kent?

Tackling disadvantage at county level:

This Ambition will be achieved through the specific actions and commitments made in the delivery plans that will contribute to tackling disadvantage, as shown on pages 7 and 8.

Almost all of the delivery plans contribute to tackling disadvantage.

Tackling disadvantage in local areas:

This Ambition is a priority in every District but in different ways. Locality Boards will contribute to achieving it according to their own specific circumstances and local priorities, for example one locality may improve skills by focusing on reducing the number of adults with no qualifications at all, while another may focus on getting more adults qualified to a high level.

There will need to be targeted interventions in both small and large spatial areas where disadvantage and welfare dependence is highest. In places we can learn from and build upon the Margate Task Force approach (see Glossary). Locality Boards will call upon the engagement

and resources of local and countywide agencies, as appropriate.

Some of our top priorities to tackle disadvantage

Over the next 10 years, Kent partners will:

- Work closely with new GP consortia to offer high quality healthcare that meets the needs of all residents and communities in Kent and offers the best value for money
- Form an efficient and effective Health and Wellbeing Board at County level, and suitable arrangements at local level to identify health and social care needs for children and adults and commission services to meet them
- Identify where health and social services can better integrate to deliver a more responsive service, reduce duplication and deliver greater value for money, making use of single assessment for services where appropriate
- Work together to improve safeguarding in our communities to prevent harm to children and vulnerable adults
- Focus towards preventative services, working together to quickly identify people who are disadvantaged or most at risk of falling into a spiral of state dependency,

jointly assessing need, sharing information and delivering targeted interventions. We will also support and encourage people to live healthier lifestyles, preventing avoidable ill-health

- Improve mental and emotional health through preventative campaigns and providing and promoting cultural and physical activities including walking and cycling. Improve early access to mental health services, particularly for children and young people
- Change how we view disadvantaged areas and people by starting with and utilising their strengths
- Commit to making reduction of dependency on benefits a priority by growing the economy and supporting people back into work
- Make sure that Kent's most disadvantaged families and individuals are able to access a wide range of learning opportunities to promote independence, improve skills for employment and improve self-confidence and aspirations for adults and their children. This will include improving literacy and digital literacy
- Change how we view disadvantaged areas and people by starting with and utilising their strengths
- Make sure that every child has a healthy start in life through initiatives like

encouraging breastfeeding and providing early parenting support to prevent disadvantage in the future

- Continue to improve children's achievement at school, particularly in the early years, by offering a variety of learning experiences and the highest possible quality of education and early years provision
- Prevent young people from becoming disengaged and support them to fulfil their potential. This will include offering opportunities and developing their aspirations through a choice of inspiring skills provision, providing positive things for young people to do in their spare time and providing information and support to help young people make healthy life choices
- Build sustainable homes and communities with a sense of place, and ensure that new housing comes with appropriate infrastructure, if necessary by making use of innovative new finance mechanisms
- Continue to regenerate deprived areas to bring them up to the standards of more affluent areas
- Support independent living at home wherever possible
- Focus together on improving outcomes for the most disadvantaged families to reduce high demand on services
- Understand and commit to removing public sector barriers that limit aspiration or improvements in quality of life
- Lobby to change public policy that places vulnerable people in Kent when this is inappropriate
- Manage the consequences of Kent's location as the gateway to Europe which can increase disadvantage and deprivation in the county, including high volumes of traffic, immigration and transient populations
- Work together to ensure that disadvantage is not exacerbated by poor access to services and opportunities, including expanding the Gateway multi-channel access programme, working towards delivering an integrated public transport network and improving access to Kent's green spaces and countryside.



## 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

#### 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

#### 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

- 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. There are a number of examples



where responsible citizens can reduce demand on services. 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). Another example is when citizens take responsibility for gaining skills to improve their employment and life chances.

#### 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, people's 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 their 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

# 5. This is Kent

**Kent's Countywide Ambitions are based on the areas where we know most improvement is needed. Here are some facts about Kent to provide context.**

## **Kent's people**

Kent has a population of 1.4 million people.

See page 37 for links to the websites and strategies referenced in this chapter, and for more useful websites.

**If there were only 100 people in Kent...**  
(Approximate figures)

7 of them would be from Black and Minority Ethnic groups

19 would be 15 years or under (and falling) and 18 would be 65 years old or over (and rising)

17 of them would consider themselves to have a long-term limiting illness

During their childhood, 17 would live in poverty

71 would live in urban areas and towns and 29 would live in rural areas

12 would claim at least one form of state benefit (while at working age)

3 would be disabled or older people supported to continue living independently in their own homes

When aged 16-18 years old, 5 would be NEET (not in employment, education or training)

50 would not undertake even moderate exercise in a normal week

12 would have no qualifications while at working age

26 would be qualified to NVQ2+ (degree level) while at working age, compared to 32 out of 100 in the South East

10 would provide some form of unpaid care



## Kent as a place

- Kent is known as the '**Gateway to Europe**'. More than half of the UK's goods pass through Dover and 10,000 foreign lorries travel through Kent per day
- Kent benefits from excellent **rail connections** to the Continent which have been further enhanced with the opening of High Speed One services in December 2009
- Kent is a collection of **diverse small towns** - there is no big city
- Kent has 101 Sites of Special Scientific Interest, 2 areas of **outstanding natural beauty**, 4200 miles of public rights of way, 326 miles of coastline, 18000 listed buildings and 2 World Heritage Sites
- Kent has two major **growth areas** - Ashford and the Thames Gateway. In the Thames Gateway alone there will be 53,000 new homes and 225,000 new jobs in the next 20 years
- Kent has a highly diversified and entrepreneurial economy, made up of **50,000 VAT registered businesses**, 98% of which have fewer than 100 employees. 71.8% of Kent businesses employ less than 5 people. The sectoral composition of the county is changing, with the greatest increases in employment taking place in construction, retail and services
- Kent has **low business productivity**

compared to the rest of the South East based on Gross Value Added per capita - 24.1% lower than the rest of the South East (For more information about Kent as a place, Kent's economy and regeneration plans, see Unlocking Kent's Potential.)

- The voluntary and community sector currently employs **6% of Kent's workforce**

and accounts for over 3% of the Gross Value Added. **95%** of Kent's voluntary and community sector organisations recently reported that they are experiencing





**increasing demand** for their services, whilst at the same time many are experiencing a decrease in income. (For more information about Kent's voluntary and community sector, visit Kent CAN)

#### A county of differences

- Kent's **diversity** is clear to see when we look at the difference between the richest and poorest areas in the county. For example, in Tonbridge and Malling, only **4%** of the population is amongst the poorest 20% in Kent, while in Thanet it is **39%**. Pockets of deprivation are found across Kent (Indices of Deprivation, CLG, 2010)
- Numbers of **children achieving the expected level** in English and Maths when they leave primary school **varies by 20%** between the best and worst performing areas, and children from low-income families, those with special educational needs and looked after children are likely to do less well than children who are not in these circumstances. (For more information on children and young people in Kent, see

Kent's Children and Young People's Plan 2011-2014 (in development)

- From an early age, children from low-income families report that they have **less healthy lifestyles** and also have less positive attitudes towards healthy living
- People living in **deprived areas** are more likely to have **fires** or be injured in **road accidents**
- Ashford and Tunbridge Wells have the highest level of **internet access**, with **77%** of people having access to the internet. Access is lowest in Thanet at only **63%**
- **Unemployment rates** vary significantly - from 1,141 unemployed people claiming unemployment related benefits in Tunbridge Wells to 4,340 in Thanet (as a snap shot in March 2010.) (For more information on employment, see We are the People of Kent and Unlocking Kent's Potential)
- **Access to services** can be a problem in Kent - just over **30%** of Kent scores in the worst 20% of England in terms of access to services. Rural areas are highlighted as suffering the most because they are more

remote from main service centres

- Whilst **life expectancy** in Kent is higher than the national average, the difference in life expectancy between the best and worst wards is **17 years**. Big differences are seen in smoking, healthy eating, exercise and other lifestyle factors. (For more information on the health of people in Kent and health inequalities, visit The Kent Public Health Observatory)

#### Living in Kent

- **Gross Disposable Household Income** in Kent is on average £15,587, lower than the South East average of £16,792
- **74%** of Kent's population live in **owner occupied** accommodation. Areas of Kent have problems with **affordability** of housing, particularly in rural areas. Approximately **35,000 homes** in Kent are deemed '**unfit**'. (For more information on housing in Kent, see the Kent & Medway Housing Strategy (in development))
- **87%** of Kent residents are either **fairly satisfied or very satisfied with Kent** as a place to live. People think that low levels of crime, clean streets and health services are the most important factors in making somewhere a good place to live. **82%** were satisfied with their neighbourhood

- On the whole, people are more **satisfied with local public services** in Kent than they are dissatisfied and 47% of residents feel either very well or fairly **well informed** about local public services. (For more information on satisfaction levels, see We are the People of Kent)
- Kent has a crime rate of **64 crimes per 1,000 population**, which is **significantly below** the national average. Kent residents are **more worried about crime** than the average for the South East. (For more information on crime, see We are the People of Kent and Kent Police's Local Crime Mapping)
- The number of people killed or seriously injured in **road traffic accidents** in Kent has **reduced by 11%** over the past two years
- Around **40%** of waste is **recycled or composted** in Kent, above the national average
- In 2009/10, **45%** of people in Kent attended at least three **arts events**. (For more information on culture in Kent see Kent's Cultural Delivery Strategy - link to be included in final version)
- **50%** of adults aged 16+ participate in **sport and active recreation** at least once a week with just over 20% participating three times a week. However, the **cost of**

**inactivity** to Kent has been estimated at over **£20 million per year**.

- **51%** of people in Kent say they are **"too busy"** to get involved in community activities
- In a recent survey of Kent residents, **26%** of respondents had been involved with a **charity** over the last two to three years; **22%** had been involved with **fundraising**; and a further **18%** had **volunteered**





## 6. Delivering the Countywide Ambitions in Kent's localities

**Our 12 localities (District/Borough Council areas) are the building blocks for service delivery in Kent. In order to achieve the Countywide Ambitions for Kent, the Ambitions will need to be delivered in each locality, in a way that is appropriate to the needs and priorities of the area.**

The new partnership arrangements for Kent bring together District and County Members in Locality Boards to shape the delivery of services to meet local needs. This will include a key focus on the countywide ambitions. It has been helpfully indicated by some localities that they will structure their own local plans so they are closely mirrored to the three Countywide Ambitions. Many other partners have a vital contribution to the delivery of local services and they will be included through arrangements that will be developed on a locality by locality basis.

During 2010/11, the emerging Locality Boards will establish themselves. They will identify the area's priorities and develop their own work plan. As part of this and in conjunction with the existing Local Strategic Partnerships where they continue to exist, they will identify their locality's specific priorities within the three Countywide Ambitions. They will also set out a plan for how the locality will achieve these priorities (within the Countywide Ambitions and also any others,) through services, projects and initiatives, and establish how progress will be monitored. This could form part of the Sustainable Community Strategy for the local area. The aim of this is to ensure that we are all focusing our efforts on achieving the Countywide Ambitions for Kent.

# Annex 1

## Performance Management

**The Vision for Kent sets out Kent's Ambitions for the county over the next ten years. To make sure that the county makes good progress towards reaching these Ambitions, a shared performance management approach is needed.**

The Kent Forum has overall responsibility for monitoring the county's progress towards the three Countywide Ambitions that make up the Vision for Kent. The Joint Kent Chiefs will support the Forum in this task. The Joint Chiefs will need to have access to reliable, regular and relevant performance information to be able to confidently report progress to the Kent Forum, and to take appropriate corrective action if needed. At the same time, it is important that performance management is flexible to local needs and does not generate bureaucracy and divert resources from delivery.

The Joint Kent Chiefs will look to the three Ambition Boards to undertake more detailed performance management of the county's overall progress towards the Ambitions and to inform them of issues that require its attention or the attention of the Forum. The Locality Boards will be responsible for delivery of the Ambitions in their locality and will need to manage performance of this delivery, linking with the Ambition Boards.

This Annex outlines the proposed overall approach to performance managing the Vision for Kent.

### **Performance Management Principles**

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

- 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 robust 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 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;
- We will share best practice on performance management to keep improving;
- 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 very important performance measures and partners will work together on developing effective and efficient ways to collect this information.

### **Key Performance Questions for the three Countywide Ambitions**

Key Performance Questions aim to capture exactly what performance managers need to know in order to manage the performance of strategic objectives. Below, some Key Performance Questions (KPQs) have been set out for each of the Ambitions. They will be used as a starting point to help develop a performance management framework for the Vision for Kent that will answer these questions and ensure that only the most relevant and useful performance information is collected and

used. They will also help to provide context when performance of the three Ambitions is reported, as they will explain why the information is being reported.

#### **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?

### Three sources of performance information

It is proposed that performance management of the Countywide Ambitions should make use of three performance information sources. This 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 against agreed milestones on 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 Performance Indicators (PIs) and data:** Monitoring of progress towards Performance Indicators or other performance data against agreed milestones 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.



Kent Police

## Annex 2 Commitments to the Countywide Ambitions from Kent partners

**The three Countywide Ambitions that make up the Vision for Kent are supported by a number of partners across the county. This section contains commitments from the principle agencies that will support delivery across Kent.**

### **Kent's 12 District/Borough Councils**

Kent's 12 District/Borough Councils are central to the delivery of our Countywide Ambitions, both individually and collectively. The Ambitions capture what we all wish to see for our residents. Kent is a large and diverse county with a wide range of opportunities and challenges. There is no doubt that the Ambitions will have a different priority for each of the 12 Council areas across Kent, and different approaches will be needed to deliver them. District/Borough Councils will be at the forefront of bringing local partners together to focus on local needs and priorities, and this will make a significant contribution to the Countywide Ambitions.

To grow the economy in our Districts and Boroughs we will work with partners and local businesses to understand the barriers to business growth in our areas and find solutions to them. To tackle disadvantage we will identify

those members of our communities who are most at risk and work together to provide the support they need to achieve a good quality of life. To put our citizens in control, we will work with our communities and partners to look at how we deliver or commission services and see where we can do better and give power back to people.

The 12 District/Borough Councils in Kent will continue to listen to our communities, work effectively with our partners and make our area of Kent a great place to live and work.

**John Gilbey, Leader of Canterbury City Council and Vice Chairman of Kent Forum, on behalf of the 12 District/Borough Councils in Kent**

### **Kent County Council**

The Vision for Kent has clear connections with 'Bold Steps for Kent,' Kent County Council's Medium Term Plan to 2014/15, and they share



the same three Ambitions for Kent. We are committed to transforming the way that we engage and work with partners and our communities, and radically rethinking our collective approach to services in order to respond to the current challenges and opportunities.

We will aim to facilitate new growth in the Kent economy by working with partners to deliver new housing and new infrastructure and by working with key business sectors. We will make Kent a county of opportunity where aspiration rather than dependency is supported, particularly for those who are disadvantaged or who struggle to help themselves and their family.

At Kent County Council we are pleased to see the shift in power to a local level that we have long been calling for. We will work to embed localism by moving towards local place based commissioning so that decisions are taken closer to local communities. Amongst other initiatives, we will create a Big Society fund to support existing and new social enterprises, and make it easier for voluntary and community organisations to compete to provide services.

**Paul Carter, Leader, Kent County Council**  
**Katherine Kerswell, Group Managing Director, Kent County Council**

### **Kent and Medway Fire & Rescue Authority**

Kent and Medway Fire & Rescue Authority fully endorses and supports the Vision for Kent and is keen to see progress made. Many of the outcomes that the Authority is working towards achieving by 2020 will support the delivery of the Ambitions. In particular, evidence shows that a disproportionate number of fires and road traffic accidents are connected with vulnerable adults and people living in areas of deprivation, so we will focus on these groups. We are also working with businesses to reduce risks and support the local economy.

We will continue to be an effective partner supporting others to identify and deliver against county and local priorities. We will provide a high quality service whilst striving to improve our value for money and minimise our environmental impact. Working through the Kent Forum helps the Authority to achieve its aim of saving lives and reducing risks.

**Bryan Cope, Chairman of Kent and Medway Fire and Rescue Authority**



Kent Fire and Rescue

### **Kent Police**

Kent Police have played a full and active part in partnership working across Kent and support the Vision for Kent. Crime and Disorder have significantly reduced in the county in recent years making Kent one of the safest counties in the country. Kent Police are committed to reducing crime and disorder still further, recognising the importance of keeping our residents and visitors safe as part of a vibrant and prosperous county.

Kent Police, working with partners, have an impressive track record in delivering partnership activity that makes a tangible difference on the ground. Through the Kent Partnership and articulated within the Vision for Kent, Kent Police will continue to work as partners in delivering a first class service and reducing crime and disorder.

**Chief Constable Ian Learmonth, Kent Police**

### **Health (Kent and Medway Primary Care Trust Cluster)**

The NHS in Kent is committed to tackling inequalities in health, and that is why we are keen to support the Vision for Kent. The gap in health and even life expectancy between the most and least well-off shows that further action is needed across a range of agencies, and we welcome the closer links with partners set out in the Vision. We are equally committed to engaging with the populations we serve in decision-making and developing services that truly meet their needs.

We will therefore endeavour to use our resources to develop health services, ensuring that we focus on the most vulnerable. We will redouble our efforts to improve joint working with social care services for children and adults to ensure the right access for all who need support. And we will build on work already undertaken such as the Total Place initiative, and joint preventative programmes.

Our contribution will include providing high quality, flexible healthcare that meets the needs of all residents. We will tackle health inequalities and reducing demand on health and social care services by supporting people to make healthier lifestyle choices and plan for their futures.

**Ann Sutton - Chief Executive,  
Kent and Medway PCT Cluster**

### **Kent Probation**

Kent Probation fully endorses and supports the Vision for Kent. We have a history of successfully working with our public, private and third sector partners. Using our strengths, we will work together to make improvements for Kent communities. In particular, people in Kent think that low levels of crime are an important factor in making somewhere a good place to live. Kent Probation will continue to work with our partners to focus our work on those who commit crime. Our work will support the delivery of the ambition to tackle disadvantage, whilst protecting the public and

reducing re-offending for the benefit of our strong and vibrant communities.

**Helen West,  
Chief Executive, Kent Probation**

### **Kent CAN - working for the voluntary and community sector in Kent (VCS)**

Kent CAN endorses the refreshed version of the Vision for Kent and is happy to have supported its development on behalf of the voluntary and community sector. While Ambition 3 with its focus on the individual is recognised as a key element of VCS activity it is also excellent to see that our sector's contribution is sought and valued across all three Ambitions.

Growing the economy through social enterprise and tackling disadvantage through a range of interventions are traditionally areas of great success for the sector across the county. The work of the VCS touches every part of the lives of Kent's citizens and Kent CAN, on behalf



of the sector, looks forward to lending its full support to achieving the Vision for Kent.

**Malcolm Barry,**  
**Chairman, Kent CAN**

### **Faith Sector**

To be provided for final version of the document.

### **Kent Association of Local Councils (KALC)**

Kent Association of Local Councils strongly supports the Vision for Kent and is looking forward to continuing to work with all Kent partners in the enhancing of community participation and democratic accountability in determining and delivering local services. It is keen to play a full part in empowering and assisting communities throughout Kent in advancing the Vision for Kent Ambitions, so they have the capacity to decide, and where practical deliver solutions to local needs and aspirations.

KALC will continue to be an effective partner, playing its full part in supporting partners and others to identify and respond to community needs against national, county and local priorities, including the delivery of the Big Society concept.

Working with the Kent Forum will help the communities KALC represents, to achieve their aspirations and respond to local needs.

**David Coleman, President,**  
**Kent Association of Local Councils**

### **Connexions Kent & Medway**

Connexions Kent & Medway fully endorses the Vision for Kent strategy and in particular its commitment to the young people of Kent. Connexions Kent & Medway have been working on many of the ambitions outlined within this strategy.

Research evidence indicates that young people most likely to be NEET are those in Jobs

Without Training and those who drop out of further education, we are therefore concentrating on these groups of young people.

We will embrace Kent's vision towards 2021 and will be a key player within the delivery of the strategy. Connexions Kent & Medway will continue to provide a first-class service whilst aiming to improve the way we use our resources in order to improve outcomes for young people.

**Sean Kearns,**  
**Chief Executive, Connexions Kent & Medway**

### **Higher Education Kent and Medway**

The Kent and Medway region benefits from the location of a number of universities including Christ Church Canterbury University, University of the Creative Arts, University of Greenwich and University of Kent. We provide a broad range of high quality higher education and leading edge research. We not only provide education at undergraduate

and postgraduate level in traditional academic disciplines but also train many in skills needed for specific professional careers such as pharmacy, teaching, engineering, nursing and social work. We also work with local employers to provide appropriate continuing professional development.

As key employers in the region, we endorse the Vision for Kent. All of us work to promote economic growth whether it is through our enterprise and innovation activities or through the successful recruitment of overseas students. We have a role in bringing in inward investment to the region and are also net contributors to the local economy through the economic activity we generate. We all support fair access to higher education provision. We work with local schools through partnership networks or through leadership of academies to promote aspirations among the young to

optimise their future careers. We work closely with our local communities providing both cultural and sports related activities from which all in the community can benefit.

**Professor Dame Julia Goodfellow,  
DBE, CBE, FMedSci**

### **Kent Association of Further Education Colleges (KAFEC)**

KAFEC fully endorses and supports the Vision for Kent. Working together with key strategic partners, it is looking forward to supporting the delivery of the identified ambitions.

In particular, KAFEC will respond to the specific needs outlined within the Plan which focus on the identified gaps in educational attainment and skills across the county and the need for essential up-skilling to enable individuals to access employment opportunities. It will promote flexible and appropriate progression pathways for Kent's learners, both academic and vocational.

KAFEC commits to supporting the delivery of the 'Vision for Kent' and to provide the solution to the skills needs in Kent as a critical partner.

**Stephen Grix,  
Chairman of KAFEC and Principal of  
MidKent College**

### **Skills Funding Agency**

The Skills Funding Agency fully endorses and supports the Vision for Kent. Many of the aspirations for a skilled workforce contained in this document will need to be fully achieved, if the economy of Kent and Medway is to grow faster than competitive areas. The seven Further Education colleges in Kent and Medway have a pivotal role to play in helping to improve the skill levels of all of our citizens, and are ready to provide a full range of high quality programmes.

There are many opportunities for employers in particular to ensure that their staff are appropriately trained and developed. The Apprenticeship scheme is an example of a

programme that is targeted at developing the skills of the workforce. Other measures include ensuring that all citizens have access to Basic Skills programmes, especially those who require support for numeracy and literacy.

At a higher skill level, Kent and Medway is ideally placed with its Universities to ensure that we develop the skills at level 4 and beyond that we need to successfully grow the economy.

**Tony Allen,**  
**Skills Services Director (SE) Skills**  
**Funding Agency**

### **Job Centre Plus**

To be provided for final version of the document.

### **Environment Agency**

We are committed to working with others to unlock the potential of Kent's economy, environment and people and ensure Kent is a fair and easy place to do business. We are

pleased to be part of a partnership that will - through delivery of the Kent Environment Strategy - create a high quality environment that is low carbon, resilient to climate change, and has a thriving green economy at its heart.

We can support the Kent economy to grow by working collaboratively with responsible businesses, allowing them to thrive, whilst tackling the illegitimate businesses that hinder their success. We have local information and specific technical advice that can help others make informed choices, putting people in control.

Our job is to work with people and communities to protect and improve water, land and air, and to reduce climate change and its consequences. In Kent, where 70,000 properties and businesses are at risk from flooding, we are working with communities to help protect them from flooding and respond to incidents when they do. With others we can manage our precious natural resources

wisely and to unlock the opportunities they offer for people to enjoy the environment and to improve their quality of life.

**Andrew Pearce,**  
**Area Manager, Environment Agency**

### **Kent transport operators**

Arriva supports the Vision for Kent and are keen to continue the strong partnership working achieved with local authorities over many years, including the award winning Fastrack service. We are keen to see a strong, sustainable, high quality network of bus services in Kent and will work with the County Council to achieve the aims of the Integrated Transport Strategy. A strong bus network will contribute to reducing traffic congestion, assist in growing the economy and help to tackle disadvantage in the County.

**Kevin Hawkins,**  
**Regional Commercial Director,**  
**Arriva Southern Counties**

Stagecoach in East Kent is keen to support this new Vision for our great county. The groundbreaking Freedom pass scheme which arose from the previous vision has created a steep change in journey times for peak time urban travel for all road users and allows buses to fulfil their optimum role as space efficient transport that can be accessed by everyone.

The integral planning of attractive public transport within physical development is acknowledged in this vision to be essential to economic growth and providing mobility to the disadvantaged, and we will support that objective by making further investment in improving services in order to grow passenger numbers.

We will offer private sector innovation and efficiency through our successful Quality Bus Partnerships, in which we work alongside the county and district in each local authority area

where we are the main operator, to maximise the impact of our mutual investments.

**Jeremy Cooper,**  
**Commercial Director, Stagecoach in East**  
**Kent and East Sussex**

# Annex 3

## Partners' delivery plans

Below are links to the organisational and partnership delivery plans that will contribute to delivering the Vision for Kent, as explained in Chapter 3. The list was compiled in April 2011.



Organisation/partnership	Strategy	Link
Kent County Council	21st Century Kent	<a href="http://www.kent.gov.uk/community_and_living/regeneration_and_economy/21st_century_kent.aspx">www.kent.gov.uk/community_and_living/regeneration_and_economy/21st_century_kent.aspx</a>
Kent County Council	Active Lives Now: The future of social care in Kent	<a href="http://www.kent.gov.uk/adult_social_services/leaflets_and_brochures/active_lives_leaflet.aspx">www.kent.gov.uk/adult_social_services/leaflets_and_brochures/active_lives_leaflet.aspx</a>
Kent County Council	Bold Steps for Kent (Medium Term Plan to 2014/15)	<a href="http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/bold_steps_for_kent.aspx">www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/bold_steps_for_kent.aspx</a>
Environment Agency	Creating a Better Place 2010-15: Our Corporate Strategy	<a href="http://www.environment-agency.gov.uk/aboutus/112323.aspx">www.environment-agency.gov.uk/aboutus/112323.aspx</a>
Kent County Council	Digital Strategy	Link to be included in final version
Kent County Council	Early Intervention and Prevention Strategy (children and young people)	In development
Kent County Council	Growth Without Gridlock: A Transport Delivery Plan for Kent	<a href="http://www.kent.gov.uk/news_and_events/news_archive/growth_without_gridlock.aspx">www.kent.gov.uk/news_and_events/news_archive/growth_without_gridlock.aspx</a>

Organisation/partnership	Strategy	Link
Kent County Council	Involving the Whole Community: The Kent Approach to Literacy and Reading 2011-2021 (in development)	<a href="#">Link to be included in final version</a>
Kent County Council	KCC Strategy for the employment of socially excluded adults	<a href="http://democracy.kent.gov.uk/Published/C00000115/M00003024/A100013387/\$Item5EmployabilityStrategy.docA.ps.pdf">http://democracy.kent.gov.uk/Published/C00000115/M00003024/A100013387/\$Item5EmployabilityStrategy.docA.ps.pdf</a>
Kent and Medway Domestic Abuse Strategy Group	Kent and Medway Domestic Abuse Strategy (2010-2013)	<a href="http://www.kent.gov.uk/community_and_living/community_safety/domestic_abuse.aspx">www.kent.gov.uk/community_and_living/community_safety/domestic_abuse.aspx</a>
Kent Action on Alcohol Steering Group	Kent Alcohol Strategy	<a href="#">Link to be included in final version</a>
Kent County Council and Medway Council	Kent and Medway Economic Assessment (in Development)	<a href="https://shareweb.kent.gov.uk/Documents/business/economic-development/LEA-Consultation-Analysis.pdf">https://shareweb.kent.gov.uk/Documents/business/economic-development/LEA-Consultation-Analysis.pdf</a>
Kent Forum	Kent and Medway Housing Strategy (in development)	<a href="#">Link to be included in final version</a>
Kent Children's Trust	Kent Children and Young People's Plan 2011-2014 (in development)	<a href="http://www.kenttrustweb.org.uk/kct/kct_cypp_2011_14.cfm">www.kenttrustweb.org.uk/kct/kct_cypp_2011_14.cfm</a>
Kent Forum	Kent Community Safety Agreement	<a href="http://www.kentpartnership.org.uk/reports-and-files/CSA-May-09.pdf">www.kentpartnership.org.uk/reports-and-files/CSA-May-09.pdf</a>
Kent Forum	Kent Cultural Strategy	<a href="#">Link to be included in final version</a>
Kent Forum	Kent Environment Strategy (in development)	<a href="http://www.kent.gov.uk/environment_and_planning/environment_and_climate_change/environment_strategy.aspx">www.kent.gov.uk/environment_and_planning/environment_and_climate_change/environment_strategy.aspx</a>
Kent County Council and Kent Children's Trust	Kent Hidden Harm Strategy (2010-2013)	<a href="#">Link to be included in final version</a>



<b>Organisation/partnership</b>	<b>Strategy</b>	<b>Link</b>
Kent County Council	Kent Highways Strategy (under development)	In development
Kent Forum/VCS	Kent Partners Compact	<a href="http://www.kentpartnership.org.uk/compact/">www.kentpartnership.org.uk/compact/</a>
Kent Public Health Board	Kent Public Health Strategy - Living Life to the Full	<a href="http://www.kent.gov.uk/your_council/priorities,_policies_and_plans/priorities_and_plans/strategy_for_public_health.aspx">www.kent.gov.uk/your_council/priorities,_policies_and_plans/priorities_and_plans/strategy_for_public_health.aspx</a>
Kent Rural Board	Kent Rural Delivery Framework	<a href="http://www.kentruralnetwork.org.uk/kent-rural-framework">www.kentruralnetwork.org.uk/kent-rural-framework</a>
Kent Waste Partnership	Kent Waste Strategy	<a href="http://www.kent.gov.uk/environment_and_planning/recycling_and_rubbish/the_future_for_kents_waste/kent_waste_partnership/waste_strategy_documents.aspx">www.kent.gov.uk/environment_and_planning/recycling_and_rubbish/the_future_for_kents_waste/kent_waste_partnership/waste_strategy_documents.aspx</a>
Kent County Council	Learning and Skills Strategy	In development
Kent County Council	Living Later Life to the Full - A Policy Framework for Later Life	<a href="http://www.kent.gov.uk/your_council/priorities,_policies_and_plans/priorities_and_plans/strategy_for_later_life.aspx">www.kent.gov.uk/your_council/priorities,_policies_and_plans/priorities_and_plans/strategy_for_later_life.aspx</a>
Kent County Council	Local Transport Plan	<a href="http://www.kent.gov.uk/roads_and_transport/highway_improvements/our_transport_vision/local_transport_plan.aspx">www.kent.gov.uk/roads_and_transport/highway_improvements/our_transport_vision/local_transport_plan.aspx</a>
Kent County Council	Low Carbon Opportunities for Growth	<a href="https://shareweb.kent.gov.uk/Documents/business/economic-development/Low-Carbon-Opportunities.pdf">https://shareweb.kent.gov.uk/Documents/business/economic-development/Low-Carbon-Opportunities.pdf</a>
Kent Police and Kent Police Authority	Policing Kent 2010-13	<a href="http://www.kent.police.uk/about_us/our_plans/our_plans.html">www.kent.police.uk/about_us/our_plans/our_plans.html</a>
Kent County Council	Safeguarding and Looked After Children Services Improvement and Development Plan	In development
Skills Funding Agency	Skills for Growth - The National Skills Strategy (Department for Business, Innovation and Skills)	<a href="http://webarchive.nationalarchives.gov.uk/+http://www.bis.gov.uk/skillsforgrowth">http://webarchive.nationalarchives.gov.uk/+http://www.bis.gov.uk/skillsforgrowth</a>
Eastern and Coastal Kent PCT	Strategic Commissioning Plan 2010-2015	<a href="http://www.easternandcoastalkent.nhs.uk/about-us/publications-reports-and-strategies/strategies/">www.easternandcoastalkent.nhs.uk/about-us/publications-reports-and-strategies/strategies/</a>



<b>Organisation/partnership</b>	<b>Strategy</b>	<b>Link</b>
West Kent PCT	Strategic Commissioning Plan 2010-2015	<a href="http://www.westkentpct.nhs.uk/The_PCT/Our_plans/index.html">www.westkentpct.nhs.uk/The_PCT/Our_plans/index.html</a>
Natural England	Strategic Direction 2008-2013	<a href="http://naturalengland.etraderstores.com/NaturalEnglandShop/NE92">http://naturalengland.etraderstores.com/NaturalEnglandShop/NE92</a>
Kent and Medway Sports Board	Strategic Framework for Sport 2009-13	<a href="http://www.kentsport.org/documents/StrategicFrameworkFinalNov092009-2013.docxJT2_000.pdf">www.kentsport.org/documents/StrategicFrameworkFinalNov092009-2013.docxJT2_000.pdf</a>
Kent County Council	Supporting People Strategy (in development)	<a href="https://shareweb.kent.gov.uk/Documents/adult-Social-Services/housing-related-support/Updated%20documents%2016Dec09/Draft%20SP%20Strategy%202010-2015V3.pdf">https://shareweb.kent.gov.uk/Documents/adult-Social-Services/housing-related-support/Updated%20documents%2016Dec09/Draft%20SP%20Strategy%202010-2015V3.pdf</a>
Kent Fire and Rescue Service	Towards 2020	Towards 2020 Service Performance Plan
Kent, Greater Essex and East Sussex Local Enterprise Partnership	Unlocking the Potential - A proposal for a Kent and Greater Essex LEP (later incorporating East Sussex)	<a href="https://shareweb.kent.gov.uk/Documents/News/lep_proposal0910.pdf">https://shareweb.kent.gov.uk/Documents/News/lep_proposal0910.pdf</a>
Kent County Council	Vision for Education and Learning	In development
Kent Probation	Working in partnership to reduce re-offending in Kent and Medway (2010-2012)	<a href="http://www.kentprobation.org/documents/Working%20in%20Partnership%202009-12.pdf">www.kentprobation.org/documents/Working%20in%20Partnership%202009-12.pdf</a>

## District-level Sustainable Community Strategies

Organisation/partnership	Strategy	Link
Ashford	Ashford Sustainable Community Strategy	<a href="http://www.ashford.gov.uk/ashford_borough_council/partnership_working/local_strategic_partnership.aspx">http://www.ashford.gov.uk/ashford_borough_council/partnership_working/local_strategic_partnership.aspx</a>
Dartford and Gravesham	Dartford and Gravesham Sustainable Community Strategy	<a href="http://www.gravesham.gov.uk/index.jsp?articleid=4562">http://www.gravesham.gov.uk/index.jsp?articleid=4562</a>
East Kent	Lighting the Way to Success: The EKLSP Sustainable Community Strategy	<a href="http://www.eastkentlsp.org.uk/">http://www.eastkentlsp.org.uk/</a>
Maidstone	The Sustainable Community Strategy for Maidstone Borough 2009-2020	<a href="http://www.maidstone.gov.uk/PDF/Sustainable%20Community%20Strategy%20for%20Maidstone%20Borough%20adopted%20April%2009.pdf">http://www.maidstone.gov.uk/PDF/Sustainable%20Community%20Strategy%20for%20Maidstone%20Borough%20adopted%20April%2009.pdf</a>
Sevenoaks	Sevenoaks District Sustainable Community Action Plan 2010-2013	<a href="http://www.sevenoaks.gov.uk/community__living/sevenoaks_district_community_plan/default.asp">http://www.sevenoaks.gov.uk/community__living/sevenoaks_district_community_plan/default.asp</a>
Swale	Ambitions for Swale – Swale’s Sustainable Community Strategy	<a href="http://www.swale.gov.uk/ambitions-for-swale/">http://www.swale.gov.uk/ambitions-for-swale/</a>
Tonbridge and Malling	Tonbridge and Malling LSP 2009-2012 Sustainable Community Strategy	<a href="http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=461">http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=461</a>
Tunbridge Wells	Love Where We Live - Tunbridge Wells’ Sustainable Community Strategy (2010-2026)	<a href="http://www2.tunbridgewells.gov.uk/Default.aspx?page=715">http://www2.tunbridgewells.gov.uk/Default.aspx?page=715</a>

## Other Useful Websites

We are the People of Kent (2009)

Provides a detailed picture of Kent residents including who we are, what we do and what we think - <https://shareweb.kent.gov.uk/Documents/facts-and-figures/people-of-kent-2009-final.pdf>

We are the Older People of Kent -

Provides a collection of facts and figures about older people living in Kent outlining who we are, what we do and what we think - <https://shareweb.kent.gov.uk/Documents/facts-and-figures/older-people-kent-final.pdf>

Local crime and policing website for England and Wales - [www.police.uk/](http://www.police.uk/)

Public Health Observatory - [www.kmpho.nhs.uk/](http://www.kmpho.nhs.uk/)

General facts and statistics about Kent - [www.kent.gov.uk/your\\_council/kent\\_facts\\_and\\_figures.aspx](http://www.kent.gov.uk/your_council/kent_facts_and_figures.aspx)

Information on the Gateway programme - [www.kent.gov.uk/your\\_council/contact\\_us/our\\_offices\\_and\\_gateway/gateway.aspx](http://www.kent.gov.uk/your_council/contact_us/our_offices_and_gateway/gateway.aspx)

Locate in Kent - [www.locateinkent.com](http://www.locateinkent.com)

Visit Kent - [www.visitkent.co.uk](http://www.visitkent.co.uk)

Kent CAN (about Kent's voluntary and community sector) - [www.kentcan.org](http://www.kentcan.org)

# Glossary

Ambition Boards	Three multi-agency groups focused on addressing a particular priority as identified by the Vision for Kent.
Apprenticeships	Employment which offers opportunity to combine work and job-specific training
Community Assets	Facilities which can be used by communities
Comprehensive Spending Review	Is a governmental process carried out by HM Treasury to set public sector budgets.
Co-production	A method enabling individuals to play an increased role in service design
Delivery Plans	Delivery plans set out the actions, timescales, and responsibilities to achieve the defined aim or priority
Education providers	Organisations who provide education, typically schools, colleges, universities, and further education centres
Gateway multi-channel access Programme	The Gateway programme provides a single point of access to the full range of public services in a single location. The Gateway programme will include public facing facilities, a single Gateway website, and a single telephone number.
GP Commissioning Consortia	A partnership of GPs who have specific responsibilities under the Health and Social Care Bill.
Green jobs	Employment in the Environmental sector
Gross Disposable Household Income	The amount of money that individuals have available for spending or saving following taxation
Gross Value Added – GVA	The value of goods or services produced by an area, sector or producer minus the costs of production



Health and Wellbeing Boards	Health and Wellbeing Boards are local bodies comprising of GP Consortia, the Local Authority, Local Health Watch and others that are responsible for determining the health, social care and public health needs of the area and ensuring that the commissioning plans of the GPs and Local Authorities will meet those needs.
Joint Kent Chiefs	Executive group of the Kent Forum
Kent Forum	The strategic democratically-elected group, formed in 2010, with overall responsibility for co-ordinating and agreeing shared priorities and progress, encouraging community leadership and supporting new initiatives.
Kent, Greater Essex and East Sussex Local Enterprise Partnership	A partnership involving businesses and councils from Kent, Essex and East Sussex. The partnership's main objective is to help business to grow and create new jobs.
Key Performance Questions - KPQs	Key questions which when answered will give the most important and relevant information on a specific issue
Local Area Agreements	A three-year agreement between Central Government and an area setting out the priorities for the local area in the form of outcomes supported by relevant indicators and targets. LAAs ended in March 2011.
Local Development Frameworks	Spatial planning strategies aiming to create strong, safe and prosperous communities
Local Investment Plans	A process through which an area's priorities are considered against potential funding streams
Local Strategic Partnerships	A partnership which involves representatives from Local Government, the private sector, and the voluntary and community sector to set priorities and address local issues.
Locality Boards	District-based partnerships which include County and District elected representatives focusing on local priorities
'Looked after' children	Children who are subject to care orders or who are voluntarily accommodated
Margate Task Force	A multi-partnership initiative aimed at breaking the cycle of deprivation and reducing high public service demands in Kent's two most deprived wards – Margate Central and Cliftonville West. The programme of work comprises: housing intervention and improvement; promoting work and skills; reducing placements of vulnerable children and adults; reshaping and targeting multi-agency working with complex families; working to build community capacity and self sustaining local neighbourhoods.
NVQ4+	Academic qualification equivalent to a first degree

Operation Stack	A method used by Kent Police and the Port of Dover to use sections of the M20 motorway to park lorries when the Channel Tunnel or Dover ports are blocked by bad weather, industrial action, or accidents.
Out of Work Benefits	The range of financial support for individuals out of work
Owner occupied accommodation	Dwellings owned by the households that live in them
Performance Indicators – PIs	A specific measure of performance in a defined area
Personalisation	Services designed around the needs of the individual
Private Sector	Organisations run by private individuals or groups. In contrast to the public sector.
Procurement	The process of acquiring goods, works or services
Public Sector	Organisations which are part of the Government. Sometimes referred to as the state sector.
Rural Economy	Businesses or enterprises situated in rural areas
Self directed design	Where individuals have choice and control over the services they receive
Self-service	Ability for individuals to gain services independently
Social Enterprise	Social enterprises are businesses driven by a social or environmental purpose.
Thames Gateway Kent Partnership	A partnership of the private and public sectors within Kent including Dartford, Gravesham, Medway and Swale.
Vocational Training	Manual or practical education or training specific to a particular job, traditionally non-academic
Voluntary and Community Sector	Organisations can range from registered charities to community groups. Organisations tend to be focussed on particular localities or groups within the community. Often referred to as the third sector.
West Kent Partnership	An economic and strategic partnership operating across Sevenoaks District and the boroughs of Tunbridge Wells and Tonbridge and Malling.
21st Century Kent – Unlocking Kent’s Potential	Kent’s overarching framework for regeneration



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**This document is available in alternative formats and can be explained in a range of languages.  
Please call 01622 694122 for details.**