



## AGENDA

### COMMUNITIES POLICY OVERVIEW COMMITTEE

Thursday, 27 September 2007, at 11.00 am      Ask for:      **Christine Singh**  
Darent Room, Sessions House, County Hall,      Telephone      **01622 694334**  
Maidstone

#### Membership (14)

- Conservative (9):      Mr P W A Lake (Chairman),      Mr A R Chell,      Mrs V J Dagger,  
Mr D A Hirst,      Mrs S V Hohler,      Mr R E King,      Mr C J Law,  
Mr M J Northey and Mrs E M Tweed
- Labour (2):      Mr L Christie (Vice-Chairman) and Mr T A Maddison
- Liberal Democrat (1):      Mr G Rowe
- Independent (1)      Mr B P Wood

#### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

#### **A. COMMITTEE BUSINESS**

- A1 Substitutes
- A2 Declarations of Interests by Members in items on the Agenda for this meeting

#### **B. ITEMS FOR CONSIDERATION**

- B1 "Towards 2010" (Pages 1 - 20)
- B2 Response to the Questionnaire on Overview and Scrutiny (Pages 21 - 32)

#### **EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Stuart Ballard  
Head of Democratic Services  
(01622) 694002

**Wednesday, 19 September 2007**

*Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.*

**To:** Communities Policy Overview Committee – 27 September 2007

**By:** Mike Hill, Cabinet Member for Communities  
Amanda Honey, Managing Director for Communities

**Subject:** “Towards 2010” Annual Report.

**Classification:** Unrestricted

**Summary:** This report presents a summary of progress relating to the “Towards 2010” targets on which Communities takes the lead. It also provides information on other targets in the “Towards 2010” document to which Communities contributes.

## **FOR COMMENT**

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### **Introduction**

The statement of the Authority’s objectives for 2006-2010, known as “Towards 2010”, was approved by the County Council on 14<sup>th</sup> September 2006. An Annual Report showing progress on each objective will be considered by Cabinet on 15<sup>th</sup> October 2007 and by full Council on 18<sup>th</sup> October 2007.

Each of the Council’s Policy Overview Committees will also be considering the progress reports for the targets which fall within their scope, before the County Council meeting, in order to give Members an opportunity for discussion and questioning.

This report to the Communities Policy Overview Committee therefore attaches the progress reports on each of the 13 Targets which are led by the Managing Director and Portfolio holder for Communities (Appendix One). These reports also give an indication of work that will be carried out during the coming year.

Communities services also contribute to other targets in “Towards 2010” and Appendix Two identifies activity that is being carried out in support of these.

### **Recommendation**

Members are asked to:

- (i) NOTE and COMMENT upon progress relating to the Towards 2010 targets on which Communities takes the lead.
- (ii) NOTE the contribution made by Communities towards other targets in Towards 2010

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*Contact officer, Mark Scrivener, Business Information Manager, Communities*

**Appendix One**

# **Towards 2010**

**September 2006 – September 2010**

**First Annual Report**

**Targets relating to the Communities  
Directorate**

|                                                                                                                                                      |                                                               |                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|
| <b>Target 22: Establish a biennial Kent Youth Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics</b> |                                                               |                                                               |
| <b>Lead Cabinet Members:</b><br>Mike Hill/Mark Dance                                                                                                 | <b>Lead Managing Directors:</b><br>Amanda Honey/Graham Badman | <b>Lead Officers:</b><br>Chris Hesp/Danny O'Donovan/Ian Craig |

**Progress to date:**

Capitalising on the incredible opportunities available to Kent children, sportsmen and women is vital with the 2012 Olympics being held right on the doorstep.

Plans to get the 'Kent School Games' up and running are well underway. The first Games will be in 2008 with heats starting in November 2007. A Kent Disability Schools Games will be a key component.

A steering group (comprising of representatives from KCC's Children, Families and Education directorate, KCC's Sports, Leisure and Olympics Service, School Sport Partnerships and Specialist Sports Colleges) has been established to focus on the development and delivery. The Kent Competitions Survey has helped identify current and future school competitions in the county in order to inform the planning of the Games.

School Sport Partnerships have agreed to organise local area heats, competitions and festivals that will lead up to the finals events in a wide range of sports. A co-ordinator, who is leading on delivering this target, is working with the schools, and national governing bodies. The logistics are shaping up. Fourteen sports have been identified and the finals events have been planned for the end of June 2008. All schools in the county have been invited to participate and an estimated 3,000 young people will be involved in up to 40 separate finals events, using 14 different facilities at seven venues.

KCC's Sports, Leisure and Olympics Service supports Kent's talented performers through a range of mechanisms, most notably via the FANS (Free Access for National Sportspeople) scheme, in partnership with districts and facilities across Kent. The scheme has been enhanced with discounts being offered to FANS members on clothing and equipment via Kent County Supplies and Maudesport.

Links with the three universities in Kent are providing a countywide Sports Science Support Service for performers, their coaches and parents, and physiotherapists are already being signed up to provide discounts for FANS members.

Several potential paralympians have received funding via the Denne Group and KCC has agreed with Kent Reliance Building Society to provide small grants for talented performers through the Sportsaver funding scheme. KCC's Sports, Leisure and Olympics Service is currently auditing governing bodies of sport for past, present and potential future Olympic and paralympic performers, coaches and officials.

Work to attract major events to inspire future Olympians and paralympians continues and the Unit has been fully engaged in the Tour de France, World Archery Championships, World Handcycling event and the potential GB Visually Impaired Judo Championships.

Pre-Games Training Camp submissions have been made on behalf of Kent by the Unit, involving 120 facilities across all districts. The Dartford Judo Centre has already attracted teams from Canada and USA to use its facilities for training for an international event, along with the GB Judo Squad already looking to use the Dartford Centre as a base.

| <b>Measurable Indicator(s)</b>                                                                                 | <b>2006/07</b> | <b>2007/08 Target</b> |
|----------------------------------------------------------------------------------------------------------------|----------------|-----------------------|
| Number of schools participating in the Kent Schools Games                                                      | New indicator  | 150                   |
| Number of athletes supported to compete at a national level in the run-up to the 2012 Olympics and Paralympics | 360            | 400                   |

|                                                                                           |                                                |                                       |
|-------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------|
| <b>Target 23: Facilitate and enhance the development of Kent Youth Theatre activities</b> |                                                |                                       |
| <b>Lead Cabinet Member:</b><br>Mike Hill                                                  | <b>Lead Managing Director:</b><br>Amanda Honey | <b>Lead Officer:</b><br>Sally Staples |

**Progress to date:**

There is fun, enjoyment and valuable social skills to be had and learnt from taking part in productions, be it as actors or behind the scenes, and the experience can be highly rewarding.

This target will be achieved in two ways. First, to encourage growth and development of youth theatre activities that are sustainable, accessible and support professional development, and second, to develop a Youth Theatre Festival that will celebrate youth theatre in Kent and lead to the county having a national reputation in this field.

A mapping exercise of youth theatre activities in Kent provided information on existing activity and how best to meet demand and create new and exciting opportunities for the future. The research highlighted a lack of investment and diversity in events and poor accessibility to minority and excluded groups, although rural activity was well supported. The north of the county showed fairly high levels of provision, as did the coastal towns and Canterbury, although the nature of the activities was similar and offered limited challenge. Ashford showed little sign of sustainable activity and only provided ‘one off events’, although these did have a unique flavour and were of a high quality artistically.

Key partners have discussed joint working to improve graduate retention and practitioner ‘upskilling’ in Kent. A strategic approach is being adopted alongside UCCA, Christchurch and UKC who will be the delivery agents to build links to theatre technical skills e.g. lighting/sound/stagecraft and the achievement of qualifications and opportunities beyond.

KCC Arts Development is encouraging Kent youth theatres to align themselves with the NAYT (The National Association of Youth Theatres) which promotes quality of provision with an emphasis on access for all. This will make an impact on Kent’s status as a regional centre for excellence. The Blackfish Academy in Dover is sharing expertise e.g. on planning, health and safety, child protection, equality and access, and this is currently being used alongside research gathered on the ‘vision’ for the Youth Theatre Festival and plans for a Kent Academy/Princes Trust scheme.

KCC is delivering a range of theatre roadshows, hosted by the Artsbus and other key resources such as Hextable Dance, to tackle issues such as bullying, drugs, smoking etc. As part of the new development of the Theatre Royal in Margate, a youth theatre is being set up and KCC will continue to work closely with them to encourage a nationally recognised model of excellence.

A further co-sponsored event, which took place in autumn 2006, ‘Theatre in the Square’, was run this summer and offered a substantial sounding board for young people in relation to the development of the Youth Theatre Festival. The successful ‘Accidental Collective’ project in Canterbury held in April now plans to run additional innovative programmes of events to schools and youth clubs. This experience will also feed into plans for the 2008 Youth Theatre Festival.

The Festival will be staged in late summer 2008. Three models have been researched and are being developed. A final model will be selected in November for approval. Sponsorship from major local businesses and like-minded industries will be sought. Local media and Kent TV will play a significant role in taking the project to the widest Kent audience. Promotion and marketing will begin in earnest in January with activities leading up to the big event.

| <b>Measurable Indicator(s)</b>                                                                    | <b>2006/07</b> | <b>2007/08 Target</b> |
|---------------------------------------------------------------------------------------------------|----------------|-----------------------|
| Number of new participants in youth theatre activities facilitated by KCC’s Arts Development Unit | New PI         | 1,400                 |

|                                                                                                                                                  |                                                |                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------|
| <b>Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county</b> |                                                |                                       |
| <b>Lead Cabinet Member:</b><br>Mike Hill                                                                                                         | <b>Lead Managing Director:</b><br>Amanda Honey | <b>Lead Officer:</b><br>Sally Staples |

**Progress to date:**

Providing more activities for residents to enjoy and encouraging visitors to Kent is the focus of this target. The key to its implementation is a cultural strategy that will set out a shared vision and framework for delivery and identify areas for investment, together with objectives and actions. Meetings with key stakeholders have taken place and a cultural conference involving partner agencies, is planned for 2008.

KCC's Arts Development Unit (ADU) has been working cross-directorately to ensure residents and visitors will have access to a wide range of good quality facilities. Progress has been made in a number of ways. Along with the Arts Council and Thanet District Council, KCC has helped secure the future and new positioning of the Theatre Royal, Margate. The development of a quality theatre programme with community involvement will complement the activities of the Turner Contemporary to maximise the benefits and add further value to the gallery. Building work has begun on the Folkestone Arts Centre which opens in summer 2008. Architects have been selected for the Marlowe Theatre, Canterbury. This ambitious project will transform the venue into a larger, state of the art theatre complex and KCC has been working both to support and influence this development. KCC, SEEDA the Arts Council and other agencies are investing £9m in the project.

'Strange Cargo', an established arts organisation providing gallery space as well as large-scale community outreach projects, has indicated a desire to further develop its warehouse space. Ongoing discussions with Hextable Dance have helped to shape a business plan to increase usage and awareness of the newly built centre in North Kent that specialises in performing arts. In order to secure a concert hall in Kent, ongoing discussions have been held for potential sites at Maidstone, Canterbury and Folkestone.

A complete picture of cultural provision across the county is being drawn up and a database created to enable KCC to signpost the public to their local provision and aid effective communication both with arts organisations and individual artists, thus building up networks. A specialist performing arts network aims to increase the amount of theatre and other live performances, offering professional development opportunities, masterclasses, mentoring and specialist business advice to ensure that young professional companies are able to develop and thrive. In Dover, KCC is supporting the development of an embryonic network of artists, being kick started by Dover Arts Development (DAD) in partnership with Dover Pride. New models for management and promotion of creative workspace in Dover and across the East Kent region are being explored.

£205,000 of funding will be invested in key projects across the county via the Arts Investment Programme. These funds are being used to encourage the development of both organisations and events that will contribute directly towards this target and other KCC core priorities. The Arts Development Unit is a key component of the Kent 2012 campaign, which is developing the county offer for the UK cultural festival, part of the Cultural Olympiad, spanning the four year period from 2008 to 2012. KCC is co-ordinating plans with district councils and arts agencies to stage a broad variety of arts events and festivals over that period, to celebrate the Olympic and Paralympic Games 2012.

A new post, jointly funded by Arts Council and KCC, is now working in east Kent to create a strategy, co-ordinate planning and develop projects within the context of cultural development and regeneration programmes and is working in partnership with other regional agencies and funding bodies, to maximise investment opportunities. The success of this post has meant that KCC is looking to set up a similar post in north and west Kent.

The Folkestone Triennale will be the most significant international art event in the south east in 2008 and KCC is using this as a springboard to pilot a new and unique cultural tourism project. The outcome will play a part in fulfilling Kent's potential as a premier tourist destination.

|                                                                                                                                            |                                                |                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------|
| <b>Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent's rich culture</b> |                                                |                                    |
| <b>Lead Cabinet Member:</b><br>Mike Hill                                                                                                   | <b>Lead Managing Director:</b><br>Amanda Honey | <b>Lead Officer:</b><br>Cath Anley |

**Progress to date:**

Although lending books is at the heart of what libraries do, residents expect a 21<sup>st</sup> century library service to provide a wide range of services, accessible remotely as well as from attractive and modern buildings.

Coldharbour, Staplehurst and Birchington libraries were completely refurbished and Newington Library relocated to new premises in the Marlowe Academy in 2006. Coldharbour Library continues to develop, the latest improvement being the opening of the "Teen Room" designed by local young people. In the last year book issues at Coldharbour are up 33.3%, with children's book issues up 74.6%. Sevenoaks Kaleidoscope reopened in December 2006 after complete refurbishment part funded by the Heritage Lottery Fund. Book issues increased by 17% for the first six months of operation, with children's book issues up 47.8% for the same period. Sherwood Library re-opened in a new build, shared premises with the Community Centre in June 2007, and visits have already increased 41%. Overall, the success of the modernisation programme is reflected in the 3.54% increase in book issues between 2005/06 and 2006/07, and the increase in overall satisfaction with recorded in the Public Library User Survey (PLUS) and the KCC Resident's Survey, both run in autumn 2006.

The new Margate Library, incorporating a range of services, is being built and will open early 2008. The Ramsgate Library rebuild is also well underway. A successful joint HLF bid with Canterbury City Council secured £6.5 m in January 2007 for the redevelopment of the Beaney Library, Museum and Gallery to become a centre for heritage, learning and enjoyment. KCC is currently exploring new procurement models, and sources of external funding to build the new Library and History Centre in Maidstone as a flagship centre of excellence for the county. These centres will be key in raising peoples awareness of the rich history and culture of Kent, and through this increasing their sense of place and quality of life.

In addition, plans are in place to deliver modernised town centre libraries in Gravesend and Ashford, and to relocate Tenterden Library alongside a possible rural Gateway.

Although modernisation of library buildings is key, KCC is continuing to find new and more efficient ways to improve access to services. Library opening hours increased by over 11% within existing resources from September 2006. In autumn 2006, the PLUS showed 89.5% of customers rated the library opening hours as 'good or very good' against 76.8% in 2003. The Information Point opened in September 2006, to improve access to information services for elected KCC members and officers. Customers can now opt for email alerts to be notified of reserved items ready for collection or overdue items, with an option for SMS text alerts to follow shortly. A new joint Adult Education/Libraries and Archives post will shortly bring together existing work programmes and lead our drive to ensure equality of access for all people to our services. Continual upgrading of the content and functionality of our online presence resulted in the Library home page being the second most visited page (after the jobs section) of the KCC website in June with 133,000 page impressions. Alongside the modernisation of some libraries, a review of all service points is progressing and has already resulted in the re-provision of library services to two small communities, formerly served by very small and poorly used branch libraries. Ongoing reviews will be bringing forward a variety of actions in the next three years to improve service to the public and increase efficiencies, e.g. through the implementation of a new Library Management System for April 2009 which will deliver improved functionality for staff and public at a reduced cost. KCC is also in the process of reviewing land assets and bringing forward proposals to release capital for further service improvements. A staff restructuring took effect from September 2007 resulting in an annual £1m reduction in employee costs with minimal impact on public services.

| <b>Measurable Indicator(s)</b>              | <b>Base 2006/07</b> | <b>2007/08 Target</b> |
|---------------------------------------------|---------------------|-----------------------|
| Number of libraries modernised (cumulative) | 5*                  | 9                     |

\*Birchington, Coldharbour, Newington (Marlowe Academy), Sevenoaks, Staplehurst

| <b>Target 27: Open the Turner Contemporary gallery, Margate, in 2009</b> |                                                |                                         |
|--------------------------------------------------------------------------|------------------------------------------------|-----------------------------------------|
| <b>Lead Cabinet Member:</b><br>Mike Hill                                 | <b>Lead Managing Director:</b><br>Amanda Honey | <b>Lead Officer:</b><br>Victoria Pomery |

**Progress to date:**

The Tate has been a catalyst for regeneration in St Ives and the Turner Contemporary is expected to do the same for Margate. It will be a positive force in the social, economic and cultural regeneration of Thanet and east Kent. The Turner Contemporary project consists of two major strands – the building of the new gallery itself and a public arts programme of wide ranging exhibitions, talks and events and out-reach work.

Initial plans of the new £17.4m gallery were revealed to the public in June 2007. David Chipperfield Architects, appointed in summer 2006, have worked closely with members of the client team to design a gallery which fulfils operational requirements as well as being a catalyst for regeneration. There has been a considerable amount of public engagement throughout the process and the design team has taken on board comments from members of the public.

The gallery will be built near the entrance to the Margate seafront Rendezvous site and stand high off the ground to prevent flood damage. The design includes 700m<sup>2</sup> of gallery, education spaces, a café and shop. The building will stand 20 metres high and be visible from the railway station. A planning application will be submitted in the autumn. It will be built by 2009 and will open to the public in 2010 as an international venue for the visual arts and is committed to providing the local community with a range of activities and events.

A marketing strategy has been implemented and activities are being monitored to ensure positive coverage on Turner Contemporary locally, regionally, nationally and internationally. The website has been updated and improved, regular e-newsletters are being sent to subscribers, and a quarterly events and exhibitions leaflet is being distributed widely in Kent.

A three-year business plan has been drafted which is continually reviewed and updated to ensure the project will be delivered. Capital funding bids to Arts Council England (ACE) and SEEDA are being made in addition to revenue funding via negotiations with ACE and internal partners.

The promise of the Turner Contemporary has already led to investment and regeneration of the old town of Margate. An active programme of audience development work continues to be undertaken including talks, small-scale exhibitions and workshops. Just one example is the ‘Inspiring Spaces’ project run by Turner Contemporary, Stour Valley Arts and Canterbury’s Museums and Galleries Service, involving young people in the development of new buildings or refurbishment of existing spaces.

**Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent AND Target 63. Promote the Kent Volunteers Programme and work with other partners to attract more volunteers**

|                                          |                                                |                                                                 |
|------------------------------------------|------------------------------------------------|-----------------------------------------------------------------|
| <b>Lead Cabinet Member:</b><br>Mike Hill | <b>Lead Managing Director:</b><br>Amanda Honey | <b>Lead Officers:</b><br>Judy Edwards/Chris Hesse/Carol Kincaid |
|------------------------------------------|------------------------------------------------|-----------------------------------------------------------------|

**Progress to date:**

Voluntary groups and clubs make a vital and significant contribution to Kent life in many ways and KCC wants to encourage these groups and individuals as much as possible. Delivery of these two targets is strongly interlinked and therefore reported jointly.

Since November 2006, 42 clubs and voluntary sports organisations have benefited from a small capital grants scheme for sport, small revenue grants (generated through funding from Pfizer and Kent Reliance Building Society), and performance reward grant (PRG) funding for clubs to run activities on school sites in out of school hours. The KCC’s Sports, Leisure and Olympics Service has supported several county governing bodies of sport to secure funding from a variety of sources, including their parent National Governing Bodies of Sport and Sport England, and providing an administrative base for sport specific officers in the county and South East region.

In March 2007, an event was held at Brands Hatch bringing together National Governing Body staff, along with local authority sports development staff and school sport partnerships staff, to facilitate links between these three groups and ultimately support local clubs to link with schools and other sports development opportunities. Other local and voluntary organisations continue to be supported through direct grants from KCC, through support ‘in kind’ such as use of premises, and through help with securing external funding streams. Recently, for example, a ‘Step into Sport’ scheme led to 110 school children placed with voluntary sports clubs to gain leadership experience. At the same time, work continues in partnership at a strategic level, and the Kent Trust for Youth Sport, launched in September, is a testament to the commitment throughout the county to encouraging young people in sporting activity.

Following a successful pilot in 2006, the Club Connect Card has been introduced offering discounts to clubs on equipment and resources from Kent County Supplies and Maudesport, as well as discounts on training courses. To date, and prior to an official launch, 136 clubs have joined the scheme already. As an incentive, clubs that receive national Clubmark accreditation are eligible for a Club Connect Gold card, entitling them to further discounts. KCC’s Sports, Leisure and Olympics Service is supporting clubs in achieving this accreditation, which recognises good practice in clubs in areas such as child protection, equality and governance arrangements. So far 93 have been successful. The unit also organises a range of training courses, through a scheme called ‘Running Sports’, to support clubs in obtaining accreditation.

The work of the Kent Volunteers Advisory Group continues, chaired by the Chairman of the County Council, and involving a range of public and voluntary sector partners. It provides valuable advice and guidance as well as acting as a helpful sounding board. For example this year, it will oversee the innovative research and media campaign that is planned for the autumn to promote volunteering in specific areas. Part of this programme will also include an offer of training in use of the media for the organisations represented. KCC is also working with volunteer centres to plan the process for building a network of volunteers who would be prepared to be on call for major sport, leisure and cultural events such as the 2012 Olympics, air shows, concerts and international sports events.

The often under-stated but all important ‘management’ side of volunteering will also be a focus during the Towards 2010 period i.e. the recruitment, training, support for, and retention of, volunteers. The first priority this year is to set a good example and services in KCC are being encouraged to apply for the Quality Standard for Investing in Volunteers. Adult Education and the Youth Offending Service have already embarked upon this and it will be a first in local government. KCC staff can also continue to use some training time on volunteering and the scheme that enables this is currently being evaluated. It is considered to be leading nationally on local authority employee volunteering, and has offered advice and guidance to other public sector bodies, including the Welsh Assembly.

KCC has a dedicated employee volunteering officer working part-time who to date has presented and given information to 4,320 new KCC staff, together with 800 staff planning retirement. KCC records 996 employee volunteers and it is aware these are minimum numbers, as individuals and teams will carry out employee volunteering that they record locally.

KCC offers specialist advice to staff and managers, linking volunteering with for example, liP, Charter Mark, staff care package and development associated with 2010 targets and business planning.

It is currently marketing the 2007 'Kent Volunteers Awards for Volunteering Excellence' in partnership with voluntary sector and business partners. This public facing scheme showcases good practice, celebrates volunteers and encourages involvement.

| <b>Measurable Indicator(s)</b>                                                              | <b>2006/07</b> | <b>2007/08 Target</b> |
|---------------------------------------------------------------------------------------------|----------------|-----------------------|
| Number of sports clubs and voluntary sports organisations supported by funding (cumulative) | 72             | 132                   |
| Number of volunteers managed by KCC services                                                | 1,500 est      | 1,600 est             |

|                                                                                                                                                                                                               |                                                               |                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes</b> |                                                               |                                                      |
| <b>Lead Cabinet Members:</b><br>Mike Hill/Mark Dance                                                                                                                                                          | <b>Lead Managing Directors:</b><br>Amanda Honey/Graham Badman | <b>Lead Officers:</b><br>Chris Hespe/Danny O'Donovan |

**Progress to date:**

Young people benefit from taking regular physical exercise and the opportunity needs to be available for more of them to take part in sport and events. KCC Children and Families and Education (CFE) directorate, Communities Directorate's Sports, Leisure & Olympics Service, partnership development managers from School Sport Partnerships and directors of sport from the Specialist Sports Colleges meet to promote this target to schools and develop actions to support this target.

CFE has established a senior strategic officer post for school sport and physical education along with an administrator to support the work of schools and clusters in this key area of development.

A Kent sports college network has been formulated under the leadership of the strategic officer which consists of all sports colleges and school sports partnerships across the county. This network is providing a co-ordinated framework for school sport across all schools. A strategy for school sport and physical education is being developed in partnership with schools and ASK under the heading 'Every Child Active in Kent'.

To support competitive school sport through the Kent School Games, local organising committees are being established in each school sport partnership under the leadership of a Sports College Headteacher.

Four competition managers, funded through the Youth Sports Trust, are being appointed and will be working with schools from October 2007. Their role will be to establish a competitive school sport framework for all key stages across the county which will have a direct impact in supporting their target area.

KCC's Sports, Leisure & Olympics Service has continued to administer the current round of PRG funding to support sports activities on school sites outside of school hours. 74 schemes have been supported with small grants since autumn 2006 and 13 playground developments at primary schools have been funded. Big Lottery Fund Projects, primarily on school sites, are progressing very well with 58 projects out of 64 completed by end of March 2007 and the remaining either commencing or being completed in the next year.

A survey of competitive school sport in Kent schools, carried out by KCC's Sports, Leisure and Olympics Service indicates that there is a significant level of competitive school sport happening already but much of it is either not promoted or is uncoordinated. One sport with new and significant activity is basketball, which is developing inter school competition and festivals between local primary schools. This survey is proving to be useful in the planning of the Kent School Games, 2008 and 2010. (See target 22). New school competitions have been organised through various agencies in basketball, curling, lacrosse and athletics for disabled young people.

| <b>Measurable Indicator(s)</b>                                                    | <b>2006/07</b> | <b>2007/08 Target</b> |
|-----------------------------------------------------------------------------------|----------------|-----------------------|
| Percentage of pupils taking part in at least 2 hours PE and school sport per week | 76%            | 80%                   |
| Number of new out of school hours sports programmes                               | New indicator  | 60                    |
| Number of new school sports competitions organised                                | New indicator  | 10                    |

**Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas**

**Lead Cabinet Member:**  
Mike Hill

**Lead Director:**  
Amanda Honey

**Lead Officer:**  
Stuart Beaumont

**Progress to date:**

The introduction of 101 KCC community wardens in 122 areas across Kent has had a real and positive impact and they have been recognised by Kent Police as a vital asset in the development of their neighbourhood policing programme.

The programme is still in its early stages but requires that each community will have a recognised and local uniformed presence able to work with and reassure the community. It has been accepted by Kent Police that safe local communities cannot be achieved by the police alone and the project is therefore being enhanced to become a neighbourhood management programme. The warden service is contributing to the six month pilot neighbourhood management scheme in Borough Green, Wrotham and Platt.

The wardens are already using a common set of problem identification and solving techniques, a shared tasking and co-ordination process, and are working closely with police community support officers (PCSOs) and neighbourhood police officers as part of a structured roll-out of the PaCT (Partners and Communities Together) approach. As part of the PACT panel, wardens are able to work in partnership with their police colleagues and make use of their local knowledge and promote use of KCC services.

Six weekly meetings take place with the neighbourhood police implementation boards, which have KCC community warden management representation, both at strategic and operational level. At a local level supervisors attend regular tasking and co-ordinating groups in the districts which involve Crime and Disorder Reduction Partnerships (CDRP) partners working together on local problems and resolving issues.

Community wardens are sharing their experiences with newly appointed PCSOs and discussions are taking place regarding the sharing of accommodation in rural areas.

The KCC Community Safety Training Unit, based at Boughton Mount, has been working in partnership with Kent Police to deliver a national intelligence model product for use by partner organisations. The Unit is also raising the profile of Section 17 of the Crime and Disorder Act across KCC with a major publicity campaign undertaken in the early summer. One of the Unit's key roles continues to be the delivery of induction, police accreditation and continuous development training for KCC community wardens.

Working with Trading Standards and Kent Police, KCC community wardens have carried out a joint project to ensure elderly, vulnerable people feel supported and receive information about how to handle bogus doorstep sellers (link to Target 61). In an eight month period 30 wardens provided bogus caller/distraction burglary training to 4,455 residents.

| <b>Measurable Indicator(s)</b>                                                               | <b>2006/07</b> | <b>2007/08 Target</b> |
|----------------------------------------------------------------------------------------------|----------------|-----------------------|
| Percentage of time that the KCC community wardens spend on duty providing a visible presence | 67%            | 70%                   |

**Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse.**

**Lead Cabinet Member:**  
Mike Hill

**Lead Director:**  
Amanda Honey

**Lead Officer:**  
Stuart Beaumont

**Progress to date:**

In conjunction with Kent Police, a detailed profile of alcohol fuelled criminal activity in Kent's town centres is now routinely compiled. Violence, criminal damage and a range of other crime types that occurs between 10pm and 4am, Thursday to Sunday are now being recorded as a separate data set in order to identify points of conflict and tension and to assist in targeting interventions. Current figures indicated a 13.3% rise between April and June 2007 as compared to 2006, although there is a 13.2% fall if compared with 2003.

The KCC Community Safety Unit has also supported financially the Kent crime and victimisation survey (KCVS) operated by Kent Police. The KCVS employs a rigorous methodology agreed and assured by the Home Office. This quarterly survey asks about people's experience of crime regardless of whether crimes have been reported to the police. Fear of crime in Kent as measured by KCVS indicates a reduction from 51% in 2005/06 to 44% in 2006/07. Feelings of safety at night have increased very slightly with 74% of Kent residents in 2006/07 feeling safe at night as compared with 73% in 2005/06. Perceptions of anti social behaviour being a problem have reduced in Kent from 23% in 2005/06 to 20% in 2006/07.

Additional funding to KCC's Community Safety unit has recently provided an analytical post to assist with the consolidation and production of all the analytical data and identification of priority areas.

The Safer & Stronger Co-ordinating Group has agreed that, along with domestic abuse, alcohol fuelled crime and health issues are one of its five top priorities. A series of discussions and seminars between chief officers, frontline operational staff, the alcohol retail trade, licensing officers and appropriate elected members is being arranged for the autumn and winter by the KCC Community Safety Unit.

As part of the co-ordinated activity Kent Trading Standards and Kent Police are undertaking test purchase campaigns using underage volunteers which are aimed at reducing the sale of age-restricted goods, especially alcohol, to young people under the age of 18 years. Test purchases are attempted, and where purchases are made the vendor is prosecuted or issued with a formal caution. Perhaps the most significant penalty has been a recent three-month revocation of licence for a branch of a national supermarket chain and this is an avenue which is now being explored on a more regular basis with the police and licensing authorities. These test purchasing campaigns are, however, resource intensive from the point of view of trading standards officers and police officers and to maximise effectiveness, areas showing a high incidence of underage drinking or related disorders are targeted using intelligence from the community wardens, local licensing officers and the public. A recent campaign in Maidstone resulted in purchases at a number of on-sales establishments. One such campaign might require five or six officers for the evening but the follow up work requires significant resources.

Although at a trial stage, East Kent PCT has begun to collect data on alcohol related injuries presented to its Emergency & Accident units.

| <b>Measurable Indicator(s)</b>         | <b>2006/07</b> | <b>2007/08 Target</b> |
|----------------------------------------|----------------|-----------------------|
| Domestic burglary per 1,000 households | 10.7           | 10.7                  |
| Car crime per 1,000 population         | 10.3           | 10.3                  |

|                                                                             |                                                |                                     |
|-----------------------------------------------------------------------------|------------------------------------------------|-------------------------------------|
| <b>Target 60: Support young people to reduce the risk of them offending</b> |                                                |                                     |
| <b>Lead Cabinet Member:</b><br>Mike Hill                                    | <b>Lead Managing Director:</b><br>Amanda Honey | <b>Lead Officer:</b><br>Glan Hopkin |

**Progress to date:**

Young people who begin to commit even minor offences can create a risk to themselves and others, especially if this behaviour then becomes repetitive and goes unchecked. KCC's Youth Offending Service (YOS) has developed a targeted approach to address this and continues to perform well against this target, building on existing successful programmes. Current provision includes:

- Three senior youth inclusion programmes (YIP) funded by the Youth Justice Board until March 2008, are delivered by the voluntary sector partner 'Crime Concern' for 14 to 17 year olds in Gravesend, Thanet and Ashford. Parenting services are attached to each of these programmes
- Four junior YIPs for 8 to 13 year olds are funded the Kent Children's Fund until March 2008. These are located in Gravesend, Thanet, Sheerness and Folkestone
- Several youth crime prevention projects have been developed with the Crime and Disorder Reduction Partnerships (CDRPs) across the county to provide time limited diversionary activities as well as referral on to services that can reduce the risk of offending.

A county youth crime prevention manager oversees the development of individual projects and monitors performance. Part of the role is to assist voluntary and community sector partners in delivering these services. A multi-agency County Youth Crime Prevention Steering Group meets quarterly to assist YOS in implementing its Youth Crime Prevention Strategy, as detailed in the Youth Justice Plan.

A range of external and internal partnership work is being developed to deliver this target:

- The Fire & Rescue Service is working to reduce instances of arson, criminal damage and hoax calls associated with young people
- Kent Police, supported by YOS, is promoting the use of restorative approaches to conflict resolution in schools and reduce the need for a criminal justice intervention thereby reducing the number of first time entrants to the youth justice system
- Kent Police is also working alongside YOS to improve the quality of shared information. A risk to achieving the target is the improvement in results leading to higher numbers of notification to the YOS of young people given a reprimand
- The Kent Partnership agreement with Charlton Athletic FC community scheme is providing a range of diversionary opportunities for young people at risk of offending across the county
- YOS is working with KCC's Attendance & Behaviour Service to develop shared assessments and coordinated services through the adolescent resource centres and across the range of youth crime prevention initiatives
- Targeted work is underway to continue to reduce the number of looked after children who offend
- The YOS prevention initiatives all offer support to parents and this is linked in with the cross directorate parenting strategy and the formal parenting strategies to which YOS contributes funding
- YOS has linked with KCC's Youth Service to attract funding for an arts based programme to be delivered by 'Rhytmix'. The YOS element of the programme will be linked to raising victim awareness amongst young people
- YOS is working with community wardens, one example is the successful 'Smart Moves' initiative in the east of the county, helping young people to learn ways of keeping safe and avoiding trouble.

Exact funding post March 2008 is still to be confirmed. There is a risk that the current delivery mechanisms would be undermined if there were no clear link between the pooled budget resource and the target.

| <b>Measurable indicator(s)</b>                     | <b>2006/07</b> | <b>2007/08 Target</b> |
|----------------------------------------------------|----------------|-----------------------|
| Number of new entrants to the youth justice system | 1,728*         | 1,919**               |

\* May be an unreliable figure – notification processes being reviewed with police to ensure future accuracy and recording

\*\*Target set by national Youth Justice Board with reference to 2005/06 base of 2,020

|                                                                                                                                                                                                               |                                                |                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------|
| <b>Target 61: Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted</b> |                                                |                                                   |
| <b>Lead Cabinet Member:</b><br>Mike Hill                                                                                                                                                                      | <b>Lead Managing Director:</b><br>Amanda Honey | <b>Lead Officers:</b><br>Ian Treacher/Sue Edmunds |

**Progress to date:**

Rogue traders can cause detriment and distress to unsuspecting consumers. There is a recognised link between doorsteppers and distraction burglary, with doorstep criminals often targeting the same vulnerable people time after time. Significantly disrupting the activity of rogue traders, including door steppers, is a primary objective for Kent Trading Standards.

Kent Trading Standards uses a number of tools to make sure this message reaches an ever-wider audience including the Kent Consumer Support Network (KCSN) and its Alert Message system. The KCSN is a partnership consisting of members from organisations such as Age Concern, Citizens Advice Bureaux, Citizens Rights for Older People (CROP), Kent Association for the Blind, Neighbourhood Watch, parish and town councils and many more. Messages can be sent to all members of the network, or to specific communities. Since September 2006, 49 messages have been sent alerting people to the presence of rogue tarmac layers, tree-fellers, builders, roofers, antique dealers, meter readers and many others who were working in their locality. The Kent Messenger also publishes alert messages in its newspapers.

The public awareness campaign is augmented by regular broadcasts on Radio Kent, KMFM Radio and press releases. In addition, Kent Trading Standards recently appeared in BBC 3's 'Scam Squad', a series of six 30-minute programmes showing how rogue trader activity impacts on people's lives. Interestingly, during the latter part of the series 'Scam Squad' was the most watched TV programme on BBC 3 that night.

KCC's presence at events in Kent, including the County Show, provides opportunities for officers to hand out leaflets and talk to customers about doorstep sellers. KCC's community wardens are rolling out a bogus caller awareness programme to individuals and groups. Kent Trading Standards officers have started a programme of visits to banks encouraging staff to look for signs of vulnerable victims and give advice on what action to take.

Rogue trader activity is monitored on a regular basis and a list of rogue traders is maintained. Trading Standards Intelligence Unit ensures current information is available to management teams to identify rogue traders against whom action should be taken. As a snapshot in time, around 18 potential rogue traders are currently under some degree of active investigation, a number of these being doorstep sellers. A further 14 are on our radar. The business plan includes a doorstep sellers campaign encompassing rapid response to incidents in progress, post incident attendance to gather evidence and pro-active targeting based on intelligence. Support and advice is provided to victims and the neighbourhood is leafleted by staff.

One example of a successful action related to an elderly disabled man who had paid a persistent cold caller £2,000 to repair a leaking roof. In the process he damaged the chimney pots, cementing paving slabs in their place. The victim was then pressurised for £15,000 to replace the roof. Trading Standards intervened, recovering £1,500 and obtaining a signed undertaking, paving the way for a court order in the event of further 'rogue' activity. On a national "Rogue Trader Day" operation carried out on 15<sup>th</sup> June with the police KCC's intervention stopped two driveway jobs that had been started against the owners' wishes and ensured that no payments were made.

To counter the rogues and provide a service to consumers, Kent Trading Standards has launched its 'Buy with Confidence' scheme earlier this year. Traders are only accepted onto the scheme once they have been audited by Trading Standards Officers, references been verified and CRB checks completed. The numbers are building gradually and in due course should provide consumers with a pool of known reputable traders.

|                                                                                                                   |                                       |                                         |
|-------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------------------------------|
| <b>Target 62: Expand the Kent ‘HandyVan’ scheme, making the homes of older and vulnerable people more secure.</b> |                                       |                                         |
| <b>Lead Cabinet Member:</b><br>Mike Hill                                                                          | <b>Lead Director:</b><br>Amanda Honey | <b>Lead Officer:</b><br>Stuart Beaumont |

**Progress to date:**

Levels of burglary in Kent are relatively low but if it happens, it can be disturbing and frightening, especially for the elderly and those living alone. The successful HandyVan scheme provides improved home security to better protect against burglary and reduce the fear of crime for vulnerable people.

The additional HandyVan vehicle and fitter commenced operation in August 2007 and following analysis of burglary profiles is focused initially in the North Kent area. Operational arrangements are being established with CDRPs, police and other partners across the county regarding the future targeting of the new service. Additionally, discussions have taken place with primary care trust representatives and Kent Adult Social Services to offer a wider menu of services that would assist the elderly when they leave hospital care and link proactively with the Supporting Independence Programme (SIP). A further group of vulnerable people to be included within the remit of the HandyVan service will be those suffering from domestic abuse where it may be possible to improve security to deter access by an abusive partner.

In conjunction with the launch of the new service a media strategy has been prepared primarily aimed at increasing referral rates from partner agencies and vulnerable groups across the county. The promotion material includes leaflets and posters in police stations, district council and other partner offices etc, and also other media sources such as press releases, articles in district council magazines and formal launches.

The new HandyVan will focus on areas of high burglary and fear of crime and KCC Members have asked for it to have a wider portfolio in making homes more secure in the widest sense and linking with hospitals to cover patients returning home. Given the available funding it is important that the service maintains its community safety priority but also accommodates where possible other safety issues. Liaising with key partners and the referral process will be vital ingredients to the success of the new service. The new HandyVan service will be focused towards the vulnerable older resident and it is also planned to engage the HomeSafe service in this targeted work, to ensure that the whole community is accommodated. HomeSafe is already commissioned by Kent Adult Social Services to deliver services for the Occupational Therapy Bureau and routinely carry out home security checks while installing adaptations and therefore joint working between the two providers will be a key success factor. In 2006/07, over 3,700 checks were made.

This new service will be carefully monitored and consideration given to focussing the delivery of all HandyVan and HomeSafe services in the future, so that service delivery is provided to areas of need rather than simply on a referral basis.

This work will be an extension to the current HandyVan partnership arrangements with Help the Aged and it is anticipated that a further 600 homes will receive the service during 2007/08. Work is being completed to routinely provide data to enable proper targeting of resources. It is anticipated that these data sources will be focussed in the medium term through the ‘Kent Crimeview’ System that is being developed.

| <b>Measurable Indicator(s)</b>                              | <b>2006/07</b> | <b>2007/08 Target</b> |
|-------------------------------------------------------------|----------------|-----------------------|
| Number of safety checks completed by the ‘HandyVan’ service | 2,401          | 3,000                 |

### **Contribution to other 2010 targets**

Communities leads on 13 of the 63 Towards 2010 targets. Progress on each of these, together with an indication of important milestones during the coming year, are noted in Appendix One.

Significant contribution is also being made to 11 other targets and these are summarised below:

#### **Economic Success – Opportunities for All**

##### *Targets:*

- 1. Increase number of new jobs and business investment in Kent*
- 2. Regeneration of Kent's deprived areas*
- 3. Support a programme of town centre regeneration*
- 7. Fulfill Kent's potential as a premier tourist destination*

It is explicit in the expectations of the Turner Contemporary programme that it will act as a catalyst for regeneration in Thanet and East Kent in general and to town centre regeneration in Margate specifically. It will also support the promotion of Kent as a centre for the Arts to help to fulfill Kent's potential as a premier tourist destination.

#### **Learning for Everyone**

*Target 14. Listen to young people's views and opinions and develop their ideas to improve education and life in Kent.*

Engaging with young people is a feature of many of the services in Communities, which often work together to consult with young people and involve them in the design of services.

The Youth Service, for example, involved a panel of young people in the recruitment of the new Head of Service during the early part of the year and in the autumn of 2006 over 28,000 young people took part in the Kent Youth County Council elections, an important example of giving them a voice. The service works in partnership with the District Councils and Voluntary and Community Sectors to support Youth Participation Forums in the area and it has also undertaken specific action to ensure that the views of young people which are heard less often are positively sought.

Other examples include:-

Charing Homework Club listening to young people's ideas, through the introduction of board games in libraries across Kent was as a result of one young person's suggestion. The Club has now been awarded a Quality Study Support Award.

The development of "Blingin", a brand for youth arts provision initiated by the West Kent Arts Partnership, facilitated by the Arts Development Unit. Arts based workshops are also being devised and developed in collaboration with young people

Community Wardens in Thanet and Canterbury have worked with young people to develop a drink awareness competition.

As a result of consultation, the Kent Adult Education Service (KAES) has established parenting and counseling courses in partnership with Sure Start in the Dartford & Gravesham area and the service is also planning to work with Libraries & Archives in developing innovative inter-generational reminiscence projects

### Preparing for Employment

*Target 18. Introduce a Kent Apprenticeship scheme.*

The Youth Service and KEY Training play an important role in preparing young people for the world of work. KEY Training, in particular, provides the courses on the "Kent Success" Apprenticeship scheme as well as managing a significant element of the "Entry to Employment" contract within Kent and Medway in the past year, with 659 unemployed young people aged 16/17 engaged on a 17 week programme. Of these, 65% have progressed into employment or further training.

### Enjoying Life

*Targets:*

*24. Find new and innovative ways of communicating with the public, including trialling webcast TV.*

*29. Continue to develop "Gateway" one stop shops.*

Helping the people of Kent to enjoy life is an important aim of services within the directorate and Communities leads on the majority of the associated Towards 2010 targets. Several services are also participating in the 'Gateway' projects and are working with the Kent TV team to maximise the potential and benefits of broadband TV as a means of communication.

### Improved Health, Care and Wellbeing

Communities contributes to the six outcomes in the Strategy for Public Health in Kent and is joint lead on the Towards 2010 Target 47 as reported in Appendix One. Over the past year there have also been particular links to the following Towards 2010 targets:

#### *48. Increase opportunities for everyone to take regular physical exercise.*

The Sport, Leisure & Olympics Service is an important partner in delivering increased levels of physical activity. Key developments include the Go Cycle Kent campaign with a focus on the Tour de France and, looking forward to the Olympics, new development posts for archery and swimming with support from Sport England and new posts devoted to supporting sport for people with disabilities. Support is also given to local community organisations across Kent for festivals and family fun days reaching 2000+ people. Further developments planned include work with District Councils about best use of existing community assets and linking to Building Schools for the Future. The development of a Kentsport.org website has led to 3.5m hits p.a. to date.

Some of the libraries in Kent also offer programmes of healthy, nature or heritage walks encouraging people to learn more about local history and the community while benefiting from the exercise.

#### *51. Encourage Healthy Eating by providing nutritious lunches through the “Healthy Schools” programme and launch a range of community-based healthy eating pilots.*

Trading Standards and Kent Scientific Services have been involved in promoting healthy food to young people. For example, a “five a day” fun day has been run at the KSS laboratory in West Malling and scientists at the laboratory have also developed a “Healthy Eating” computer programme for use in schools which enables children to carry out their own nutritional analysis.

### Improved Health, Care and Well-being

#### *52. Increase the number of people supported to live independently in their homes*

The Community Safety Handyvan and Homesafe schemes are helping older and vulnerable people to continue to live safely in their own homes (see Target 62), and the Library service provides public information to older people and their families. There are 1, 211 housebound library users who are served by a Home Library Service through a network of volunteers.

J. Edwards  
Director, Policy and Resources  
Communities

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By: Paul Carter, Leader of the Council  
To: Communities Policy Overview Committee –27 September 2007  
Subject: RESPONSE TO THE QUESTIONNAIRE ON OVERVIEW COMMITTEES

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## **Introduction**

1. (1) You will be aware that in July I commissioned a questionnaire of all Policy Overview Committee Members. A copy of the analysis of the questionnaire, which you have already seen, is attached as Appendix 1 to this report.

(2) Members will be aware that the questionnaire asked a range of questions regarding the powers of the Policy Overview Committees and how well those powers were used together with some more specific questions around the venue for the meetings, whether Members felt adequately trained, whether sufficient information was made available in between meetings etc.

(3) The powers of the Policy Overview Committees are set out on page 5 of Appendix 1 to this report.

(4) Since the Cabinet government was introduced across the political spectrum Cabinet Members and non-executive Members have had concerns about the effectiveness of Policy Overview Committees.

(5) When I became Leader I made it clear to Cabinet Members and Chief Officers that they must ensure that their diaries are kept clear to attend meetings of the Policy Overview Committee to which their portfolio reports. This has not always been possible but Cabinet Members and Managing Directors are now committed to ensuring that this is the case for the future. Many non-executive Members feel that the Cabinet is becoming remote from the non-executive Members and as a consequence non-executive Members feel less well informed. Non-executive Members also find that it is difficult to hold the Cabinet Members to account or to review the performance of the Council in relation to its policy objectives and performance targets.

(6) However, it is also fair to say that non-executive Members of the Council have not made the best use of the wide ranging powers of the Policy Overview Committees (page 5, Appendix 1). Members' responses to the questionnaire made it clear that the Policy Overview Committee which exercises the powers to the greatest extent is the Adult Social Services Policy Overview Committee and the least is the Children, Families and Education Policy Overview Committee.

## **Specific Concerns from the Questionnaire which need Addressing**

(1) Not surprisingly, the power to appoint Select Committees and Member involvement in Select Committee processes is welcomed. Select Committees are one of the successes of Cabinet government. These Committees have added value and made a significant impact to County Council policy, for example the recent report on Home to School Transport, Climate Change, Transition and Personal, Social and Health Education (PSHE).

(2) It is fair to say that these important pieces of work are not always given the recognition and media coverage they deserve with the focus primarily on the Executive which can undervalue the role of these non-executive Committees.

(3) One of the specific concerns raised in the responses to the questionnaire is that there is too much officer input into the Policy Overview Committee process and meetings and insufficient time allowed for Members to ask questions. Members will also have received a questionnaire from the political group whips and this too highlighted the need to provide the opportunity for Members to ask questions of the Cabinet Member(s).

(4) Another power of concern to the Policy Overview Committee Members was that they felt that they did not discharge as well as they could scrutinising the performance of other public bodies in Kent.

## **How can the Policy Overview Committees be strengthened and made more effective?**

(1) The potential workload of the Policy Overview Committees is huge – so how can we ensure that the right balance is achieved in keeping Members informed to address the perception of remoteness from the Cabinet and focusing the agenda on outcomes which add value to the Executive and Council?

### *Forward Work Programme*

(2) Key to the success of the effectiveness of the Policy Overview Committees is identifying a focused Forward Work Programme in addition to the generic items already in all Policy Overview Committees work programmes, e.g. Medium Term Plan and Budget, Annual Plan, reviewing the performance on the achievement of 2010 targets to name but a few but performance management in its broadest context which should be a fundamental component of a Policy Overview Committees work programme.

(3) The work programme needs to focus on specific areas which are topical so that non-executive Members have an opportunity to contribute before policies are finalised.

(4) An area for future inclusion in Policy Overview Committee work programmes will be how the targets in the Kent Area Agreement are being achieved. The Committee are reminded that there is a uniform approach to the way that the agenda planning and Forward Work Programme is currently approached. On a two

monthly cycle the Chairman and spokesmen of the Committee meet with the Cabinet Member(s), Lead Members and Managing Directors to share information and plan future agendas.

(5) These meetings are set for a year in advance and the above Members and officers all have these dates in their diaries.

(6) What might strengthen this process would be:-

- (a) the Chairman and spokesmen of the Committee being more proactive in inviting Members of the Committee to identify potential issues for inclusion on the agenda;
- (b) a more rigorous process by us as Cabinet Members in identifying from our work programme how the Policy Overview Committees could be involved; and
- (c) whether any of the above are related issues which could be dealt with through a more local body such as a Local Board or, in cases of multi-agency work a Joint Board or Forum.

### *Information*

(7) Often the Policy Overview Committees are used as a platform for Cabinet Member(s) and the Managing Director to share information but is this the most effective use of a Policy Overview Committee's time with such a demanding workload? If we are looking at Member briefings outside of the Policy Overview Committee then often attendance is poor so what can we do creatively to address this imbalance?

(8) How can we bring the plethora of information together in one place so that the information a Member has access to is succinct, readable and if the Member wants to delve further there is a link to further reading? Do we make best use of the Information Point? The Member survey recently undertaken by the political whips has suggested making greater use of the Information Point and re-launching this service. Arrangements are being made for a Member User Group to be established and this will be considered by the Selection Committee at its meeting on 10 October 2007 but with a suggested term of reference of making the Information Point the focal point for disseminating information based on best practice elsewhere.

### **Conclusion**

(1) Cabinet Members are committed to attending meetings of the Policy Overview Committees and being held to account for the decisions and actions we are taking and for the balance of responding to Members questions being made by ourselves and not by the Managing Director or the staff.

(2) Also acknowledging that the work of the Policy Overview Committees is enormous we will be ensuring that our contributions to your work programme are tightly focused and we would welcome your input and advice into the issues that we are dealing with.

(3) Appropriate, relevant, interesting agenda setting is vitally important to the POC process.

Background Information: *None*

### Survey for KCC Members on Overview and Scrutiny Committees

The purpose of the survey was to take stock on how Members feel that Overview and Scrutiny Committees have performed, and to identify potential areas for improvement. The survey was distributed on 2 July 2007 with a deadline for responses of 13 July. A total of 31 responses were received, the last on 24 July, representing a response rate of 50% of Members who sit on Policy Overview Committees.

#### Q1 Members were asked which of the following Policy Overview Committees they sat on and responded as follows

|                                      |    |
|--------------------------------------|----|
| Adult Services POC                   | 8  |
| Children, Families and Education POC | 11 |
| Communities POC                      | 7  |
| Corporate Services POC               | 5  |
| Environment & Regeneration POC       | 9  |
| TOTAL                                | 40 |

In KCC's Constitution there are eight powers for each Policy Overview Committee.

Power 1 is to assist and advise the Council, the Leader and the Cabinet in the development of the Policy Framework.

Power 2 is to review the performance of the Council in relation to its policy objectives and performance targets.

Power 3 is to require the Leader, Cabinet Members and officers to attend before it and answer their questions.

Power 4 is to review or scrutinise the performance of other public bodies in Kent, invite reports from them and request them to address the Committee about their activities and performance.

Power 5 is to question and gather evidence from any person (with their consent).

Power 6 is to conduct research, community and other consultation about service performance, policy issues and possible actions.

Power 7 is to appoint Select Committees (with the legal status of Sub-Committees) to conduct reviews with the same powers as the main Committee.

Power 8 is to make reports and recommendations to the Council, the Leader, the Cabinet or any other Council Committee arising from the exercise of the preceding terms of reference or affecting Kent or its inhabitants within their allocated areas of responsibility.

## Qs 2, 4, 6, 8, 10, 12, 14 and 16

Members of each Policy Overview Committee were asked to indicate how much they consider each of the powers is exercised.

In the following table a score has been given for each power and each POC representing Members' responses weighted to take account for whether each power was exercised fully or not at all. A score of 1.00 indicates that all Members responded that the power was exercised fully at that particular POC. A score of 0.10 indicates that all Members responded that the power was not exercised at all at that particular POC.

| Power   | 1    | 2    | 3    | 4    | 5    | 6    | 7    | 8    |
|---------|------|------|------|------|------|------|------|------|
| POC     |      |      |      |      |      |      |      |      |
| AS POC  | 0.62 | 0.60 | 0.58 | 0.40 | 0.40 | 0.58 | 0.88 | 0.49 |
| CFE POC | 0.38 | 0.48 | 0.30 | 0.28 | 0.38 | 0.51 | 0.68 | 0.48 |
| CMY POC | 0.57 | 0.71 | 0.65 | 0.37 | 0.40 | 0.54 | 0.63 | 0.58 |
| CS POC  | 0.64 | 0.64 | 0.76 | 0.24 | 0.40 | 0.44 | 0.32 | 0.36 |
| E&R POC | 0.54 | 0.45 | 0.52 | 0.50 | 0.44 | 0.52 | 0.50 | 0.44 |
| Mean    | 0.55 | 0.58 | 0.56 | 0.36 | 0.40 | 0.52 | 0.60 | 0.47 |

For each power the figure highlighted in green indicates the POC where it is exercised to the fullest extent and the figure highlighted in red indicates the POC where it is exercised to the least extent.

The power that Members feel is exercised to the fullest extent overall is Power 7 – appointing Select Committees - at Adult Services POC.

Power 7 has the highest average score meaning it is exercised more than any other power at all the POCs, on average.

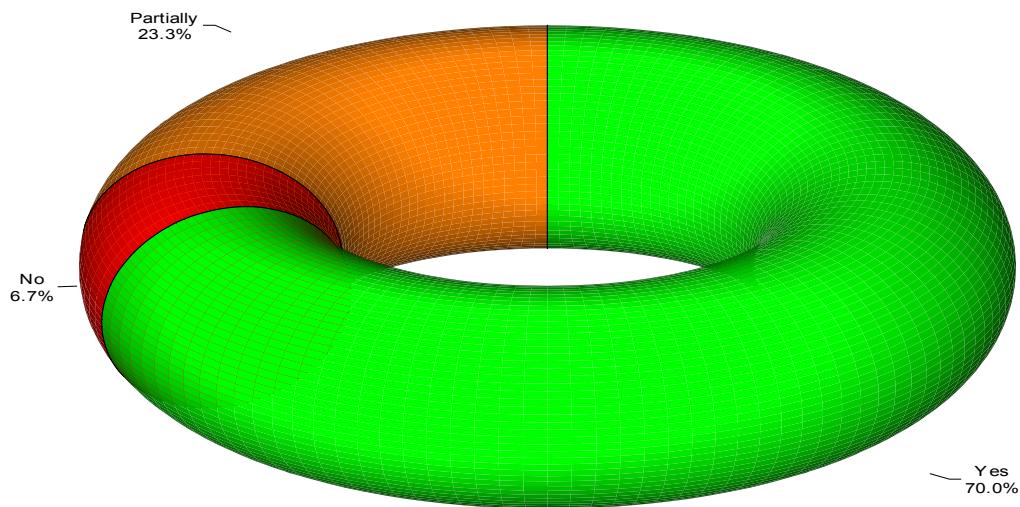
The power that Members feel is exercised to the least extent overall is Power 4 – reviewing or scrutinising the performance of other public bodies in Kent - at Corporate Services POC.

Power 4 has the lowest average score meaning it is exercised less than any other power at all the POCs, on average.

The POC that Members feel exercises the powers to the fullest extent overall is Adult Services.

The POC that Members feel exercises the powers to the least extent overall is Children, Families & Education.

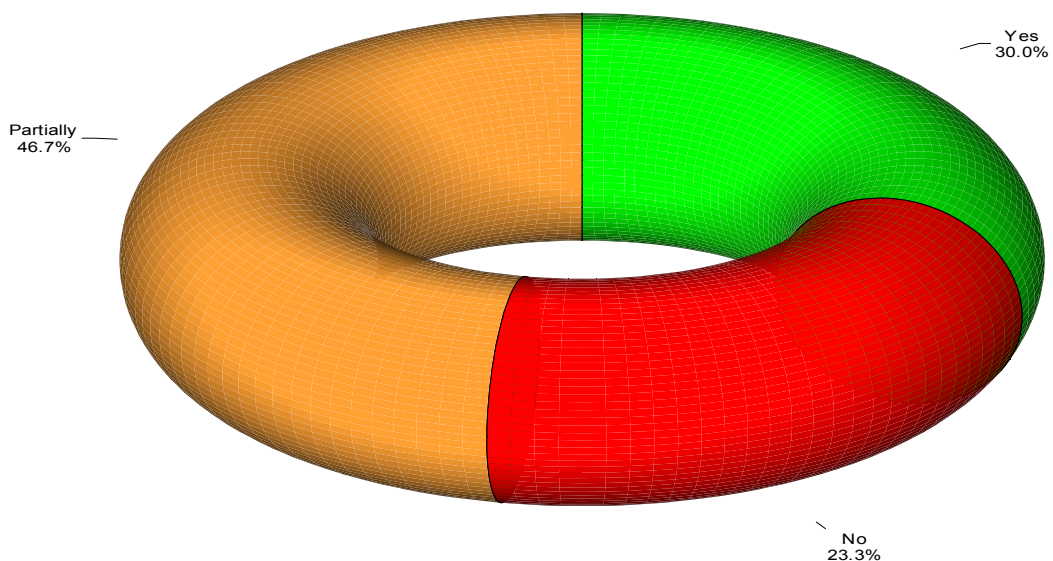
**Q18 Members were asked whether they had all the skills necessary to be an effective Member of a Policy Overview Committee.**



70% of respondents believed that they have all the skills necessary to be effective Members of Policy Overview Committees, compared with 7% who do not have all the skills and 23% who have some but not all of the skills.

Nine Members gave follow up responses. Three felt they had enough skills and a further three felt they could learn more and improve. Two Members identified the problem of time as a barrier to obtaining skills and also obtaining information from officers.

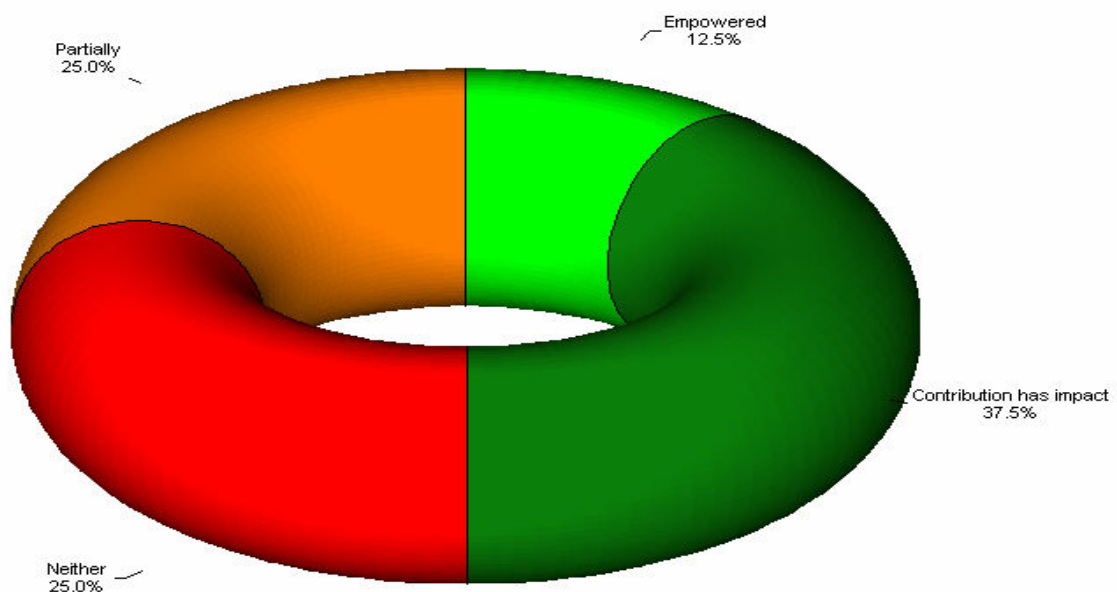
**Q19 Members were asked if they believed that they can influence policy and the decision making process.**



30% of respondents believe that they can influence policy and the decision making process, compared with 23% who do not and 47% who believe their influence is partial.

13 responses were given to exemplify the answer that influence was partial. Of these four indicated that they had little or no influence and two questioned whether Members of POCs are listened to. One commented that it was difficult for POCs meeting four times a year to keep up with the agenda of Cabinet which meets every six weeks.

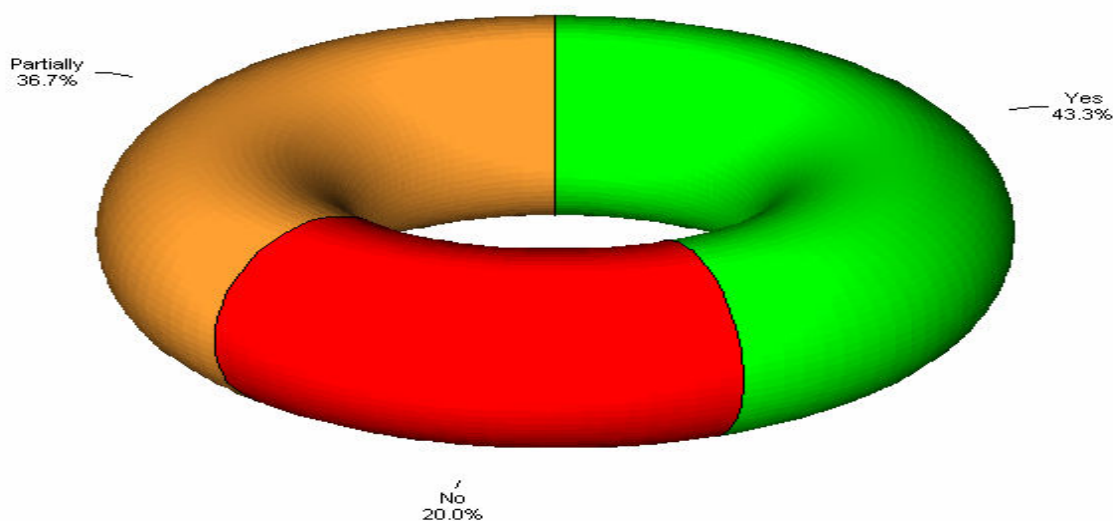
**Q20 Members were asked if they felt empowered and that their contribution to a Policy Overview Committee had an impact.**



13% of respondents feel empowered and 38% feel that their contribution to a POC has had an impact, whereas 25% feel neither empowered nor that their contribution has had an impact and 25% consider their contribution and impact has been partial.

10 responses were made to support the answer that Members' contribution and impact has been partial. One indicated that policy had been agreed when an issue arrives at POC. Another wondered whether the opinion of the minority group was taken into consideration. Two responses consider that POCs are too weak in comparison with the Executive and a further one suggested that POCs could achieve so much more.

**Q21 Members were asked if they believe that items on the agenda for a Policy Overview Committee are the most appropriate.**



43% of respondents feel that items on the agenda for their POC are the most appropriate, whereas 20% do not agree and 37% consider their agenda items are only partially appropriate.

12 responses were received explaining the view that agenda items were only partially appropriate. Two mentioned the need for POCs to monitor budgets. One suggested that POCs should examine the Annual Report, but at an appropriate time. Two commented on the vast range POCs have to cover and one suggested that the agenda of CFE POC was far too crowded making it difficult for Members to absorb all the reading and make a detailed contribution as the business is hurried on. One response reiterated the view that Members should have input into agendas.

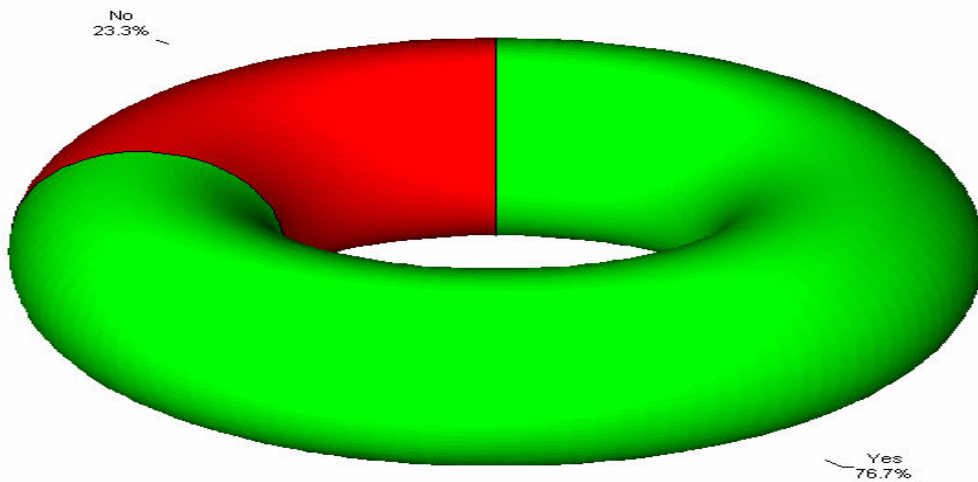
**Q22 Is the balance right between the time officers speak at POCs and the time Members have to ask questions**

|                                      | <i>Too much officer time</i> | <i>Just right</i> | <i>Too much Member time</i> |
|--------------------------------------|------------------------------|-------------------|-----------------------------|
| Adult Services POC                   | 55%                          | 44%               | 0                           |
| Children, Families and Education POC | 66%                          | 33%               | 0                           |
| Communities POC                      | 29%                          | 71%               | 0                           |
| Corporate Services POC               | 25%                          | 75%               | 0                           |
| Environment & Regeneration POC       | 50%                          | 50%               | 0                           |

For none of the POCs did Members think they had too much time to ask questions. For two POCs – Corporate Services and Communities - the majority of Members agreed that the balance of time was just right.

For Children, Families and Education and Adult Services POCs a majority of Members indicated that there was too much officer time. For Environment & Regeneration POC Members were equally divided between too much officer time and just right.

**Q23 Members were asked if they welcome the opportunity of holding POC meetings outside strategic HQ when appropriate.**

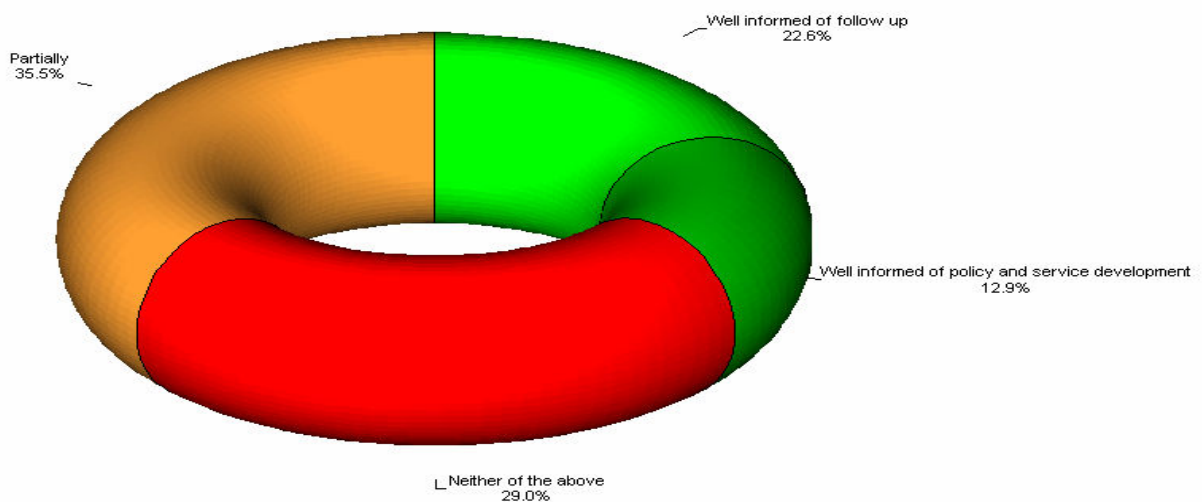


77% do welcome the opportunity but 23% do not.

**Q24 Members were asked if external agencies be invited where appropriate.**

100% of the 29 responses agreed that external agencies should be invited to POCs where appropriate, with none disagreeing.

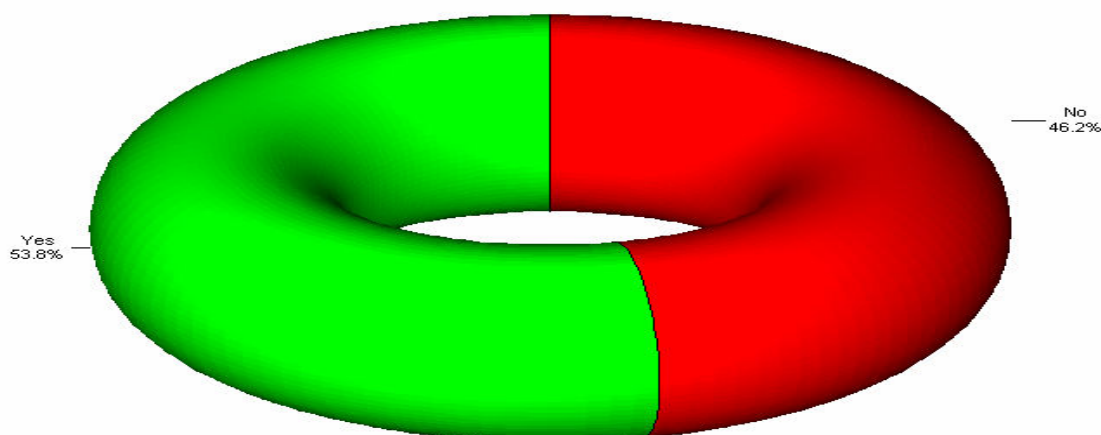
**Q25 Members were asked if they are you kept sufficiently well informed of follow up and of Policy and Service Developments in between meetings.**



23% responded that they were well informed of follow up and 13% were well informed of policy and service development. 36% considered they were partially informed but 29% were not well informed of follow up or policy development.

12 responses were received explaining the response partially. Four responses suggested that follow up did not happen at all or too infrequently. Two indicated that follow up was particularly important because POC meetings are so far apart. One response was that the best information was provided by Members' Information sheets from the library service. Another response was that information on policy development needs radical improvement.

**Q26 Do you think that changing Member roles could help POCs achieve tangible outcomes from their meetings?**



54% consider that changing Member roles could help POCs achieve tangible outcomes from their meetings, whereas 45% do not.

15 responses were received to the question on how Member roles could be changed. Three responses were that the question was not understood, although one suggested changing the Chairman from time to time. One response said that POCs should take a more strategic approach and should not be a forum for Members to raise local issues that they have nowhere else to raise. Two responses mention POC Members influencing the agenda. A further suggestion was that there should be an agreed definition of what the Member role on a POC was.

**Q27 Members were asked what works best with the Policy Overview Committees at the moment.**

20 responses were received and of these eight mentioned the flow of information. Three mentioned constructive cross party working. One mentioned the ability to pose questions generally and one cited questioning the Executive. One response indicated that the relationship with officers worked well with POCs.

**Q28 Members were also asked what has worked less well with the Policy Overview Committees.**

19 responses were received. One of these, that there was a limited agenda with little time for debate and too much for presentation, summarised the views expressed in about half of the responses. However, other responses indicate enjoyable and worthwhile meetings and identify that improvement will centre around agenda items and timing of debate to influence outcomes.

**Q29 And finally Members were asked for any other comments they would like to make.**

19 responses were received to this also, ranging from the opinion that POCs are wasting people's time to the view that the POCs are immensely valuable. Two comments were made that all day meetings are not a good idea. One comment was that Children Families and Education POC covers such a wide topic span and should have sub-committees to examine all the parts of its important and fast moving agenda. Other responses indicated that POCs should look at budgets more than once a year, that scrutiny should be part of POC's role, that Cabinet Scrutiny should have been included in the survey and that POCs need their own research capability.