



AGENDA

COMMUNITIES POLICY OVERVIEW COMMITTEE

Friday, 13 July 2007, at 9.00 am
Bowl Water Outdoor Education Centre,
Bowl Water, Lamberhurst, Kent

Ask for: **Christine Singh**
Telephone **01622 694334**

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 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 Membership
- A2 Substitutes
- A3 Election of Vice-Chairman
- A4 Minutes of the meeting held on 9 May 2007 (Pages 1 - 8)

B. ITEMS FOR CONSIDERATION

- B1 Portfolio Holder and Managing Director's Update
- B2 Presentation on the work of the Youth Service and the Youth Offending Service (YOS)
- B3 Public Health (Pages 9 - 12)

B4 Service Performance Report 2006/2007 (Pages 13 - 30)

B5 Communities Risk Register (Pages 31 - 32)

B6 CPA Corporate Assessment (Pages 33 - 42)

C. SELECT COMMITTEE WORK

C1 Select Committees Update (Pages 43 - 44)

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

Thursday, 5 July 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.

KENT COUNTY COUNCIL

COMMUNITIES POLICY OVERVIEW COMMITTEE

MINUTES of a meeting of the Communities Policy Overview Committee held at Droit House, The Stone Pier, Margate, Kent on Wednesday, 9 May 2007.

PRESENT: Mr P W A Lake (Chairman), Mrs C Angell, (Vice Chairman), Mr C Hibberd (substitute for Mr R E King), Mr C J Law, Mr T A Maddison, Mr M J Northey, Mr G Rowe and Mrs E M Tweed.

ALSO PRESENT: Mr P M Hill, Cabinet Member for Community Services and Mr C Hart, Local Member for Margate and Cliftonville.

IN ATTENDANCE: Ms A Honey, Managing Director accompanied by Ms J Edwards, Director of Policy and Resources, Mrs J Richardson, Inclusive Services Policy Manager, Ms V Pomery, Director, Turner Contemporary and Mrs C A Singh, Democratic Services Officer.

UNRESTRICTED ITEMS

30. Minutes
(Item A2)

(1) Members highlighted amendments that needed to be made to the Minutes before they were signed by the Chairman as follows:-

That Mrs Hohler be included as present;

Minute 29 – delete Mrs Honey’s name;

Minute 26 (10) the names of the three closed libraries be included (Whitfield, Horsmonden and Dymchurch); and

Page 4 of the Appendix “Rogue Traders” to be deleted and replaced with “Rogue Traders”.

(2) The Chairman advised the Committee that he had raised his concerns with the Leader of the Council on the style of minuting Members’ comments on the Budget and Medium Term Plan. He added that the Leader had been speaking with the Democratic Services Manager about reviewing the format for this part of the Minutes for the next round of Budget meetings.

(3) Mrs Angell enquired when a progress report on how to two-tier working would affect Museums, would be submitted to the Committee. Mr Hill agreed to advise Members outside this meeting.

(4) RESOLVED that the Minutes of 26 January 2007 be agreed and signed by the Chairman, subject to the amendments as detailed in paragraph (1) and the action in paragraph (3) above be carried out.

31. Portfolio Holder and Managing Director's Update

(Item B1 – Oral report by Mr M Hill, Cabinet Member for Community Services and Ms A Honey, Managing Director)

Bewl Water Education Outdoor Centre

(1) Mr Hill advised that Hilary Lister, who became the first quadriplegic to sail solo across the English Channel in 2005, officially opened the Bewl Water Education Outdoor Centre in Lamberhurst on 26 April. He encouraged Members of the Committee to visit the Centre.

Libraries

(2) Members were pleased to note that the Library Book Issue figures had increased and that the consultation on the libraries restructuring concluded on 30 March and that all comments had been responded to.

Margate Theatre Royal

(3) The Committee noted that there were new funding arrangements for the Theatre Royal.

Olympics

(4) Mr Hill announced that the launch of the Olympic Sports Strategy would take place on Monday, 14 May 2007 at The Hop Farm, Paddock Wood, Maidstone.

Capital Programme

(5) Mr Hill advised that he would be submitting a report on the proposals for Ashford Library and a Kent History Centre to a further meeting.

New Appointment

(6) Ms Honey was pleased to announce that Angela Slaven, the newly appointed Director of the Youth Offending Service and KDAAT was now in post. One of Ms Slaven's first tasks would be to produce a Drug Strategy. This will be brought to this Committee at the next appropriate meeting.

"Vision" for Communities Directorate

(7) Ms Honey advised that the draft Vision for the Directorate would be published for consultation with staff during the next few weeks and that the process would include area meetings with staff and a conference for managers in September 2007.

Emergency Planning

(8) Ms Honey informed the Committee that the Emergency Planning operation worked well dealing with the aftermath of the recent earthquake in Folkestone.

Members' Questions

(9) Members were given the opportunity to ask questions and make comments. They were as follow:-

- There should be promotion on the achievements of the Kent Library Service;
- Concerns were raised on the Theatre Royal's viability – a request was made for a summary on the best and worst case scenarios;
- A request was made for the wheelchair access to the water front at Bewl Water Education Outdoor Centre being address. *(Mr Hill agreed to look into this);*
- A request was made for the facilities at Bewl Water to be assessed to enable wheelchair users to share the same facilities as their no disabled friends to avoid them being separated. *(Mrs Tweed responded saying that this may be due to the fire regulations but agreed to look into this and report back to the Committee);*
- Officers were asked whether any changes had been made to libraries restructuring proposals in light of the consultation. *(Ms Honey agreed to produce and circulate a note outside this meeting);*
- A request was made for a report on History working in Kent to come to a future meeting. *(Mr Hill felt that this was a good idea and would be an opportunity to review the whole operation).*

(10) RESOLVED that:-

- (a) the Committee wished to convey its thanks to Mr Hill and all the staff involved in the achievements in the Library Service;
- (b) the necessary action be taken to carry out the points raised in paragraphs (5), (6) and (9) above; and
- (c) the oral report be received.

32. Turner Contemporary – Presentation

(Item B2 – Report by Ms V Pomery, Director, Turner Contemporary)

(1) Mr Hill introduced this item explaining that Mr D Chipperfield and his team of architects gave a presentation on the Turner Contemporary Art Gallery on 15 February 2007 in Margate where they received good questions from the audience and good press coverage on the event. David Chipperfield Architects would be unveiling the drawings on 18 June 2007 at the Winters Gardens, Margate.

(2) Following on, Ms Pomery gave an oral presentation using overheads. The Committee viewed a selection of building designs of existing art galleries, and a site map of the land where the Turner Contemporary Art Gallery would be built.

(3) Ms Pomery highlighted some of the key considerations that needed to be made in the design of the new art gallery, such as:-

- the environmental conditions;
- focus on education and space;
- small scale auditorium;
- space for music, seminars and conferences;
- shop space;
- storage space;

- staff space;
- building had to be welcoming;
- access to public and deliveries was very important;
- sustainability of the building (*not just on green/environment issues but cost effective such as the air conditioning will be able to be switched on and off when it is not needed*)
- supports the regeneration of Thanet in creating jobs;
- the learning planning programme.

(4) Ms Pomery explained that the “Turner Contemporary” was a wider concept than just the building of the art gallery and included many projects such as:

- Youth tours;
- Art History courses;
- Drop-in workshops [created through grants];
- Street entertainment;
- Making contacts with the European Union.

(5) The Committee noted that Turner Contemporary had a website www.turnercontemporary.org.uk and a newsletter.

(6) After the presentation the Committee agreed to tour the proposed site of the Turner Contemporary Art Gallery, the Rendezvous car park.

(7) The Committee asked the following questions and made the following comments. They were as follows:-

- (a) Members enquired about the future of the life boat station which was sited on the Rendezvous car park Mr Hill advised that the lifeboat station would remain as the cost for resiting would be approximately £1m but the boat yard could be moved.
- (b) Members enquired how the remaining land on the site would be utilised. Ms Pomery advised that this had not been settled although it was hoped it would include sculptures.
- (c) There was concern raised about the lack of car parking space in Margate.
- (d) An enquiry was made as to how the windows of the gallery would be kept clean from salt and bird droppings. Mr Hill and Ms Pomery advised that there were still issues to be resolved.
- (e) In response to whether there would be a permanent art collection and what percentage of the total collection would be on display, Ms Pomery advised that there would not be a permanent art collection. There would need to be storage space for Art but this would be kept to a minimum;
- (f) In response to whether there was a danger of gaps in the exhibiting calendar, Ms Pomery advised that there had been considerable work undertaken in forward planning for loans of art pieces mainly from the Tate Gallery, which was committed in making its collection accessible to regional galleries;

- (g) In reply to whether Droit House would be part of the function of the art gallery, Ms Pomery advised that this had not been settled, although there were a number of options in the way Droit House could compliment the work of the art gallery;
 - (h) In response to whether there would be plans to link the rail network with entrance to the art gallery, Ms Pomery advised that there had been lengthy discussions with South East Trains. The Committee noted that consideration was also been given to links with Canterbury/coach tours;
 - (i) A suggestion was made that there should be promotion at the Kent County Show in July on the development. Ms Pomery advised that this would be taking place, in the Communities Directorate;
 - (j) Members of the Committee requested copies of the stages for the development. Ms Pomery agreed to provide this;
 - (k) The wall space dedicated for displaying art of the art gallery was requested. Ms Pomery advised that she did not have this information;
 - (l) In response to whether the gallery would be open 7 days a week, Ms Pomery advised that the art gallery would be open 6 days a week with varying opening times in the Summer, Winter and public holidays. Student projects would be held in the Autumn and in the Winter when there were less visitors, there could be academic programmes; and
 - (m) Ms Pomery concluded that the construction of the Art Gallery would commence in 2008 and would be completed in 2010.
- (8) RESOLVED that:-
- (a) the points raised in paragraph (11) be taken on board by the Project Managers of the Turner Contemporary, and;
 - (b) the oral presentation be received.

33. Equality Strategy

(Item B3 – Report by Ms A Honey, Managing Director, Communities)

(Ms J Richardson and Ms J Edwards, Inclusive Services Policy Manager were present for this item)

- (1) Members received a report that sought their views on the Equality Strategy that sets out how the County Council will promote equality and community cohesion and tackle unfair discrimination in Kent.
- (2) Ms Richardson advised that strategy brought the three strands; gender, disability and race equality schemes together to make the County Council's work consistent across the County. Members noted that KCC was one of 3 councils to bring the 3 strands together in a strategy and to be published on 30 April 2007.

(3) Ms Richardson advised that further engagement would take place over the next 6 months on the Strategy with service users and employees to explore issues in greater detail and reflect ongoing work in Directorates on equality impact assessments. This work would feed into a formal review of the Strategy at the end of the year.

(4) Ms Edwards advised that a progress report would be submitted to the November meeting of this Committee.

(5) The Committee was given the opportunity to raise comments and ask questions on the report. They were as follows:-

- excellent report;
- ageism needs flagging up;
- like to see more on hearts and mind and less on strategy;
- referring to pages 26-27 – need to be consistent in using titles;
- need more data, e.g. KCC payment schemes;
- need a less turgid document that clients/customers can read easily;
- need to advertise the fact that all can be included and a bit more on doing duty;
- referring to page 30 “Under Building Regulations ...” needs to be expanded upon;
- “Foreword” did not answer the question “What KCC thinks Equality Diversity is”;
- need to have a sentence in Strategy saying “if you have any problems on diversity, contact us through ...”

(6) RESOLVED that:-

- (a) the comments made in paragraph (6) above be noted by the drafting officer;
- (b) a progress report be submitted to the November meeting of this Committee; and
- (c) the report be noted.

34. Positive about Our Future – Kent Children’s and Young People’s Plan
(Item B4 – Report by Mr P M Hill, Cabinet Member for Communities and Ms A Honey, Managing Director)

(1) The Committee received a report that gave an overview of the Children and Young People’s Plan, noted the contribution that services within the Communities Directorate made towards its goal and highlighted the forthcoming inspections of the Children and Young People’s Services.

(2) Ms Edwards circulated copies of "Positive about Our Future" and advised there were due to be several inspections in 2008 including a Corporate Inspection, and Inspections of the Youth Service and of the Youth Offending Service.

(3) Members of the Committee made the following comments on the Plan:-

- The problems of young carers in the Community was not mentioned in the Plan;
- Members felt the issue of young carers in Kent should be addressed by the newly appointed Select Committee, "Carers in Kent";
- Some Members' raised their concerns with the trend of young people saying "We want ...";
- Concerns were raised on the influence of children aged 3-11 by adults;
- Referring to page 22, point 66 – it was felt this needed an answer;
- Referring to pages 28 and 29 under the heading "Looked After Children". It was questioned why the cross discipline across the Directorates was not in the report;
- It was questioned whether elected Members were fulfilling their Corporate Parenting role;

(4) RESOLVED that:-

- (a) the comments made in paragraph (3) above be noted by the Drafting Officer; and
- (b) the report be noted.

35. Select Committee Work Programme

(Item C1 – Report by Overview and Scrutiny Manager)

(1) The Committee considered a report on the next phase of the Select Committee Topic Review Work Programme for the period Spring to Autumn 2007 and noted that the next two topics were "Carers in Kent" requested by Adult Services Policy Overview Committee and "Abuse of Alcohol" requested by this Committee.

(2) Members of the Committee requested that the Select Committee for the Abuse of Alcohol, included criminality as part of the terms of reference and "Young Carers in the Community" be included in the review for the Select Committee for "Carers in Kent".

(3) RESOLVED that:-

- (a) the Overview and Scrutiny Manager be authorised to liaise with the Chairman, Vice Chairman and Liberal Democrat spokesman of this Committee on the draft Terms of Reference for the Topic Review of the Abuse of Alcohol, with consideration for criminality being included and the requests in paragraphs (2) for Young Carers in the community being included in the Select Committee for Carers in Kent;

- (b) the update on the Select Committee Topic Review Work Programme be noted; and
- (c) a further report on the Select Committee Topic Review Work Programme be submitted to the next meeting of this Committee.

To: Communities Policy Overview Committee

From: Mike Hill, Portfolio Holder, Amanda Honey, Managing Director, Communities

Subject: Public Health

Classification: Unrestricted

Summary: This report notes the launch of the public health strategy for Kent and gives examples of the contribution that services within Communities make towards its goals. It also notes health and well being objectives in other frameworks to which the Directorate contributes.

FOR INFORMATION

1.0 Introduction

The Kent Department of Public Health was created as a new joint venture between KCC and the former Kent and Medway Strategic Health Authority (SHA) in 2005. The draft Strategy for Public Health in Kent was launched for consultation by the Department in May 2007 and aims to provide an overview of the areas where local authorities and Primary Care Trusts in Kent can work to improve the health of the people of Kent.

The strategy recognises in its preface that more information is required in order to provide an informative overview of the role of culture and the arts in improving public health, and invites responses to the draft strategy in order to ensure that input from partners and from KCC are well-represented.

A complete copy of the draft strategy can be found at www.kent.gov.uk/NR/rdonlyres/CE45FA7a-CC04-41CB-BF60-B96C0EDF0AF9/10239/strategyforpublichealthkent.pdf

2.0 The contribution of the Communities Directorate to the Draft Strategy for Public Health

Priorities and activity surrounding health and wellbeing issues for the coming year are identified in the Unit Business Plans approved by Cabinet on 16 April 2007. Many of the directorate's services play a role and their contribution to public health can be examined under five strategic themes:

2.1 Broad Reach

One of the hallmarks of the directorate's activity is that it has a big impact on the public health agenda: the broad reach of our services means that our staff come into contact with diverse groups of people with particular needs.

2.2 Health Promotion

A number of our services are concerned with health promotion. Libraries promote good health through healthy living fairs and family learning events, and Trading Standards work with providers of school meals and provide advice on healthy eating.

2.3 Health Protection and the Promotion of Safety

Our services have an important role to play in health protection through the work of Emergency Planning in recommending and implementing measures to be taken across the county in the instance of the outbreak of contagious disease, for example. Kent Scientific Services and Trading Standards also take measures through food testing and advice to ensure that school food is safe to eat.

2.4 Prevention

Services such as the Youth Offending Service, and the Kent Drug and Alcohol Action Team (KDAAT) promote an emphasis on the prevention of ill-health by providing advice around the impact of drug and alcohol misuse. Trading Standards encourage prevention of ill-health through work on targeting under-age sales of alcohol and tobacco.

2.5 Wellbeing

Perhaps the most significant contribution of the directorate is the ability of our services to raise aspirations for better health and wellbeing by promoting social interaction, providing improved opportunities for employment any by providing an opportunity to become involved in the wellbeing of the local community by volunteering and through cultural activities, for example.

The following outcomes are listed in the Public Health Strategy:

- Outcome 1 – A significant reduction in health inequalities
- Outcome 2 – Improved mental health and wellbeing for children
- Outcome 3 – Fewer people in Kent suffering heart disease
- Outcome 4 – Improved sexual health and fewer teenage pregnancies
- Outcome 5 – Reduced levels of substance misuse and alcohol above recommended levels.

Examples of the activity which the directorate already provides to support these outcomes can be found in Appendix One and this will be forwarded to the Kent Department of Public Health.

3.0 Performance Frameworks

Communities also contributes to the KCC's public health accountabilities in Towards 2010 and the Children and Young People's Plan as listed below:

3.1 Towards 2010

- 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
- Target 48: Increase opportunities for everyone to take regular physical exercise
- Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and to encourage people of all ages to take responsibility for their health and wellbeing.
- Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex.
- Target 51: Encourage healthy eating by providing nutritious lunches through the "Healthy Schools programme and launch a range of community-based healthy eating pilots.

3.2 Children and Young People's Plan

- P5: With partners, ensure that services continue to be developed to improve and promote healthy lifestyle outcomes for children.
- P6: Identify children and young people (aged 0-15) with emotional and/or psychological difficulties at the earliest possible stage and respond with the most effective support.
- P10: Promote the physical, emotional, social and intellectual development of young children so they flourish at home and at school.
- P20: Take action to ensure that vulnerable children and young people have decent housing.

The fact that Communities supports the delivery of these targets is illustrative of its broad reach across a spectrum of activities which seek to promote improved health and wellbeing for the people of Kent.

4.0 Future Activities

Over the course of the next six months Communities will establish a directorate health network in order to consolidate the expertise within the directorate. We will also aim to contribute to work taking place within the authority on smoking cessation, and to further develop our approach to food and healthy eating.

5.0 Recommendations

Members are asked to NOTE the contribution that Communities is making towards the achievement of Public Health priorities in the county.

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Communities Directorate*

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To: Communities Policy Overview Committee – 13 July 2007

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

Subject: Service Performance Report 2006/07

Classification: Unrestricted

Summary:

This report presents a summary of performance by the Directorate in 2006/07

FOR INFORMATION

Introduction

The Communities Directorate was established on 1 April 2006 and represents a range of services hitherto located in four former KCC Directorates. The attached report gives an overview of service performance during the year and is constructed largely on a thematic rather than service unit basis to demonstrate the value of combining them in this way.

Ensuring continuous improvement in service performance and securing value for money in management arrangements will continue to be priorities in 2007/08 together with a focus on innovation and maximising the impact that the combination of these services can bring.

There are 13 Best Value Performance Indicators which are attributable to Communities. These have already been reported to Members (County Council 21 June 2007), in the KCC Annual Plan 2007/08 and are included as an Appendix to this report for ease of reference.

This meeting is also an opportunity for Members to raise questions or comment on any references in the KCC Annual Plan which relate to services in the Directorate. Members are therefore asked to bring their own copies with them to the meeting.

Recommendation

Members are asked to NOTE the performance of the Communities Directorate as summarised in the attached report.

Judy Edwards Director of Policy and Resources, Communities

Contact officer, Mark Scrivener, Business Information Manager, Communities

COMMUNITIES SERVICE PERFORMANCE **2006-07**

INTRODUCTION

1. This has been a positive year for service performance in the directorate, with good progress shown on most indicators and some areas of previous concern showing improvement. This report to the Policy Overview Committee gives an overview of performance and incorporates results of external assessments, evaluation and results of customer feedback where appropriate. It concludes with an annex which notes activity levels and other management information.

COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA)

2. The 2006 CPA results published in February 2007 demonstrated a maximum Culture Block score of 4 out of 4, an increase from 2 out of 4 in 2005. Nine out of 11 indicators in this block are Libraries indicators, with particular improvement being the increased satisfaction with Library services by Kent residents in general (70% in 2006 compared to 55% in 2005). This “double point jump” was only achieved by one other council in 2006.

3. In addition, the Environment Block score improved from a 3 to a maximum 4. This included strong performance from the 5 out of 16 indicators involving Trading Standards, covering business and consumer satisfaction with the Service, compliance in visits to high risk premises and performance against a checklist of best practice.

4. Communities has 13 BVPIs within its remit and a summary of 2006/7 performance is attached to this report. A number are not directly attributable to the performance of Communities services – particularly those relating to crime in the county – but there are good improvements to note in relation to libraries indicators. The main result of concern is BV 221a which is an indicator measuring the percentage of youths engaged through youth work who gain a recorded outcome. The 2006/7 target of 60% was nationally determined and Kent performance shows a decline from 2005/6. This was at least in part due to a significant increase in new participants in youth work, meaning that the proportion of recorded outcomes decreased. However, further analysis is being undertaken by the Youth Service to uncover reasons and move forward with improvements in the coming year.

CHILDREN & YOUNG PEOPLE

5. Almost all Services in Communities are involved with children and young people and this directorate’s performance contributes directly to the annual assessment by OfSTED of KCC’s performance in relation to this age group (e. through the Youth Offending Service, Kent Drug & Alcohol Action Team, Libraries, Youth Service, KEY Training, Community Safety, and Trading Standards). The overall assessment by OfSTED for 2006 was sustained at 3 out of 4 for the contribution of KCC’s services to maintaining and improving outcomes for children and young people; and 4 out of 4 for capacity to improve.

6. The Children & Young People's Plan will be the framework for the assessment in 2007/08 and Communities contributes to a number of the priorities in the plan well as leading on two of them. Progress is being made on these and action on both will remain a high priority in 2007/08.

6.1 Priority 9 – Ensure children and young people are safe and feel safe in the communities where they live, go to school, play, work and travel.

Action in 2006/07 has been project based for instance the Young People's Safety Forum (a joint initiative between Kent County Youth Council, Medway Parliament, the Fire Service, and Kent Police & Kent Safe Schools) works with children and young people to identify issues of personal safety most important to them and devise ways of tackling them through raised awareness. Trading Standards has led a number of projects to raise children & young people's awareness about products, the law, and their safety as consumers, such as Young Consumer of the Year Competition, Consumer Challenge Quiz (for those with moderate learning difficulties), Playsafe and Talking Shop.

The recent NFER survey of over 40,000 children and young people in the county included a range of questions about safety and the results are now being analysed in order to inform future activity.

6.2 Priority 16 – Reducing youth offending and anti-social behaviour.

There has been a 14% reduction in the number of new entrants to the youth justice system in 2006/7 compared to 2005/6, reflecting in part, the success of prevention initiatives such as the very successful Power Project running in west Kent. It works with young people at risk of offending and has a 94% success rate. The overall re-offending rate for the 2005/6 cohort was 40.2%, compared to 35.7% in 2004/5. This figure is based on a sample cohort and is therefore prone to fluctuations and is still an improvement over the 2002/3 and 2003/4 totals but is nevertheless a priority for 2007/08 to reverse the trend.

7. Other performance information relating to the work of the Youth offending service shows a much improved rate of referral for to CAMHS for young offenders with acute mental health difficulties. It rose in 2006/7 to 84.4%, which is now only marginally below the national average of 89%.

8. The Kent Drug & Alcohol Action Team has also focused on preventative approaches for young people, for instance providing tailored and targeted group drug and alcohol sessions to vulnerable young people including 905 young people at risk of exclusion and 406 young offenders. A successful peer-education drama competition with 15 entries from schools has also been held.

9. Communities has an important role to play amongst younger children and the library service works closely with Children's Centres throughout in the county. In 2006/07 'Bookstart' book bags and treasure boxes were given to over 16,000 pre-school children via health visitors and pre-schools and KCC's Registration Service also now gifts a 'Bookstart' baby pack to parents when they register their child. This has contributed to a significant 62% increase in the number of under-5s joining libraries.

10. The Youth Service in 2006/7 improved the proportion of young people aged 13-19 reached by the service to 34%, having already met its target of 25% the previous year. There has been an increase in the number of participants in youth work to 19,754 from

7,956 in 2005/6 and an increase in the number of young people achieving 'accredited' outcomes from 931 in 2005/6 to 2,111 in 2006/7, although the number of 'recorded' outcomes has not decreased proportionally. This is being investigated further (ref. para 4).

Consultation with and involvement of young people in decision making:

11. This continues to be a feature of the Directorate's work – the role of the Kent Youth County Council in this context is well documented and has been previously been reported to this Committee.

12. 2006/07 saw a particular focus on finding methods of reaching young people whose views are seldom heard and this will be a hall mark of our work in future. For example, carrying out experimental focus group work with young women who are offenders (some of whom are also parents) and ensuring an emphasis on making sure that decision making in relation to the Youth Opportunities Fund is inclusive of all groups of young people.

13. A Youth Participation Officer in YOS has also been gathering the views of young people on the quality of service they receive, their attitudes to offending, hobbies and interests throughout the past year. This information is now being collated into a report to be fed back to the service users involved as well as informing service planning.

COMMUNITY SAFETY

14. Crime levels in Kent have been lower than the national average for some time, but domestic burglaries per 1,000 households, violent crime and robberies per 1,000 population increased in 2006/7 compared to 2005/6. Vehicle crime has fallen, however. Kent Police are the main agency that can influence crime levels but Communities Services such as Community Safety, YOS and KDAAT are working in partnership with Police to help bring crime down.

15. Trading Standards has expanded the membership of the Kent Consumer Support Network, meaning that more local businesses and organisations will receive alert messages regarding rogue traders, including doorstep sellers. A successful "Cold Calling Control Zone" trial in the Cranbrook area took place and as a result new zones will be set up during the coming year. High levels of Business and consumer satisfaction with the service have been maintained and the results below contributed to the authority's strong performance in the CPA Environment Block results, published in February 2007.

Business Advice Survey

Overall satisfaction	95% satisfied
Information/advice easy to understand	97% easy
Informative staff	95% good
Officers courteous and polite	98% yes

Consumer Advice Survey

Overall satisfaction	82% satisfied
Advice easy to understand	95% easy
Informative staff	92% good
Advisers courteous and polite	96% yes

(This survey includes people who have contacted Consumer Direct)

16. The Community Warden Scheme was evaluated in 2006 by researchers from the Kent Criminal Justice Centre at the University of Kent. This produced very positive results.

Forty interviews were conducted in the community with Police Officers, crime & disorder staff, voluntary agencies clergy and local businesses being asked for their perceptions of their Community Wardens. Wardens were consistently seen as capable, confident and cheerful and only 1 interviewee out of the 40 was slightly critical of the Warden's role. A household survey indicated that awareness of Community Wardens and their role could be higher. This will be an area to focus on in future. A number of awards have been received including certificates of appreciation.

LEARNING AND SPORT

17. Library services

17.1 The Library Service has maintained or increased performance against several of the national Public Library Service Standards in 2006/7* compared to 2005/6 (see below). Physical Visitor numbers have reduced, mainly due to the closures of libraries for refurbishment during the year. However, part of the modernisation of the service is the promotion of issuing / renewing library books through the web / Contact Centre and in 2006/7, over 1 million (1,109,361) "virtual" web visits occurred, an increase of over 50% on the previous year. Children's book issues have also increased – by 9.6%

Public Library Service Standards	2005-06	2006-07	Standard 2006-07
Proportion of households living within specified distance of static library			Class dependant
Aggregate opening hours per 1,000 population for all the libraries	132 hrs	141 hrs	128 hrs
Percentage of libraries open more than 10 hours a week that have access to the internet (and on-line catalogues)	100%	100%	100%
Total number of electronic workstations available to users per 10,000 population	6	6	6
Percentage of requests for books met within 7 days	65%	66%	50%
Percentage of requests for books met within 15 days	81%	79%	70%
Percentage of requests for books met within 30 days	90%	88%	85%
Number of library visits per 1,000 population	5,355	5,159	

			Class dependant
Number of virtual visits TOTAL (not a standard)		1,109,361	
Overall Adult user satisfaction taken from PLUS survey	91%	91%	94%
Overall user satisfaction taken from Children's PLUS survey	72%	72%	77%
Annual items added through purchase per 1,000 population	203	219	216
Time taken to replenish the lending stock on open access or available for loan	6.2 years	5.6 years	6.7 years

*returns to be validated by CIPFA

17.2 Five Libraries have been refurbished during 2006/7 as part of the modernisation agenda. These are Birchington, Coldharbour, Newington (the Marlowe Academy), Sevenoaks and Staplehurst. Early indications show that this work is having a positive impact, with increases in total issues (books plus Audio-Visual) in the months after re-opening. For example, the Sevenoaks Kaleidoscope saw issues rise 11.7% in Jan-March 07 compared to the same period in 2005/6. The difference has been even more marked at Coldharbour, with a 34.3% increase in issues over the previous year since re-opening in August 2006.

17.3 The opening of the Kaleidoscope in Sevenoaks was an important landmark in 2006/07 as it exemplifies the impact of the local modernisation agenda. It combines a library with art gallery and museum. and the project was developed through partnership with Sevenoaks District Council, the Town Council and Tourist Information Centre. Local people have been involved in the project from the outset, for example by helping to select over £60,000 worth of new books.

18. Adult Education

18.1 Despite significant issues arising from the reduction in LSC grant the Kent Adult Education Service has successfully achieved its financial target for 2006/7 and has recruited 2000 learners who did not hold a Level 2 qualification, of which 1,000 were from SIP wards. They have established links with 60 Early Years settings in priority districts promoting learning opportunities to parents. Two hundred parents participated in family programmes. In addition, Investor in People feedback indicated that KAES was a high performer in the successful renewal of the award.

18.2 Two further Skills Plus Centres have been opened during 2006/7, one at Dartford and one at the Marlowe Academy. They focus on improving adult skills in English and maths, help people to apply for promotion at work, prepare for or learn skills to support other studies, and helping parents assist their children with homework.

19. Sport, Leisure & Olympics

19.1 Preparations for the Kent Youth (Schools) Games were a priority during 2006/7, with a steering group comprising key partners established. School Sport Partnerships have agreed to organise local area heats, competitions and festivals towards the end of 2007, with the finals in the summer of 2008.

19.2 The “Kent 2012” strategy aimed at maximising the benefits for Kent arising from the London 2012 Olympics was prepared during the past year, culminating in the official launch in May 2007. Pre-games Training Camp submissions have been made on behalf of Kent by the Sports Development Unit, involving 120 facilities and all districts. Approximately 360 athletes have been supported to compete at a national level in the run up to the 2012 Olympics and Paralympics.

19.3 Other core business also continued including support for fifty-eight schemes to support sports activities on school sites outside of school hours and the introduction of a pilot Club Connect Card scheme offering discounts to clubs on various equipment and resources from Kent County Supplies and Maudesport, as well as discounts on training courses to which 90 clubs signed up. This scheme will grow during the coming year.

19.4 As part of the ‘Quest’ external evaluation in 2006, in which KCC achieved one of the highest scores of any council, a survey of the Sports Development Unit’s partners was conducted. This showed the favourable light in which the Service is held by them, with community engagement seen as a particular strength.

CULTURAL DEVELOPMENT

20. The Cultural Development Unit has continued with its broad programme of arts based projects for example the successful mobile arts project which engages with young people and families in areas of social deprivation and exclusion; and the co-sponsored “Theatre in the Square” performance which forms part of the build up to a Youth Theatre festival in 2008 will be . It also continues to make a strategic contribution to the County of which the Cultural Vitality study was a good example.

21. The Turner Contemporary arts programme in 2006/07 has featured nationally and internationally renowned artists; has presented work in gallery and public settings; and has been a catalyst to events that would not otherwise have been possible. Participants in the public programme of workshops and events have ranged from the young to the elderly and this will increase when the Turner gallery is opened.

22. Following the decision in early 2006 to re-visit the gallery design and location, good progress has been made during 2006/07 to bring the project back on track. The architects have completed the Royal Institute of British Architects (RIBA) stages A and B of the design development process and this has confirmed the footprint of the building on Margate’s Rendezvous site as well as exploring a number of ‘massing’ options. Designs were presented at a public meeting at Margate Winter Gardens in June 2007.

KENT AGREEMENT

23. Finally, Communities services have been contributing during 2006/07 to many of the 18 Kent Agreement outcomes, and the Kent Drug & Alcohol Action Team is the lead the Lead Partner on Outcome 11:

“To reduce the harm caused by substance misuse (especially alcohol and drugs), including substantially increasing the number of drug misusing offenders entering treatment through the Criminal Justice System.”

24. KDAAT has met its local target over the past year but has as yet not reached the Kent Agreement stretch target. This was in part due to the de-commissioning of services in the West of the county. With a new provider in place, there is every confidence that the KDAAT-led targets will be met by March 2008.

PERFORMANCE PRIORITIES FOR 2007/08

25. Continuous performance improvement in all Communities services remains a priority and in 2007/08 there will be a particular focus on innovation, access and the customer experience, whilst maximising the opportunities arising from bringing the services under one portfolio and Directorate.

26. KCC will be undergoing a number of major inspections during 2007/08 and it will be a priority in Communities to ensure that judgments are based on a good evidence base that fully reflects the performance of the services involved. These are the Youth Service and Youth Offending Service inspections, the Joint Area Review of Children’s services and the examination of KCC’s contribution to Safer Communities during the corporate inspection in 2007/8. Assisting the authority in the achievement of Level 3 of the Equalities Standard for Local Government by March 2008 is also high on the directorate’s agenda.

27. The Communities directorate leads on 14 Towards 2010 targets under the “Enjoying Life”, “Safer and Stronger Communities” and “Improved health, care and well being” sections and contributions are made to the “Learning for Everyone” and “Preparing for Employment” categories in particular. Work towards these targets got underway during 2006/7 and much of this work will be reflected in the first Towards 2010 Annual Report, due in autumn 2007.

J Edwards
Director, Policy and Resources, Communities

July 2007

Activity levels and other management information

Staff

The Communities Directorate has 5169 staff working out of several hundred locations. This is 31.7% of the KCC total (excluding schools) and this translates to 2,018 staff on a Full Time Equivalent basis, reflecting the flexible nature of the workforce. Below is a comparison of the Communities contribution to Corporate Health BVPIs:

BVPIs (Best Value Performance Indicators)

				KCC	CMY	KCC Target (Annual)
11a	% of Top 5% of Earners that are women			46.52%	40.45%	46.00%
11b	% of Top 5% of Earners from black or ethnic minority backgrounds			2.15%	2.87	2.00%
11c	% of Top 5% of Earners declaring they meet the dda 1995 disability definition			1.80%	0	3.00%
12	The number of working days lost dues to sickness absence (per FTE)			0.66	0.88	7.2
14	% of employees retiring early (exc ill-health retirements) as a % of the total workforce			0.00%	0.00%	0.20%
15	% of employees retiring on grounds of ill-health as a % of the total workforce			0.00%	0.00%	0.30%
16a	% of employees declaring that they meet the DDA 1995 disability definition (respondents)			1.83%	1.92%	2.20%
17a	% of employees from minority ethnic communities (respondents)			2.49%	1.53%	2.40%

Communities is exceeding the KCC target levels regarding BME staff being in the top 5% of earners (BV11b) but is slightly below target when it comes to women as the top 5% of earners plus DDA eligible staff in top 5%.

On a contract count basis Communities exceeded target for proportion of DDA and BME staff (BVPI 16 & 17).

A brief survey carried out among Service Units within the directorate showed that there are approximately 1,200 volunteers managed by our services. The majority of these volunteers are involved in work with Libraries & Archives, the Youth Offending Service and Youth Services.

Freedom of Information Requests

Of the 47 requests received that related solely to CMY units, 96% were completed within the 20 working day deadline. This compares to the overall KCC total of 80% within 20 days. Of the two that were not completed in time, one took 21 days, the other was held back legitimately for 10 days to decide whether there were public interest issues.

Complaints

In total, 257 complaints have been recorded in 2006/07 across all units.

There are some variances in the way service units define and manage complaints which reflects the fact that they were previously hosted in 4 different Directorates and this will be standardised during 2007//08.

The important point to note in this context is that there have been over 150 direct changes to services as a result of following up these complaints. Examples of changes are updates to technology accessed by customers. In libraries; registration & Coroners have revised their ceremonies and developed their bereavement service; and revision of the Out of Hours reporting system for Community Wardens.

Activity levels

The Communities Directorate reached out into many parts of the community over the past 12 months. Below are some examples of the scope of its work often involving partners: - :

Learning, Culture and Sport

- There were 6,970,000 book and AV issues from libraries in addition to 5,169 physical visitors per 1,000 population.
- 13,480 loans occurred through the Kent School Library Service and the Library Service has 420 "Open Access" customers.
- The Archive search rooms received 14,000 visitors.
- Over 30,000 students enrolled on adult education courses.
- 76% of school pupils took part in at least 2 hours PE / school sport in or out of school within and beyond the curriculum.
- 360 athletes have been supported to compete at a national level in the run-up to 2012 Olympics and Paralympics.
- £4.4 million of funding has been levered into sport.
- 3,739 young people were participating in Youth Theatre activity during the year.

Children & Young People

- The Youth Service delivered its core service through 30 youth centres and 17 detached youth projects across the county, as well as providing grant aid to 100 voluntary youth organisations.
- Young people cast 28,000 votes from 130 polling stations in the Kent Youth County Council elections
- There were 163,000 attendances at youth centres during the year, plus 4,500 attendances on holiday programmes.
- Over 4,500 young people were referred to the Youth Offending Service and nearly 2,000 voluntary and statutory interventions have been delivered.
- The Kent Drug & Alcohol Action Team has contributed to 310 schools being engaged in the Healthy Schools initiative
- 420 young people have received drug treatment interventions who were referred via the youth justice system.

Community Safety

- Over 1,400 drug users were retained in treatment last year.
- Trading Standards gave 400 businesses advice regarding under-age sales and has significantly disrupted the activities of 20 rogue traders.
- There are 101 KCC Community Wardens (including 10 County Response wardens) operating in Kent.
- 2,401 properties received safety checks and installations of security equipment via the Handy van scheme.

Regulatory Services

- Approximately 15 emergency exercises are organised in Kent to validate emergency plans.
 - The Contact Centre received 1.3 million calls with 84% being answered in 20 seconds.
 - 2,155 marriages were held at external licensed venues in addition to 140 Welcoming ceremonies and Kent gained 1,800 new citizens during the year.
-

Appendix 2

Communities											
Performance Indicator	Business Unit / Division	Good Performance is:	Actual 2003/4	Actual 2004/5	2005/6 National Quartile	Actual 2005/6	Mid Year 2006/7	Forecast 2006/7	Target 2006/7	Actual 2006/7	Target 2007/8
BV 220 : Score out of 4 for compliance with national library services standards	Libraries & Archives	High	New	3	Not Available	2	2	3	3	3	3
BV 170a : The number of usages of KCC supported museum services per 1,000 residents (includes requests for information by letter or telephone)	Libraries & Archives	High	33.3	45.61	Not Comparable	78.3	49.3	85.0	102.0	116.6	117
BV 170b : The number of visits made in person to KCC supported museum services per 1,000 residents	Libraries & Archives	High	27.0	24.39	Not Comparable	44.0	29.4	53.0	53.0	99.2	99.0
BV 170c : Number of pupils visiting KCC supported museums and galleries in organised school groups	Libraries & Archives	High	4,000	1,975	Not Comparable	8,737	7,641	12,500	3,000	9,417	9,400
BV 221a : Percentage of youths engaged through youth work who gain a recorded outcome	Youth & Community	High	New	New	Lower Quartile	28.3%	21.8%	21.8%	60.0%	14.0%	20%
BV 222a : Percentage of youths engaged through youth work who gain an accredited outcome	Youth & Community	High	New	New	Below Median	11.7%	16.5%	16.5%	30.0%	10.7%	13%

BV 126 : Number of domestic burglaries per 1,000 households	Community Safety	Low	11.1	10.0	Above Median	10.6	5.7	11.2	Not Set	10.7	10.7
BV 127a : Number of violent crimes per 1,000 population	Community Safety	Low	14.0	15.6	Above Median	17.6	9.6	18.2	Not Set	17.9	Not Set by KCC
BV 127b : Number of robberies per 1,000 population	Community Safety	Low	New	0.7	Above Median	0.8	0.4	0.7	Not Set	0.8	Not Set by KCC
BV 128 : Number of vehicle crimes per 1,000 population	Community Safety	Low	11.6	10.8	Above Median	11.2	5.1	10.7	Not Set	10.3	10.3
BV 174 : The number of racial incidents recorded at schools and in relation to provision of other KCC services per 100,000 population	Community Safety	Not applicable	42.1	42.1	44.3 Not Comparable	49.9	56.6	56.6	Not Set	Next due autumn 07	Not Set by KCC
BV 175 : The percentage of those racial incidents that were fully investigated	Community Safety	High	100%	100%	Upper Quartile	100%	100%	100%	100%	Next due autumn 07	100%
BV 166b : Score against a checklist of enforcement best practice for trading standards	Regulatory Services	High	87%	90%	Upper Quartile	100%	100%	100%	100%	TBC	100%

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To: Communities Policy Overview Committee

From: Mike Hill, Portfolio Holder, Amanda Honey, Managing Director, Communities

Subject: Communities Risk Register

Classification: Unrestricted

Summary: This report identifies the strategic risks that are managed and controlled within the Communities Directorate

FOR INFORMATION

Introduction

1. The Governance and Audit Committee received a report from the Head of Audit and Risk Management on 7th March 2007, presenting the risk registers for each directorate. It was agreed at that meeting that individual Directorate Registers would be considered by the appropriate Policy Overview Committee and the Communities Register is therefore attached at Appendix One.

Purpose and Format of Risk Registers.

2. The requirement to maintain risk registers ensures that potential risks which may prevent the Authority from achieving its objectives, are identified and controlled. They also ensure that controls are in place to prevent occurrence of events which it would be unacceptable or undesirable to allow to happen. From time to time they may also highlight risks which are being over-controlled. The process of developing the registers is therefore important in underpinning performance management and service procedures and considerable significance is attached to it by external auditors and inspectors.

3. There is a standard format for Directorate Registers and a 5x5 matrix is used to rank the scale of risk in terms of likely occurrence and impact (see Table 1) to give an overall score. The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action.

Table 1.

↑ Likelihood	Very likely	5					
	Likely	4					
	Possible	3					
	Unlikely	2					
	Very Unlikely	1					
RISK RATING MATRIX			1	2	3	4	5
			Minor	Moderate	Significant	Serious	Major
			Impact				

Monitoring and review

4. During 2007/08 the controls in the register will be tested and checked in order of significance. Any additional management action that is required will be integrated into the unit planning process and the full list of risks will be reviewed annually by the Senior Management team. The first review will be carried out in October 2007.

Recommendation

5. Members are asked to NOTE the Communities Directorate Risk Register

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Contact: Mark Scrivener
 Business Information Manager 01622 69(6055)
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By: Alex King, Deputy Leader of the Council
To: Communities Policy Overview Committee – 13th July 2007
Subject: CPA Corporate Assessment
Classification: Unrestricted

SUMMARY

KCC's corporate assessment inspection is due in early 2008. This report sets out details of the corporate assessment process, work undertaken so far and actions that need to be taken to prepare KCC for this major element of the CPA framework.

FOR INFORMATION

1. INTRODUCTION

KCC's corporate assessment is scheduled to take place in 2007/08 and will be one of the most important inspections of the authority in the last few years. The score we receive will influence whether we retain our future Four Star status.

Our last corporate assessment and inspection was in 2002. Since then the assessment framework has been revised and become a far harder test and from 2005 all authorities are being inspected under this new methodology. The expectation is that therefore it will be harder to retain our current score of four out of four for this block which has been a major factor in obtaining and maintaining our Excellent/Four Star authority status since 2002.

The score we receive for the corporate assessment we will keep, as it will not be run again as part of the current CPA process. If we are less than a Four Star authority at the end of the CPA regime in 2008/09 this could well affect the amount of regulation and inspection we can expect to receive under the post CPA methodology. Our performance against the corporate assessment block is therefore important.

Running concurrently alongside the corporate assessment will be the Joint Area Review (JAR) covering children and young peoples' services. The score we receive for this will also be important as it will dictate the score for that CPA block, and again we will not have a further JAR as part of the current CPA process.

2. OBJECTIVES OF CORPORATE ASSESSMENT

Corporate assessment is a major part of the Audit Commission's CPA framework. It focuses on the importance of a sound corporate 'engine' to drive good services. It measures how effectively the council is working corporately, and with its partners, to improve services and deliver improved outcomes for local people.

As part of the revisions to the corporate assessment framework that took place in 2005 there is now greater emphasis on:

improved outcomes for users
meeting the needs of diverse communities and users
community engagement
increased emphasis on community leadership, partnership working and value for money.

In addition, we will particularly need to demonstrate how our understanding of Kent is translated into ambitions and priorities for the community). We will also need to demonstrate how the capacity and performance management of KCC is being applied to deliver improved outcomes for the people of Kent.

3. FRAMEWORK

Corporate assessment uses key lines of enquiry (KLOE) to provide a framework through which to gather and assess evidence about how effectively the council is working. The corporate assessment KLOE measures:

- how well councils understand their local communities and neighbourhoods
- how this understanding of local people and places translates into councils' ambitions and priorities
- their capacity to deliver these
- what councils are achieving.

A key change underpinning this emphasis is the introduction of shared priorities in the 'Achievement' theme. The council's management of the cross-cutting issues inherent in the delivery of the shared priorities, and the link to local priorities will provide an important focus for the corporate assessment. It will examine how we balance national policy objectives against local priorities and will assess our achievements against these priorities and plans.

The framework of the corporate assessment KLOE is set out for your reference in Appendix 1.

4. TIMING

Both the JAR and corporate assessment inspections will be held w/c 28 January and 8 February 2008.

5. SELF-ASSESSMENT

Authorities complete a self-assessment at the start of the corporate assessment process about six weeks prior to the inspection. The self-assessment is the principal reference point for the corporate assessment. The information and evidence it provides will be used to help inform judgements made by the assessment team and decisions regarding the scope and focus of their on-site fieldwork.

The self-assessment will be used as evidence of the extent of KCC's self-awareness of its current position in terms of its local context and its capacity to deliver improved outcomes for local people. It should therefore demonstrate a clear understanding of the challenges and opportunities KCC faces and a realistic evaluation of its strengths and weakness. In illustrating the current position, we may wish to highlight how we have addressed

weaknesses or delivered improvement. In evaluating what we have done or what has improved we should demonstrate what has changed in terms of outcomes for the community and the difference our council is making to local places and local people.

6. INSPECTION AND REPORTING

The team undertaking the corporate assessment/inspection will comprise of a:

- Team leader(s)
- Inspector
- Link inspector (with JAR team)
- Peer officer
- Peer member
- Project support officer.

The team leader for the JAR will be from OfSTED or CSCI and will have their own team.

An inspector analysis week will take place in Kent from 7-11 January 2008 which will be mainly a document review and there will be feedback to us afterwards. The week can include a tour by the inspection team and the possibility of talking to selected individuals. The inspection team will then finalise the list of interviewees for the actual inspection.

The inspection itself lasts two weeks although the inspectors are not on site every day. Formal feedback will be given during that period.

During the inspection the team will talk to a wide variety of individuals and groups inside and outside of the authority and they will hold focus groups with members, executive, staff and partners etc. They will also conduct an online 'survey' of stakeholders to gain their views.

The report will be written following the inspection and will be submitted for a national consistency check to look at how well it fits with other reports. We will then be sent a draft and have a couple of weeks to comment before the final report is issued. A final feedback session will then follow.

7 RECOMMENDATION

Members are asked to NOTE this report.

Contact: Sue Garton
Head of Corporate Performance
Extension: 1980

Corporate Assessment Key Lines of Enquiry

The corporate assessment Key Lines of Enquiry (KLOE) provides a framework to assess the council against five themes arranged under three headline questions set out below:

1. What is the council, together with its partners, trying to achieve?

Theme 1 - Ambition for the community

1.1 Are there clear and challenging ambitions for the area and its communities?

This assesses evidence that

- ambitions for the community address the underlying needs of the area and its communities
- ambitions are shared amongst partner organisations and understood by staff and the local community
- ambitions are challenging but realistic – underpinned by prioritisation, capacity and performance management

1.2 Are ambitions based on a shared understanding amongst the council and partner organisations of local needs?

This assesses evidence that

- data collection and analysis needs are agreed between councils and partner organisations and information is shared openly between them
- councils and partner organisations work together to assess changes in statutory responsibilities, to analyse demographic characteristics and trends, to consider the findings of performance monitoring, to identify gaps and shortfalls in provision, and councils and partner organisations work together to assess the likely availability of resources
- service users, staff and other stakeholders, including voluntary and community and private sector organisations, are encouraged to give their views and supported where necessary in doing so; measures are taken within this to involve black and minority ethnic groups and other groups at risk of disadvantage
- consultation recognises the range and complexity of service user needs and makes provision for choice

1.3 Does the council with its partners provide leadership across the community and ensure effective partnership working?

This assesses evidence that

- the council demonstrates community leadership through its ability to work in partnership with the statutory, community, voluntary, business and private sectors to add value and deliver against its ambitions and priorities
- councillors and officers are willing to make difficult decisions about what are and are not local ambitions
- the council is effective in ensuring that partnership working is productive and sustainable and that accountability in partnerships is clear and robust

Theme 2 - Prioritisation

2.1 Are there clear and robust priorities within the ambitions for the area?

This assesses evidence that

- priorities reflect the findings of needs assessment
- priorities have regard to national and local policy frameworks
- the priorities address the needs of black and minority ethnic groups and other groups at risk of disadvantage, and promote good race relations
- service users, councillors, staff and other stakeholders understand key strategic objectives

2.2 Is there a robust strategy to deliver the priorities?

This assesses evidence that

- corporate, service and financial strategies are linked within a deliverable framework
- there are clear and agreed targets for improvement which are outcome-based and challenging but realistic
- there is shared understanding amongst partner organisations of the duties, frameworks, and priorities governing each other's work
- resources allocated within and between partner organisations are managed, reviewed and revised in line with priorities

2.3 Is robust action taken to deliver the strategy?

This assesses evidence that

- the links between action plans and the delivery of strategic priorities are clear and demonstrate the extent to which the council targets resources or shifts resources away from non-priority areas
- service users, staff and other stakeholders are encouraged to contribute to action planning
- action plans address the needs of black and minority ethnic groups and other groups at risk of disadvantage
- action plans include sufficient detail of the action proposed to enable stakeholders to assess its fitness for purpose
- difficult decisions are taken where necessary and focus is sustained

2. What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?

Theme 3 - Capacity

3.1 Is there clear accountability and decision making to support service delivery and continuous improvement?

This assesses evidence that

- the roles and responsibilities of officers and councillors for taking decisions are clear
- decision-making processes are transparent and result in relevant actions; and decisions are made in time for action to be taken to meet priorities
- reviewing risks and opportunities is a continuing strand of planning, delivering and reviewing services
- there are protocols and procedures for conflict resolution within and between partner organisations
- councillors and officers work effectively within the ethical framework

3.2 Is capacity used effectively and developed to deliver ambitions and priorities?

This assesses evidence that

- there is a clear and sustained focus on value for money
- staff recruitment, retention and development activities are designed to ensure current and future needs are met
- workforce planning is undertaken as a collaborative exercise by all partner organisations including voluntary and community organisations
- the council ensures projects are properly resourced and rigorously managed
- there is a strategic approach to partnering, procurement and commissioning services which takes account of the capacity of voluntary, community and private sector organisations
- users and other stakeholders are able to access services which meet their diverse needs
- staff are encouraged to be flexible and innovatory in meeting service needs

3.3 Does the council, with its partners, have the capacity it needs to achieve change and deliver its priorities?

This assesses evidence that

- the capacity of councillors, management, staff, and organisational development is sufficient to ensure clear leadership and support the achievement of priorities;
- existing financial capacity is sufficient to achieve the council's objectives, sustain performance, and promote improvement; and financial management arrangements are secure
- ICT resources and e-government are used to support delivery of priorities and greater choice for service users
- the council works with partnerships to enhance its financial and other capacity so as to achieve its ambitions and priorities
- full account is taken of diversity, user focus and human rights issues in decision making and achieving outcomes
- the council, with its partners, has the capacity to respond flexibly to changing circumstances and emerging challenges

Theme 4 - Performance management

4.1 Is there a consistent, rigorous and open approach to performance management?

This assesses evidence that

- councils and partner organisations individually and collectively review performance within a culture of open debate and constructive challenge
- the level of involvement of councillors and senior officers in performance review is consistent with their roles and responsibilities and reflects the importance for individuals and communities of meeting target standards and/or action milestones
- review cycles reflect risk and the time needed to take necessary remedial action
- resource management is integrated with performance management to support a sustained focus on priority issues
- there is a well publicised, user-friendly and supportive system for service users and staff to submit complaints or grievances, or representations about service performance
- the council and its partners invite external evaluation where this may add materially to their own internal processes
- managers and staff focus on performance and use performance management as an integral part of how they work

4.2 Do the council and partner organisations know how well they and each other are performing against planned outcomes?

This assesses evidence that

- providers work together to develop and consider relevant performance information, including trends over time and comparisons with both similar areas and the national picture
- data collection and analysis includes reference to the needs of black and minority ethnic groups and other groups at risk of disadvantage, and geographic areas
- providers work together to compare and evaluate processes, costs and outcomes with those of similar providers
- service users, staff and other stakeholders, including voluntary and community organisations, contribute to performance review and are informed about its outcomes

4.3 Is knowledge about performance used to drive continuous improvement in outcomes?

This assesses evidence that

- targets for improvement are set in line with priorities, performance and satisfaction levels are monitored and analysed, and under-performance is identified and addressed
- the council uses performance management to co-ordinate service delivery to communities and users
- actual or likely difficulties with carrying out action plans in line with priorities are raised by partners at an early stage
- user complaints and staff complaints and grievances are used to inform service development
- providers use performance review, inspection findings and independent reviews in developing priorities and improving value for money

3. What has been achieved?

Theme 5

Achievement is assessed by examining how well councils are delivering local priorities and outcomes across five sub-themes. These are based on the 'shared priorities' agreed by the Office of the Deputy Prime Minister's central and local government partnership. The five 'shared priority' sub-themes are given (in bold text) after the summary of achievement below:

Summary of achievement

5.1 What progress has the council made in delivering its priorities and improving quality of life for local people?

This assesses evidence that

- improvements are being developed, implemented and delivered in partnerships to sustain current and future improvement in national, shared priorities. The improvements are in line with local need and local priorities
- the council is working in partnership to improve areas local people say are important to their communities. Improvements are contributing to wider community outcomes and national, shared priorities to create a more sustainable, safe, cohesive and healthy community, and improved outcomes for children, young people and older people
- the council is improving access to services, and quality of life for all its citizens and local communities including those at risk of disadvantage

Sustainable communities and transport

5.2 What has the council, with its partners, achieved in its ambitions to develop sustainable communities, integrating economic, social and environmental issues?

This assesses evidence that the council, with its partners, co-ordinates its work on economic development, the housing market, the environment and transport to improve quality of life and deliver a more sustainable future all its communities by

- promoting and supporting a sustainable local economy, helping secure jobs and wealth
- addressing the area's housing requirements and housing needs
- delivering a quality environment now and promoting and supporting sustainable lifestyles to ensure environmental quality for future generations; and
- using the transport system, and where applicable the planning system, to increase the opportunities for all sectors of the local community have to access work and important services without need for a car

Safer and stronger communities

5.3 What has the council, with its partners, achieved in its ambitions for building safer and stronger communities?

This assesses evidence that the council contributes to successful outcomes through effective partnership working to

- reduce and prevent crime and fear of crime
- reduce anti-social behaviour (ASB)
- reduce the impact of drug and alcohol misuse on communities, individuals and their families
- reduce accidents and make people feel safer
- be well prepared for internal or external emergency situations
- build stronger communities

Healthier communities

5.4 What has the council, with its partners, achieved in its ambitions for the promotion of healthier communities and the narrowing of health inequalities?

This assesses evidence that the council, with its partners, is achieving real and measurable improvements in the health and well-being of local people, notably, that

- the health of all the communities the council serves is improving as a direct result of the activities of the council
- the council is reducing health inequalities and the gap in life expectancy between its diverse communities

the council is improving access to services for those most at risk of disadvantage

Older people

5.5 What has the council, with its partners, achieved in its ambitions to promote and support the independence and well-being of older people?

This assesses evidence that the council is working with its partners, and with older people, to

- develop a strategic approach to older people that goes beyond health and social care and covers the areas that older people say are most important
- undertake meaningful engagement with older people and their representative groups on all aspects of the strategic approach and service provision
- deliver a comprehensive, co-ordinated range of services to older people

Children and young people

Normally, when the Joint Area Review (JAR) and corporate assessment are happening at the same time, the description and judgement of the council's and its partners' contribution to the quality of outcomes for children and young people will be summarised from the JAR report. In the exceptional circumstances where the two processes do not take place at the same time, the Ofsted/CSCI annual performance assessment for children and young peoples' services will form the basis of this section of the report.

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By: Overview and Scrutiny Manager
 To: Communities Policy Overview Committee - 13 July 2007
 Subject: **SELECT COMMITTEES - UPDATE**
 Classification: Unrestricted

Summary: This report updates Members on the progress of the Select Committee on Alcohol Misuse and the Select Committee Topic Review Work Programme.

Select Committee: *Alcohol Misuse*

1. (1) This Select Committee under the chairmanship of Mr J B O Fullarton held its first meeting on 16 May 2007 when it agreed the Terms of Reference, a copy of which is attached as Appendix 1. Hearings for the Select Committee are underway and the Select Committee is scheduled to complete its gathering of evidence at the end of July 2007. It is intended that the report of this Select Committee will be submitted to the meeting of the Cabinet on 3 December 2007.

(2) Members will recall that it was proposed that the review would focus on the public health aspects of alcohol misuse. The Policy Overview Co-ordinating Committee met on 7 June and noted that the Communities Policy Overview Committee had indicated it was keen to see the criminality aspect of alcohol misuse addressed. For this reason the Policy Overview Co-ordinating Committee noted that the work of this Select Committee may lead to further related pieces of work.

Select Committee Work Programme

2. (1) The Policy Overview Co-ordinating Committee met on 7 June 2007 to consider the Topic Review Work Programme.

(2) The current two topic reviews are Support for Carers in Kent and Alcohol Misuse. The Policy Overview Committee agreed that an additional short Select Committee on Flood Risk would be set up immediately and finish its work at the end of September 2007.

(3) In relation to the next phase of the Select Committee Topic Review Programme due to start in Autumn 2007 to Spring 2008 it was agreed that the two topics would be Access to Democracy and Vulnerable Children (which will come under the Corporate Policy Overview Committee and the Children, Families and Education Policy Overview Committee respectively).

(4) At the Committees meeting on 29 June 2006 the Committee proposed the topic "**Provision of Activities for Young People** " as suitable for potential inclusion in the Topic Review Work Programme. The Policy Overview Co-ordinating Committee, will give consideration to all the Policy Overview Committees aspirations when it meets on 27 September 2007.

Recommendations

3. Recommended that:
 - (a) the progress on the Select Committee for Alcohol Abuse be noted;
 - (b) the update on the new Select Committee Topic Review Programme be noted.

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Background Information: *Nil*