

## **APPENDIX 5: CUSTOMER IMPACT ASSESSMENT REPORT - Screening**

### **PART A – GENERAL INFORMATION**

#### **A.1 Name**

Reorganisation of Children Families and Education services

#### **A.2 Type**

Service

#### **A.3 Responsible Owner**

Rosalind Turner

#### **A.4 Date of Initial Screening**

March 2010

#### **A.5 Initial Screeners**

Marisa White, Akua Agyepong

#### **A.6 Date of Customer Impact Assessment**

March 2010

Due to the nature and scope of the proposed changes it has been decided that a full impact assessment will be required for some key service areas specifically:

- Disabled Children's services
- Unaccompanied Asylum Seeking Children's Services.

#### **A.7 CIA Team**

Akua Agyepong (Commissioning and Partnerships); Grahame Ward (Capital Programme and Infrastructure); Peggy Harris (Learning); Liz Totman (Specialist Children's Services); Maxine Gibson (Resources and Planning)

## **PART B – INITIAL SCREENING**

Please complete sections B.1 – B.6 & B.8

Please complete section B.7 only if you conclude that no further action is required

### **B.1 Aims and Objectives**

KCC has been recognised as an excellent authority but is always looking for further improvements. Following a detailed review, services in the Children, Families and Education Directorate are being re-modelled. These changes will protect and enhance services for children and young people, and support for families, across the county.

At the heart of these changes will be 12 operational managers' groups, aligned with the district and borough councils and working alongside Local Children's Trust Boards, which are developing through the review of the Kent Children's Trust.

The local Children's Trust Boards will bring together early years, education, child protection, health, youth and community services and involve KCC, the 12 district councils, police, health and the voluntary sector – working together to provide high quality community-based services for children, young people and families. This will mean that all County Council services for children and young people will be working alongside partner agencies to provide a joined up approach, in the spirit of Total Place – a new initiative that looks at a 'whole area' approach to public services.

There is a rising demand for services and increasing pressure on public finances. These plans will make sure Kent County Council carries on delivering the very best for the 300,000 children and young people, and their families, and high quality support for early years providers, schools and colleges.

Savings of £8million will be made through effective use of staff. There will be a reduction of 260 posts – an overall reduction of 7% in staff numbers. This does not mean that 260 people will lose their jobs as 100 jobs are currently vacant and will accommodate the movement of some staff.

Front line services and care for children will be protected as the changes take place. £5.3million has been found on this year's budget to strengthen children's social services in the face of a 21.2% increase in referrals.

### **B.2 Beneficiaries**

In order to have a good understanding of the impact of the proposed changes, the Change team have identified two core groups of beneficiaries recognising the sub groups that will flow out of them.

#### **Kent County Council**

- as an organisation;
- CFE as a directorate as we improve our performance and continue to deliver excellent services in a climate of increased austerity.
- Council Tax payers of Kent- recognising our accountability to those who pay for the delivery of services in Kent
- Key partners and contractors who support service delivery in CFE

#### **Service users in Kent County**

- Kent children, young people and their families.

- Certain specific groups of children and young people where current KCC CFE performance indicates insufficient progress e.g. Looked After Children.
- Streamlined support to schools and settings, in response to the request for “one clear contact”.
- Potential to benefit key partner agencies and their agendas i.e. Health services, District Councils (agencies party to the Kent Children’s Trust Board and the Kent Children and Young People’s Plan)

It must be noted that this is not an exhaustive list and through consultation and review, other beneficiaries will be established and impact of change assessed in relation to their specific needs as part of the full impact assessment.

### **B.3 Classification**

This change proposal for key service areas has been classified as major because the reorganisation will affect large numbers of staff and service users.

Aspects of the proposals have the potential to, positively or negatively, affect the seven key groups covered by this assessment. The aims of the reorganisation cover areas that should have a positive impact on equalities, focusing on improving outcomes for vulnerable groups, including vulnerable learners and aligning services that need to work together around Looked After Children (LAC) and disabled children as well as responding to national changes within the 14-19 arena.

However in order to focus resources on key services, it is recognised that this will present a risk to other areas of our service delivery. As such, full impact assessment will enable CFE to get understanding of these risk areas and discover how to mitigate any negative impact that will arise through establishing and agreeing a time frame for responses through an action plan which will be owned by the Senior Management Team and key partners.

### **B.4 Consultation and data**

Please record any data/research and/or consultation you have carried out to inform your screening

One of the key drivers for change is in relation to Kent County Council’s commitment toward ‘Narrowing the Gap’ of inequality for children and young people in Kent. In addition to this the diversity of children and young people is recognised in relation to the fact that the ‘Every Child Matters’ outcomes, as such the wellbeing and achievement is of concern to elected Members and lead officers alike.

Review of our performance indicators shows the following areas of concern:

- Rate of increase in number of children subject to a Child Protection Plan
- Increase in referral and re-referrals
- Low proportion of referrals going onto initial assessment
- Increase in LAC
- Increase in numbers of children eligible for FSM and FSM achievement gap
- KS2 attainment gap
- Numbers of National Challenge schools
- Numbers of Primary schools below floor targets

- Attainment of LAC

Aspects of the reorganisation proposals are intended to address these areas, whilst also dealing with the need to build on good work in progress. Feedback from the work undertaken around the review of the Kent Children's Trust Board and local arrangements has also fed into proposals around locality arrangements for KCC CFE staff. Strengthening accountability and simplification of structures and roles relate to feedback from partner agencies during this review.

CFE has also considered recent work with the DCSF around our National Challenge schools and views on the targeting of support to these schools as well as how the role of the LA in relation to vulnerable schools or schools facing challenge needs to be strengthened and focused.

Negotiations with the DCSF, the Learning and Skills Council and their staff around transfer of responsibilities to the LA have also informed proposals around the 14-19 Unit and the need to move services for schools in the direction that takes account of national work around "accredited providers" for both Secondary and Primary schools.

Review of management data in relation to organisational profile.

In relation to consultation, a number of groups have been engaged over the process of change in relation to specific service areas. Indeed one of the key actions that came out of the consultative process was to continue to consult and engage with disabled children in order to develop services going forward. Below is a list of groups consulted as part of the change process:

Interviews:

- Kent Asylum Casework Team, UK Border Agency;
- Public Protection Unit, Kent Police;
- Training and Youth Coordinator, ECPAT (End Child Prostitution, Child Pornography and the Trafficking of Children);
- GP, NHS Eastern & Coastal Kent;
- Assistant Director, Children and Young People Division, The Children's Society;
- Barnardo's;
- Refugee Council;
- Liz Beal, Sunrise Co-ordinator, Barnardo's;
- Kent Refugee Action Network (Riverside Project);
- KCC CFE – Staff briefings, team meetings, general consultative period
- Local Children's Services Partnerships (LCSPs)

- DCSF draft (and now) statutory guidance on Children's Trust arrangements (consultation December 09 to January 10)
- Statutory guidance relating to participation and involvement, as well as requirements for Comprehensive Area Assessment (CAA).
- For school standards and improvement we can add in standards data some headlines for Key Stages 2 and 4 and Ofsted outcomes and Free School Meals (FSM) attainment
- Learners with additional needs: Special Educational Needs (SEN), Looked After Children (LAC), achievement of Black and Minority Ethnic communities.
- Review of our performance indicators.
- CFE has also considered recent work with the DCSF around our National Challenge schools and views on the targeting of support to these schools as well as how the role of the LA in relation to vulnerable schools or schools facing challenge needs to be strengthened and focused.
- School leaders

Sample of Focus Groups:

- Stakeholders (internal) – SUASC – 13:30-15:30, 13 May 2010, Maidstone
- Service users – SUASC – 17:30-18:30, 13 May 2010, Tunbridge Wells (Barnardo's book club meeting)
- Stakeholders (internal/external) – SUASC – 10:30-12:30, 14 May 2010, Maidstone
- Review of management data in relation to organisational profile.
- School and setting leaders have been consulted on the proposals as well as groups representative of this sector e.g. Early Years and Childcare and Extended Services Partnership Board (this group feeds directly into Kent Children's Trust).

## **B.5 Potential Impact**

### *Learning Group:*

Proposals for the Learning Group intend to impact positively on a number of groups (age, disability, gender and race in particular). Using data and increased feedback from children and young people, it is intended that resources and interventions will be more targeted to address gaps in attainment and wellbeing for these groups and more specific groups within these categories where differentials are indicated through monitoring of outcomes.

### *Specialist Children's Services:*

The setting up of a Corporate Parenting Unit bringing together all key services to focus on the needs of LAC (including unaccompanied asylum seeking children and young people) is intended to strengthen the support to and outcomes for these children and ensure that KCC CFE has the ability to fulfil its responsibility as corporate “parent” for these children. Assessment and reception of unaccompanied asylum seeking children will still happen through one of the Heads of Service for Children’s Social Care in order to ensure that specific needs are assessed and that there are plans to meet these needs prior to children moving to the responsibility of the Corporate Parenting Unit.

#### *Commissioning and Partnerships:*

The strengthening of the focus around safeguarding and ensuring that the quality assurance around safeguarding is “off-line” from the delivery is intended to improve delivery of safeguarding for vulnerable children and young people.

The setting up of a Commissioning Unit is intended to impact positively on outcomes for vulnerable groups, utilising improved data, strengthening consultation with children, young people, parents and carers and commissioning appropriate services against agreed outcomes. This also helps to move KCC CFE towards the future role the government expects it to have i.e. commissioning, championing, challenge and appropriate intervention.

The review of the Kent Children’s Trust Board and the changes to the roles and deployment of resources at a locality level (12 Districts) is intended to clarify accountabilities back to the Directors, aid flexibility of resource deployment and provide a model that allows partner agencies to align their services with CFE services with more ease. This is intended to have a positive outcome but it is acknowledged that the change process itself poses particular risks to the delivery of support to schools as well as children and young people as relationships come under pressure due to changes in personnel, line management and process. This needs to be mitigated by a clear business continuity plan and clear protocols and processes that are agreed to be all parties.

#### *Resources & Planning*

Awards team – Changes to this team have been bought about by a National Strategy to streamline Student Loans, and not as a direct result of the CFE re-structure.

It is anticipated that the proposal for changes to the Human Resources (HR) function should lead to a more co-ordinated approach to the delivery of this service to the business. One of the key change proposals is that there is a clear link to Workforce Development team. The internal changes to line management arrangements should provide much better and clearer accountabilities and a more co-ordinated approach to people management and development activities within CFE.

#### *Capital Programme and Restructure*

Service remains unchanged.

## **B.6 Outcome**

Following this initial screening, it has been decided that further assessment is required on each service area which will enable CFE SMT to ensure that duties are observed within specific services.

This will be carried out during the formal consultation period. Key interest and user groups outside of staffing have been identified and are being approached to engage in the consultation around proposals, particularly in those areas with the potential for positive and/or negative impact, as set out above.

#### **B.7 Justification for not needing further action**

N/A

#### **B.8 Challenge Network**

May 2010

## **PART C – FURTHER ASSESSMENT**

Please complete all sections if initial screening shows further assessment needed

### **C.1 Scope of the Assessment**

Set out what the assessment is going to focus on, as directed by the findings from your initial screening

### **C.2 Information and Data**

State what information/data/research you have used to help you carry out your assessment

### **C.3 Involvement and Engagement**

Provide details of all the involvement and engagement activity you have undertaken in carrying out this assessment and summarise the main findings

### **C.4 Judgement**

Set out below the implications you have found from your assessment for the relevant diversity groups. If any negative impacts can be justified please clearly explain why.

### **C.5 Action Plan**

Provide details of how you are going to deal with the issues raised in section C.4 above

### **C.6 Monitoring and Review**

Provide details of how you intend to monitor and review progress against the above actions



**PART D - SIGN-OFF AND APPROVAL**

Please delete as appropriate and ensure it is signed by the Chair of your Directorate Equalities Group or the Corporate Diversity Team (for CED)

**For initial screening only where no impact assessment is required**

I agree with the findings of this initial screening and confirm that this has been verified by the CIA Challenge Network. I endorse the decision not to undertake further assessment.

SIGNED: \_\_\_\_\_

DATE: \_\_\_\_\_

**For initial screening only where internal action is required**

I agree with the findings of this initial screening confirm that it has been discussed and agreed by the Directorate Equalities Group. The Group will ensure progress against internal action is kept under review.

SIGNED: \_\_\_\_\_

DATE: \_\_\_\_\_

**For a complete impact assessment**

I agree with the findings of this Customer Impact Assessment and confirm that it has been discussed and agreed by the Directorate Equalities Group. The Group will ensure progress against the action plan is kept under review.

SIGNED: \_\_\_\_\_

DATE: \_\_\_\_\_