

**CABINET SCRUTINY COMMITTEE**

**Wednesday, 15th September, 2010**

**2.30 pm**

**Council Chamber, Sessions House, County  
Hall, Maidstone**







## AGENDA

### CABINET SCRUTINY COMMITTEE

**Wednesday, 15th September, 2010, at  
2.30 pm  
Council Chamber, Sessions House,  
County Hall, Maidstone**

Ask for: **Peter Sass**  
Telephone: **01622 694002**

#### Membership

Liberal Democrat (1): Mrs T Dean (Chairman)

Conservative (11): Mr R Brookbank, Mr A R Chell, Mr G A Horne MBE,  
Mr E E C Hotson, Mr R F Manning, Mr M J Jarvis, Mr R E King,  
Mrs J P Law, Mr R L H Long, TD, Mrs J A Rook and Mr J E Scholes

Labour (1) Mr L Christie

Independent (1) Mr R J Lees

Church The Reverend Canon J L Smith, The Reverend N Genders and  
Representatives (3): Dr D Wadman

Parent Governor (2): Mr B Critchley and Mr P Myers

*Refreshments will be available 15 minutes before the start of the meeting*

*Timing of items as shown below is approximate and subject to change.*

*County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.*

#### Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

By entering the meeting room you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured then you should make the Clerk of the meeting aware.

## **UNRESTRICTED ITEMS**

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

### **A. COMMITTEE BUSINESS**

- A1 Substitutes
- A2 Declarations of Interests by Members in Items on the Agenda for this Meeting
- A3 Minutes of the meeting held on 21 July 2010 (Pages 1 - 10)
- A4 Follow-up Items from Cabinet Scrutiny Committee (Pages 11 - 16)
- A5 Notes of the Informal Member Group on Budgetary Issues held on 10 September 2010 (to follow)

### **B. CABINET/CABINET MEMBER DECISIONS AT VARIANCE TO APPROVED BUDGET OR POLICY FRAMEWORK**

There are no items for consideration

### **C. CABINET DECISIONS**

At the request of the Chairman of Cabinet Scrutiny Committee the September meeting was brought forward by a week. The below items have been provisionally identified for consideration at the meeting depending on the discussion had at the Cabinet meeting on 13 September 2010. The final agenda items will be confirmed after the Cabinet meeting on 13 September 2010.

- C1 Transparency Programme: How We're Spending Your Money (Pages 17 - 28)  
Provisional item depending on the discussion at the Cabinet meeting.

Mr Paul Carter, Leader of the Council and Ms Katherine Kerswell, Group Managing Director have been invited to attend the meeting between 2.45pm and 3.15pm to answer Members' questions on this item.

- C2 Core Monitoring (Pages 29 - 106)  
Provisional item depending on the discussion at the Cabinet meeting.

Mr Roger Gough, Cabinet Member for Corporate Support Services and Performance Management and Ms Katherine Kerswell, Group Managing Director have been invited to attend the meeting between 3.15pm and 3.45pm to answer Members' questions on this item.

- C3 Review of SEN Units - Outcome of the Evaluation of the Lead School Pilot (Pages 107 - 142)  
Provisional item depending on the discussion at the Cabinet meeting.

Mrs Jenny Whittle, Deputy Cabinet Member For Children, Families & Education and Mrs Rosalind Turner, Managing Director Children, Families & Education have been invited to attend the meeting between 3.45pm and 4.15pm to answer

Members' questions on this item.

- C4 Supporting Vulnerable Learners into Apprenticeships (Pages 143 - 148)  
Provisional item depending on the discussion at the Cabinet meeting.

Mr Mike Hill, Cabinet Member For Communities and Mrs Amanda Honey, Managing Director Communities have been invited to attend the meeting between 4.15pm and 4.45pm to answer Members' questions on this item.

#### **D. CABINET MEMBER DECISIONS**

There are no items for consideration

#### **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)*

Peter Sass  
Head of Democratic Services and Local Leadership  
(01622) 694002

**Tuesday, 7 September 2010**

*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.*

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**KENT COUNTY COUNCIL**

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**CABINET SCRUTINY COMMITTEE**

MINUTES of a meeting of the Cabinet Scrutiny Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 21 July 2010.

PRESENT: Mrs T Dean (Chairman), Mr D L Brazier (Substitute for Mr R W Bayford), Mr R Brookbank, Mr L Christie, Mr G A Horne MBE, Mr M J Jarvis, Mr R E King, Mrs J P Law, Mr R J Lees, Mr R F Manning, Mr R J Parry (Substitute for Mr E E C Hotson), Mrs J A Rook and Mr J E Scholes

ALSO PRESENT: Miss S J Carey, Mr N J D Chard, Mr R W Gough, Mr P M Hill, OBE and Mr J D Simmonds

IN ATTENDANCE: Ms L McMullan (Director of Finance), Mr J Burr (Director of Kent Highway Services), Mr D Hall (Head of Transport & Development), Mr R Hallett (Directorate Finance Manager), Mr S Beaumont (County Manager, Community Safety) and Mrs T Oliver (Director of Strategic Development and Public Access)

**UNRESTRICTED ITEMS****58. Minutes of the meeting held on 23 June 2010**

*(Item A3)*

- (1) Regarding paragraph 52 of the minutes, the Council had approached the Government to request that they be able to work together on a review of Local Government finance. There had been no response to this request to date but the Council would continue to follow the request up.
- (2) Ms McMullan explained to the Committee that she would be taking on the role for the South East lead for Finance, which would involve being a representative for the South East Strategic Authorities. A key aim was to share ideas from other authorities and to identify areas where bureaucracy could be reduced.

RESOLVED: that subject to the amendment of Mr Dean on page one for Mrs Dean the minutes of the meeting held on 23 June 2010 are correctly recorded and that they be signed by the Chairman.

**59. Follow-up Items from Cabinet Scrutiny Committee**

*(Item A4)*

- (1) Mr Burr explained that the gully emptying schedules would be issued to Members in the next few weeks.
- (2) Regarding Kent Design Guide, a report was being submitted to the Environment, Highways and Waste Policy Overview and Scrutiny Committee concerning the ways in which Kent Highways Services and the Kent Design Initiative were working with development partners to test the robustness of Interim Guidance Note 3. The report also indicated that further public consultation would be undertaken as residential parking policies were developed at district level.

- (3) Members had invited Mr R Gough and Ms T Oliver to answer any questions Members might have on the Kent Digital Service follow up item. A report had been circulated to Members answering questions raised at the Cabinet Scrutiny Committee meeting on 9 April. Members confirmed that they were satisfied with the reasons behind using TUPE and that their questions on this issue had been answered.
- (4) Mr Gough explained that it was intended that a cross party group be set up which would be reported through the Corporate Policy Overview and Scrutiny Committee and would be led by Jane Clarke, Head of Communications and Media Centre. The Chairman thanked Mr Gough for his introduction and explained that a report on how the Scrutiny Committees could work with the media was recently discussed by the Scrutiny Board and this work could all tie in together.
- (5) Mr Manning asked for clarification on the schedule of work, which elements had gone out live and which were for broadcasting at a later date. Ms Oliver referred to page 4 of the supplementary report on Kent Digital Service and explained that four films had been shot but not put up. The 'acquired by Kent County Council' (KCC) videos had been commissioned by KCC departments but not produced by the Digital Kent team, the 'acquired other' had been made independently of KCC but the content was relevant to the KCC website, this was not at cost to the Council.
- (6) The Chairman reminded Members that a further presentation on the Future of Older Persons' Provision had been offered to Members and was being held on 26 July at 3.30pm.

RESOLVED: that Members note the follow up items report and the response to previous recommendations.

**60. Notes of the Informal Member Group on Budgetary Issues held on 12 July (to follow)**  
*(Item A5)*

- (1) Mr Manning referred to paragraph 3 (5) and explained that he had asked how the Council could 'realistically' budget for the future, the answer he received had satisfied him.
- (2) Mr Christie referred to paragraph 3 (6), the LSC transfer was 'a unique situation for Kent learners'. It was understood that a pilot was being run in Kent, however Officers would report back to confirm why this was particularly unique for Kent. Mr Christie also asked about the previous follow up item requested by Mr Horne on the level of funding package which the Government was offering to Kent County Council in relation to the transfer of the Learning and Skills Council Service. This information would be clarified and reported back to Members.

RESOLVED: that the Cabinet Scrutiny Committee approve the notes of the Informal Member Group on Budgetary Issues held on 12 July 2010.



## **61. Revenue and Capital Budget Monitoring Exception Report**

*(Item C1)*

Mr N Chard, Cabinet Member for Environment, Highways and Waste, Mr J Burr, Director of Kent Highway Services, Mr D Hall, Head of Transport and Development and Mr R Hallett, Directorate Finance Manager – Environment, Highways and Waste were present for this item.

- (1) The Chairman confirmed that the only item which was being called-in from the Revenue and Capital Budget Monitoring Exception Report was that of the Integrated Transport Schemes.
- (2) Mr Chard confirmed that the figures in the report were correct, he referred to table 5 in the Monitoring Exception Report that set out the in year capital grant reductions for Kent of £4.105million to the existing Integrated Transport block. That decision was signed off by the Leader on 18 June and officers had worked up proposals to meet the £4.105million reduction. Those schemes which were underway went forward, those which had severe safety implications, those with significant external funding and those which had a significant impact on congestion were also prioritised. The detail which went out to Members on 28 June was the same information that was contained within the Cabinet Scrutiny Committee agenda papers.
- (3) Mr Chittenden had given the Chairman prior notice that he wished to ask questions on this item and he asked Mr Chard how the proposals were worked up and how the criteria was applied. Mr Hall explained that the £4.1million in year reduction had not been anticipated, the Integrated Transport (IT) scheme proposals were arrived at using a system formally known as PIPKIN, now known as SPS – Scheme Prioritisation System. Officers put together a pragmatic way of looking at the budget including the impact on road safety, schemes that contributed to the reduction of congestion and gave best value for money, schemes that provided significant match funding and those schemes that were underway. The Council would continue to use SPS in future. The vast majority of schemes fell reasonably neatly into the criteria, and the proposals were felt to be balanced and pragmatic.
- (4) Mr Scholes explained that a recent meeting of the Joint Transportation Board did not agree with the prioritisations. Members had put forward suggestions which were broadly financially balanced and was the list in Appendix one of the agenda papers the final decision or were officers still reflecting on the discussions had at the Joint Transportation Boards? In response to a question from Mr Scholes, Mr Chard confirmed that he was aware of the situation in Tunbridge Wells, however the scheme had a major impact on congestion and therefore it was necessary on this occasion to over-rule the Joint Transportation Board (JTB).
- (5) Mr Christie asked whether the JTBs were offered the opportunity to comment on the proposals put forward. Was it correct that 45% of the IT scheme budget was in question? Did the Cabinet Member and Officers look at the possibility of using the Member's funds to fund some of the priority schemes that were previously agreed?

- (6) In response to another point Mr Chard confirmed that a list showing the schemes that were to be funded had previously been circulated to Members. The Member Highway fund was taken into account. It was important to note that those schemes which were proposed not to go ahead this year could go ahead in subsequent years, there had been no political input into the scheme proposals. Mr Hall had done an outstanding job of working up the proposals and these had been thoroughly discussed with the Cabinet Member resulting in the list set out in Appendix 1. JTBs had not necessarily had the time and opportunity to meet between the letter from the Cabinet Member which was circulated on 28 June and the Cabinet decision of 12 July. However on 28 June the letter was sent to all members of the County Council and on 29 June a similar letter was sent to all district councillors, parish councillors and clerks.
- (7) Mr Chittenden asked the Cabinet Member to reconfirm what was decided following discussions about the Scheme Prioritisation System. Mr Chard explained that he thought there should be a prioritisation matrix, officers were tasked to come up with a transparent system which allowed Members to see how schemes had been prioritised as well as demonstrating value for money. The JTB had power to make recommendations, it was not a decision making body.
- (8) Mr Jarvis stated that Kent County Council had missed an opportunity, was the County Council serious about its transport policy when many of the schemes which would not be funded this year were cycle schemes. Mr Chard explained that had the in year reductions not been announced, all the schemes would have gone ahead. The Council had to make cuts, safety was a priority and some of the schemes were underway and so had to continue. The schemes in Appendix 1 were not to be funded this year, it was not the case that they were axed forever. It was hoped that these schemes would be put forward in future years.
- (9) Mr Horne asked for confirmation that the Member's Grants were still available and that they could be rolled over into a following year. Mr Chard explained that the Council agreed a 2 year pilot on Members Grants and it was possible to roll the money forward from last year into this year. The Council would take a decision next February when the budget was decided to determine what should happen in future.
- (10) Mrs Law suggested that, in relation to SPS and Member's Highways Fund, that Members might not be aware that they could contribute to Integrated Transport schemes in the future, Mr Hall explained that the Community Engagement Managers would be liaising with Members to explain that funds could be used in this way.
- (11) The Chairman asked that the full spreadsheet be made available to Members in future, some schemes were aligned with planning permission which was not currently underway, therefore delaying the transport scheme was not critical and perhaps that point could be made more clear. The end of Appendix 1 put into one package some Kent wide schemes, however if that package were to be broken down Members might wish to put money towards some of the smaller schemes. Mr Hall explained that he would ensure that the Community Engagement Managers had the detail behind the smaller packages of schemes to enable them to discuss these schemes with Members.

(12) The Chairman asked for an explanation of the phrase 'variations to and re-scoping of a range of existing IT schemes'. Mr Hallett explained that a list was available of the variations to and re-scoping of schemes and this would be circulated after the meeting.

RESOLVED: that the Cabinet Scrutiny Committee:

(13) Thank Mr Chard, Mr Burr, Mr D Hall and Mr R Hallett for attending the meeting and answering Members' questions,

(14) Welcome the assurance that the Community Engagement Managers would liaise with elected Members to ensure that Members are aware that unspent Member's Highways fund could be used to reinstate some of the smaller schemes that had been deleted from the Integrated Transport programme,

(15) Request further information relating to packages of Integrated Transport Schemes to enable clear understanding of the detail of any changes to the schemes,

(16) Ask that in future the spreadsheet of schemes includes the comments of those that have responded,

(17) Thank the Cabinet Member for Environment, Highways and Waste for his offer to advise Members of any changes to the prioritisation scheme,

(18) Raise concerns about the unequal treatment of the Joint Transportation Boards across Kent because of the narrow consultation period,

(19) Ask that the DART-Tag be advertised as a time and cost effective scheme attached to the Dartford tunnel.

## **62. Operation Find and Fix - Weather Damage Repairs to Roads**

*(Item C2)*

Mr N Chard, Cabinet Member for Environment, Highways and Waste and Mr J Burr, Director of Kent Highway Services were present for this item.

(1) Mr Chard explained that the Council had received funding of £2.4million from Central Government, £2.5million from Kent County Council corporately, and £1.5million from Kent Highway Services (KHS); a total additional money of £6.44million. The find and fix initiative would reach every residential road in the county.

(2) In response to a question from the Chairman about the £1.5million that KHS had been able to utilise through efficiencies, Mr Burr explained that this had become available through a procurement exercise, cheaper market rates had resulted in a £1.5million surplus which could be put into the find and fix initiative.

(3) Mr Horne queried the road repair backlog figure of £430million, it was important that the Council did not see an increase in the backlog figure from year to year,

what standard was the Council looking for? Mr Burr explained that the backlog figure was arrived at through a complicated process of asset management; this figure would raise the standard of all the highways to perfection. The find and fix initiative was already undertaking 6 times more repairs on each road than would have been tackled under previous KCC policies, and substantial sums were planned for surface dressing on rural roads to prevent a repeat of the problems this winter. Kent was not unique; other counties had similar, if not larger, problems with road repairs. Mr Burr added that to ensure that the backlog figure did not increase there was a need to approach problems in a different way.

- (4) Mr Manning asked whether Parish and Town Councils were being informed before the find and fix teams arrived. Mr Manning also asked for clarification on the actual costs of the administration of the contract with the KHS alliance, this was currently estimated at around £320k (5% of the contract value). In relation to the backlog, was it possible to see how the figure of £430million was broken down? Mr Burr confirmed that the programme for the Parish and Town Councils was available on the website and was updated regularly. The actual costs of the management and supervision of the contract were currently 6% but the Council was recovering the costs of the original setup and was confident that the end figure would be 5%, more detail could be provided if required. Members were invited to see the asset management system which arrived at the backlog figure. In response to Mr Manning's point about utility inspections, Mr Burr explained that the Council was currently undertaking 10% more inspections to determine the cost and quality of inspections, if it became possible to prove that the roads were getting worse because of utility repairs it might be possible to recover the costs from the utility companies.
- (5) In response to a question from Mrs Rook about the Council's plans in case of another bad winter in 2010/11, Mr Burr explained that the Council was happy with the quality of the repairs, the surface dressing programme had been extended and as many roads as possible would be covered, however there was no guarantee that in the event of a bad winter potholes would not appear.
- (6) In relation to the find and fix initiative, Mr King asked whether money was being spent in the right way. Mr Chard stated that yes it was, in the past the Council had been focussed on a technical solution, but public perception was also very important.
- (7) Mr Scholes raised concerns about the constant repairs to roads without resurfacing, Mr Chard explained that Kent had a legacy of roads with underlying problems, it was essential to have the roads in a worthy condition.
- (8) In light of Kent's role as the gateway to Europe, Mrs Law asked whether it was time to negotiate a Kent premium. Mr Chard was aware that the Leader of the Council had been discussing a 'Britdisc' type fee system to allow for charging of those vehicles that were not contributing tax wise to the UK economy.
- (9) In response to a question from Mr Christie regarding the table on page 40 of the Cabinet Scrutiny Committee agenda papers, Mr Chard explained that the programme was almost half way through, the downside of find and fix was that those roads which had not yet been repaired were problematic for members of the public. Mr Burr explained that the table showed potholes repaired and m2

patching area separately to enable the Council to monitor the performance of the gangs.

- (10) Mr Horne asked whether there was any opportunity for special consideration to get additional European funding to improve Kent's roads, taking into account the use of the roads by non UK tax payers. Mr Chard explained that the last time discussions were held with the European community no funding was available, however this would be investigated again.
- (11) In response to a question from Mr King regarding surface dressing on rural roads, Mr Burr confirmed that yes the majority of rural roads would be surface dressed and a Member guide to Highways would be put together to ensure that Members understand the process for road repairs in Kent.
- (12) The Chairman asked that the use of the DART-Tag be promoted as good value for residents of Kent and a way of reducing congestion at the Dartford crossing. In response to a question about what had been learned from the find and fix programme, Mr Burr explained that the Council was focussing on output, the commercial liability on the Council had been removed and the payment mechanism reviewed. All defects on the roads were being fixed and it was now important to maintain those roads at the improved standard. The Council was going through a competitive process with the bidders and the lessons learned would be shared with them to help build on the work already undertaken.

RESOLVED: that the Cabinet Scrutiny Committee

- (13) Thank Mr Chard and Mr Burr for attending the meeting and answering Members' questions,
- (14) Congratulate officers and the Cabinet Member on the additional £1.5million for find and fix identified through the procurement process,
- (15) Welcome the increase in surface dressing to prolong the life of existing roads
- (16) Welcome the offer of the Director of Kent Highway Services to provide a 'Janet and John' style teaching to Members demonstrating how the Council assesses the quality of roads and ensures that the quality improves,
- (17) Ask for an estimate of the spending required to slow down the backlog and improve the condition of the roads,
- (18) Welcome the assurance of the Cabinet Member for Environment Highways and Waste that he would again investigate whether European funding was available to help with the repair and maintenance of Kent's roads.

**63. Community Wardens - Increasing the Number of Communities Receiving Warden Services**  
(Item D1)

Mr M Hill, Cabinet Member for Communities and Mr S Beaumont, Head of Service, Community Safety were present for this item.

- (1) The Chairman explained that this item had originally been called in because of concerns that the Community warden scheme needed to be extended into new areas. Following discussion with officers it was apparent that the scheme was being looked at and the Chairman and Spokespeople felt that it was important that Members had an input into the process.
- (2) Mr Hill explained that the Community Wardens scheme was set up originally to fill in a gap in the policing of Kent in partnership with the police. The Police Service then introduced neighbourhood policing and community support officers, and the community wardens had successfully integrated into their own role as wardens, the full spectrum of services to the public was filled. It became necessary for the Council to look again at the issue of deployment of wardens, which do not currently cover the whole of the County, and there was a need to widen the role of wardens to cover the appropriate areas of the County (due to safety issues). Every area of the County would now be covered to some extent. There would be no change in terms of Member consultation, no redeployment would take place without consulting local Members. In response to a question from the Chairman about how the consultation would be carried out Mr Beaumont explained that District and County Councillors would be consulted during the review process. The existing eligibility criteria would still be used to deploy the wardens, but at all stages during the review, deployment and requests for expansion of deployment Members would be consulted.
- (3) Mr Christie explained that there were significant urban areas currently not served by a warden, would consultation be carried out with those areas where a warden would not be deployed as well as those where one would? On the point of deployment of wardens into urban areas Mr Hill explained that it was not a case of urban and rural areas, the Council would take advice from the police on whether it was appropriate and safe to place a warden in a particular area. Mr Beaumont explained that in the Ashford area a pilot was underway to determine how the Council gathered information to allow the best deployment of wardens. The coverage was currently 400,000, less than a third of the rate payers of Kent. It was hoped that it would be possible in future to offer a warden service to over a million people in Kent.
- (4) Mr Chittenden expressed his view that the urban areas were undersupplied, the majority of wardens were located in the rural areas, was this an appropriate time to be making cuts to the budget when the service was expanding. Mr Beaumont clarified that wardens were deployed to urban areas and this would continue, the deployment of wardens had to be matched with the skills and competencies that the wardens could provide – they needed to be effective. Many communities would benefit from the extended service and in addition the Council had negotiated free travel with the bus providers for uniformed wardens across Kent.
- (5) In response to a question from the Chairman Mr Beaumont confirmed that there were no proposals to increase the number of wardens in post in Kent.
- (6) Mr Horne commented that the Police Service also had to look at its budgets and make efficiencies, was the Council looking to replace the police with wardens? Mr Hill explained that the wardens were complementary to the police service, not a replacement. In response to a question about remuneration of the wardens, Mr

Hill stated that there was a disparity; however the salary ranges were comparable taking into account powers and responsibilities.

- (7) In response to comments from Mrs Law, Mr Hill stated that the Police and Communities Together (PACT) meetings were complementary to the warden service in Kent.
- (8) In response to concerns from Mr Scholes about the security of the warden posts Mr Hill explained that throughout the development of the warden service the Council has been conscious that the scheme would only work with the full support and backup of the police and a formal contract existed with the police.
- (9) Mrs Rook commented on recent incidents of bullying on school buses, was there an opportunity to engage with young people on the school buses, Mr Beaumont explained that part of the negotiations over free transport on buses was that it had to be earned. Problem bus stops and areas outside schools were being mapped out and wardens would be deployed as appropriate to try to manage the situation.
- (10) In response to questions from Mr Manning, Mr Beaumont explained that information was given to staff on a need to know basis at team meetings etc. It was evident that wardens engaged in wide ranging levels of activity, community wardens promoted and occasionally supervised community payback projects, there will now be a formal understanding and recognition of this community work by the wardens. In response to a question from the Chairman Mr Beaumont confirmed that at this time there was no income generated from this work.
- (11) Mr Parry asked for clarification on how decisions would be made over how the redeployment service would expand, was more coverage going to overload the wardens? Mr Beaumont explained that coverage would be worked out locally with local knowledge and information. The aim was to provide a warden service to over a million people. Wardens were currently deployed in 128 locations, some for seven years; it was considered good practice to review this arrangement. Mr Hill assured Members that a close eye would be kept on the wardens to ensure that they were not becoming overburdened.
- (12) In response to a query from Mr Chittenden, Mr Hill confirmed that Members would be involved in the discussions had over the redeployment of wardens.

RESOLVED: that the Cabinet Scrutiny Committee

- (13) Thank Mr Hill and Mr Beaumont for attending the meeting and answering Members' questions
- (14) Request that any redeployment or service change to the Community Wardens be part of a formal Cabinet Member decision
- (15) Welcome the assurance given that there would be consultation with local Members and Parish and Town Council Members during the review process before any redeployment or service change is made,

- (16) Welcome the invitation for Members to request the deployment of a Community Warden to urban areas, subject to police advice,
- (17) Request that the Communities Policy Overview and Scrutiny Committee monitor the progress of the Community Warden Service following the redeployment of the wardens.



By: Peter Sass - Head of Democratic Services and Local Leadership

To: Cabinet Scrutiny Committee – 15 September 2010

Subject: Follow up items and Decisions from Cabinet Scrutiny Committee –  
21 July 2010

Classification: Unrestricted

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Summary: This report sets out the decisions from the Cabinet Scrutiny Committee and items which the Committee has raised previously for follow up

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### **Introduction**

1. This is a rolling schedule of information requested previously by the Cabinet Scrutiny Committee.
2. If the information supplied is satisfactory it will be removed following the meeting, but if the Committee should find the information to be unsatisfactory it will remain on the schedule with a request for further information.
3. The decisions from the meeting of the Cabinet Scrutiny Committee on 21 July 2010 are set out in the table below along with the response of the relevant Cabinet Member.

### **Recommendation**

4. That Cabinet agree responses to these decisions, which will be reported back to the Cabinet Scrutiny Committee.

Contact: Peter Sass  
[peter.sass@kent.gov.uk](mailto:peter.sass@kent.gov.uk)

01622 694002

Background Information: *Nil*



Title	Purpose of Consideration	Guests	Decisions / Follow up Items	Cabinet Member Response / Officer Response
<b>Highways Business Plan IMG 10.12.08</b>	To scrutinise the Highways Service Plan	Cabinet Member during 2008 – Mr Ferrin Managing Director – Mike Austerberry	Highways Business Plan IMG 02.12.08 - A list of gully schedules be supplied to all Members after the elections	21.07.10 – The gully emptying schedules would be issued to Members in the next few weeks.
<b>Kent Design Guide 09.12.09</b>		Mr N Chard Mr M Austerberry Mrs B Cooper Mr B White	Kent Design Guide  Interim Guidance Note 3: Residential Parking	A report was presented to Environment Highways and Waste Policy and Overview Committee on this issue at its meeting on 29 July 2010.  The following recommendations were agreed  a) Endorse the testing of the robustness of IGN3 described in Section 4 and receive a report on the outcomes when they are available. b) Acknowledge the concerns of the Kent Developers' Group, and the work that is being undertaken to address these concerns, and encourage further dialogue at appropriate levels to understand the actual implications of and opportunities presented by IGN3, and its interpretation at local level. c) Note that public consultation on Ashford Borough Council's draft Residential Parking SPD offers developers and designers an opportunity to make further representations on the implications of 'IGN3 based guidance', having regard for the need to address the problems of

				<p>some past approaches.</p> <p>d) Acknowledge the widespread concern among residents concerning parking in recent residential developments, and the social and cost implications arising from the problems caused, and welcome collaborative working approaches that are seeking to avoid replication of these problems in future developments.</p>
<p><b>Learning and Skills Council Service</b> 10.02.10</p>		<p>Mr Simmonds Ms McMullan</p>	<p>Mr Horne asked that when it became known, Members be informed of the level of funding package which the Government was offering to Kent County Council in relation to the transfer of the Learning and Skills Council Service.</p>	<p>Information on the Learning and Skills Council Service was circulated to all Members of the Cabinet Scrutiny Committee on 8 September 2010.</p>
<p><b>Integrated Transport Schemes</b> 21.07.10</p> <p>(formed part of the Revenue and Capital Budget Monitoring Exception Report )</p>		<p>Mr N Chard Mr J Burr Mr D Hall Mr R Hallett</p>	<ol style="list-style-type: none"> <li>1. Thank Mr Chard, Mr Burr, Mr D Hall and Mr R Hallett for attending the meeting and answering Members' questions,</li> <li>2. Welcome the assurance that the Community Liaison Officers would liaise with elected Members to ensure that Members are aware that unspent Member's Highways fund could be used to reinstate some of the smaller schemes that had been deleted from the Integrated Transport programme</li> <li>3. Request further information relating to packages of Integrated Transport Schemes to enable clear understanding of the detail of any changes to the schemes,</li> <li>4. Ask that in future the spreadsheet of schemes includes the comments of those that have responded,</li> <li>5. Thank the Cabinet Member for Environment, Highways and Waste for his</li> </ol>	<ol style="list-style-type: none"> <li>1. –</li> <li>2. The Community Liaison officers have all been given an up to date list of sums remaining in the member's highway fund. They have been tasked with contacting each member to suggest productive ways that this money could be spent if the member so wishes. Schemes not funded to be broken down to see if Member Highway Fund can be used to reinstate important local elements if whole scheme cannot be afforded.</li> <li>3. (This relates to the point above)</li> <li>4. Agreed and duly noted</li> <li>5. –</li> </ol>

			<p>offer to advise Members of any changes to the prioritisation scheme,</p> <p>6. Raise concerns about the unequal treatment of the Joint Transportation Boards across Kent because of the narrow consultation period.</p>	<p>6. Every effort was made to consult with the JTBs, but due to the very short timeline only a few coincided with the deadline.</p>
<p><b>Operation Find and Fix</b> <b>21.07.10</b></p>		<p>Mr N Chard Mr J Burr</p>	<ol style="list-style-type: none"> <li>1. Thank Mr Chard and Mr Burr for attending the meeting and answering Members' questions,</li> <li>2. Congratulate officers and the Cabinet Member on the additional £1.5million for find and fix identified through the procurement process,</li> <li>3. Welcome the increase in surface dressing to prolong the life of existing roads</li> <li>4. Welcome the offer of the Director of Kent Highway Services to provide a basic guide for Members demonstrating how the Council assesses the quality of roads and ensures that the quality improves,</li> <li>5. Ask for an estimate of the spending required to slow down the backlog and improve the condition of the roads,</li> <li>6. Welcome the assurance of the Cabinet Member for Environment Highways and Waste that he would again investigate whether European funding was available to help with the repair and maintenance of Kent's roads,</li> <li>7. Ask that the DART-Tag be advertised as a time and cost effective scheme attached to the Dartford tunnel.</li> </ol>	<ol style="list-style-type: none"> <li>1. –</li> <li>2. –</li> <li>3. Duly noted</li> <li>4. This is currently being produced and should be available for distribution at the EH&amp;W members session on 22<sup>nd</sup> September 2010.</li> <li>5. It is calculated through the highway asset management system that an annual maintenance budget of £94m is required to clear the backlog over a 10 year period.</li> <li>6. All opportunities will be explored</li> <li>7. Investigations are ongoing as to the most appropriate form of communication.</li> </ol>

**Increasing  
the Number  
of  
Communities  
Receiving  
Warden  
Services  
21.07.10**

Mr M Hill  
Mr S Beaumont

1. Thank Mr Hill and Mr Beaumont for attending the meeting and answering Members' questions
2. Request that any redeployment or service change to the Community Wardens be part of a formal Cabinet Member decision
3. Welcome the assurance given that there would be consultation with local Members and Parish and Town Council Members during the review process before any redeployment or service change is made,
4. Welcome the invitation for Members to request the deployment of a Community Warden to urban areas, subject to police advice,
5. Request that the Communities Policy Overview and Scrutiny Committee monitor the progress of the Community Warden Service following the redeployment of the wardens.

1. –
2. Policy decisions regarding changes to the wardens service will be in consultation with local Members and the communities served but **deployment** of individual wardens is an operational matter and will not be a formal Cabinet member decision.
3. Agreed
4. –
5. Arrangements will be made for the Communities Policy Overview and Scrutiny Committee to monitor the progress of the Community Warden Service following the redeployment of the wardens.

**By: Peter Sass: Head of Democratic Services and Local Leadership**  
**To: Cabinet Scrutiny Committee – 15 September 2010**  
**Subject: Transparency Programme: How We're Spending Your Money (Cabinet Decision)**

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### **Background**

At the request of the Chairman of Cabinet Scrutiny Committee the September meeting was brought forward by a week. The Transparency Programme: How We're Spending Your Money report has been provisionally identified for consideration at the meeting depending on the discussion had at the Cabinet meeting on 13 September 2010.

The Cabinet report is attached for Members' information.

### **Guests**

Mr Paul Carter, Leader of the Council and Ms Katherine Kerswell, Group Managing Director have been invited to attend the meeting between 2.45pm and 3.15pm to answer Members' questions on this item.

### **Options for the Cabinet Scrutiny Committee**

The Cabinet Scrutiny Committee may:

- (a) make no comments
- (b) express comments but not require reconsideration of the decision
- (c) require implementation of the decision to be postponed pending reconsideration of the matter in the light of the Committee's comments by whoever took the decision or
- (d) require implementation of the decision to be postponed pending consideration of the matter by the full Council.

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By: Leader  
Cabinet Member for Corporate Support Services &  
Performance Management  
Cabinet Member for Finance  
Group Managing Director

To: Cabinet – 13 September 2010

Subject: **TRANSPARENCY PROGRAMME: HOW WE ARE  
SPENDING YOUR MONEY**

Classification: Unrestricted

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Summary: Proposes an overall approach to the 'Transparency Agenda'  
and seeks agreement to early publication of information.

**FOR DECISION**

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## **1. Introduction and Background:**

1.1 In the changing landscape of the public sector, KCC views transparency as a fundamental principle of how we do business. Staff throughout KCC must understand that the public have a right to know how tax payers' money is spent, and how effectively it is used. People should be able to easily access our information and we must explain to our residents, in plain English, how we are achieving best value for the tax payers' money that we spend. This agenda is therefore much wider than just the publication of data, and is actually about ensuring the culture of the whole organisation reflects this principle. It is about embedding a mindset that assumes all information (with well defined exceptions) will become publicly available. This forms the next step in the journey we've been on to share our information with the Kent public and builds on some of the good work that has been done so far - such as improving the budget book and developing Around Kent.

1.2 Transparency is a major theme running through the Coalition Government agenda. Eric Pickles has urged local government to be open about a whole range of information including salaries of senior staff and all items of expenditure over £500 and from 1<sup>st</sup> January 2011 this will be a requirement. All Whitehall ministries are due to publish their spend over £25k. The Secretary of State announced at the LGA conference he would do what he's asking of local authorities and publish at the £500 level. This happened on 12<sup>th</sup> August and can be found at:  
<http://www.communities.gov.uk/publications/corporate/spendingdata0910>

1.3 This agenda presents a major opportunity for KCC to both further improve our relationship with Kent residents through a more informed conversation, but also in regards to how we do business in the future. Other authorities that have gone down this route have initial evidence to suggest that (a) increasing

transparency leads to residents feeling better informed about what their council does and more likely to judge that their council is providing good value for money, (b) staff are careful in making spending decisions, and the public are able to identify how staff have worked on bringing spend down. There is also the possibility that greater transparency on our private sector contracts will expose margins and help push their costs down further – which is a key element of our medium term financial strategy.

1.4 However, this is a fast-evolving picture and even those authorities who already begun this process are still learning rapidly and making changes. Some of what we propose to do in this paper goes beyond what other authorities are currently doing, so the potential impact cannot be determined. Finance have already been working with other authorities on ways of increasing confidence in comparative cost data and the way we account for our spend. How interested will the public be in raw data, and over time will they prefer aggregated and analysed data? Following the abolition of CAA the Government have outlined that they intend to require local authorities to publish on the web key indicators (including unit costs) that will allow local residents to compare performance and costs between authorities. Details of this are still awaited but the openness and systems that we will establish in this first phase will allow KCC to get ahead of the game.

1.5 Given the budget pressures, it is also vital to consider “how” we make this information available so that we avoid creating additional cost and effort for staff wherever possible.

## 2. Overarching Project Brief:

2.1 The overall scope of this agenda is set out below. The Group Managing Director has asked the Head of Strategic Policy, Debra Exall, to co-ordinate the work overall, reporting direct to her. Roger Gough and John Simmons are the responsible Cabinet Members for this work.

### The Transparency Agenda: Over-arching Project Brief

<b>Purpose:</b>	<ul style="list-style-type: none"> <li>➤ To develop and implement a coherent approach across KCC on making information about the organisation and about Kent easily available to the public, voluntary and community sector, businesses and staff.</li> </ul>
<b>Background to the programme:</b>	<ul style="list-style-type: none"> <li>➤ Coalition Government is making “Transparency” a key theme, essential for delivering on the “Big Society”.</li> <li>➤ David Cameron said there should be “a presumption in favour of transparency, with all published data licensed for free reuse.”</li> <li>➤ Eric Pickles’ June letter reinforced the requirement that councils will publish items of spend over £500 by January (guidance being published in the autumn), but that there is a wealth of other information in which the public has an interest</li> </ul>

	<ul style="list-style-type: none"> <li>➤ The government has set up a Transparency Board which has issued principles which should govern the release of information.</li> </ul>
<b>Desired Outcomes:</b>	<ul style="list-style-type: none"> <li>➤ A programme of data publication is developed, with some published very quickly (eg salaries and associated information for senior staff; invoices) and clear deadlines for subsequent phases of information publication.</li> <li>➤ KCC influences the 'Right to Data' debate, including the national guidance to be issued in the autumn, and adheres to the spirit as well as the letter of the new legislation.</li> <li>➤ People, businesses and organisations in Kent are satisfied with the way KCC delivers their 'right to data'.</li> </ul>
<b>Constraints/Risks:</b>	<ul style="list-style-type: none"> <li>➤ Costs need to be kept to a minimum. We cannot afford to set up expensive systems or to have armies of staff checking and organising data. We must look to developing solutions that publish data automatically, with clear accountabilities for staff in relation to data quality and descriptions/explanations.</li> <li>➤ Data must be 'explainable' so we are not faced with a greater demand for follow up detail and more explanation.</li> <li>➤ Data must be given with the appropriate context – Kent is the largest shire authority in England and the public should understand the scale of the organisation and the number people we serve. Therefore it is critical we give sensible and intelligent information such as unit costs which express the true comparative cost of our services. The new Government have shown interest in improving the standardisation of data and unit costs across the public sector.</li> <li>➤ Personal and commercially confidential information must not be published – but there are issues around definitions, justifications, and administration of such data. There is also a high risk that some personal data will be accidentally published.</li> <li>➤ Whilst the Government message is "publish data quickly, even if it's wrong, and correct it subsequently", clearly it is important for reasons of credibility and trust that information is accurate in terms of numbers and descriptions. There are significant PR risks here.</li> <li>➤ Risk of substantial increase in FOIs as people ask questions about the released information (although note that this has not been the experience to date of Northants or Windsor &amp; Maidenhead).</li> <li>➤ Need to manage expectations – for example, some of the data we hold and use (eg Mosaic) belongs to others and cannot be shared with third parties.</li> <li>➤ All this will require a significant cultural change amongst staff (and indeed will be the driver for a culture change).</li> </ul>

<b>Key work streams:</b>	<ul style="list-style-type: none"> <li>➤ Overall vision, possibly leading to developing a Statement of Required Practice for Transparency</li> <li>➤ Communications Strategy</li> <li>➤ Publication of Invoices</li> <li>➤ Publication of Contracts &amp; Tender documents</li> <li>➤ Salaries, expenses, declarations of interest &amp; hospitality</li> <li>➤ Performance information</li> <li>➤ Research &amp; Intelligence &amp; Member information</li> <li>➤ Budget Book improvement</li> <li>➤ Next iteration of Council Tax Leaflet</li> <li>➤ Website improvement and public access to information</li> <li>➤ Freedom of Information</li> <li>➤ Communicating the culture change for staff</li> <li>➤ Influencing/lobbying government on the guidance and the legislation</li> </ul> <p>All this is underpinned by technology innovation and data quality work.</p>
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**3. Timeline for action:**

3.1 There is real urgency about getting information on expenditure and senior salaries, expenses, hospitality and interest declarations published quickly, because of what other local authorities are doing and what the Government has said it expects. The Government is encouraging early publication to gauge reaction before issuing definitive guidance in a Code of Practice in the autumn for implementation from January 2011. We will have more chance to influence that guidance if we have some experience of publication.

3.2 For pragmatic reasons, we will therefore need to have a quick fix prior to developing a permanent system. It will also be helpful to trial this work – we are a very large organisation with no experience of this and there will inevitably be teething problems. The external local media are likely to be very interested and possibly very critical, so we will need to do this as a learning pilot.

3.3 Below, I set out those aspects of work that need early decisions, with further information about other workstreams.

**4. Publication of Invoices**

4.1 Chris Luke, Interim Director of Strategic Procurement, is leading this workstream and has now undertaken two ‘dry runs’ of information. Our aim is find an automated and safe way to publish the data monthly, but it will take time before the process is smooth and both suppliers and staff will need to be educated about the implications of this. To begin with, the first dry run has shown that it will be necessary to go through the 11,000+ lines of expenditure which our monthly processes can produce and manually delete those which

have slipped through the net. Hopefully over time this would become less onerous, but for now there is no avoiding the fact that this will require some additional work. Work is in train to:

- Write to all the suppliers likely to be affected by this, advising them that we will shortly be publishing expenditure over £500.
- Pilot the publication of information about August invoices in September, starting with Environment Highways and Waste (small volume, and low risk in terms of personal information), whilst doing a “dummy run” of August invoices for the remaining directorates with a view to rolling out publication as soon as possible.
- To start with, exclude all foster, pension, Direct and Kent Card payments automatically, but during the dummy run look at these exclusions to see if there is material here that should be published. With Supporting People payments, use the dummy run to see what needs to be excluded.
- Exclude any inappropriate references to individuals (e.g. payment to a named barrister would be appropriate, mention of a client in a residential care home would not) - this is where we need to understand what the logistical implications really are, because this would need to be done manually, and the dummy run will help to reveal this.

4.2 Responsibility for agreeing what is published must lie with the Directorate that owns the information within the agreed framework. Any decision not to publish data (beyond those listed above) must be approved by Resource Directors and reasons why it is not to be published recorded.

4.3 There are some significant risks associated with this proposal. The main risk will be that Freedom of Information (FOI) requests increase dramatically because people seek further clarification of what the expenditure is for. The impact of this will not be known until we publish. Although the flip side to this is that FOI requests should fall over the long term as real openness and explanation mitigates the need for residents to submit FOI requests at all. Another risk is that personal information is published inadvertently, particularly if it proves laborious to check through the material prior to publication.

4.4 There are also risks around how our suppliers could use information to compare costs. Although greater transparency in some situations can bring downward pressure on costs by exposing margins, in uncompetitive market situations the reverse is true. There is no solution to this risk: it is an inevitable consequence of the level of transparency proposed and it is likely that our suppliers will be very interested in scrutinising the information we publish.

4.5 The position of Commercial Services has been discussed and it is consistent with previous reporting arrangements for the transparency programme to treat it as a supplier. Commercial Services' spend – and its £8m or so annual 'profit' returned to KCC - is visible in our statement of accounts as an 'internal provider'; Discussions with other authorities that have similar commercial organisations indicate that they will also take this approach.

**4.6 Members are asked to note the risks associated with taking this approach to publishing expenditure over £500, and agree that the publication of invoices should start in September with EHW and be rolled out beyond that over the following months.**

## **5. Contracts**

5.1 Chris Luke is also leading this workstream. There has been much talk and discussion around publication of invoice data but next to none around contracts and tenders. Some councils have published invoice data in response to government exhortations but none have so far responded on the contract or tender front. This is presumably because it is considerably harder to guess exactly what it is that is required and then to actually do it.

5.2 Within KCC, tenders are required on all purchases over £50,000 but below that value, only quotations are required. All opportunities to tender over £50,000 are advertised on the Southeast Business Portal. If guidance on contracts and tenders was set at £50,000 instead of £500, Kent would be compliant today. Further discussion is taking place regarding Member oversight of tendering processes to make sure these are fair and transparent.

5.3 Any moves to change the threshold of £50,000 at which we advertise opportunities and require full tender processes will have a significant knock-on effect on resources required to run these more intensive processes. The threshold of £50,000 was set as a realistic balance between resources required and value for money opportunities.

5.4 We therefore propose that we publicise that KCC is already transparent in this regard (i.e. publishes all contract summaries and tendering opportunities over £50k) and lobby for this to be the national solution when combined with invoice transparency over £500.

**5.5 Members are asked to endorse this recommendation pending definitive guidance from government later in the year**

## **6. Salaries, expenses, and declarations of interest**

6.1 Amanda Beer, Director of Personnel and Development is leading this workstream. There is a clear expectation that salaries over £100,000 should be published, and a suggestion that salaries above £50,000 should be published. Elected members are already ahead of officers on this agenda and have a range of data already available to the general public such as photos, addresses and expenses. It is important that this information is clearly visible in conjunction with these new publications on kent.gov so that the parity between the approach for members and officers is shown to the public.

6.2 The Corporate Management Team has already decided to publish the following on the web for each CMT member:

- Photograph
- Name
- Salary
- Expenses (monthly, year to date and last financial year total expenses – and it will be important that CMT have their expense forms/purchasing cards signed by the GMD with a clear explanation as to the nature and reason of the expense recorded as these will be made available if asked for)
- Hospitality received (and declined)
- Declarations of interest
- Job description and person specification

6.3 To put this in context, we will also publish bubble diagrams of the KCC budget, and an introductory video link from the Chief Officers which outline their role and explain what they do. Ultimately, we want to develop this so that there will be further videos of front-line staff talking about their work.

6.4 We propose that broadly the same set of information (except photos) will then be published in relation to the remaining M grades (£85,700 and above - this is a more logical cut-off for KCC than £100,000), but that will take a little longer to achieve.

6.5 For the remaining 400 or so staff on KR13-15 (£48k to £69k) or equivalent grades we will publish information about how many staff are on each grade and see whether there's really a public appetite for any more detail at this level. This will need to be accompanied by a communications plan to shape the message in the light of our recent experience over senior salaries.

6.5 This level of transparency makes it imperative that we have consistency and clarity about the rules governing officer expenses and Member expenses, in order to protect staff, Members and KCC's reputation.

**6.6 Members are asked to NOTE this proposal.**

## **7. Platform for publication – Open Kent?**

7.1 Given the size and scale of KCC spend, an important part of the Transparency Programme work will be designing a web interface that allows residents easy access the data, but provides it in a highly visual way and which allows context and explanation to sit alongside data so that residents will understand the real world use of the money. This doesn't just mean text but new forms of interaction, e.g. the video clips of officers mentioned above, so it is a more personal experience for the user.

7.2 There has been a lot of discussion nationally (blogs and articles) about how best to publish information. 'Spotlight on Spend' is one example which has been praised by Eric Pickles, but also criticised widely because it doesn't provide raw data, only aggregated and analysed data, although Spikes Cavell have now promised to make the raw data available as well.

7.3 Following the experience of publication nationally, we are clear that we will publish data in a way that enables it to be manipulated and analysed (e.g. an excel spreadsheet rather than pdf), so that the public have direct control of how they wish to use the information. This could open up exciting new perspectives as third parties analyse and mix data which in turn could inform our own needs analyses and shaping of services. This would not only improve access to information for the public, but also give KCC additional opportunities to increase the effectiveness and efficiency of our services. This is unknown territory at the moment, but we should prepare to be responsive to how this might evolve. Of course it is also important to be aware that we will not be able to control this, and some of the ways in which people will use this data may not be helpful, and could be misleading.

7.4 Within Kent, we already have Open Kent (previously known as Pic 'n Mix) which was developed with IBM and local small businesses as an innovative way to enable data to be brought together by any individual in a useful and meaningful way.

7.5 Open Kent is still a pilot, but could be used, for example, for the publication of invoices without any additional cost. Work is being done to identify what costs would be needed to meet KCC's wider data-sharing aspirations, and in particular the need ultimately for a shared platform with partner organisations.

7.6 Potentially this could be an exciting way of providing information (see also next section on research and intelligence), but the first stage is identifying more clearly what information we want to publish in what form.

**Members are asked to NOTE the progress being made**

## **8. Improved Budget Book**

8.1 The Finance Strategy Manager, Dave Shipton, is developing proposals to change the format of the Budget Book so that it will make more sense as a standalone document to the Kent public. The Book will be more explicit about what the money buys (by, for example, including key activity and performance information) and also where the money comes from (eg Council Tax, income, government grants).

8.2 Work is also being piloted with Localis and Somerset to develop better cross-authority comparisons and benchmarking information.



## 9. Research & Intelligence:

9.1 Peter Welsh has been commissioned by Alex King to produce a report by 12<sup>th</sup> September on how research, intelligence and information management should be delivered across KCC. Members, staff and the public all need to be able to access a wide range of information easily, and select that in which they are most interested. Open Kent has real potential here.

## 10. Communications:

10.1 This agenda represents a huge shift in organisational culture and business practice from that which currently exists. Yet its success is dependent on staff and managers changing the way they work and adopting new practices quickly so that KCC is seen to be on the front foot on this agenda. Led by Jane Clarke, Head of Communications and Media, a communication strategy will be developed to get key messages about the importance of this agenda out to all staff and managers as quickly as possible - so that they are aware and can engage positively. This will be part of the campaign to inform and involve people about the implications of the financial situation.

## 11. Summary and Recommendations:

11.1 This is an exciting opportunity to deliver a major cultural change within KCC that assumes everything we do should be publicly available unless explicitly prohibited, and seeks to ensure that Kent residents know the value of what we do as well as the cost. It is, after all, their money we are spending.

**Members are asked to note the overarching project brief and general approach and to agree:**

- the approach to publication of expenditure over £500 set out in section 4
- the approach set out in section 5 on contracts

Name of Author: *Debra Exall*

Job Title: *Head of Strategic Policy*

Ext: 1984

Name of Author: *Chris Luke*

Job Title: *Interim Director of Strategic Procurement*

Ext: 6637

## Background Documents:

- “The truth is out there: Transparency in an information age” Audit Commission Discussion Paper, March 2010 <http://www.audit-commission.gov.uk/SiteCollectionDocuments/AuditCommissionReports/NationalStudies/20100305thetruthisoutthere.pdf>

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**By: Peter Sass: Head of Democratic Services and Local Leadership**

**To: Cabinet Scrutiny Committee – 15 September 2010**

**Subject: Core Monitoring (Cabinet Decision)**

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### **Background**

At the request of the Chairman of Cabinet Scrutiny Committee the September meeting was brought forward by a week. The Core Monitoring report has been provisionally identified for consideration at the meeting depending on the discussion had at the Cabinet meeting on 13 September 2010.

The Cabinet report is attached for Members' information.

### **Guests**

Mr Roger Gough, Cabinet Member for Corporate Support Services and Performance Management and Ms Katherine Kerswell, Group Managing Director have been invited to attend the meeting between 3.15pm and 3.45pm to answer Members' questions on this item.

### **Options for the Cabinet Scrutiny Committee**

The Cabinet Scrutiny Committee may:

- (a) make no comments
- (b) express comments but not require reconsideration of the decision
- (c) require implementation of the decision to be postponed pending reconsideration of the matter in the light of the Committee's comments by whoever took the decision or
- (d) require implementation of the decision to be postponed pending consideration of the matter by the full Council.

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By: Roger Gough - Cabinet Member for Corporate Support Services  
and Performance Management  
Katherine Kerswell - Group Managing Director

To: Cabinet – 13 September 2010

Subject: Core Monitoring Report

Classification: Unrestricted

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**Summary :** The purpose of this report is to inform Cabinet of the key areas of performance and activity across the authority.

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### **Introduction Core Monitoring**

1. The first Core Monitoring report to Cabinet is attached at Appendix 1. Further reports will follow on a quarterly basis.
2. The Core Monitoring includes graphs and commentaries on a wide range of indicators, covering key activity and performance relating to the main services provided by the council.

### **Core Monitoring**

3. Indicators within the Core Monitoring report are organised by service directorates and presented within the following structure :
  - a. Contents and summary pages
  - b. Council-wide corporate indicators
  - c. Children, Families and Education Directorate
  - d. Kent Adult Social Services Directorate
  - e. Environment, Highways and Waste Directorate
  - f. Communities Directorate
  - g. Economic indicators
4. Indicators within the Core Monitoring report are presented with historic trends shown by graph, a RAG (Red/Amber/Green) status, a DoT (Direction of Travel rating) and a commentary.
5. A summary of the RAG ratings by indicator is provided at the start of the Core Monitoring report in the contents and summary pages along with an explanation of how the RAG ratings and DoT ratings are arrived at.
6. The RAG and DoT ratings are always based on the quarterly data except where the indicator is only provided with annual figures.
7. To show how the position has changed from the most recent quarter compared to the previous quarter, RAG ratings and DoT ratings for the

previous quarter are also shown, although this information has not previously been reported.

8. For most indicators the data presented in the Core Monitoring shows two graphs, these being in most cases :
  - a. performance trends on a financial quarterly basis, with up to three years historic data shown
  - b. annual performance with comparison to national benchmarks, with up to five years history shown.
9. Other graph formats are used for some indicators where it is not possible or suitable to use the above format. For example, information relating to academic results at schools can only be presented with annual data and other schools-related information is reported on a termly basis rather than by financial quarter.
10. The commentaries provided with each indicator are provided to help clarify the information presented in order to assist interpretation.

### **Data Quality and Interpretation**

11. Much of the quarterly data included in the Core Monitoring has the status of management information, which has generally not been put into the public domain before.
12. Please be aware that data for the most recent quarters is provisional and may be subject to revisions at a later date. However, in all cases the most recent data presented is of sufficient accuracy to provide a reliable indicator of trends either positive or negative.
13. In some cases it is not possible to present data for the most recent financial quarter (end of June 2010) within this report. In all cases the most recently available data is shown.
14. Where annual data is presented with national benchmarks, in all cases this information is taken from nationally published information already in the public domain. Sources for this information are generally government departments, such as the Department of Education for pupil attainment, and such data usually comes within the remit of National Statistics.
15. National Statistics are produced to high professional standards set out in the Code of Practice for Official Statistics. They undergo regular quality assurance reviews to ensure that they meet customer needs. They are produced free from any political interference.

### **Future Reporting**

16. Further Core Monitoring reports will follow on a quarterly basis.

17. Presentation of this data in this format is new and we are interested to hear what people have to say about it. It is part of our transparency agenda so it is important that it provides clear understanding.
18. We will develop more meaningful comparative data in future reports that includes the most relevant comparator groups. We will also include a full set of data tables to aid better understanding and clarity of the graphs.
19. The content of the Core Monitoring will also need to change in the future to reflect the priorities in 'Bold Steps for Kent' which will be out for consultation during October.

### **Recommendation**

20. Members are asked to NOTE this report.

*Contact officer:-*

*Richard Fitzgerald, Performance Manager, Chief Executives Dept  
Tel 01622 22(1985)/Email richard.fitzgerald@kent.gov.uk*

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# **Kent County Council**

## **Core Monitoring Report**

**Presented to Cabinet  
13 September 2010**

**Including Information up to the end of  
June 2010**



## Contents and Summary

Description	Page	Current Status	Previous Status
Key to RAG (Red/Amber/Green) status and DoT (Direction of Travel) ratings	4		
<b>Council-wide</b>			
<b>Group Managing Director's Commentary</b>	<b>5 - 6</b>		
Contact Kent	7	Green	Amber
Gateways	8	Green	Green
Complaints	9	N/a	N/a
Staffing numbers and age profile	10	Amber	Amber
Staffing equalities - disability	11	Amber	Red
Staffing equalities - ethnicity	11	Amber	Amber
Staff turnover	12	Amber	Amber
Staff sickness absence	12	Amber	Amber
CO2 emissions from KCC estate	13	Red	Red
<b>Children, Families and Education (CFE)</b>			
<b>Managing Director's Commentary</b>	<b>14 – 16</b>		
Foundation Stage	17	N/a	Amber
Key stage 2	18	Amber	Amber
GCSE	19	N/a	Amber
Looked after children key stage 2	20	N/a	Red
NEETS 16-18	21	Amber	Amber
Schools in special measures	22	Amber	Amber
SEN assessments	23	Green	Amber
Pupil exclusions	24	Amber	Red
Pupil absence – primary schools	25	Amber	Amber
Pupil absence – secondary schools	25	Amber	Amber
Children's social services - referrals	26	Red	Red
Children's social services - initial assessments	27	Green	Amber
Children with child protection plan	28	Red	Red
Number of looked after children (LAC)	29	Green	Green
Asylum seekers	30	Amber	Amber
LAC placed by other local authorities	31	Red	Red
Social worker vacancies – team leaders	32	Green	Green
Social worker vacancies – qualified case workers	32	Red	Red
<b>Kent Adult Social Service (KASS)</b>			
<b>Managing Director's Commentary</b>	<b>33 – 35</b>		
Older people in residential care	36	Amber	Amber
Older people in nursing care	37	Amber	Red
Delayed transfers of care from hospital	38	Amber	Green
Domiciliary care for older people	39	Amber	Amber
Learning disability residential care	40	Amber	Red
Rehabilitation/intermediate care	41	Amber	Amber
Direct payments/Individual budgets	42	Green	Amber

Description	Page	Current Status	Previous Status
<b>Environment, Highways and Waste</b>			
<b>Managing Director's Commentary</b>	<b>43 – 44</b>		
Household waste tonnage	45	Green	Green
Recycling/composting	46	Amber	Amber
Waste taken to landfill	47	Green	Green
Congestion - Maidstone	48	Green	Amber
Freedom pass	49	Green	Green
Routine highways repairs	50	Red	Amber
Pothole repairs	51	Amber	Green
Streetlight faults repaired - KCC	52	Green	Green
Streetlight faults repaired - EDF	52	Amber	Red
Road traffic casualties	53	Green	Green
<b>Communities</b>			
<b>Managing Director's Commentary</b>	<b>54 – 55</b>		
Libraries	56	Amber	Amber
Kent apprenticeships - KCC	57	Green	Green
Kent apprenticeships - other organisations	57	Amber	Amber
New entrants to the youth justice system	58	Green	Green
Young offenders in education, employment and training	59	Amber	Amber
Adult education enrolments	58	Green	Amber
Sports participation - adults	61	Amber	Amber
Sports participation - children	61	Amber	Amber
Problem drug users in treatment	62	Green	Green
Supporting People – people achieving independent living	63	Green	Green
<b>The Kent Economy</b>			
<b>Executive Director's Commentary</b>	<b>64</b>		
Backing Kent Business	65	Green	Green
Claimant counts (Job seekers allowance)	66	Amber	Amber
Claimant count age 18 – 24	67	Amber	Amber
Out of work benefit claimants of working age	68	Amber	Amber

## Key to RAG (Red/Amber/Green) and DoT (Direction of Travel) ratings

These are based on quarterly data and movements except where annual data only available.

Where local targets have been set these are illustrated in the graphs with pink lines. For some services the targets represent affordable levels (e.g. adult social services) and RAG assessments are therefore indications of significant budget pressures.

For pupil attainment targets have been in many cases set for us by the Department of Education but in a number of cases these are considered to be unrealistic. RAG assessments are therefore based on comparison to national average for pupil attainment.

Children social services indicators (e.g. referrals and child protection plans) and some other child related indicators (e.g. exclusions) represent a number of difficulties when providing RAG assessments. For these indicators we are tracking local data on a quarterly basis and these indicators are showing significant trends both locally and nationally (upwards for social services indicators and downwards for exclusions). RAG assessment is based on comparison to national average but we only have the national benchmarks available on an annual basis. For these indicators the RAG assessment is therefore based on our current quarterly level compared to the most recently published national benchmark, which is the year 2008/09. New national data for 2009/10 will be available in late September for social services related indicators which may result in a revision to RAG assessments for these indicators.

		<b>RAG Ratings</b>
Green	★	Performance exceeding local targets where set or significantly better than most recently published national average
Amber	●	Performance not significantly different most recently published national average or close to but not exceeding local targets
Red	▲	Performance significantly behind local targets where set or significantly worse than most recently published national average
N/a		Data not available in order to assess performance (e.g. no specific target set and/or awaiting national comparative data)
		<b>DoT Ratings</b>
	↑	Improvement in performance or change in activity levels with a positive impact on budgets and resources
	↓	Fall in performance or change in activity levels with a negative impact on budget and resources
	↔	No change in performance or activity levels

## KCC Core Monitoring

### Group Managing Director's Commentary

This is our first Core Monitoring report for 2010/11, including information for the first financial quarter, up to the end of June 2010.

The publication of this report is part of our transparency agenda, making the information and data we use as an organisation more open to public scrutiny. We are interested to hear what residents think of this information and how we could improve it, to make it easy to understand and relevant.

Some key highlights from this quarter's report are:

#### **Services for all residents**

- Residents are making good use of our new Gateway facilities, based in central retail locations, and transaction levels at our 7 outlets have been over 100,000 for both of the last two quarters
- As part of our 'find and fix' programme, response times for Highway repairs have worsened in the quarter, and we ask residents to be patient as our comprehensive programme systematically works its way to every road in the county that needs attention
- The amount of household waste produced in Kent continues to reduce
- Recycling levels in Kent have fallen back after years of increase, but diversion of waste from landfill continues to improve
- The level of serious injury due to road traffic accidents continues to reduce ahead of the challenging targets we have set
- The level of library visits has held up well despite a number of temporary closures to various libraries due to refurbishment as part of our modernising libraries programme

#### **Children and young people**

- Kent children are now performing well at Foundation stage and for GCSE their performance continues to exceed the national average
- We need to do more to help improve exam results for children from poorer backgrounds who receive free schools meals
- We continue to experience increasing rates of referrals to children social services
- We have exceeded our target for take up of Apprenticeship offers
- Less young people are becoming involved in crime and being referred to the youth justice system

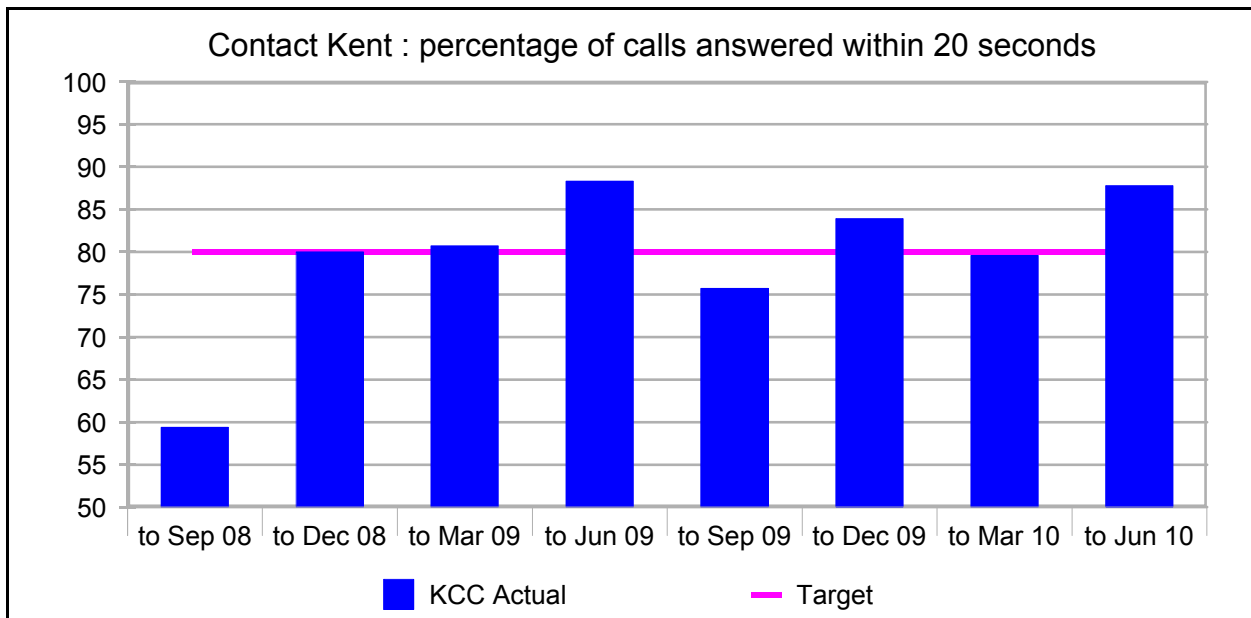
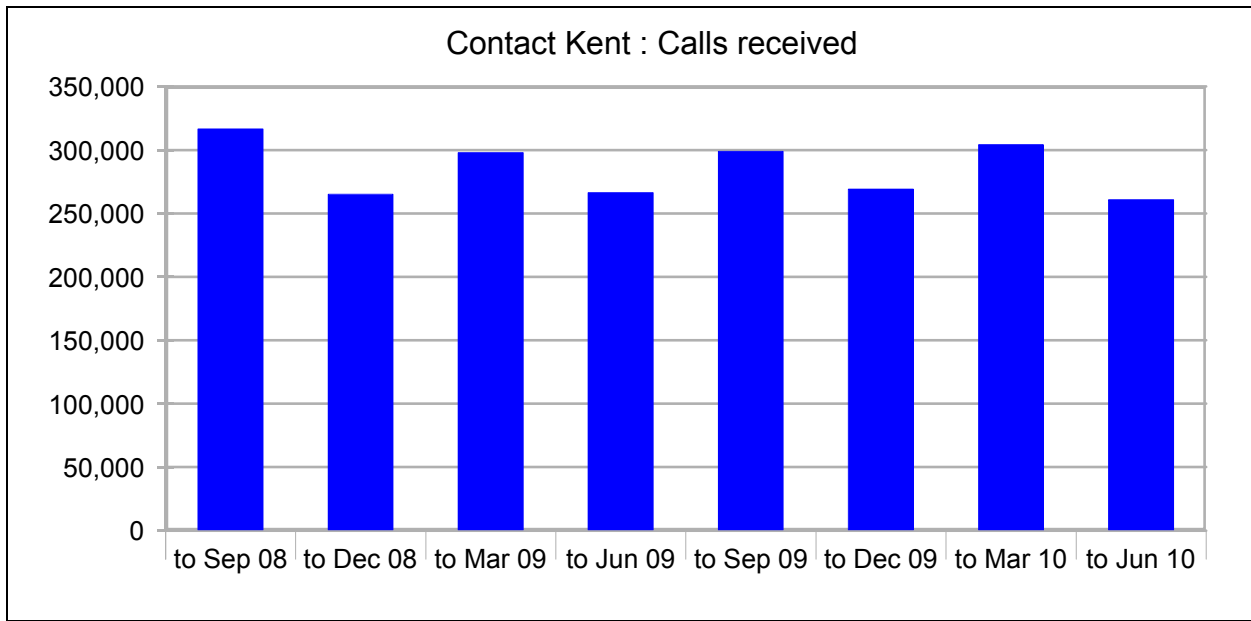
#### **Services for adults and older people**

- Adult education enrolments are exceeding target
- We continue to deliver more personalised adult social services with the successful roll-out of Self Directed Support, giving people control and choice over the support we provide, through the allocation of Personal Budgets
- We are experiencing upward demand to support older people who require nursing care but this is within affordable budgeted levels, and expected due to demographic changes
- Similar pressures are being experienced for clients with learning disability who require residential care

**Businesses and the economy**

- We continue to work hard on our Backing Kent Business campaign to help support local businesses through the worst recession seen in decades
- Unemployment levels are finally starting to show signs of reducing, both nationally and in Kent, with the UK economy in the last quarter experiencing its strongest level of growth in nine years.

**Katherine Kerswell  
Group Managing Director  
Kent County Council**



	Current RAG	Previous RAG	Current DoT	Previous DoT
Calls answered within 20 seconds	★	●	↑	↓

**Comments :**  
 Contact Kent performed well in the quarter ended June 2010 with 87.8% of calls answered within 20 seconds. A total of 260,794 calls were received. The services with the highest volumes of calls received were Libraries, Highways and Registrations.

In the previous quarters to September the call answering target has not been met and this has been combined with higher call levels. However, performance over the last year has shown an improvement over the previous year and we are optimistic of achieving the call answering target for the quarter to September 2010.

### Gateways

Transactions	Apr – Jun 09	Jul - Sep 09	Oct – Dec 09	Jan – Mar 10	Apr – Jun 10
Ashford	6,875	8,893	8,461	8,829	11,126
Dover	*	5,944	8,239	11,514	11,780
Maidstone	10,938	12,035	10,576	13,244	12,652
Tenterden	4,670	5,291	4,534	4,633	6,030
Thanet	27,958	25,152	21,835	29,807	33,586
Tonbridge	*	10,381	9,246	15,991	17,640
Tunbridge Wells	14,799	14,720	11,927	17,516	13,409
TOTAL	65,240	82,416	74,818	101,534	106,223

\* Dover and Tonbridge Gateways opened in July 2009.

Variations between quarters reflect seasonal variations and other changes to services offered/advertised at any given time.

Footfall	Apr – Jun 09	Jul – Sep 09	Oct – Dec 09	Jan – Mar 10	Apr – Jun 10
Ashford	14,605	16,341	16,607	17,495	22,103
Tenterden		47,883	59,653	61,209	56,940
Thanet	107,570	116,483	99,386	109,813	104,764
Tunbridge Wells			27,840	34,018	30,952
TOTAL	122,175	180,707	203,486	222,535	214,759

The Tunbridge Wells footfall counter was installed in September. Counters are not currently installed at Maidstone, Dover or Tonbridge. Thanet and Tenterden Gateway footfall includes library visitors but library transactions are not counted under Gateways.

	Current RAG	Previous RAG	Current DoT	Previous DoT
Roll out of the Gateway programme	★	★	↑	↑

#### Comments :

Gateways have had a busy quarter with transaction levels showing their highest level to date. Many transactions are processed through the Meet and Greet function (26%) or as routine transactions (27%). The benefits section takes the most specific enquires (36%). In the last quarter areas showing increased transaction levels include working and learning (up to 9.5% from 6.4%) and self-help (up to 10.6% from 8.6%).

Gateway is working with Gravesham Borough Council to develop the Gravesend Gateway at the Civic Centre, which is expected to open in autumn 2010.



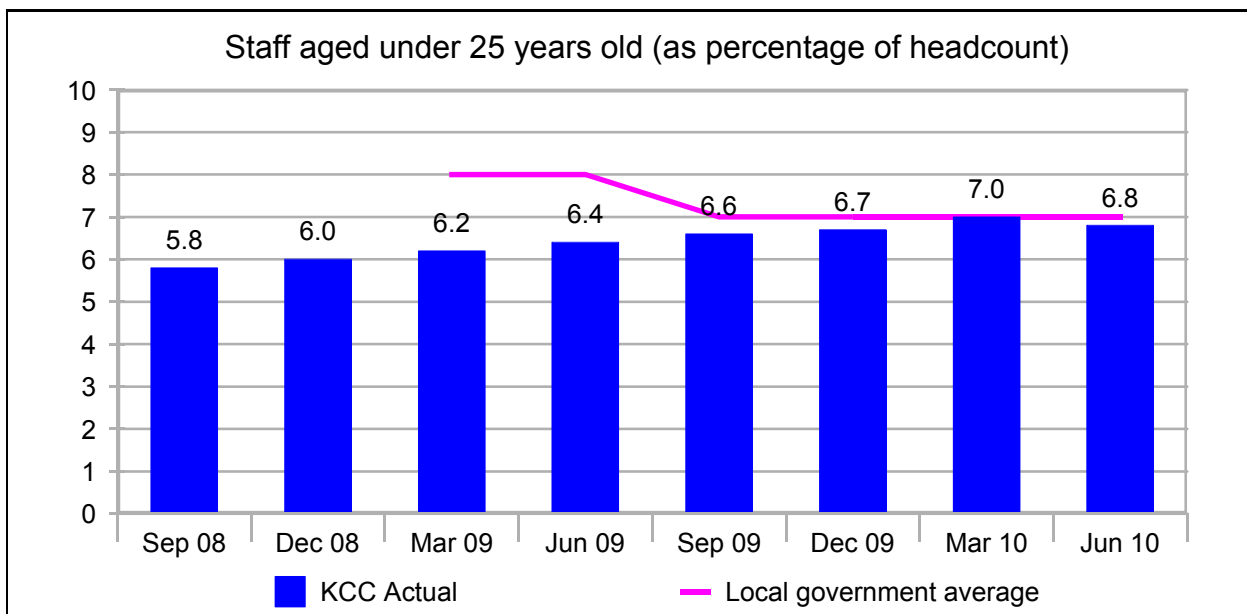
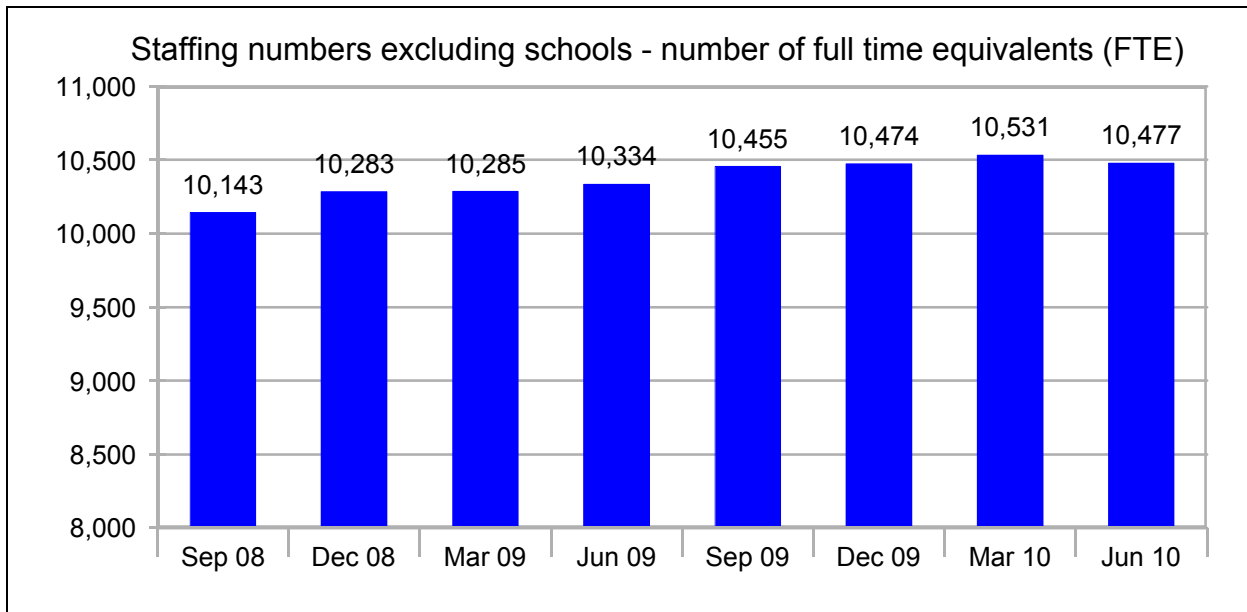
## Compliments/Complaints

Data for April to June 2010

Service area	Compliments	Complaints
Kent Highway Services	124	534
Environment & Waste	494	103
Adult Social Services	26	139
Children, Families & Education	14	131
Arts Development	17	0
Community Learning & Skills	14	32
Community Safety	25	2
Emergency planning	4	0
Drug & Alcohol Action Team	0	1
Kent Volunteers	0	0
Kent Scientific Services	3	4
Libraries & Archives	85	45
Registration & Coroners	26	0
Sport, Leisure & Olympics	6	0
Supporting Independence Programme	5	1
Supporting People	4	8
Trading Standards	6	5
Youth Offending Service	0	2
Youth Service	500+	5
Commercial Services	13	0
Media Centre	12	1
Finance	0	1
Legal and Democratic	34	0
Risk Management & Insurance	2	96
Personnel	2	4
Property	1	5
Public Health	0	0
Regeneration & Economy	1	2
Strategic Development & Public Access	0	0
Strategic, Economic Development & ICT & Policy	8	3
Strategic procurement	0	0

A quarterly report on Compliments and Complaints is being prepared and will reported seperately. This will include:

- What we are doing well
- Trends in complaints
- Action we are taking to resolve complaints
- Performance against our acknowledgement and response standards
- Compensation paid
- Ombudsman complaints.

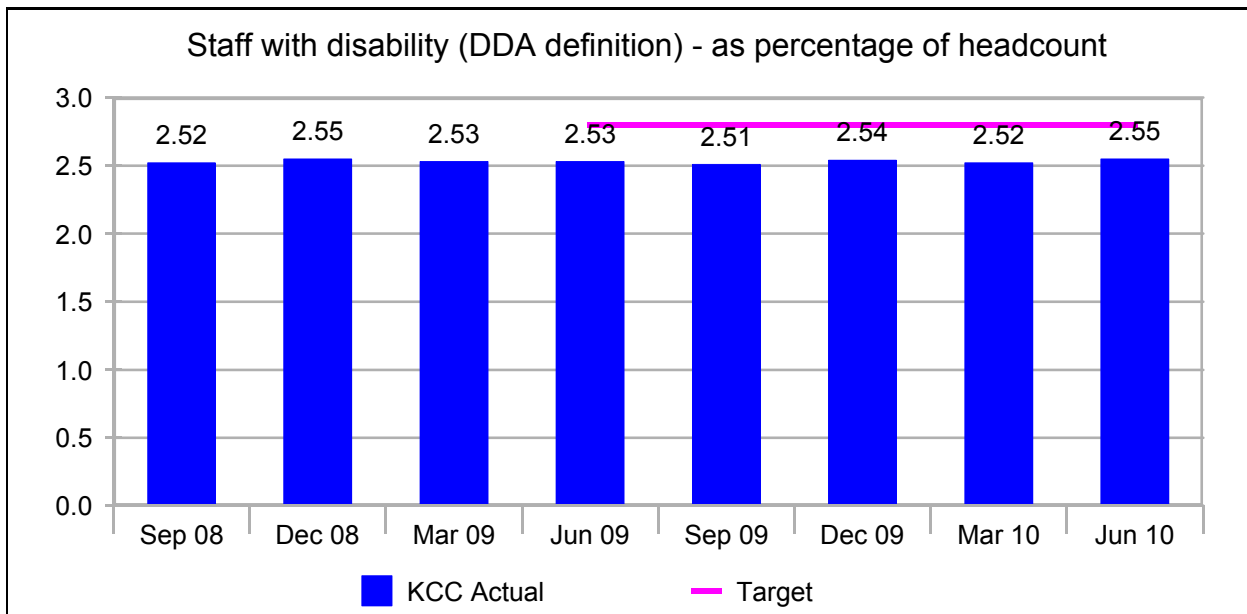
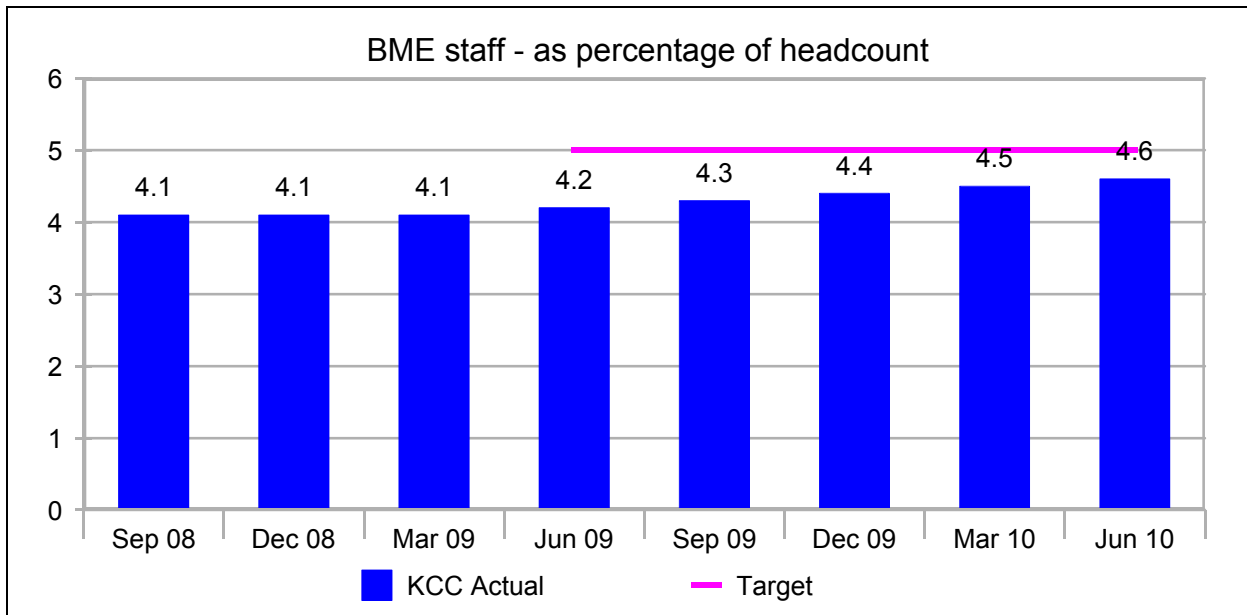


	Current RAG	Previous RAG	Current DoT	Previous DoT
Staff aged under 25	●	●	↓	↑

**Comments :**  
 Staffing levels have been slowly increasing in the past due to posts being funded by additional external funding, with core staff levels reducing over time.

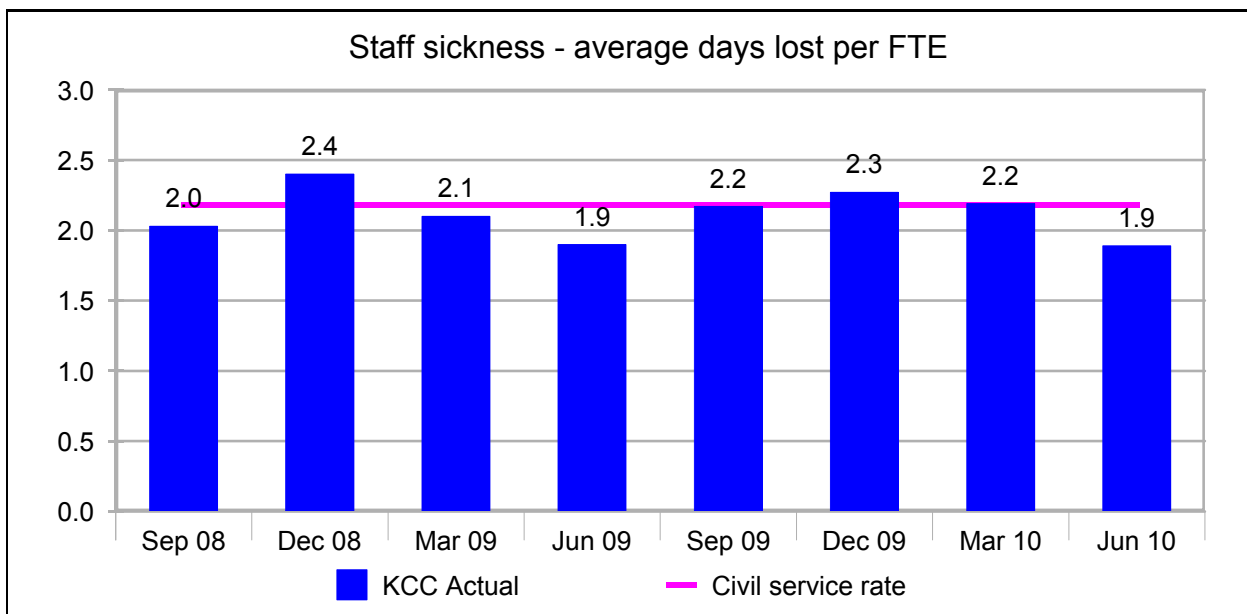
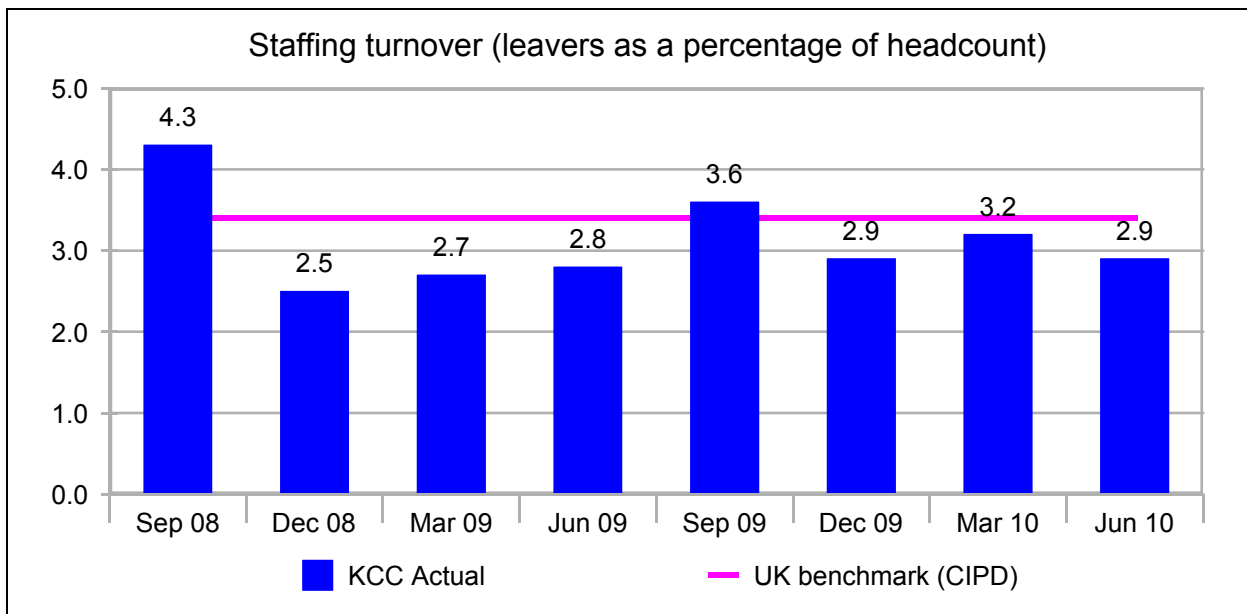
The most recent quarter shows a drop in staffing levels as funding becomes reduced and the council prepares for further funding reductions in the years to come.

The council has performed well in attracting more younger people into the workforce, including young apprenticeships. Kent now performs close to the local government average of 7% of staff aged under 25 years old, but still has some way to go if we wish to match the rate in the general economy, which is 15%.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Staff from BME groups	●	●	↑	↑
Staff with disability	●	▲	↑	↓

**Comments :**  
 Good progress is being made on attracting and retaining staff from black and minority ethnic groups with numbers continuing to increase.  
  
 Less progress is being made in relation to staff with disability with numbers not changing significantly in the last two years. Performance has however improved marginally in the last quarter and is within tolerance levels of the challenging target that we have set.

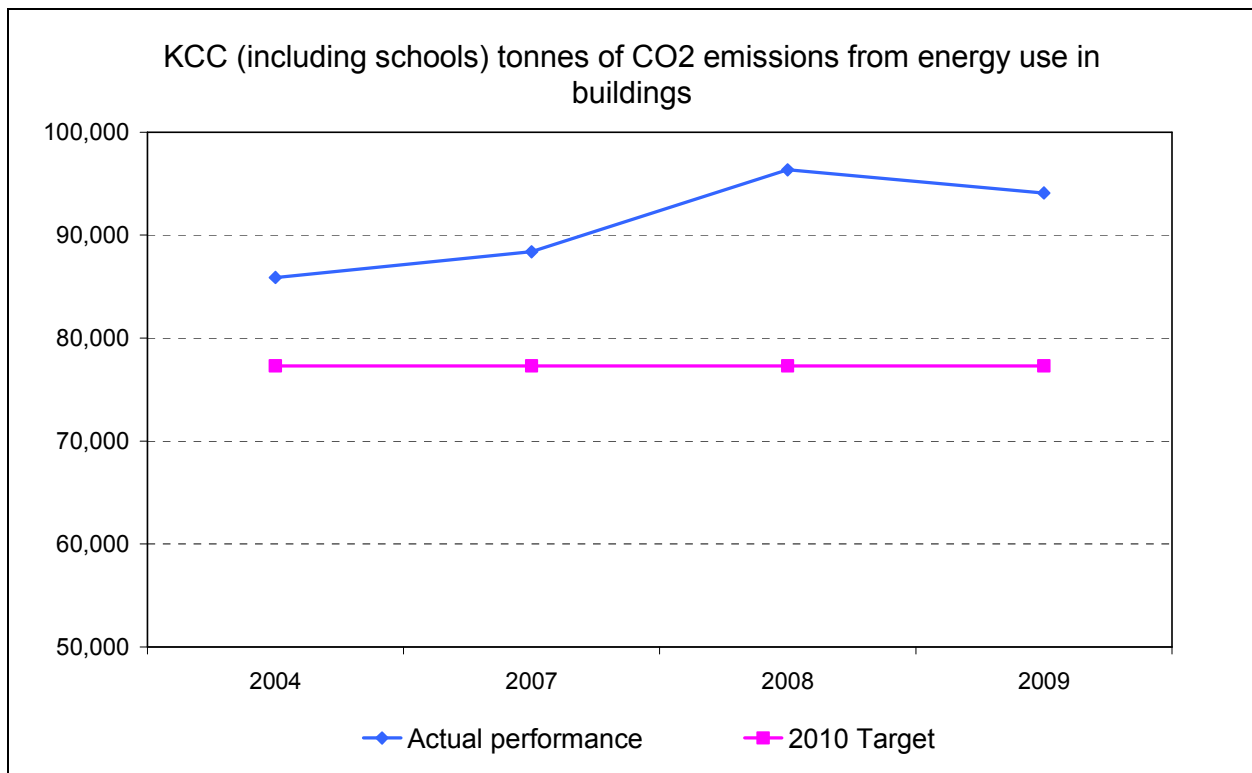


	Current RAG	Previous RAG	Current DoT	Previous DoT
Staff turnover - leavers	●	●	↓	↑
Staff sickness	●	●	↑	↑

**Comments :**

Staff turnover was 12.4% in financial year 2009/10, down from 12.6% the year before. This compares to a UK rate of 13.5% (Source: Chartered Institute of Personnel and Development). Staff turnover is an indicator where a value neither too high nor too low is preferred. The DoT rating shows whether the rate has increased or decreased and this does not imply these movements are either good or bad.

Sickness days in the last 12 months have averaged 8.6 per full time employee which is slightly up from the position a year ago. This compares to an average of 8.7 for the national civil service.



	Current RAG	Previous RAG	Current DoT	Previous DoT
CO <sub>2</sub> Emissions	▲	▲	↑	↓

**Comments :**

KCC has a Towards 2010 target for a 10% reduction in emissions from 2004 levels by 2010. This target has not been met, and in fact a growth in emissions has been seen, primarily due to a 50% increase in electricity use in the schools estate.

The increase in emissions is due to several reasons which include:

- Increase in physical estate (additional school buildings) e.g. Children's Centre Programme
- Significant increase in use of ICT in schools (ongoing)
- Longer 'hours of business' across KCC e.g. Extended Schools Programme
- New schools with higher energy use than those they replace

More than ever, a step change approach is now needed in energy and carbon management if the upward trend in energy demand and carbon emissions is to be reversed or even stabilised. Further options to take renewed action for the future are currently being explored.

## Children, Families and Education

### Managing Director's Commentary

From September 2010 we implement our new structure which places early years' settings, schools, colleges and youth services at the heart and centre of our work to support children, young people, families and communities, using a "Think Family" and Total Place/Place based budgeting approach.

The structural reorganisation of the local authority children, family and education services into 12 district teams, and the development of the 12 Local Children's Boards will place us in a positive position to deliver our priorities, to enable the resolution of some of our stubborn and persistent problems, and to face new challenges ahead.

#### **Early Years**

Inspections of early years' settings are flagging up improvements and the foundation stage results show that Kent is performing well in this area, including narrowing the gap in achievement for children from disadvantaged background. Our investment in children's centres and quality early years learning is paying off with many centres achieving their accreditation and celebrating successful outcomes. In time, we expect that progress in the early years will contribute to children's success throughout the primary phase. We remain committed to investment in the early years, the impact of which is clearly evident from the excellent rate of improvement in foundation stage profile results.

#### **Primary attainment**

Progress has been made in key stage 2 achievement in Kent primary schools this year, after much focused work from schools and our support teams, and we now have fewer schools below the national floor target of 55% year 6 pupils gaining the expected level in their SATs. There is still more to do and this will continue to be a major focus for our new district school improvement teams.

Only a small percentage of Kent primary schools boycotted this year's SATs tests. A much higher proportion of schools failed to conduct the tests nationally, which will make comparison of results more difficult this year.

#### **Secondary attainment**

We are delighted and immensely proud of the success of our schools in this year's GCSE results. Overall performance on the provisional figures released on 24 August show an improvement of 5.3% bringing 5 or more A\*-C grades to 78.3% of entrants, and 5 or more A\*-C grades including English and Maths to 56.7% (an improvement of 4.7%). Provisional A-level results recently announced also show better performance in many of our secondary settings. We expect all these results will be above the national rate of improvement, when these comparisons become available.

What is particularly impressive is the improvement made by Kent schools in the National Challenge. In 2008, Kent had 33 schools below the 30% floor target of 5+ A\*-C GCSEs including English and Maths. This reduced to 21 in 2009 and this year it has reduced to 5. No-one can doubt the immense focus and effort made by these schools to achieve these results, which will increase the opportunities for their pupils to progress into further education and employment. Schools have driven these improvements, with the support of the local authority team and our National Challenge Advisers.

We will want to ensure we build on this and consolidate the success which has been boosted by additional resources which may cease from next year. We will look with interest at the proposals for the pupil premium which may be targeted on schools serving areas, and pupils, of disadvantage.

### **NEETs**

The percentage of young people Not in Education, Employment or Training (NEET) is being exacerbated nationally by the difficulties in the UK economy. In Kent, however, the rate has remained at a reasonably low level, still comfortably better than the national average. There is some evidence that the downturn may encourage more young people to stay on in education which is encouraging when work is difficult to find.

### **Narrowing the gap**

It is of concern that the attainment gap between children from disadvantaged backgrounds is higher in Kent than the national average, and is not closing to any significant degree at KS2 or at GCSE level. This is particularly relevant for children looked after by the local authority. This will be a key area of focus for our new teams, working with the schools, and we hope that the pupil premium, a key plank of the new Coalition government's policy, will be used to good effect by schools once the detail is announced. We have also appointed a new post of a headteacher to champion the educational needs and outcomes for our looked after children.

### **School inspections**

Many children and schools do very well in Kent, but the new Ofsted inspection framework puts a high emphasis on attainment of Level 4 (the national benchmark) for all primary pupils, which has been an area of concern in Kent for many years, and on gaining 5 good GCSEs including English and Maths for secondary schools. As the emphasis on raw attainment is a limiting factor in the inspections, this has led to an increase in the number of schools going into special measures. We will continue to support schools to ensure there is a joined up approach from across CFE and our Children's Trust Partners so that all children and young people can reach their full potential.

### **Special Educational Needs**

SEN assessment numbers are steady and are below the national average. Support for children with special needs is a key priority for Kent County Council, and a report setting out a proposed review of our strategy will be presented to cabinet on 13 September.

### **School exclusions and attendance**

Positive results can now be seen from the sustained action which is taking place to reduce exclusions and poor attendance, with the rate of exclusions in particular now clearly declining. Yet we know that some schools and academies, as well as some groups of young people, are not meeting expectations on this measure. Working with and across KCC Directorates and partners we can deliver more closely targeted support for those young people likely to disengage from school.

### **Children and families social care services**

The continuing pressure on our social care services for both safeguarding and corporate parenting remains a key concern, with exceptionally high numbers of referrals and increasing numbers of children subject to Child Protection plans. Our number of looked after children has been increasing, and while these are national trends, it is

critical that we maintain strong child protection practice throughout Kent and work through the Kent Safeguarding Children's Board to reduce risks to safeguard children.

Kent has been very successful in the past in reducing the numbers of LAC (looked after children) through options outside the care system which is better for both children's outcomes and value for money. The appointment of 12 District Preventative Services Managers will boost the coordination of early identification and intervention, using the children's centres and other community based family support services.

This, along with working on the high referral rates from some agencies, particularly the police, aims to reduce the pressure on our duty teams who are struggling to meet the increased demand to respond to a significant number of referrals which do not meet the criteria for child protection assessments.

This pressure is a national phenomenon, as is the capacity of social care to meet demand due to difficulties in recruiting experienced social workers. Kent has been successful in recruiting and retaining newly qualified social workers, along with social workers from Europe and the USA, but we still have high vacancy rates, and are looking to develop a better skills mix in the teams to ensure we have manageable caseloads.

The recruitment and retention of social workers remains a critical priority as does reducing family risks linked with child abuse and neglect (e.g. domestic abuse, parental mental health, and substance misuse). Resolution of these key issues can only be done through integrated and joined up working with our Children's Trust Partners.

### **Policy context for children, families and education**

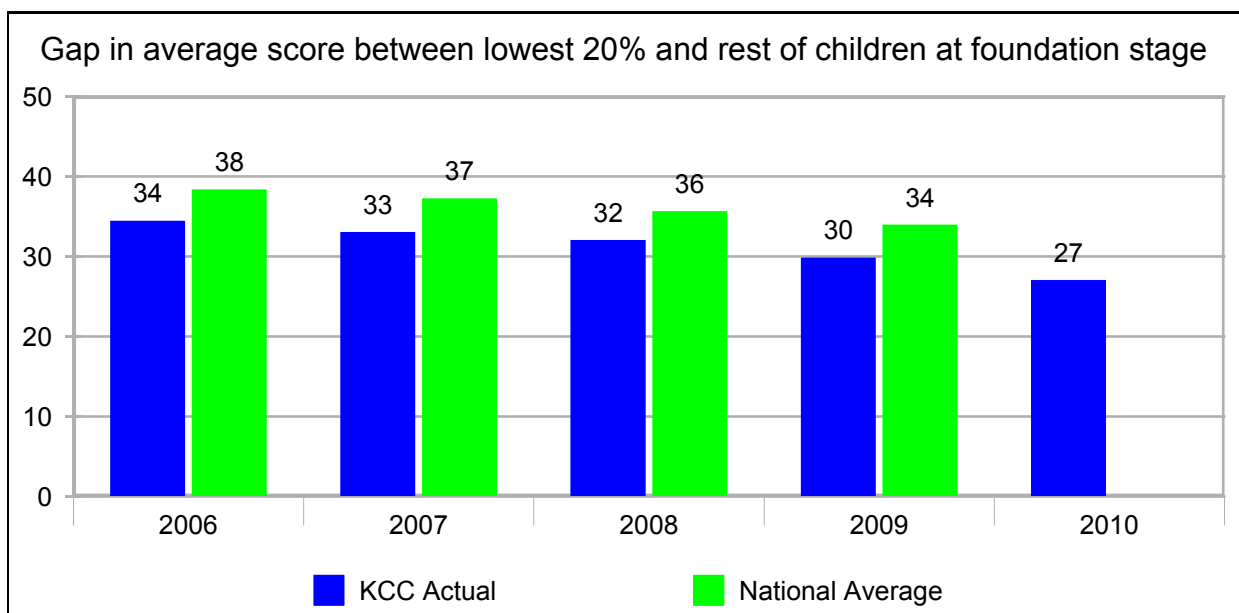
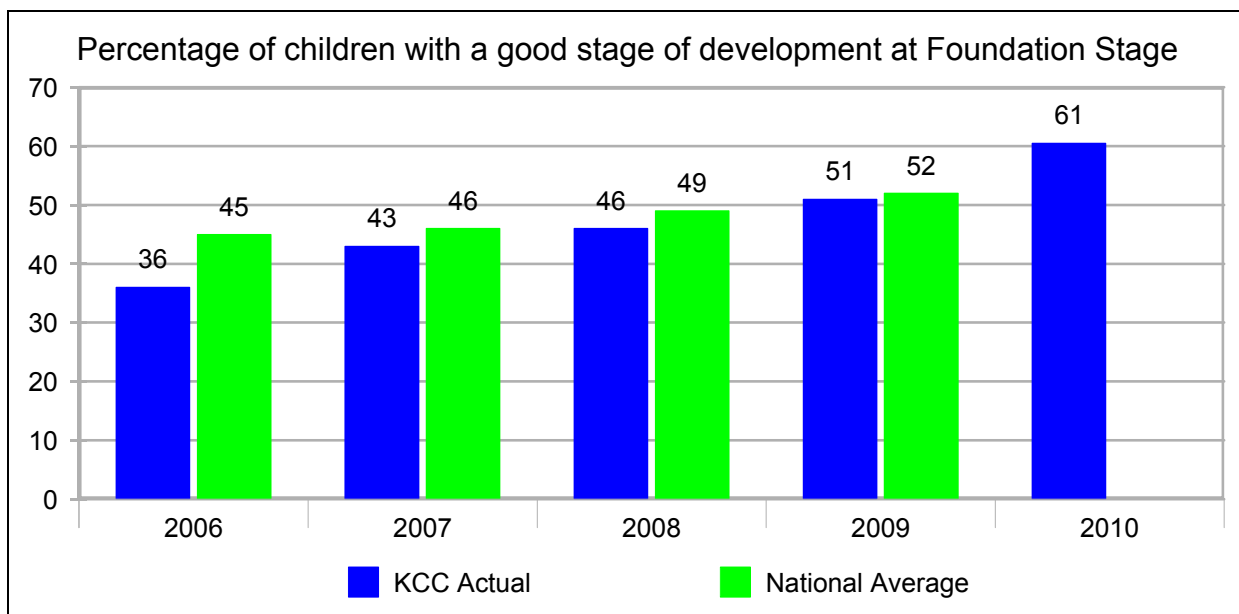
The new Coalition government is bringing a different policy environment that will need us to take stock, along with the expected financial challenges for public sector services. We have already faced significant in-year budget reductions in national grant funding, in addition to the savings achieved from our major reorganisation within CFE, and the review of the Building Schools for the Future programme.

Other developments include the Academies Act, the NHS White Paper 'Equity and excellence: Liberating the NHS', announcements on 16-19 funding arrangements, and we have a forthcoming white paper on education and children's services, and a green paper on SEN and disabled children's services. In the context of a new political climate and ongoing economic uncertainty, it is vital that we remain focused on making a positive difference to outcomes for children and young people.

While the Government is intending to remove some legislation in respect of Children's Trusts, it is clear that Ministers mean that local areas should decide what suits them best. From our discussions so far, there is huge enthusiasm in Kent for agencies continuing to move forward together to gain the benefits of shared planning, commissioning and delivery around schools, children's centres and communities at local level. Our new structural arrangements will create capacity to support this progress.

**Rosalind Turner**  
**Managing Director**  
**Children, Families and Education**





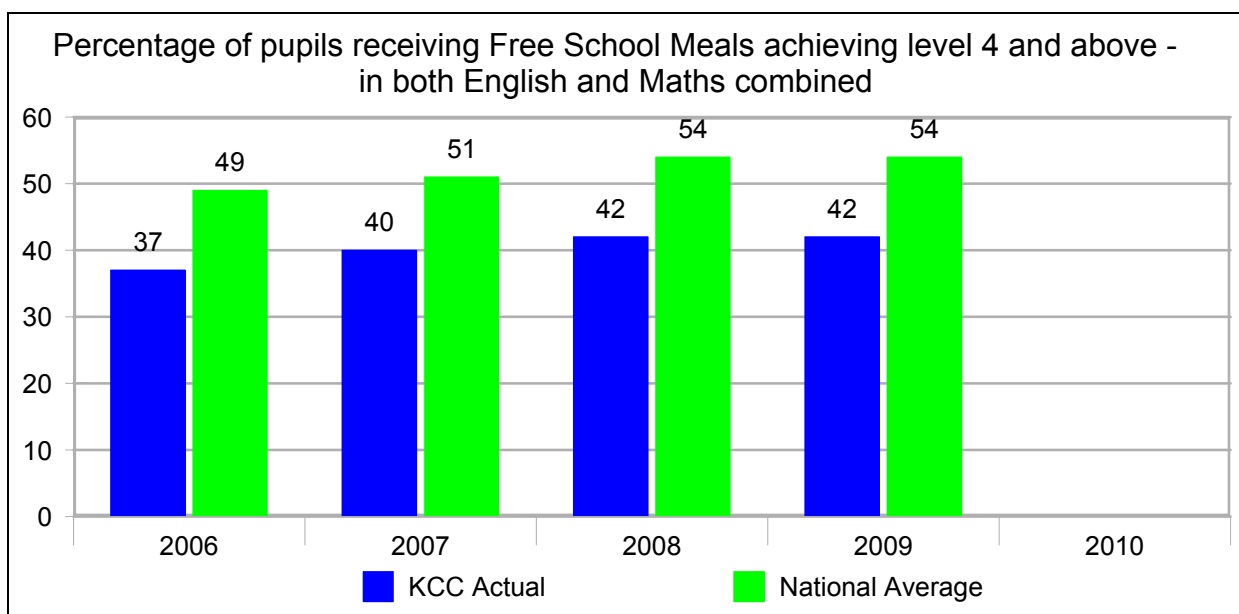
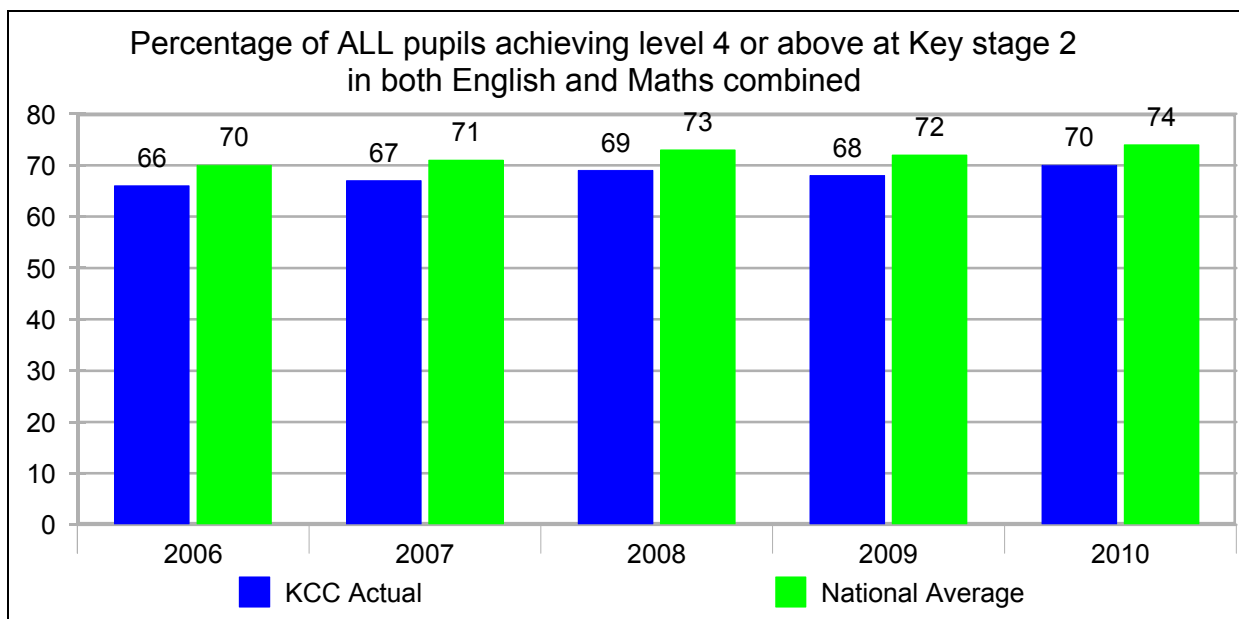
	Current RAG	Previous RAG	Current DoT	Previous DoT
Percentage pupils with good stage of development	Awaiting national data	●	↑	↑
Gap between lowest 20% and others		★	↑	↑

**Comments :**

The 2010 Foundation stage assessments, taken in a child's first year of Reception, show a significant improvement. 60.5% of children now reach the level of development considered as good. This is the fifth year in succession that Kent's Foundation Stage outcomes have shown improvement.

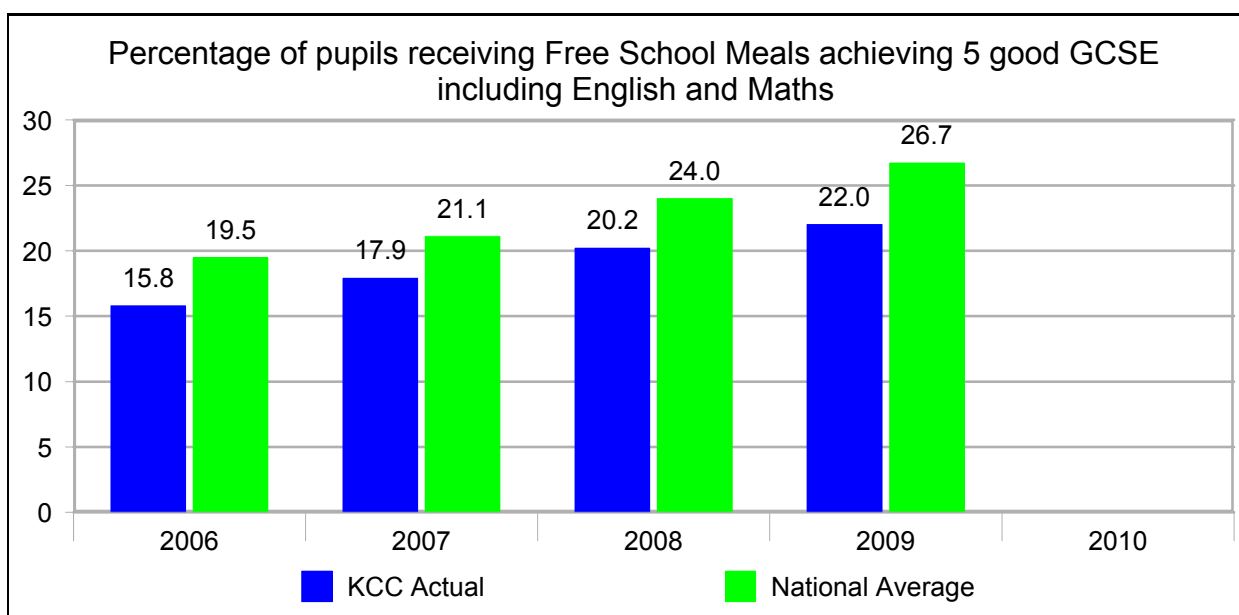
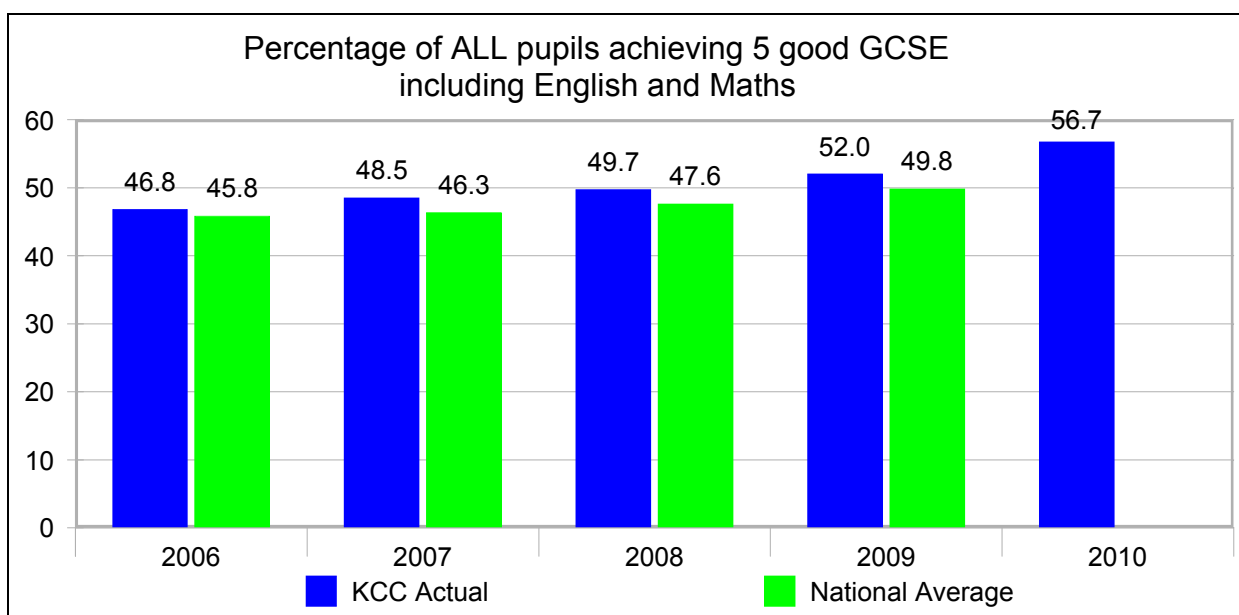
For the fourth year in succession Kent has reduced the achievement gap between children in the lowest 20% of the cohort and their peers.

National data for 2010 is expected to be available in October.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Level 4 and above – all pupils	●	●	↑	↓
Achievement gap for children with free school meals		▲		↑

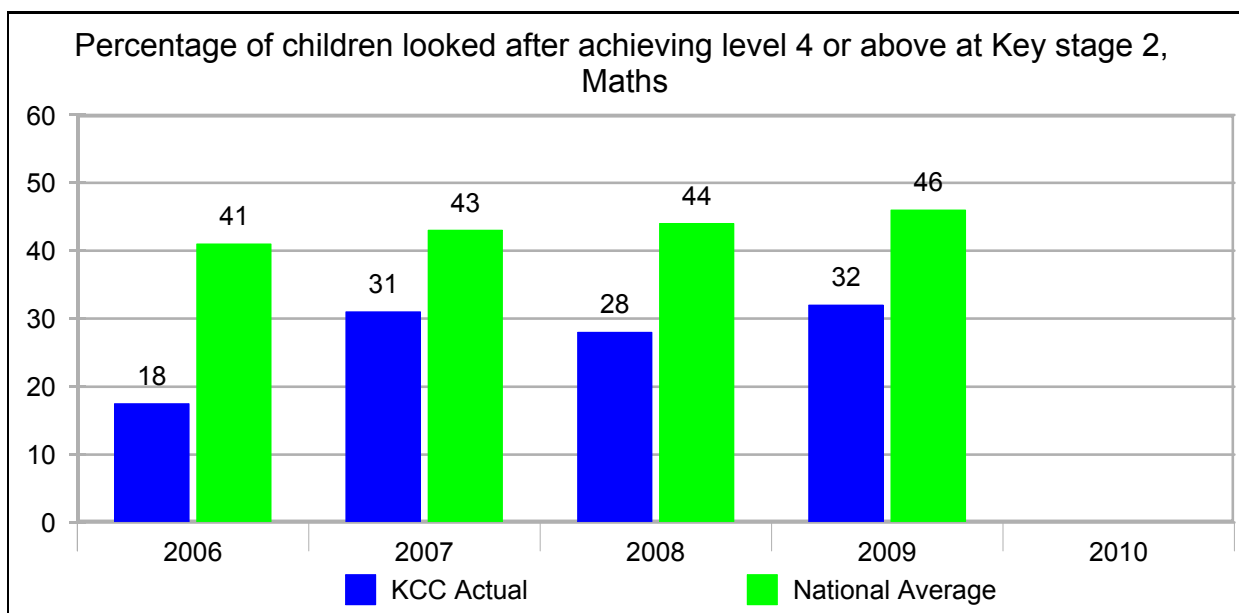
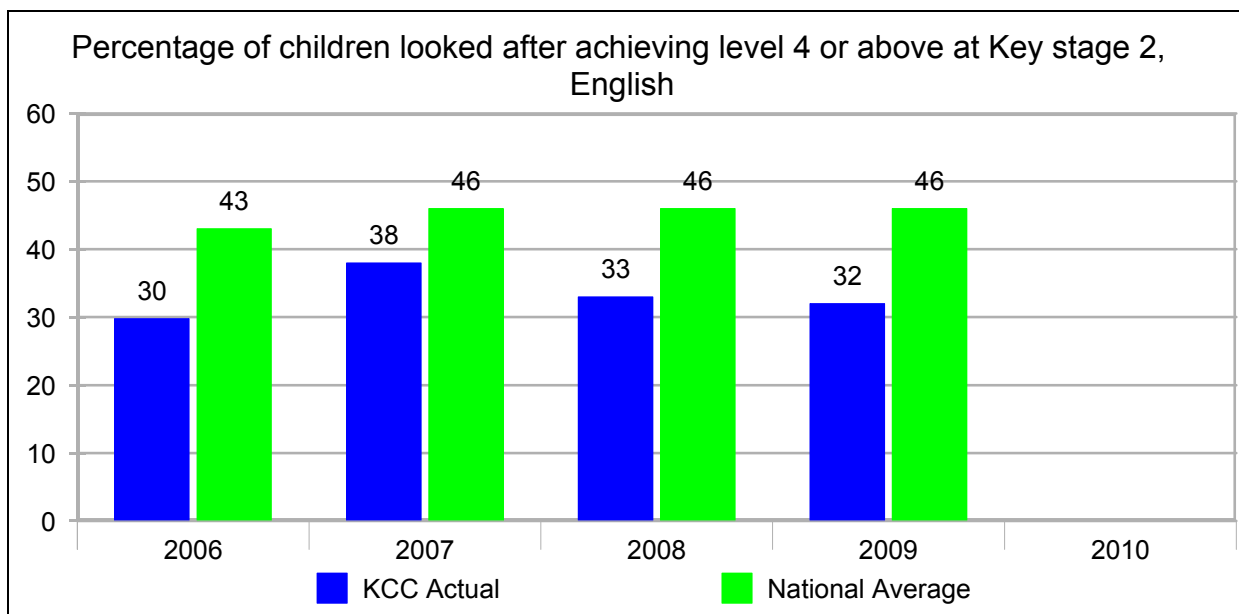
**Comments :**  
 Provisional 2010 results for combined English and Maths show improvement in Kent by 2 percentage points which matches national improvement. 100% of children in 14 Kent schools achieved at least a Level 4, an improvement from 5 schools in 2009. However, Kent remains below national performance. This year's SATs boycott questions confidence in national figures for 2010, given 26% of schools nationally did not conduct SATs. 6% of Kent schools boycotted the SATs (24 schools).  
  
 Note that the RAG and DoT ratings for children with free schools meals are based on the gap in performance between children with free school meals and other children. The gap reduced in 2009.



	Current RAG	Previous RAG	Current DoT	Previous DoT
5 good GCSE – all children		●	↑	↑
Achievement gap for children with free schools meals		▲		↓

**Comments :**  
 Kent's provisional GCSE results for this indicator improved on 2009 performance by 4.7%, bringing the 5+ A\*-C result (including English and Maths) to 56.7%. This has met our local authority 2010 target. We believe this will be above the national rate of improvement, for which data will be available in October.

In 2009 children in Kent overall performed above the national average for GCSE but children eligible for free schools meals performed below the national average. Note that the RAG and DoT ratings for children with free schools meals are based on the gap in performance between children with free school meals and other children. The gap widened in 2009, but expectations are for it to narrow in 2010.

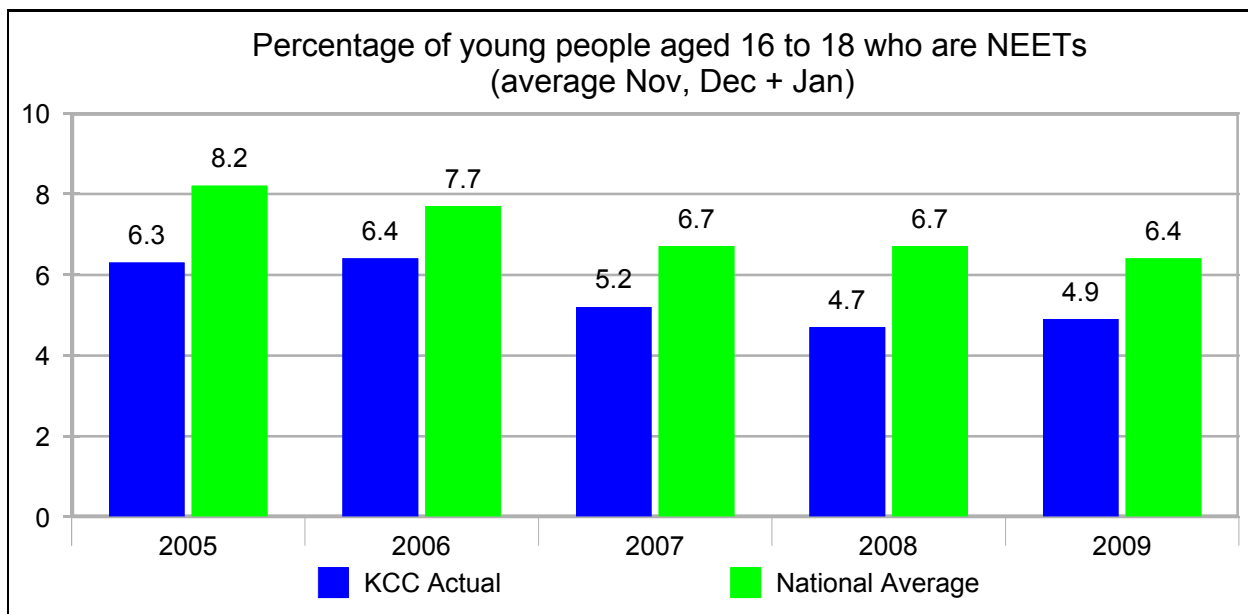
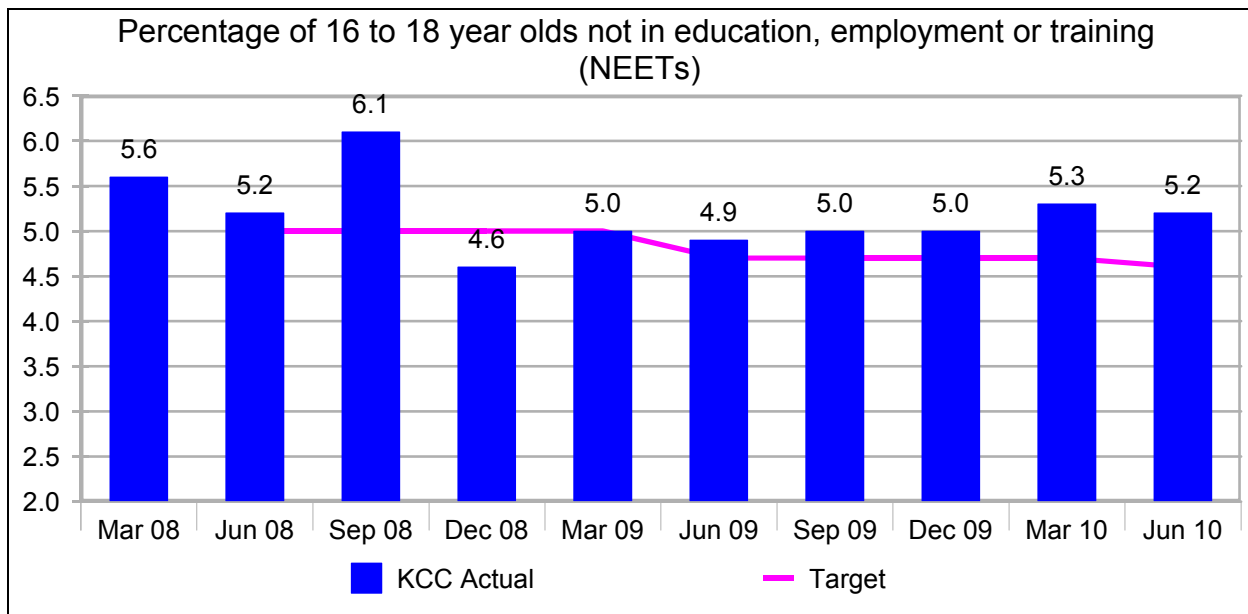


	Current RAG	Previous RAG	Current DoT	Previous DoT
LAC Key stage 2 English		▲		↓
LAC Key stage 2 Maths		▲		↑

**Comments :**

Data for 2010 will not be available until the autumn.

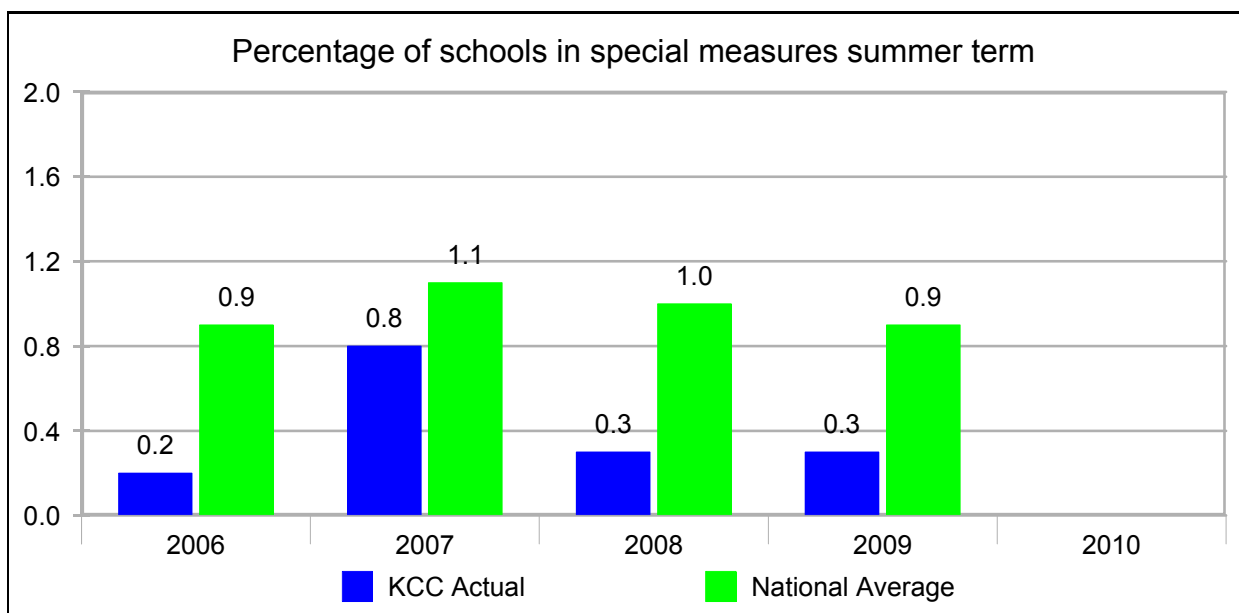
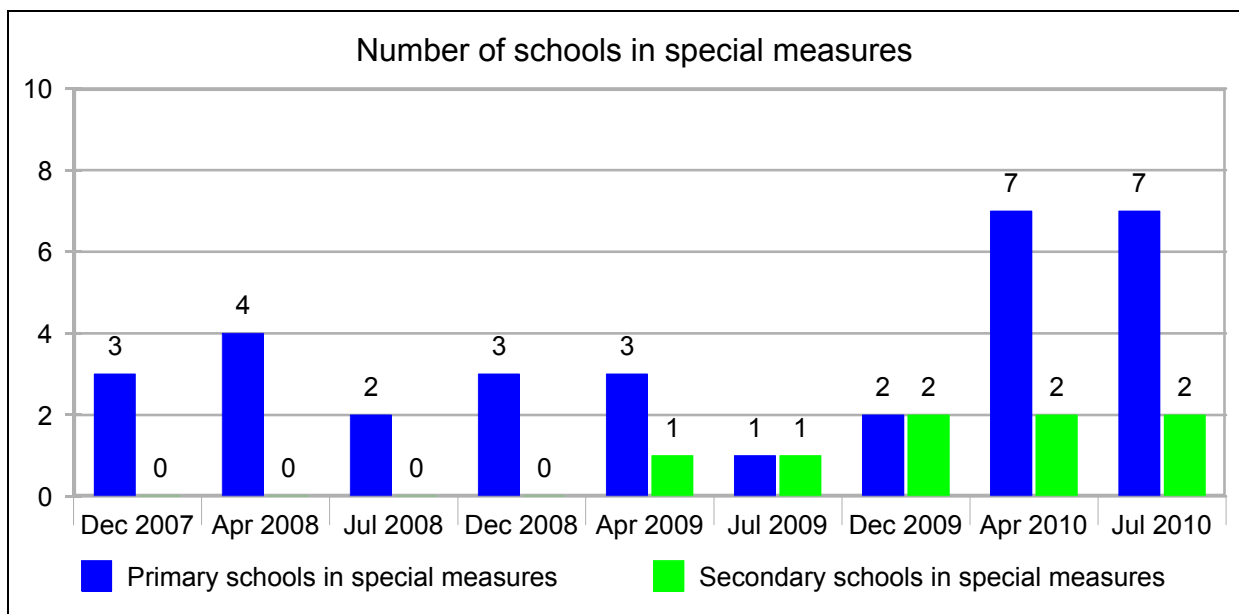
In 2009 results for looked after children (LAC) had not significantly improved. The introduction of a Head Teacher for all LAC and Care Leavers will be key in the delivery of improvement in this area, ensuring a greater level of leadership and influence in practice of both schools and social workers.



	Current RAG	Previous RAG	Current DoT	Previous DoT
NEETs	●	●	↑	↓

**Comments :**  
 The national downturn in the economy means that there is likely to be an increase in the number of young people not in education, employment or training (NEET). However, performance in Kent remains better than the national average.

The June 2010 NEET figure in Kent of 5.2% equates to just under 2,000 young people.



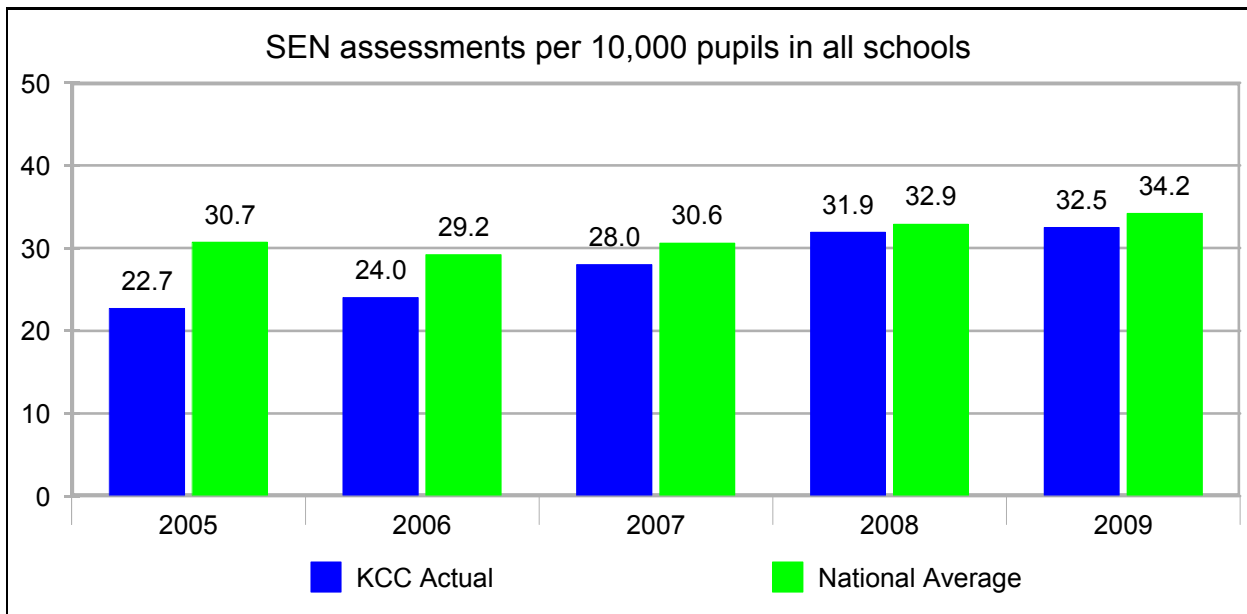
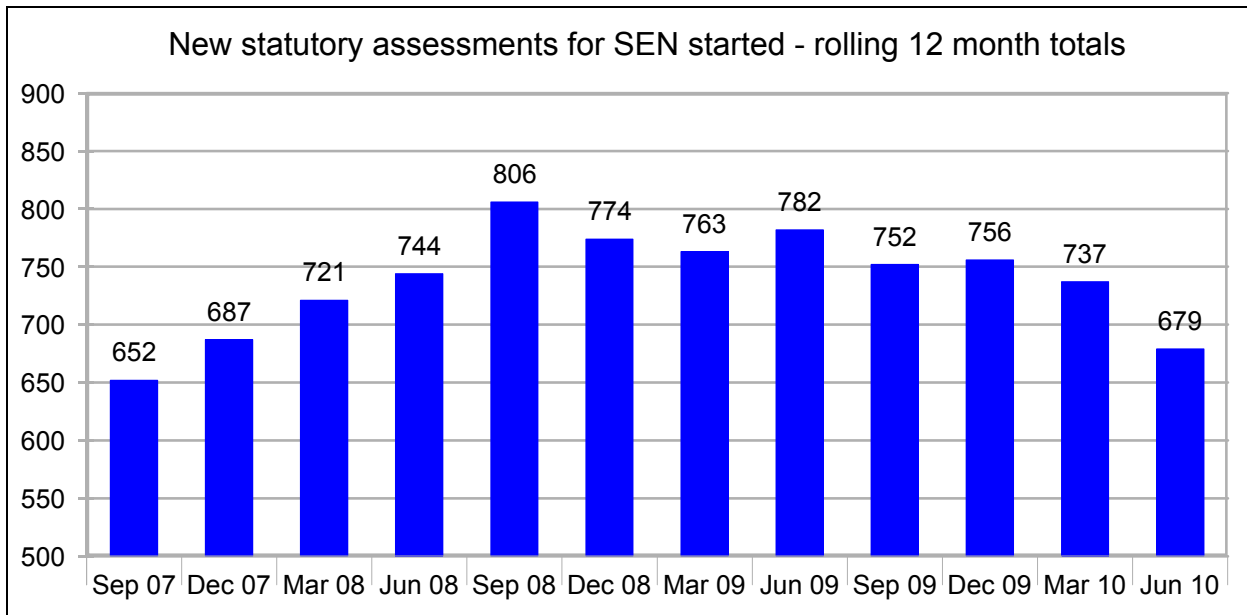
Schools special measures :	Current RAG	Previous RAG	Current DoT	Previous DoT
Primary schools	●	●	↔	↓
Secondary schools	●	●	↔	↔

**Comments :**

7 Primary and 2 Secondary schools are currently in Special Measures, and all are predicted to exit the category within 12 months of entering.

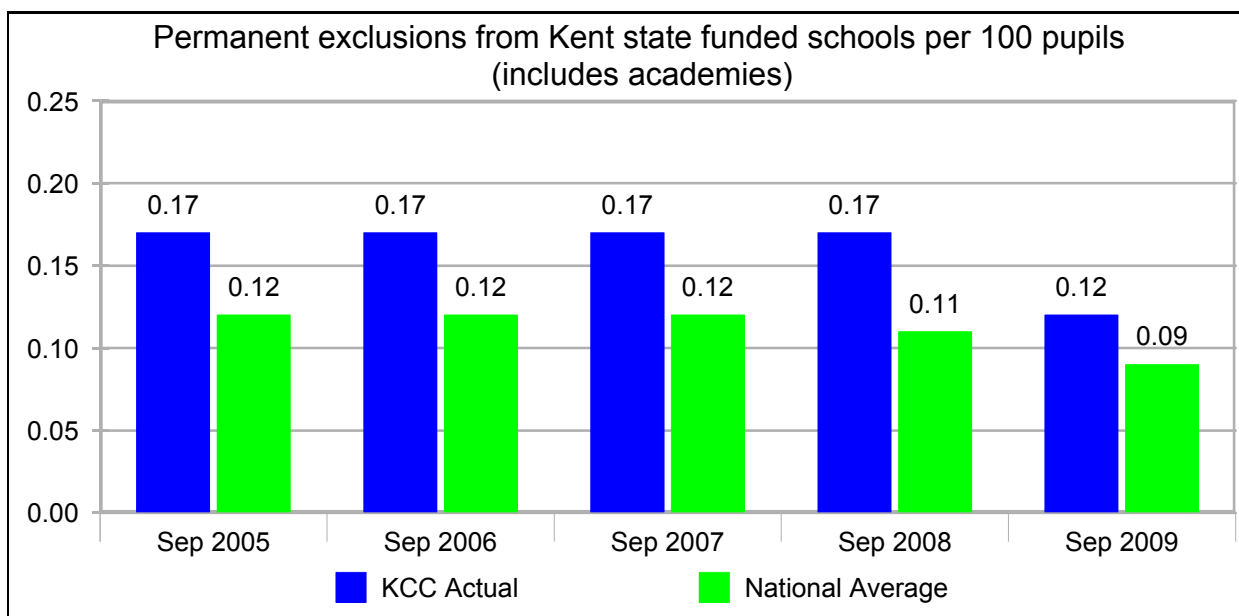
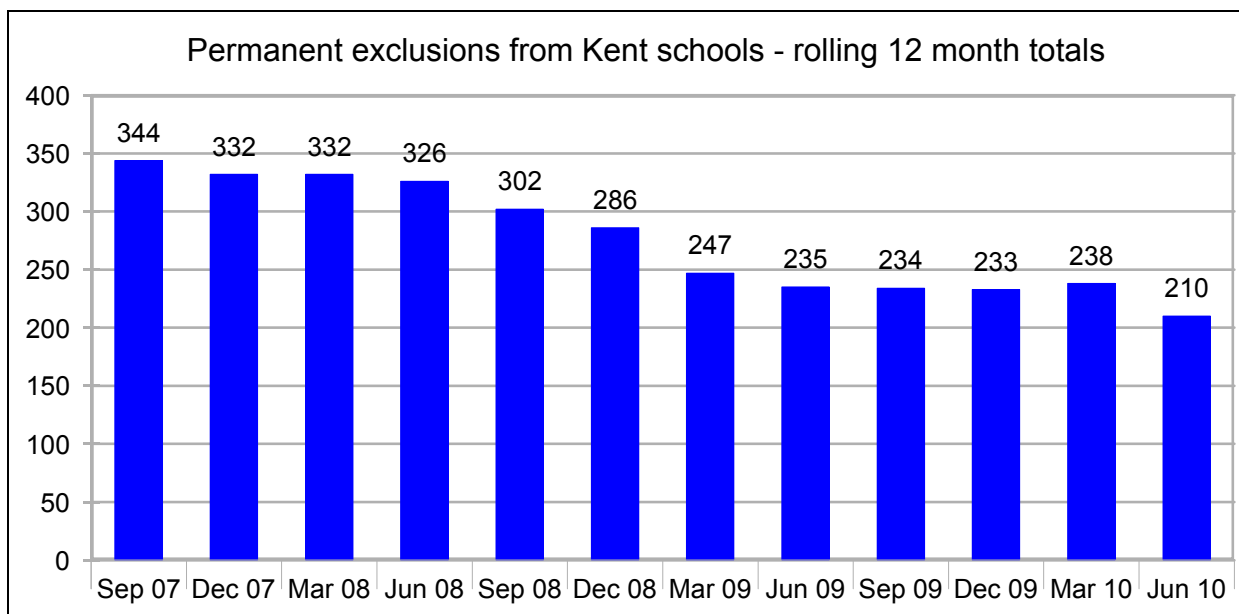
Schools are being supported (and challenged) to ensure rigorous tracking and monitoring of pupil progress and to intervene through the provision of additional support. Kent's new strategy is to identify schools that are vulnerable and intervene early to establish priorities for improvement, a key commitment being to have no school in Special Measures in the next 12 months.

National data for the summer term will be available by November and it is expected that this will show a rate similar to that now in Kent of 1.5% of schools.



	Current RAG	Previous RAG	Current DoT	Previous DoT
SEN assessments	★	●	↑	↑

**Comments :**  
 The number of new assessments for Special Educational Need continues on a downward trend from a peak in the year to September 2008. Assessment rates continue to be below national rates.

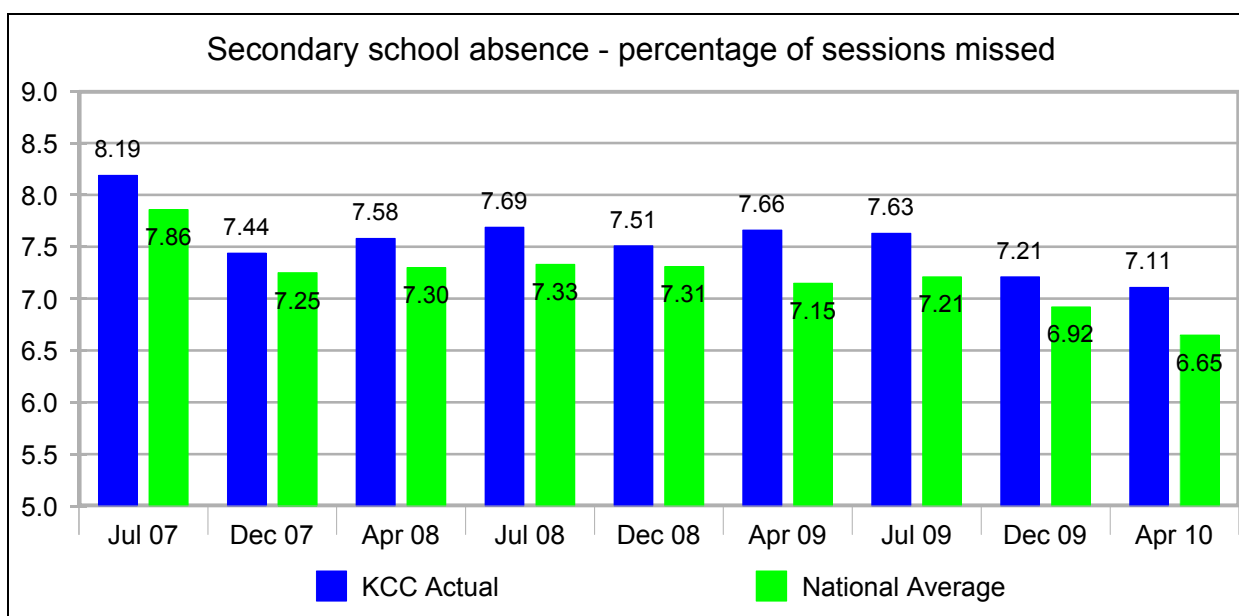
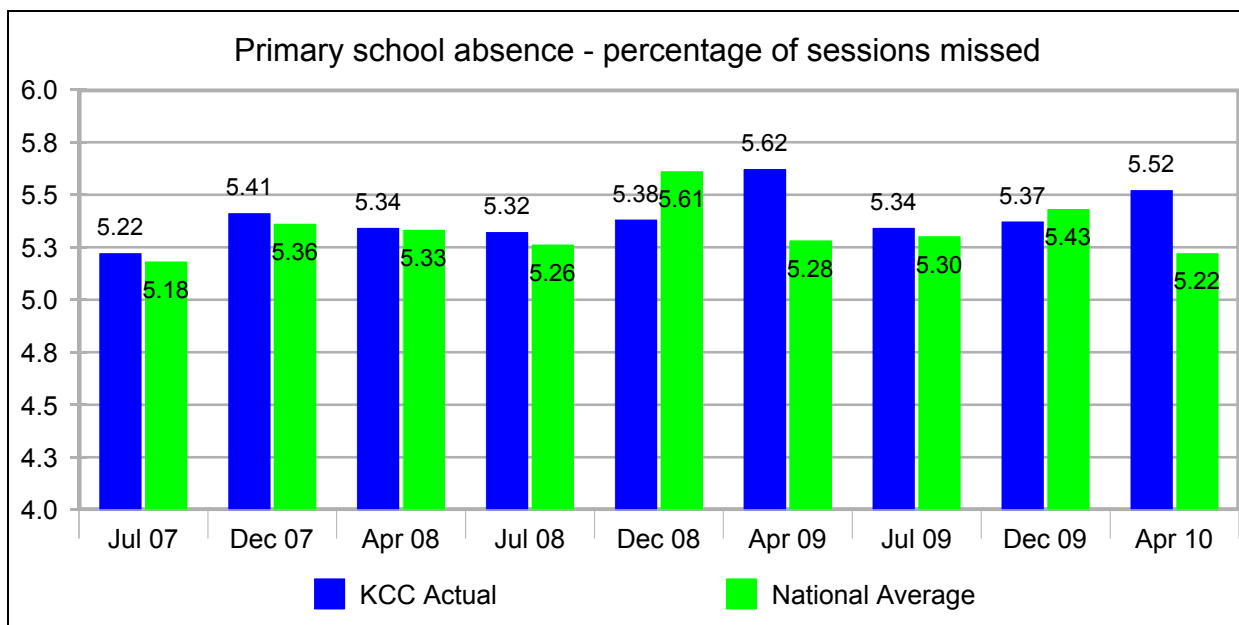


	Current RAG	Previous RAG	Current DoT	Previous DoT
Pupil exclusions	●	▲	↑	↓

**Comments :**  
 Having persisted at 0.17% of pupils, the permanent exclusion rate fell in the 2008/09 academic year to 0.12%, closing the gap to the national rate. Local data shows this reduction has been sustained during 2009/10.

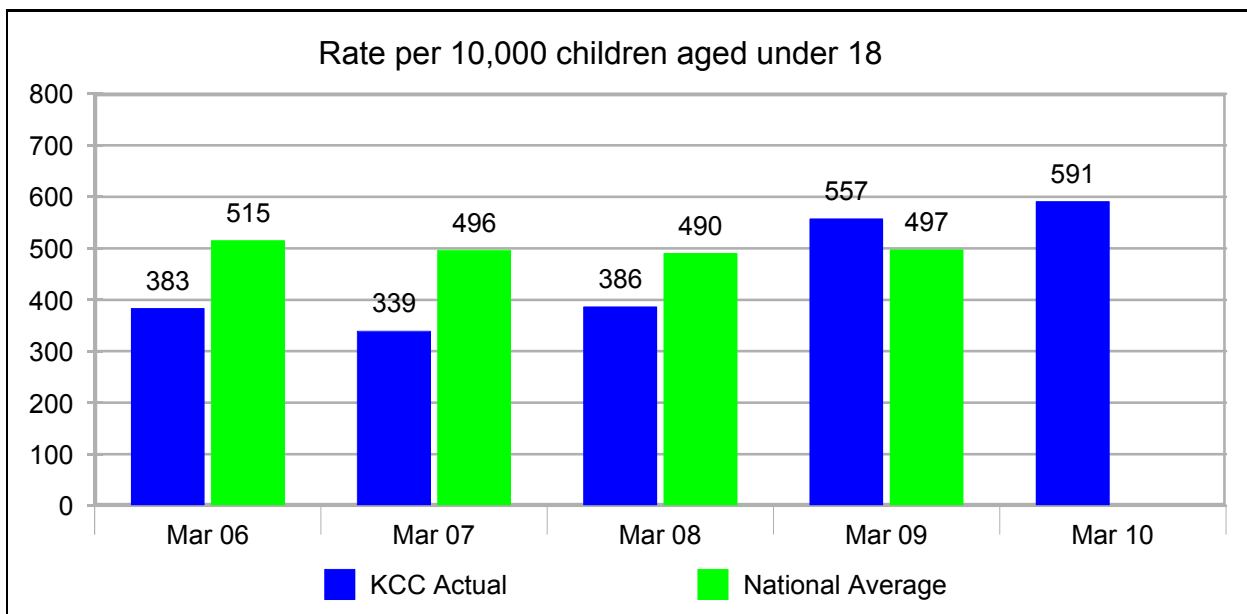
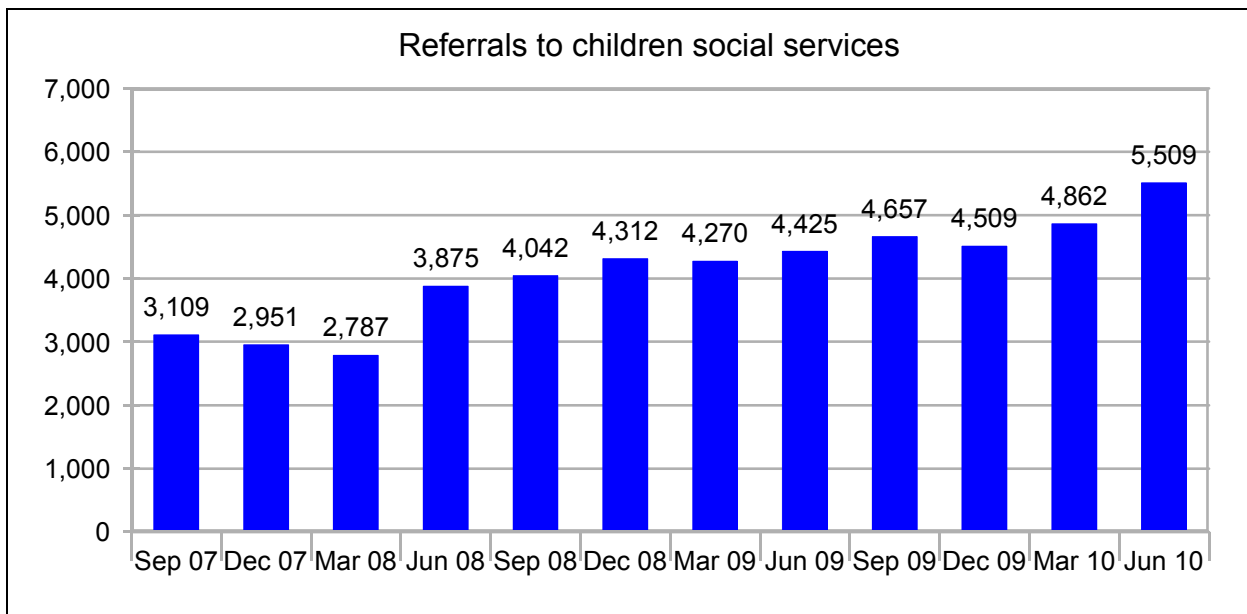
There is very long delay in publication of national data for exclusions and the 2008/09 data has only recently become available. Based on this latest benchmark Kent would need to reduce pupil exclusions down to 191 pupils to be equal to the national rate. This has nearly been achieved in the last year.





	Current RAG	Previous RAG	Current DoT	Previous DoT
Primary absence	●	●	↓	↓
Secondary absence	●	●	↑	↑

**Comments :**  
 Up to April 2010 primary school absence rate has been much in line with national performance, although with larger differences in the Spring term.  
 The secondary school rate has been higher than national performance. However, a robust strategy is now in place to reduce secondary absence.

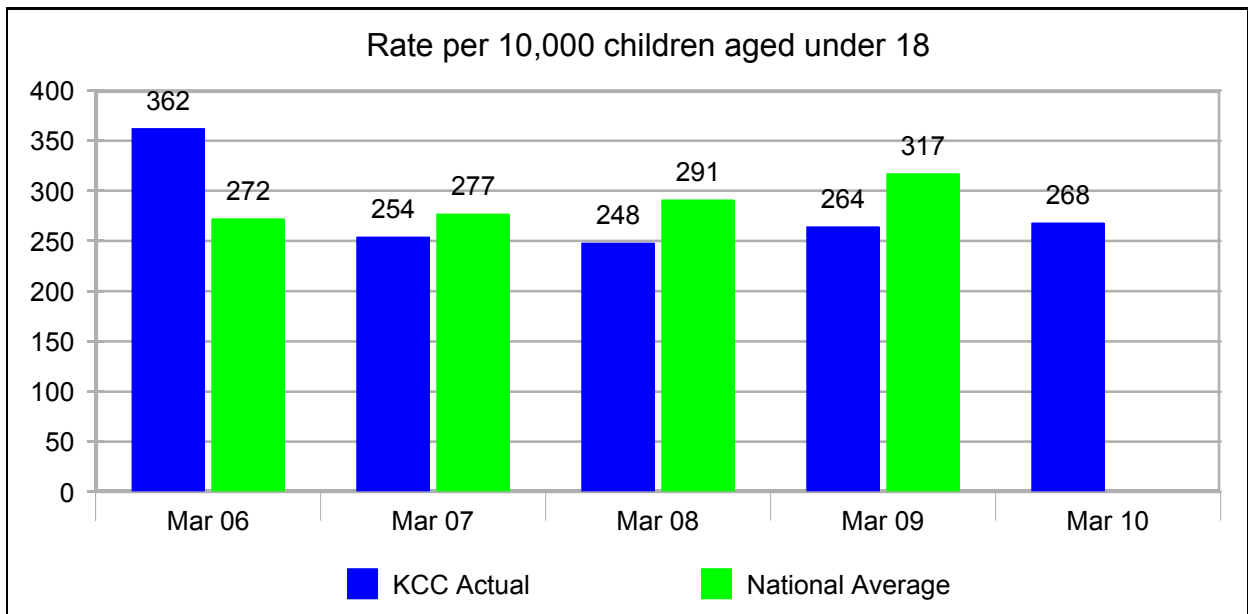
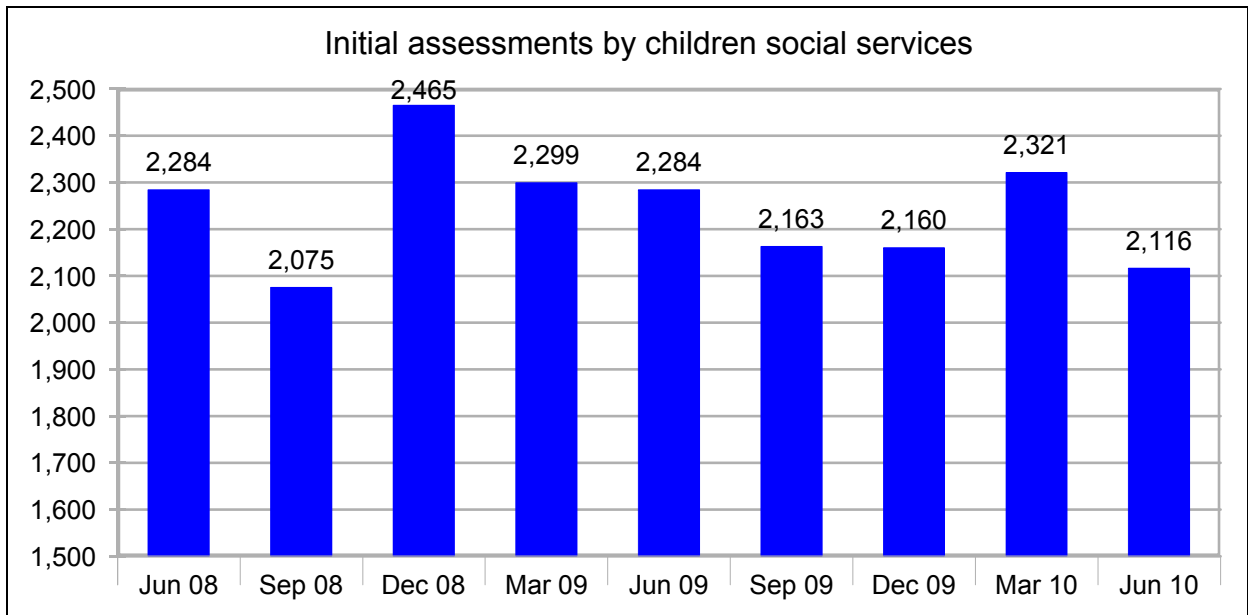


	Current RAG	Previous RAG	Current DoT	Previous DoT
Referrals	▲	▲	↓	↓

**Comments :**

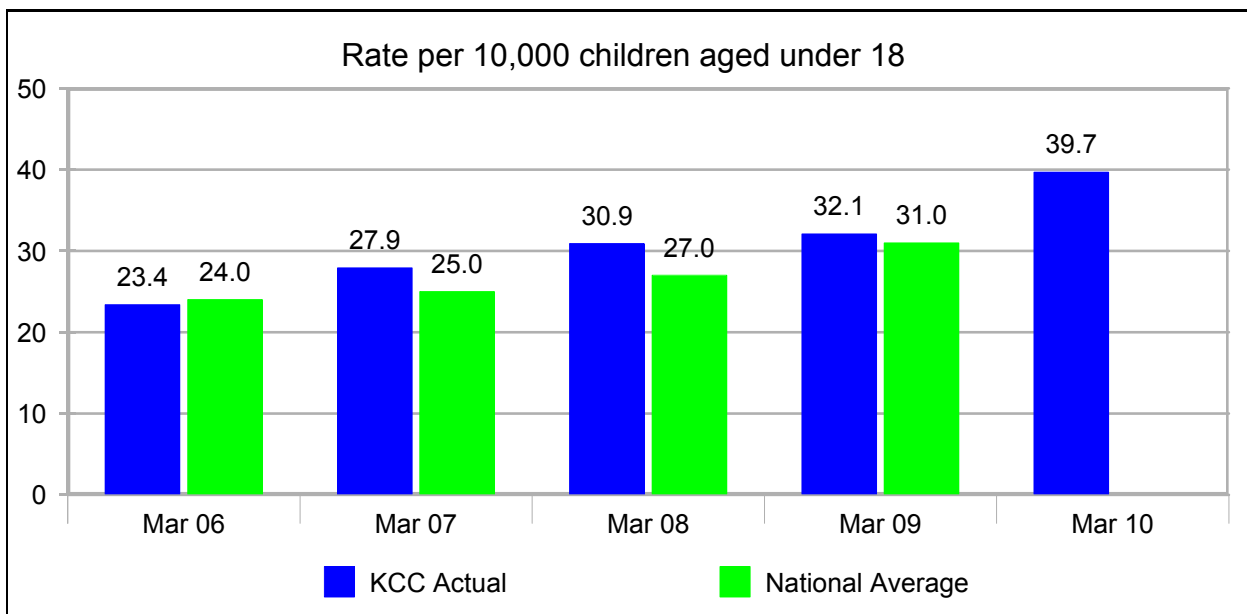
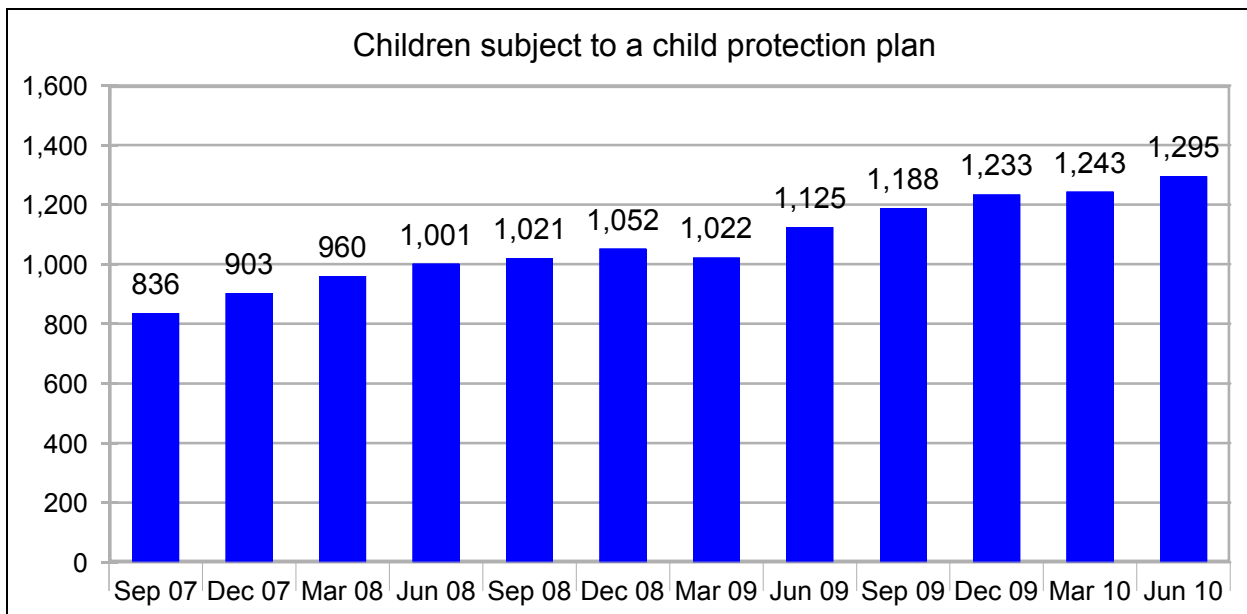
The rate of referrals in Kent continues to increase and for 2008/09 had moved above the national rate. Action is being undertaken to address this issue, including work with agencies which make referrals, most notably the Police.

The new Preventative Services Managers (PSMs) take up their posts in September with the objective of reducing referrals to Children’s Social Services. This reduction will be achieved by embedding the Common Assessment Framework (CAF) process for earlier intervention with vulnerable children and their families, and by refining the single point of access process.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Initial assessments	★	●	↑	↓

**Comments :**  
 Despite the increase in referrals, the number of initial assessments remains reasonably stable and has remained below the national rate which has shown an increase in previous years.



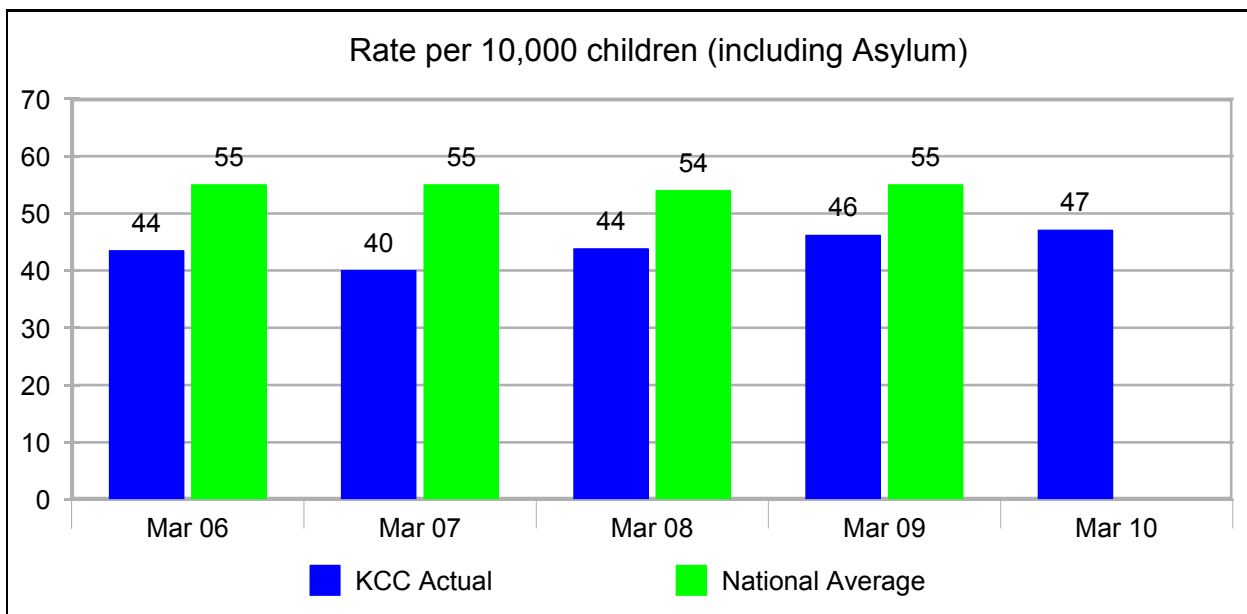
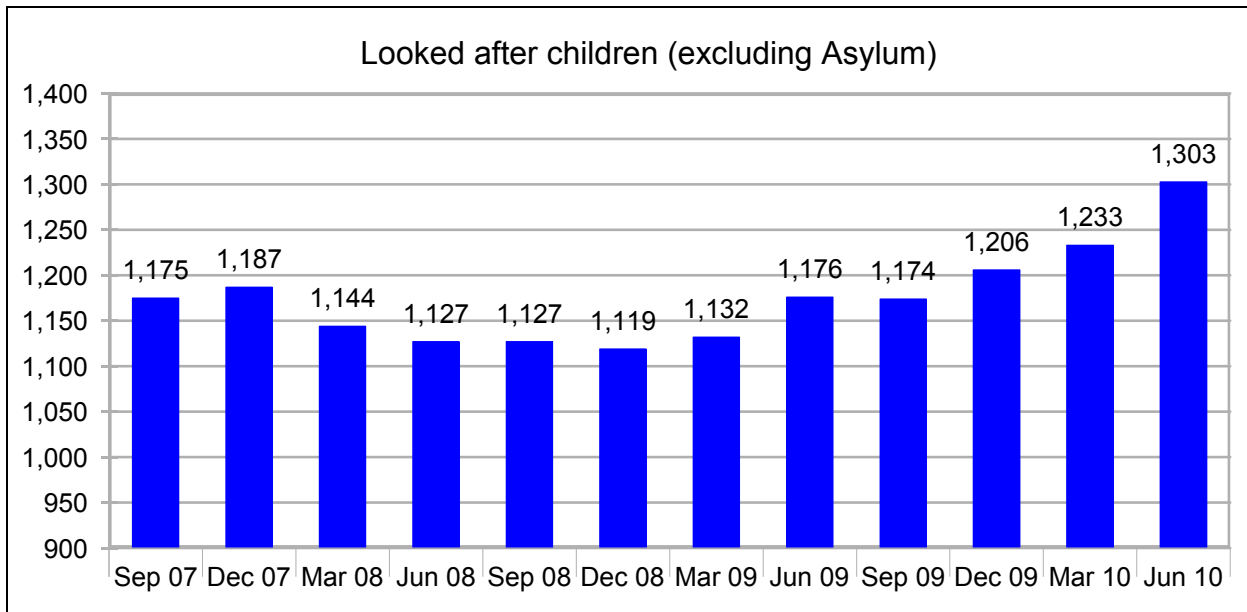
	Current RAG	Previous RAG	Current DoT	Previous DoT
Child protection plans	▲	▲	↓	↓

**Comments :**

The number of children subject to a child protection plan continues to increase, and further increase is anticipated, given the rise in referral activity. There is a national trend of increased child protection activity and this is being investigated by a number of agencies including the Association of Directors of Children's Services.

The majority of children with child protection plans have them due to a combination of factors including, parental substance misuse, domestic violence, and parental mental illness.

The Kent Safeguarding Children's Board is seeking to address these issues on a multi-agency basis.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Looked after children	★	★	↓	↓

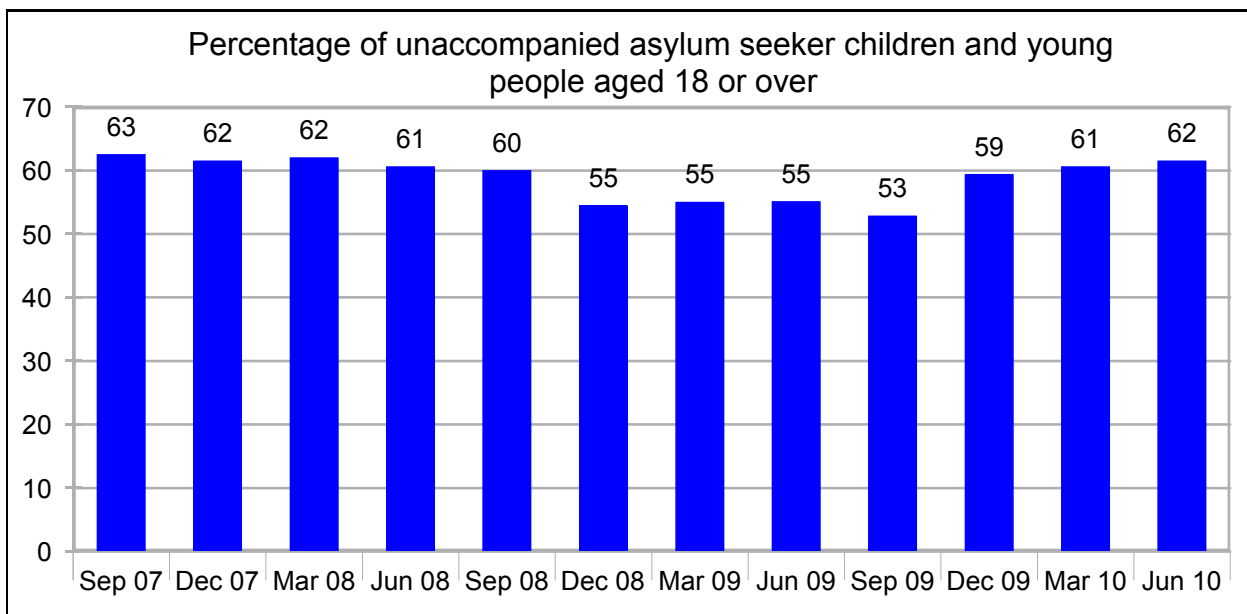
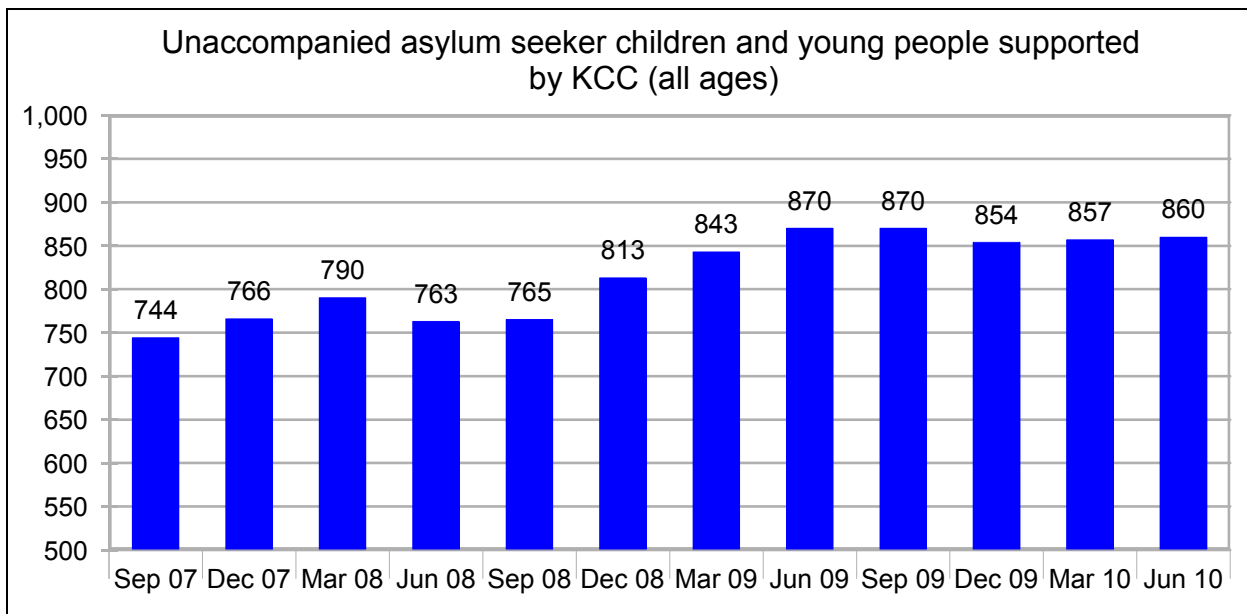
**Comments :**

There has been a steady increase in the numbers of looked after children since January 2009. The overall rate is likely to remain below the national average for 2009/10.

The reasons for the increase are:

- Rise in care proceedings to protect children (mainly younger children)
- Rise in teenagers (13-15) being looked after due to a family breakdown
- Rise in accommodation of homeless 16-17 year olds as a result of the Southwark Judgement.

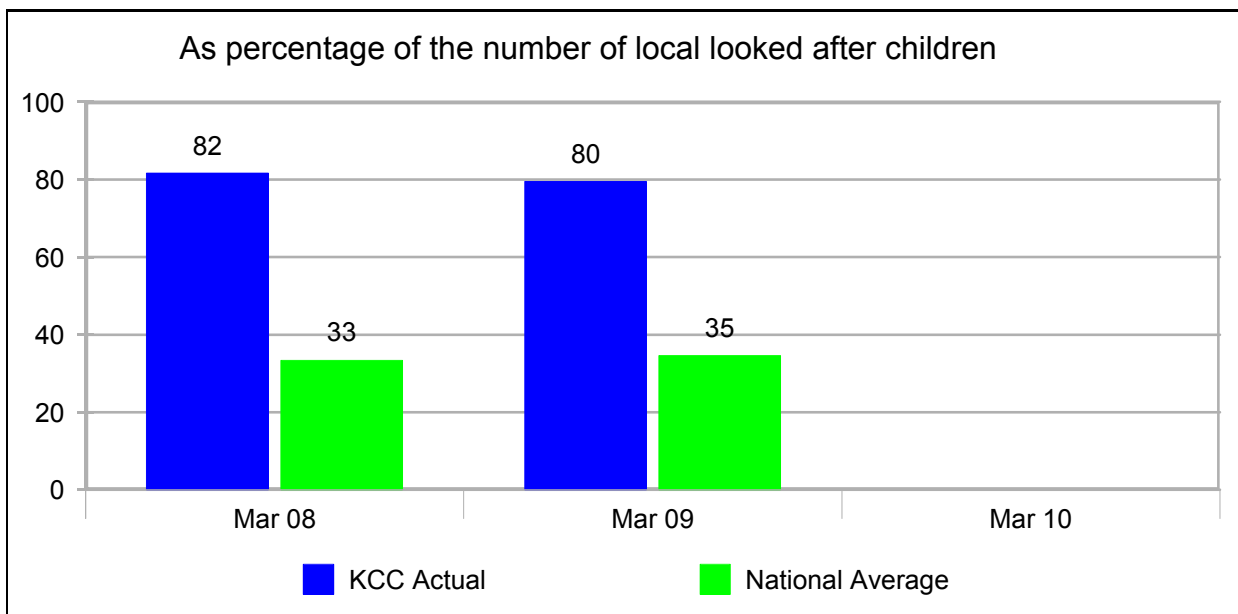
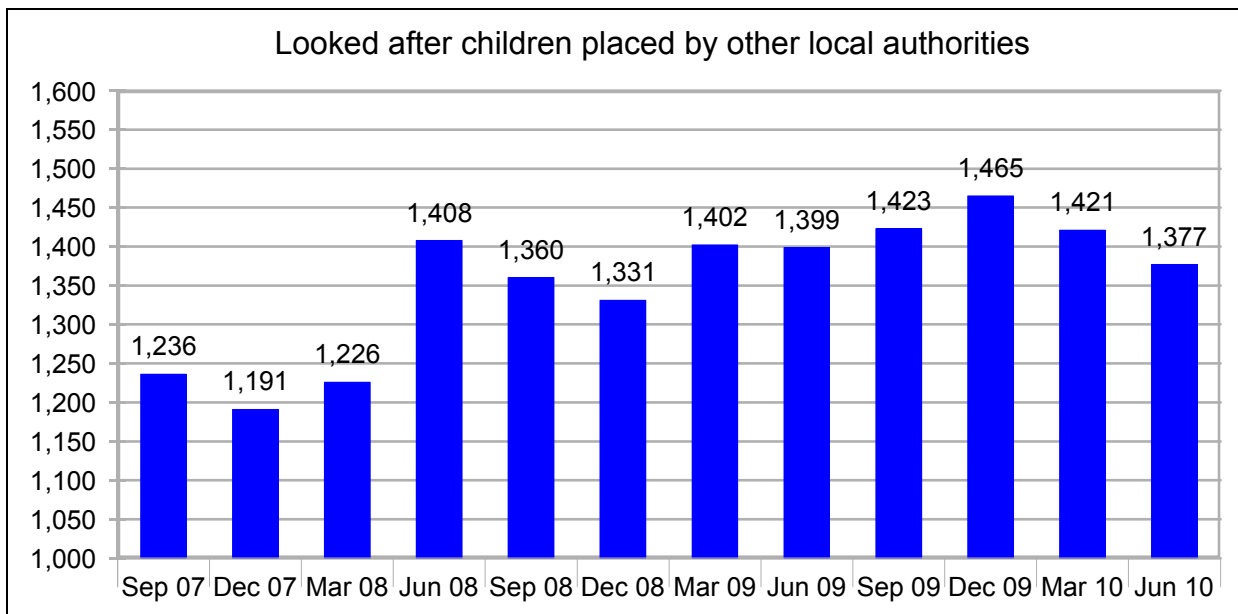
It is possible that the number of looked after children in Kent will continue to rise in line with the significant increase in children subject to child protection plans and in line with the national trend.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Unaccompanied asylum seeker children	●	●	↓	↓

**Comments :**  
 The overall number of asylum seeking children and young people remains around the 860 mark. The majority of these are aged 18 and over.

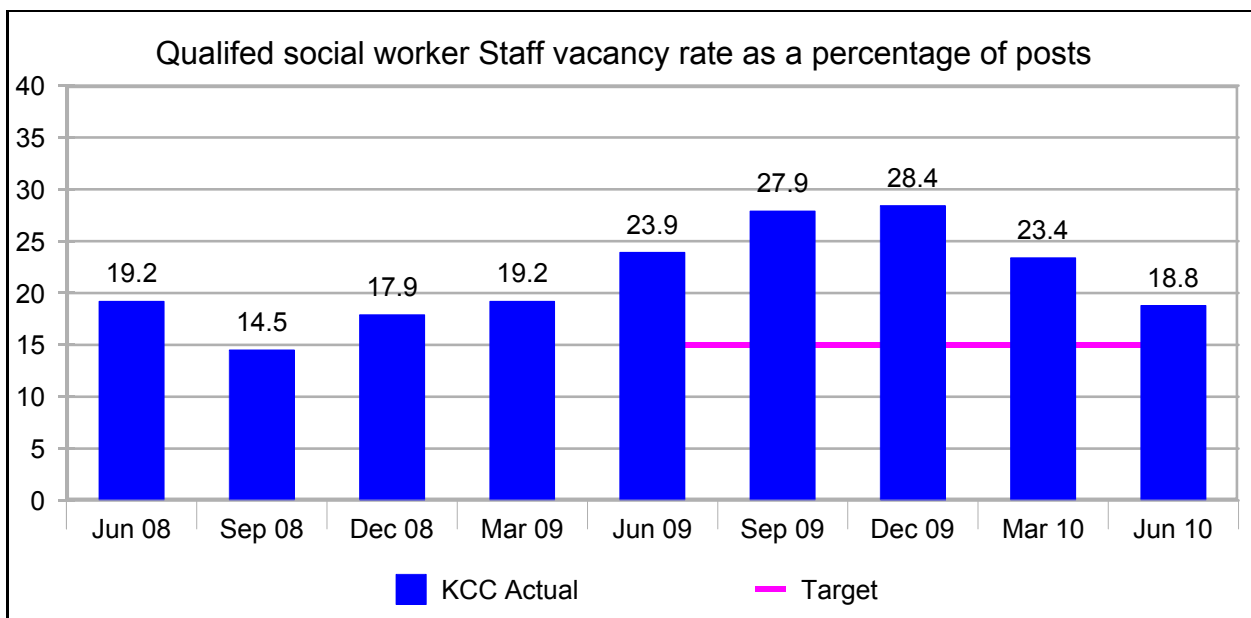
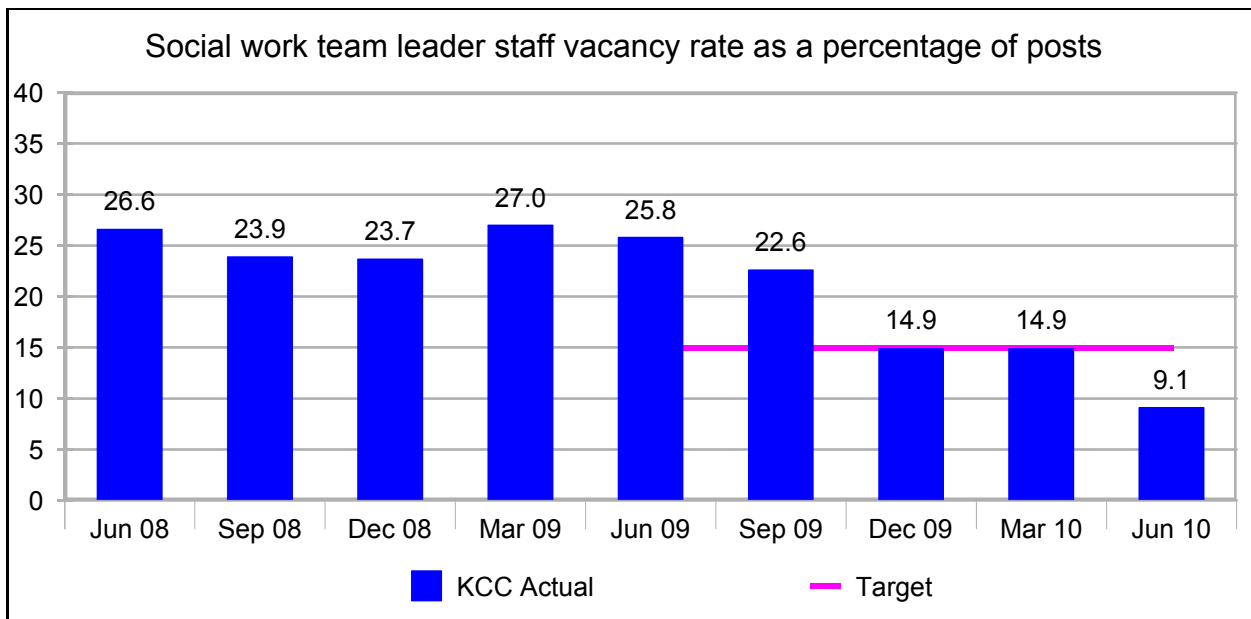
The RAG rating for this indicator is based on the projected level of 820 young people for 2009/10.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Looked after children placed in Kent by other authorities	▲	▲	↑	↑

**Comments :**  
 The number of looked after children placed by other local authorities has reduced slightly from a peak in December 2009. The proportion remains high compared with the national average. This has a significant impact on health services, schools and the youth offending service. Discussions are taking place with London authorities in an effort to reduce their reliance on placements in Kent.

The used for annual comparison includes Asylum seeker children and the national statistics show a lower number of children placed by other authorities in Kent than we have recorded locally.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Team Leaders	★	★	↑	↔
Qualified social workers	▲	▲	↑	↑

**Comments :**  
 Vacancy rates continue to fall for both team leaders and qualified social workers, showing progress made by the proactive recruitment strategy.

However, vacancies rates for qualified social workers are still around 20%; this number will drop during the autumn as 60 new qualified social workers will be joining the service and we anticipate recruitment of another 30 social workers from overseas.



## Adult Social Services

### Managing Director's Commentary

The future of Health and Social Care is high on the national agenda. The coalition Government has published the white paper 'Equity and Excellence: Liberating the NHS'. As well as a commission on the funding of long term care there will be a White Paper on public health-published by the end of 2010 and a White Paper on social care reform published in 2011.

There will also be an update on Putting People First – the 2007 vision for personalising adult social care – this autumn. It looks like the themes will be much the same - prevention, personalisation, partnership and protection but with a further focus on productivity. But this time it will be working with a very different health service, going through massive change.

The future of KASS' **Older Person's Service Provision** has been a focus for recent activity with the launch of the formal consultation process. Since 21 June 2010, consultation meetings with Members and District Councillors, staff, residents, day care service users and relatives have taken place to provide information on the proposals for future provision. The consultation period will run until 1 November 2010 after which a report will be prepared incorporating the feedback received. This will be presented to a meeting at ASSPOSC and then to Cabinet in January 2011 for individual decisions on each facility.

Other key activity:

1. Increasing **demographic demand** has been well documented. While medical advances are welcomed it does mean that people are now living longer with more complex needs. This will continue to have a major impact on budgets and resources. Referrals have continued to increase year on year and early indications for 2010/11 are that referral rates will increase by 4%. This monitoring paper demonstrates the increasing demand on nursing and residential care, due principally to an increase in the number of people with dementia. We continue to take robust action to manage resources.
2. We have continued the drive towards **personalisation**. The Self Directed Support (SDS) project was implemented last October and is now being bedded down across the Directorate.

The take up of Personal Budgets continues to increase and Personal Budgets are being implemented in Mental Health. An action plan is in place to ensure that SDS is embedded in Learning Disability, which already has well placed building blocks to support it.

Given this good progress in implementing SDS, there will no longer be a dedicated SDS project team from October.

We are also working with the market to ensure SDS and personalisation is embedded so that people have a choice of care and support wherever they live. A significant characteristic of social care in Kent is that KASS now commissions almost 90% of its services from outside the Directorate. We have worked well with partners

to develop a vibrant private and voluntary sector and we have a range of activity in place to support the sector in realigning its services to meet the challenges of the recession and to fully implement 'Putting People First'.

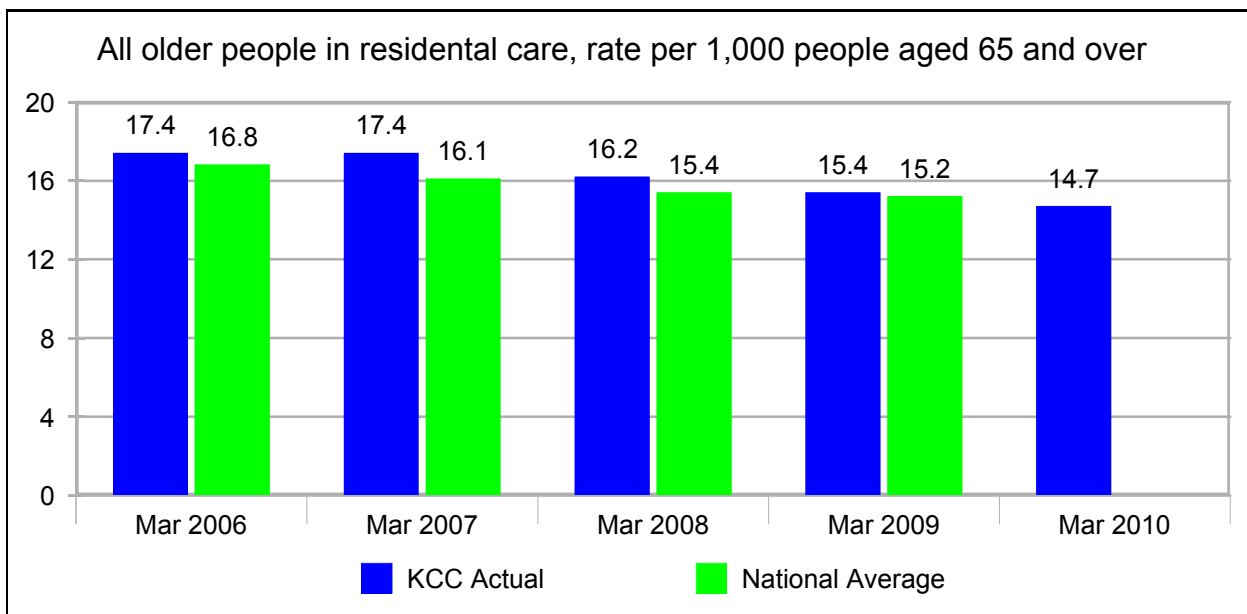
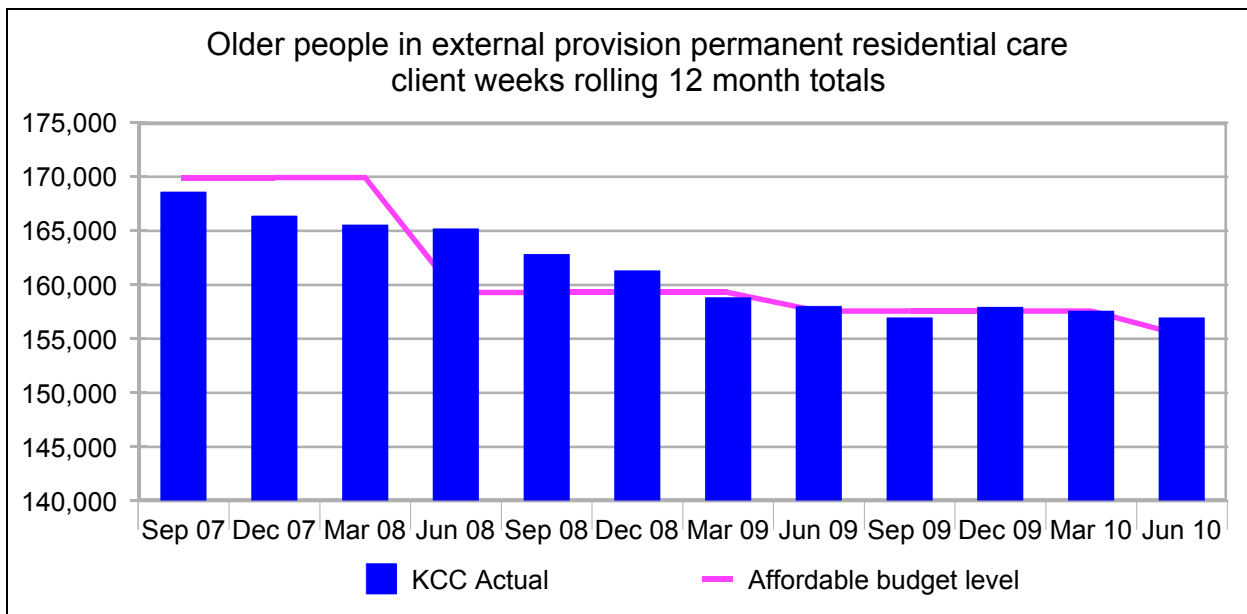
3. We are maintaining the strategic shift to **prevention and early intervention** as the key to promoting the independence of older and disabled people. We continue to target preventative interventions through:
  - identifying people at risk, or people potentially able to benefit from **signposting** and early decision-making, including information and advice. We surveyed a small sample of people who contacted Kent Contact and Assessment Service and 94% reported that the information, advice and guidance given to them met their needs
  - supporting people in making decisions and providing access to **advocacy and brokerage**, to assist their choice of support options
  - providing **equipment and adaptations**. The Equipment Survey 2010 was recently published and reported that 94% of all respondents from Kent have a level of satisfaction with 44% being extremely satisfied
  - mainstreaming of **Assistive Technologies** (e.g. TeleHealth, Telecare). Indications from the Kent pilot are that the use of TeleHealth technology is associated with fewer hospital admissions (A & E visits and bed days of care) along with high patient and carer satisfaction. It is notable that the general and physical health of patients increased during the trial period
  - embedding **enablement services** - an intensive, short term service which assists people to maintain daily living skills. Between April 2009 and June 2010 1,631 clients had completed the programme or were receiving enablement at that time. Early analysis suggests positive results with a higher than expected number of people who had completed the programme not needing any further services. Further analysis will be done to confirm these findings
  - **Intermediate Care** continues to develop across the county to support people who are discharged from hospital, but also to prevent them from entering hospital. There has been ongoing partnership with the PCTs to provide services such as rapid response, resulting in more people being treated within their own homes and not going into hospital
  - providing **support to voluntary and community organisations**.
4. Continued implementation of the Good Day Programme and a full review of in-house **learning disability services**.
  - **Residential Change Programme**. Currently Kent has 1,300 people with a learning disability in residential care and a further 440 are transferring from the PCT. A significant number of people have moved from their family home to supported accommodation avoiding a long term residential placement or from residential care to community settings, including sheltered housing. This work has ensured that there has only been an increase in residential

placements by 68 people, despite demographic pressures and the NHS transfer

- **NHS Transfer and NHS Re-Provision Programme** is part of the DOH programme to transfer NHS Social Care Commissioning to KASS which has meant a transfer of 440 people who received services commissioned and paid for by the NHS - £34 million in total.
5. Completion or mainstreaming of activity from the External Action Plan drawn up with Care Quality Commission. This has included:
    - continued promotion of safeguarding awareness across Kent. In June we undertook a 'Safeguarding Awareness Week' with events held across the County
    - development of a carers' action plan. The recently published national carers' survey 2009 shows that 74% of Kent carers were satisfied with the help they received from Kent Adult Social Services.
  6. Continued focus on joint working with our partners, especially Health. The publication of the **Health White Paper** 'Equity and Excellence: Liberating the NHS' has far reaching implications. For adult social care there is a strong emphasis on the integration of health and social care with a much stronger role for local government, for example through proposed local Health and Well-being Boards. Local Involvement Networks (LINKs) will become the local HealthWatch, their role will be to ensure that views and feedback from patients and carers are an integral part of local commissioning across health and social care.

The key will be working with NHS colleagues over the next weeks and months in helping shape our response to the White Paper and how jointly we can help the new GP consortia to deliver the kind of personalised service which makes best use of the resources we have jointly available.

**Oliver Mills**  
**Managing Director**  
**Kent Adult Social Services**

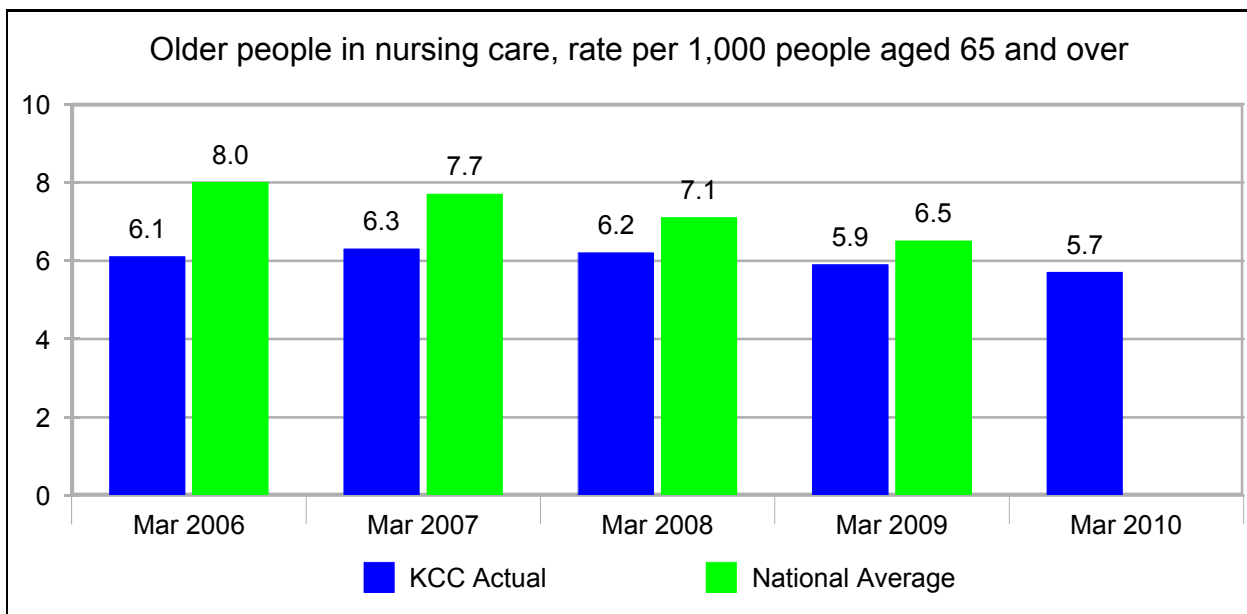
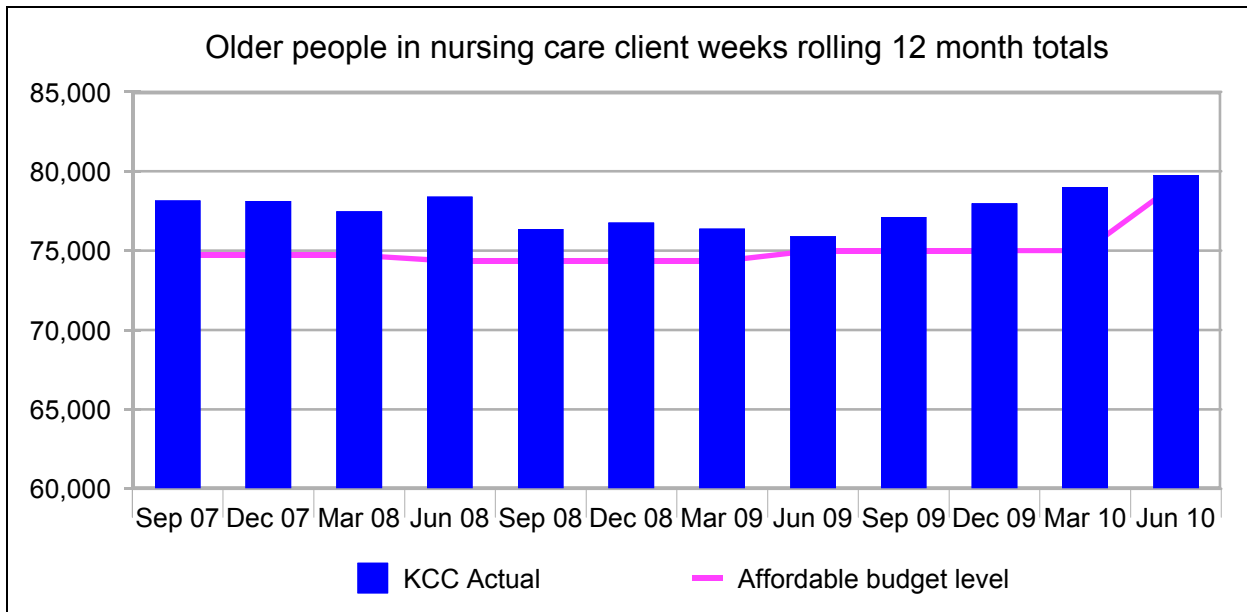


	Current RAG	Previous RAG	Current DoT	Previous DoT
Residential care - older people	●	●	↑	↑

**Comments :**  
 The long term trend for the total number of clients aged over 65 in residential care continues to show a decline, with Kent showing a similar fall and rate of provision to national levels.

The number of clients in permanent non-KCC residential care at the end of June 2010 was 2,819, up from 2,751 in March. It is evident that there are ongoing pressures relating to clients with dementia and the number of clients with dementia has increased from 1,195 in March to 1,241 in June.

The current full year forecast is 155,570 weeks of external care against an affordable level of 155,351.

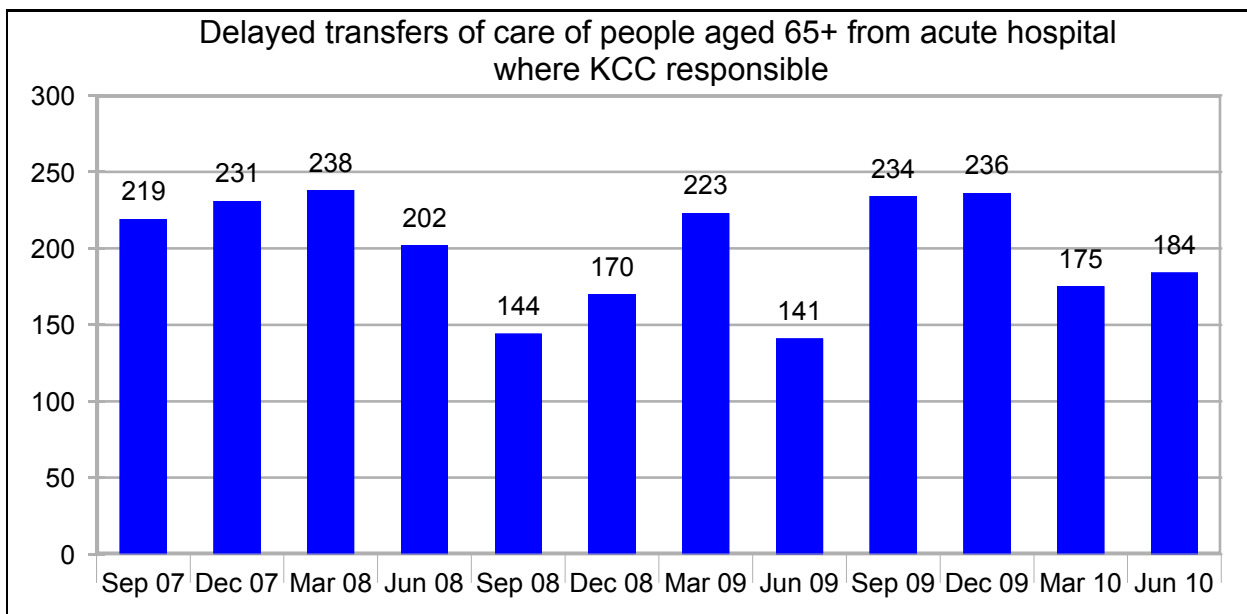
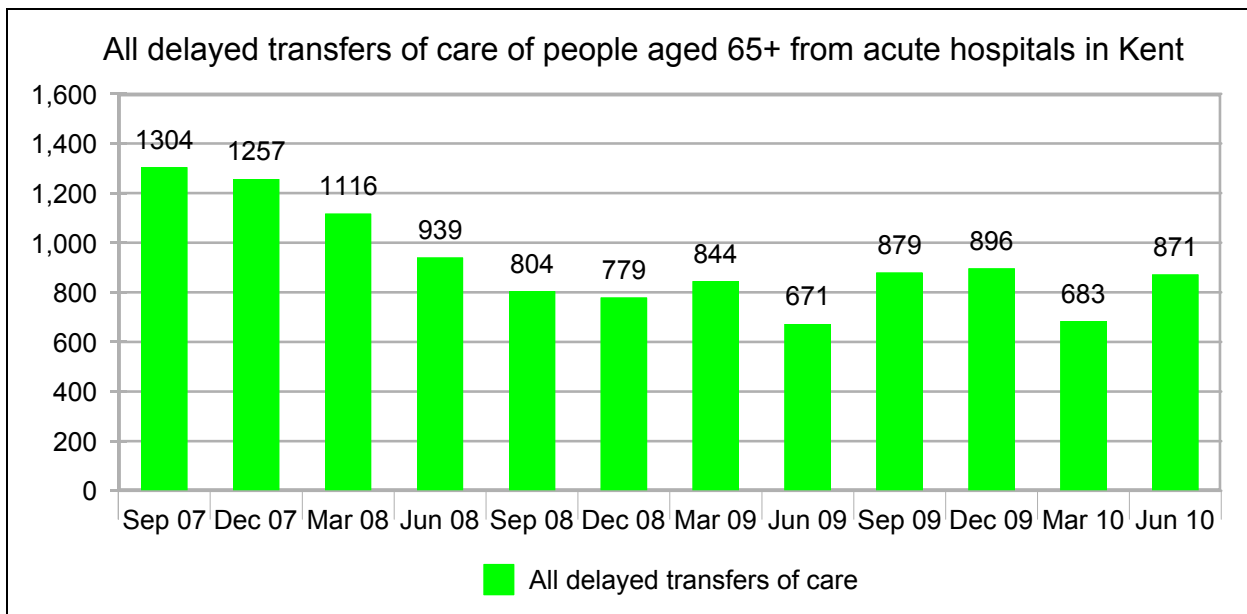


	Current RAG	Previous RAG	Current DoT	Previous DoT
Nursing care - older people	●	▲	↓	↓

**Comments :**

The number of clients and weeks of care provided for people aged 65 and over in nursing care has been increasing in Kent over the last year. Against last year's budget the position at March was rated as a Red alert. However, the budget/affordable target level has been increased for the current financial year and even though placements have shown a further increase, this has allowed the alert to drop to Amber. The current full year forecast is 78,429 weeks of care against an affordable level of 79,199.

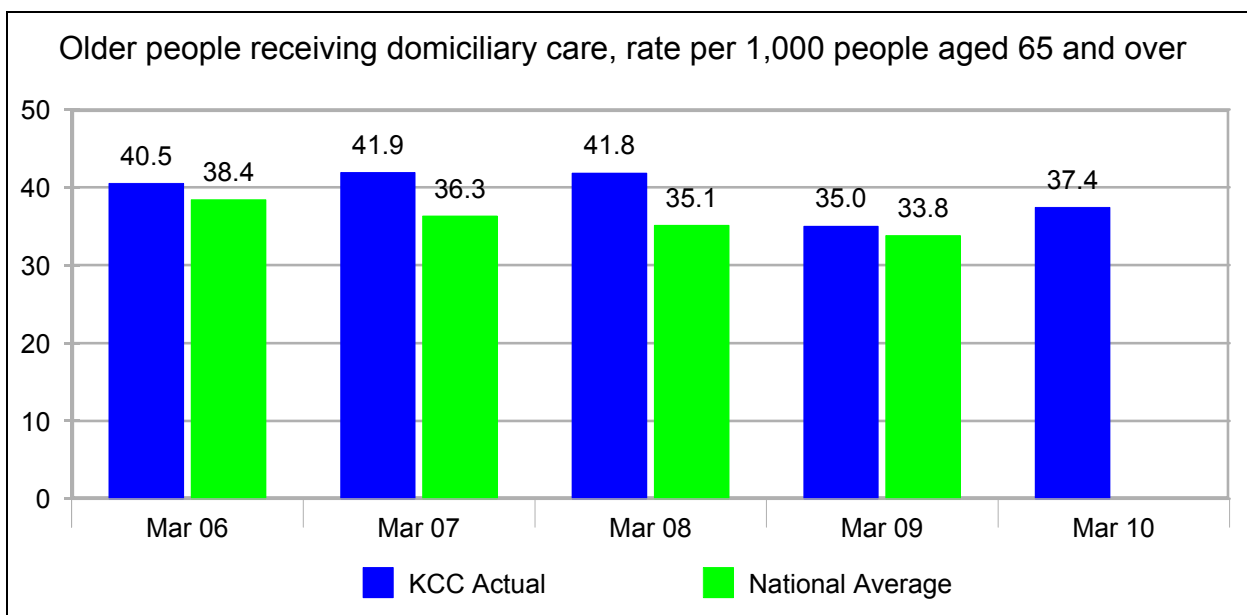
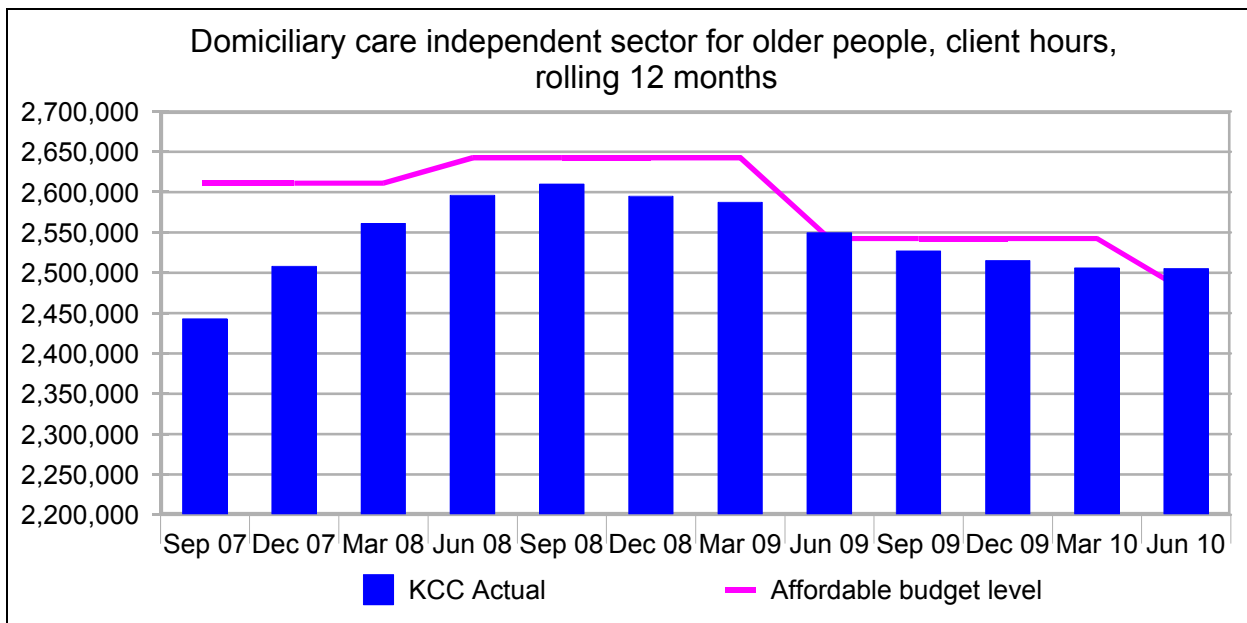
Kent has historically maintained a lower level of provision for nursing care than the national average, which also indicates that this service should not be showing a Red alert. The number of clients in nursing care at the end of June 2010 was 1,417 up from 1,374 in March.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Delayed transfers of care KCC responsible	●	★	↓	↑

**Comments :**  
 Delayed transfers of care from acute hospitals for older people have reduced since 2007/08 and are averaging about 800 in a typical quarter. Of these KCC is responsible for about 200, or one quarter, which are therefore subject to reimbursement penalties.

The RAG rating is based on a level of 200 being maintained for KCC responsibility. In the previous quarter only 175 were due to KCC but this was up to 184 in the most recent quarter.



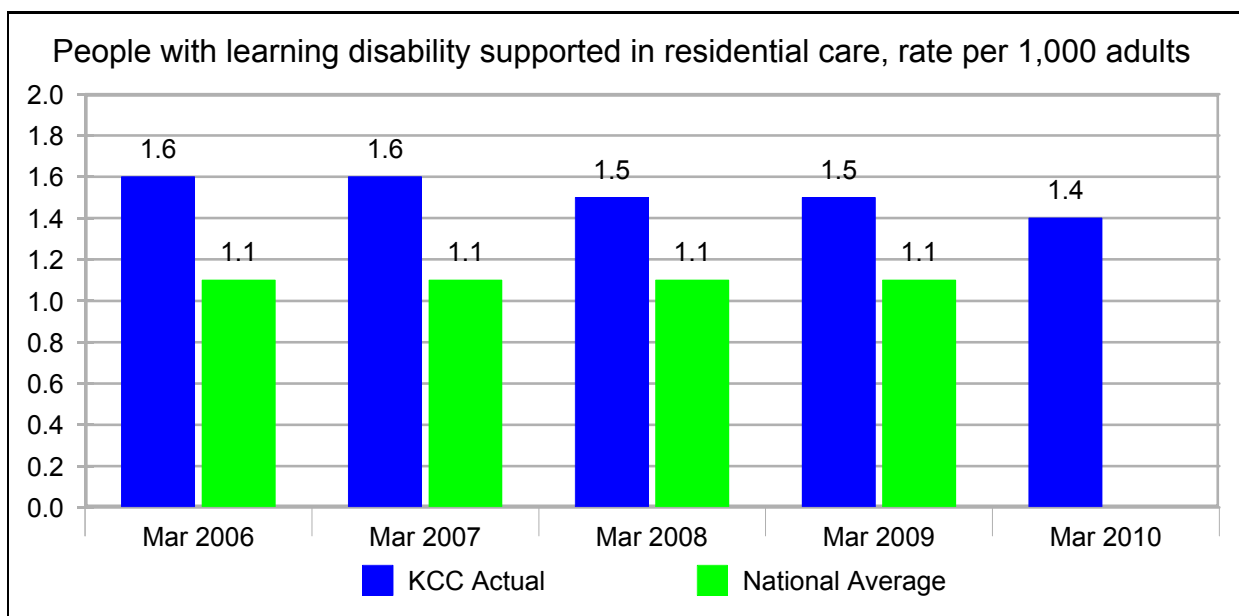
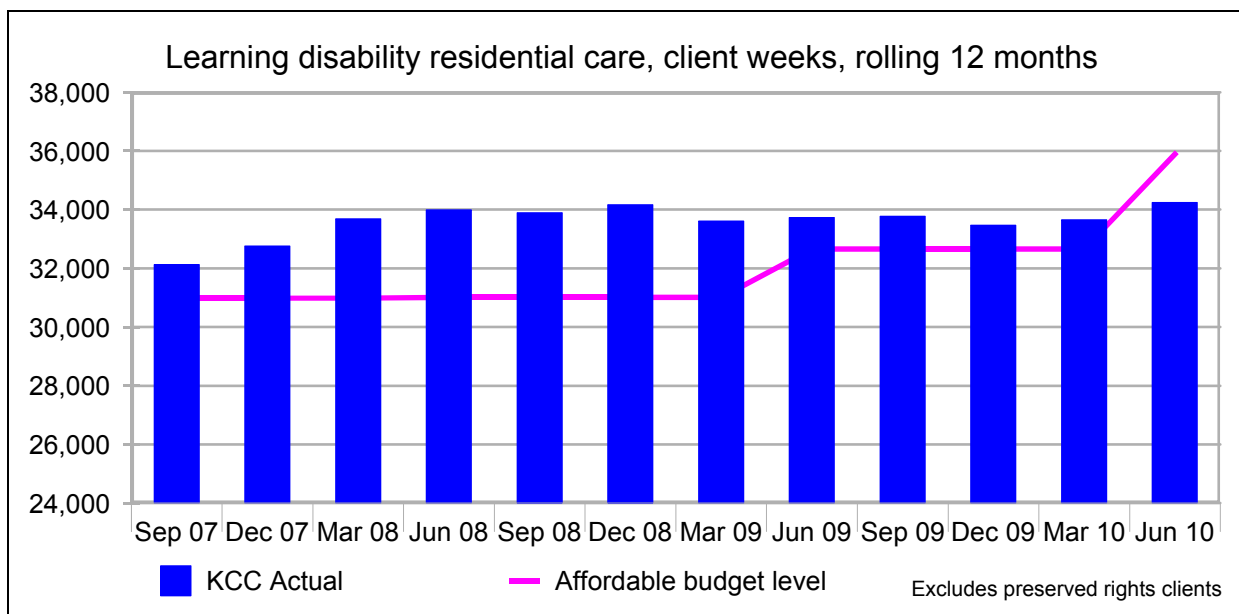
	Current RAG	Previous RAG	Current DoT	Previous DoT
Domiciliary care - older people	●	●	↑	↑

**Comments :**

Figures in the top graph exclude services provided directly by KCC from Kent HomeCare Services, whereas the second graph includes all clients, whether the service is provided in-house or purchased from external suppliers.

The provision of externally purchased domiciliary care has decreased since 2008/09, and this is expected due to other services being provided such as intermediate care, Telecare and TeleHealth and increased take up of direct payments as well as further development of voluntary sector provision.

The current forecast for independent sector provision is 2,493,000 hours of care against an affordable level of 2,477,000 which is slightly down from last year's total of 2,506,000.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Residential care – people with learning disability	●	▲	↓	↓

**Comments :**  
 The 12 month provision up to the end of June was below the financial year target level resulting in an Amber alert compared to a previous Red alert. This is the result of an increased budget/affordable level provided for this year.

Demographic pressures and the NHS transfer continue to impact on Learning Disability services, particularly residential care. The number of clients non-preserved rights clients in residential care at the end of June 2010 was 703, up from 635 in March. This increase is likely to have an on-going impact for the rest of year and the current forecast is 37,026 weeks of care for the year against an affordable level of 35,893. It is therefore expected that this indicator will be rated Red again as the year progresses.

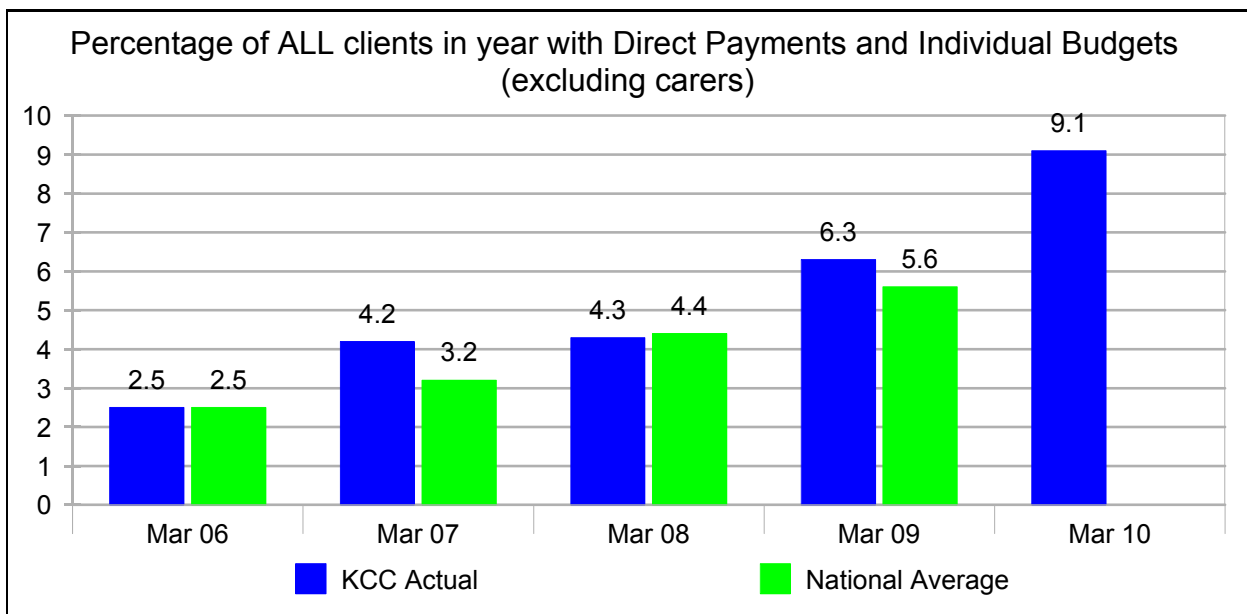
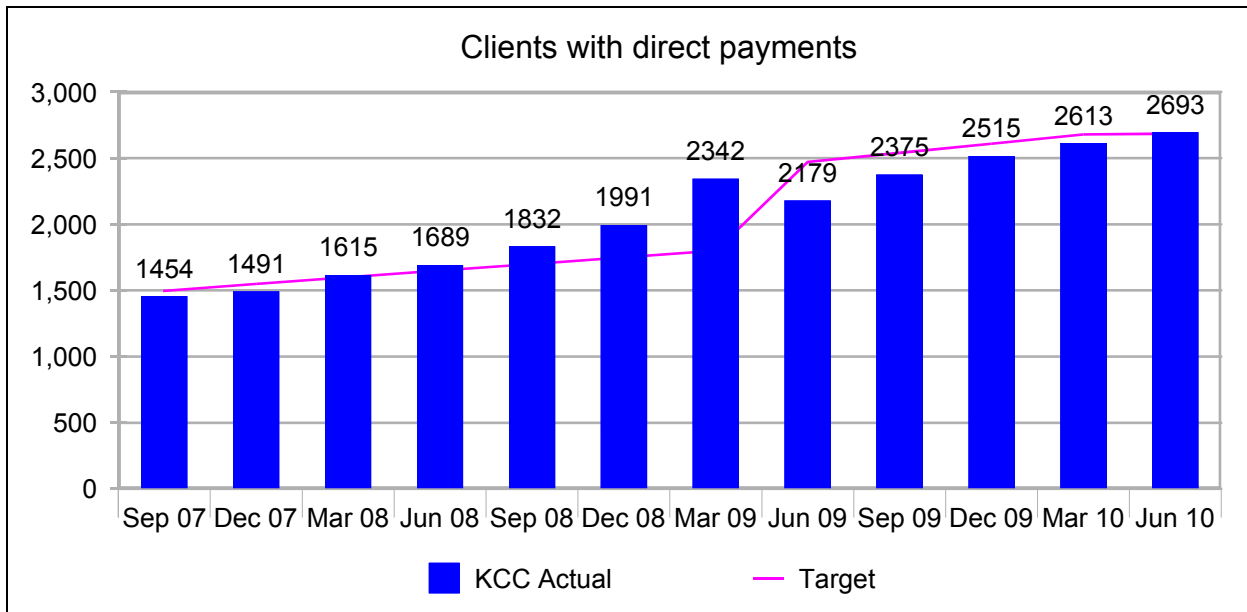


<b>Kent Agreement Target</b>	Mar 09	Sept 09	Mar 10
NI125 Achieving independence for older people through rehabilitation/intermediate care *	75%	77%	78%

\* The proportion of older people discharged from hospital to their own home or to a residential or nursing care home or extra care housing bed for rehabilitation with a clear intention that they will move on/back to their own home (including a place in extra care housing or an adult placement scheme setting) who are at home or in extra care housing or an adult placement scheme setting three months after the date of their discharge from hospital.

	Current RAG	Previous RAG	Current DoT	Previous DoT
Rehabilitation/intermediate care	●	●	↑	↑

**Comments** : Currently we are making steady progress on this indicator. Our LAA (Kent Agreement 2) target for 2010 /11 is 79%.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Direct Payments	★	●	↑	↑

**Comments :**  
 The number of clients with direct payments continues to increase in line with targets set. 2009/10 is also the first year of significant roll out of Self Directed Support with new clients now being offered individual budgets.

The national comparative data shows Kent has kept ahead of national rates for clients taking up direct payments, and particularly for the main target group – adults with disabilities.

From 2009/10 the national data now also includes Individual Budgets and we await the release of the new national benchmark to determine if Kent has remained ahead of national uptake rates.

## Environment, Highways and Waste

### Managing Director's Commentary

This report sets out how the EHW directorate has performed in a number of key service areas covering waste disposal (recycling levels and diversion from landfill), highway and streetlight repairs, traffic congestion management and road accident casualties.

This is only a snapshot of the diverse range of services and initiatives for which the directorate is responsible. Among these other areas of responsibility is the promotion of strategic transport improvements, where we are pressing the new government hard for decisions on a new lower Thames road crossing to relieve the chronic congestion at Dartford, and to act as a catalyst for much needed economic growth. We are lobbying the new government to help bring closure to the long-running problems of Operation Stack, and have met with ministers to press for improvements to rail services, especially retention of longstanding rail services which have suffered following the introduction of High Speed 1. In the area of planning and environment, we celebrated the government's rejection of a rail freight depot near Maidstone, which this directorate also strongly opposed with evidence to last year's public enquiry.

Commenting specifically on the core monitoring performance charts for EHW, overall tonnage of **household waste** managed in Kent continues to fall. Predicting how long this beneficial trend will continue is inherently difficult due to the range of variables involved. There is some evidence the downward trend is levelling out, and we actively monitor tonnage monthly and constantly test the accuracy of our forecasting.

While recycling and composting levels for household waste have fallen back very slightly after years of increase, we continue to make dramatic progress in reducing the amount of waste sent to landfill sites. This has approximately halved in six years, benefitting both the environment and the costs of waste disposal to the Kent taxpayer. In East Kent we have been pursuing a ground-breaking venture with the four districts of Thanet, Shepway, Dover and Canterbury City Council to bring together all the waste collection, processing and disposal activities into a single set of arrangements. This joint working delivers savings for all parties and will contribute to a significantly improved level of recycling in East Kent over the coming years. We believe this joint KCC/district approach to waste management is the way forward elsewhere in the county.

The handling of waste has in recent years become a complex and sophisticated business, unrecognisable from years ago and heavily influenced by government regulation, targets and incentives. On the horizon is a requirement for the UK to bring into domestic legislation, by the end of 2010, a revised EU Waste Framework Directive. This will have a number of impacts on KCC and district collection authorities, including increased rigour around separate collections of certain waste streams and the requirement to reach a 50% recycling level by 2020.

**Kent Highway Services** has undergone significant organisational change in recent years, and the focus is now heavily on cultural change which places customer satisfaction and value for money outcomes at the centre of everything it does.

Major efforts are being made to tackle the widespread damage to the highway network caused by last year's prolonged severe weather, especially by the freeze/thaw effect which causes potholes. The backlog of repair work built up over this period is being

comprehensively addressed through the '**find and fix**' initiative of systematically working through every road in the county in need of attention. We anticipate completing 'find and fix' around the end of September. The county council's commitment to this work, and the additional funding provided, appears to have been gone down well with the public and improved the perception of the services provided by KHS. It is expected that average highway repair times will return to normal levels once this peak of repairing winter defects is passed.

Performance by KHS in repairing **streetlights** is now consistently beating the target of 90% within 28 days, which is an impressive turnaround. EDF's performance with streetlights within their area of responsibility has also improved significantly but remains below target. Work is ongoing to further reduce our reliance on EDF.

The performance measure for **average journey times** remains within target. We are expanding the traffic centre management infrastructure to Canterbury and Gravesend. Congestion management is assisted by efforts at more 'sensitive' road works programming and control. Kent is one of the first authorities to implement new government powers to control roadworks carried out by utility companies, aimed at minimising the congestion they cause and improving their timeliness and safety.

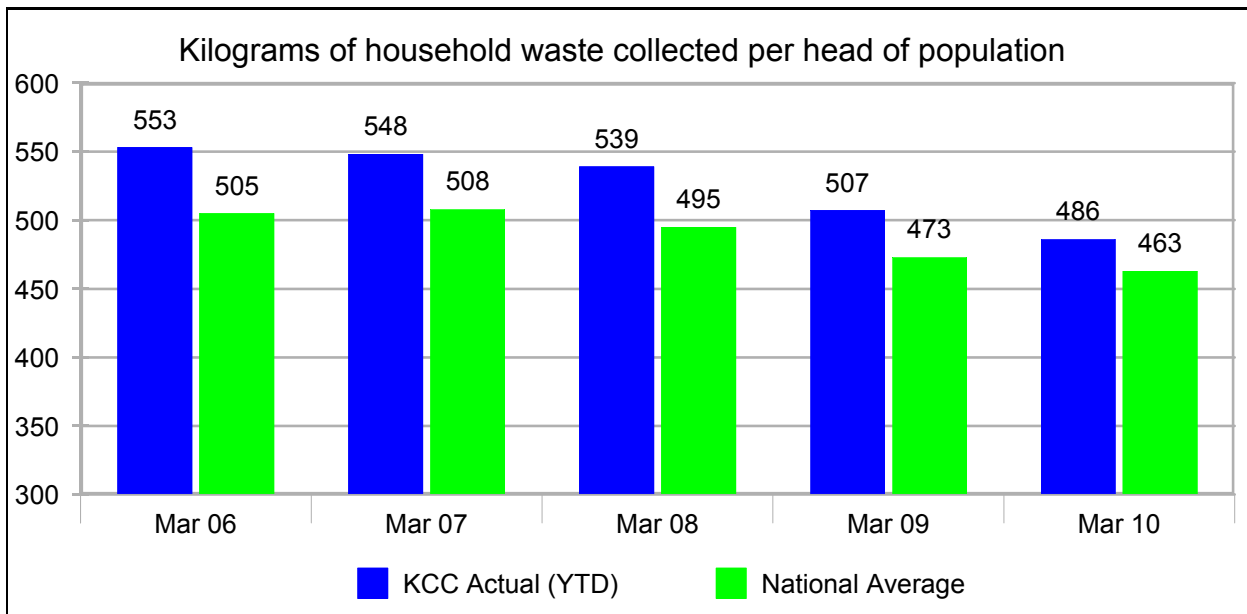
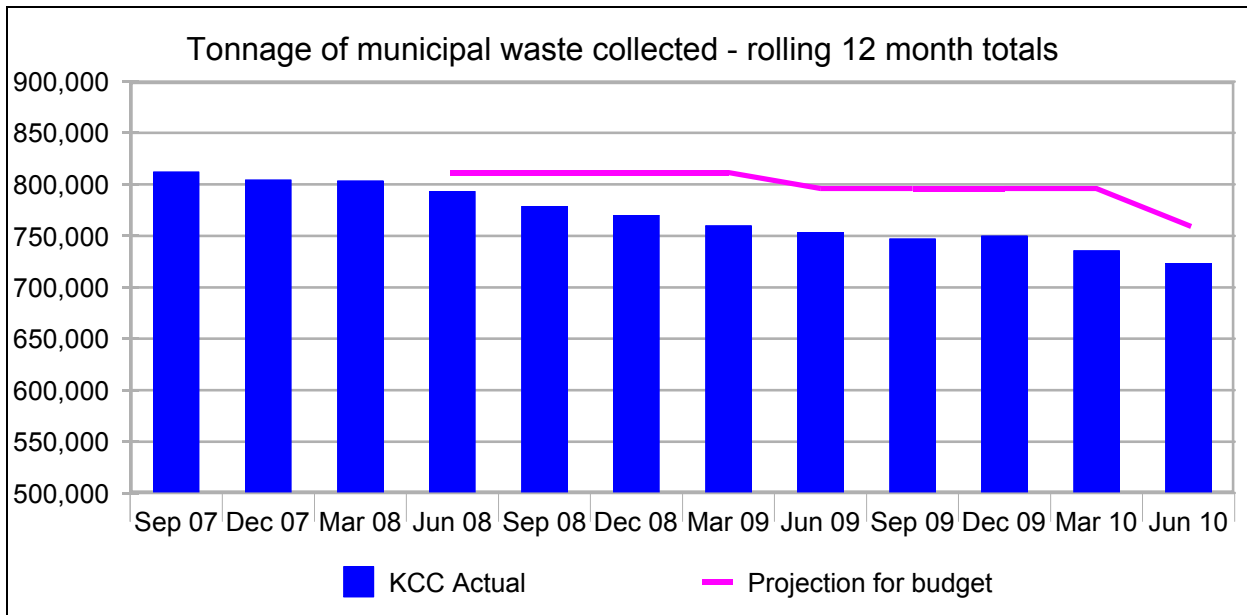
A further contributor to reduced congestion is the popularity of the **Freedom Pass** for young people, allowing unlimited bus travel in return for a £50 initial purchase. Take up and usage has exceeded expectations. This success contributes to the council's objectives but does create an in year budget pressure.

Delivery is well underway, and on programme, with one of KHS's largest ever programmes of **new road infrastructure**, with major schemes under construction in East Kent, Sittingbourne, Queensborough/Rushenden and Ashford. The number of people killed or seriously injured on Kent's roads continues to be better than target and than the national average.

Looking ahead, we are on target to procure a new **highways maintenance contractor** in 2011. The current provider, Ringway, is not on the list of contractors with whom we are in 'competitive dialogue', meaning that Kent will be working with a new maintenance contractor for the first time since 1999 when the in-house contracting arm was outsourced. There has been much interest from the market for one of the largest highway maintenance contracts in the country.

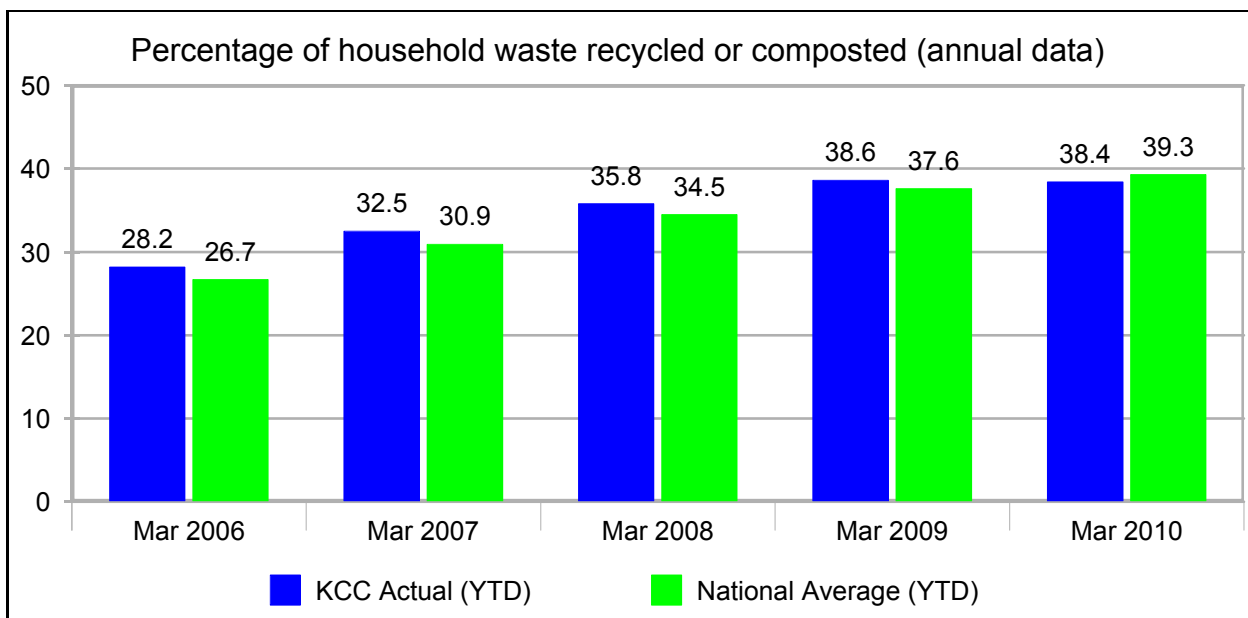
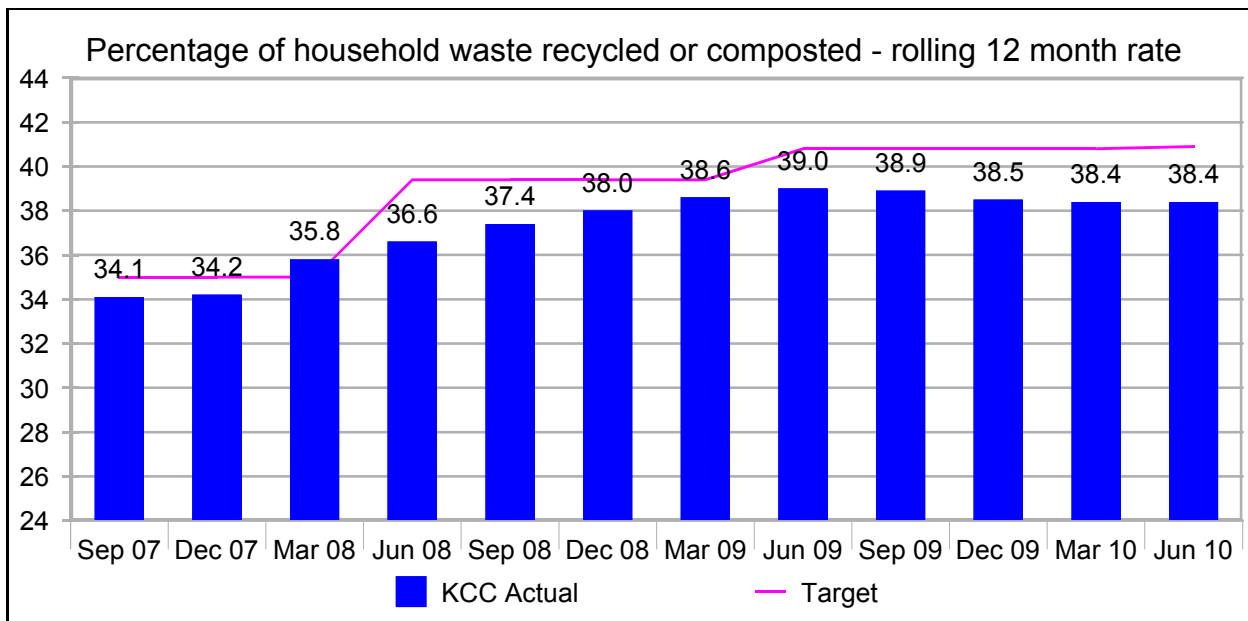
Following the worst winter in recent times, a fundamental review has been carried out of the **winter service** operational arrangements and policies. Consultations took place with KCC members, district and parish councils and community groups. A number of important changes are planned in readiness for the forthcoming winter, including a better, more community based approach to clearing snow from footways and how residents and businesses are supported with salt bins and supplies of salt in winter emergency situations.

**Mike Austerberry**  
**Managing Director**  
**Environment, Highways and Waste**



	Current RAG	Previous RAG	Current DoT	Previous DoT
Municipal waste collected	★	★	↑	↑

**Comments :**  
 Overall tonnage of municipal waste managed in Kent continues to fall. The amount of household waste collected, which accounts for over 90% of municipal waste, measured on a per capita basis is moving closer to the national average.

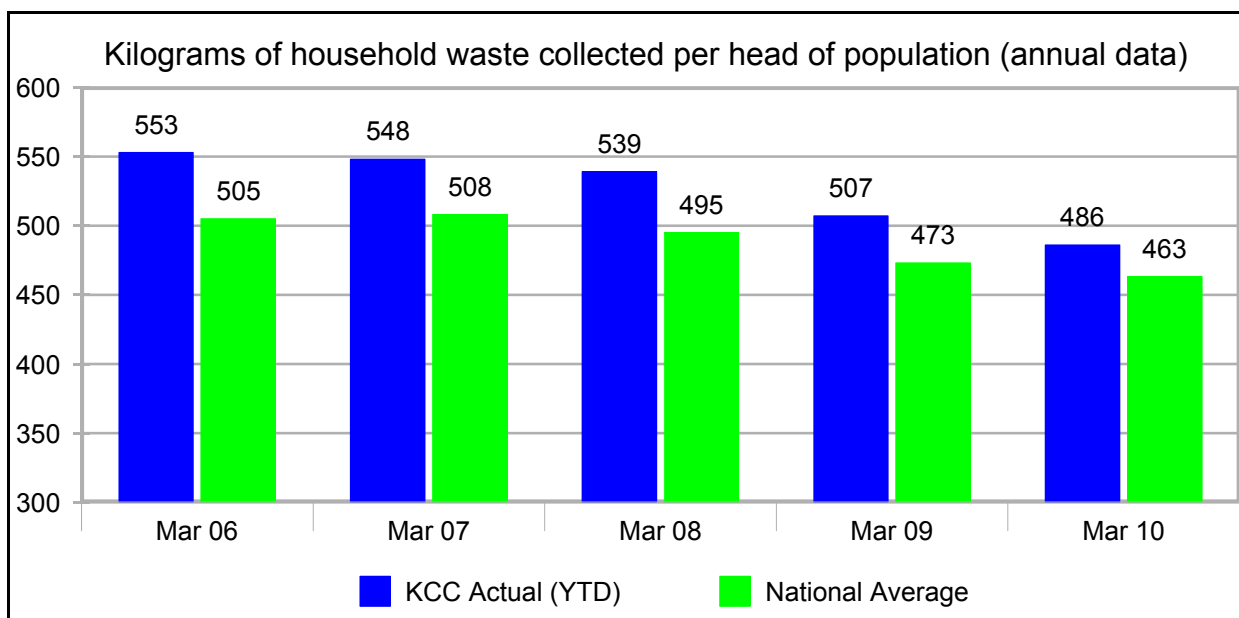
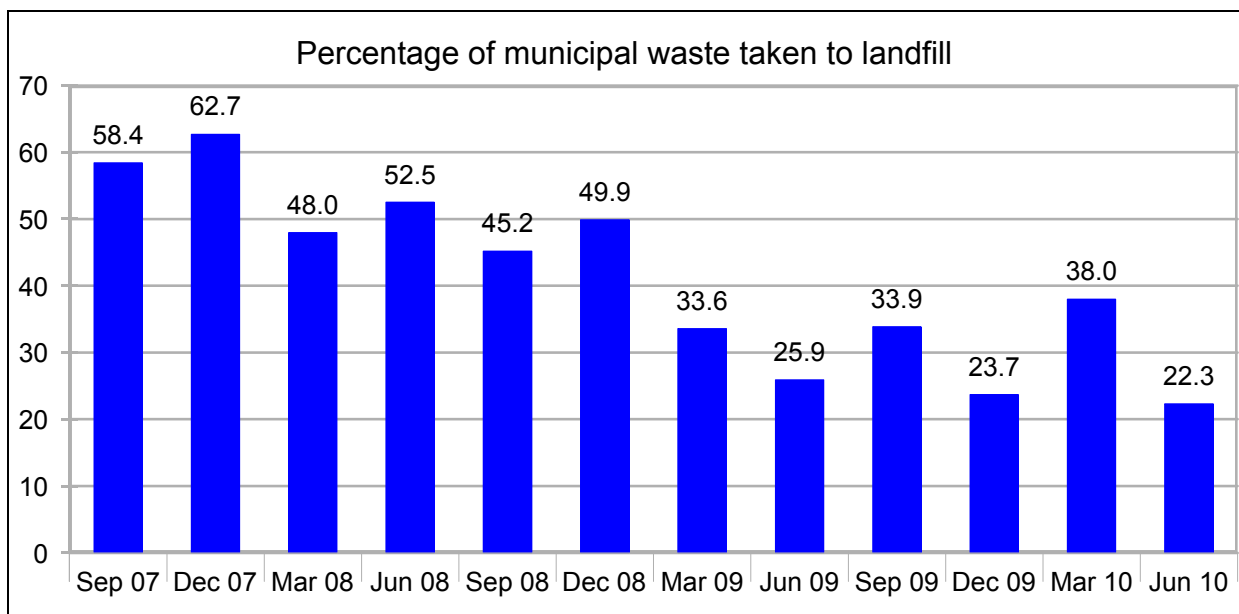


	Current RAG	Previous RAG	Current DoT	Previous DoT
Waste recycling	●	●	↔	↓

**Comments :**

The percentage of recycling in Kent has levelled in the last year. Various factors have contributed to this including: a reduction in the amount of waste produced including the amount available for recycling; limited additional recycling services provided by the Districts; the impact of the recession on recycle markets; and the increased level of reporting by recycling plants relating to un-marketable materials and materials collected by the public that are not fit for recycling.

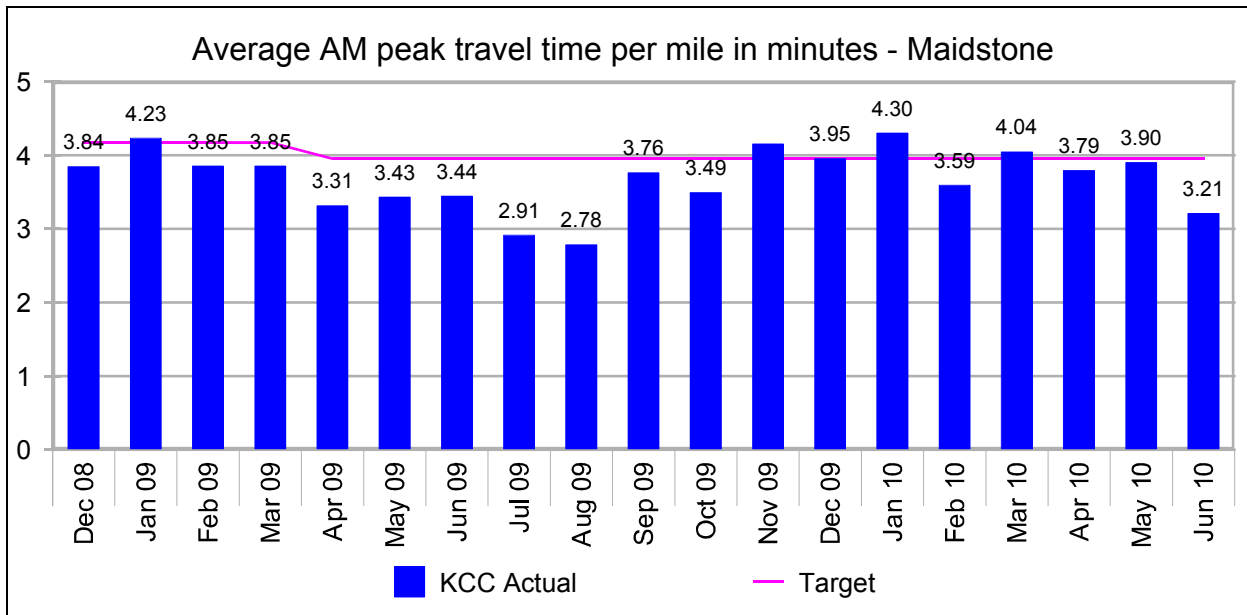
However, overall recycling performance will improve in the future through the planned roll-out of new recycling services for the four East Kent Districts (generating an expected increase in overall performance from around 39% to 42% by 2013). In addition, Maidstone, Ashford and Swale BC's waste collection contracts are to be re-let in 2013, providing additional potential for an increase in recycling.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Municipal waste taken to landfill	★	★	↑	↓

**Comments :**  
 Diversion from landfill, a key performance measure given the impact of the landfill tax, is showing a significant improvement in 2009/10 compared to 2008/09 (percentage of municipal waste taken to landfill down from 46% to 30%), placing Kent well ahead of the national average. This improvement is largely due to diversion of waste from landfill to the Allington Waste to Energy Plant. A reduction in the amount of municipal waste taken to landfill reduces waste management costs for the Kent taxpayer.

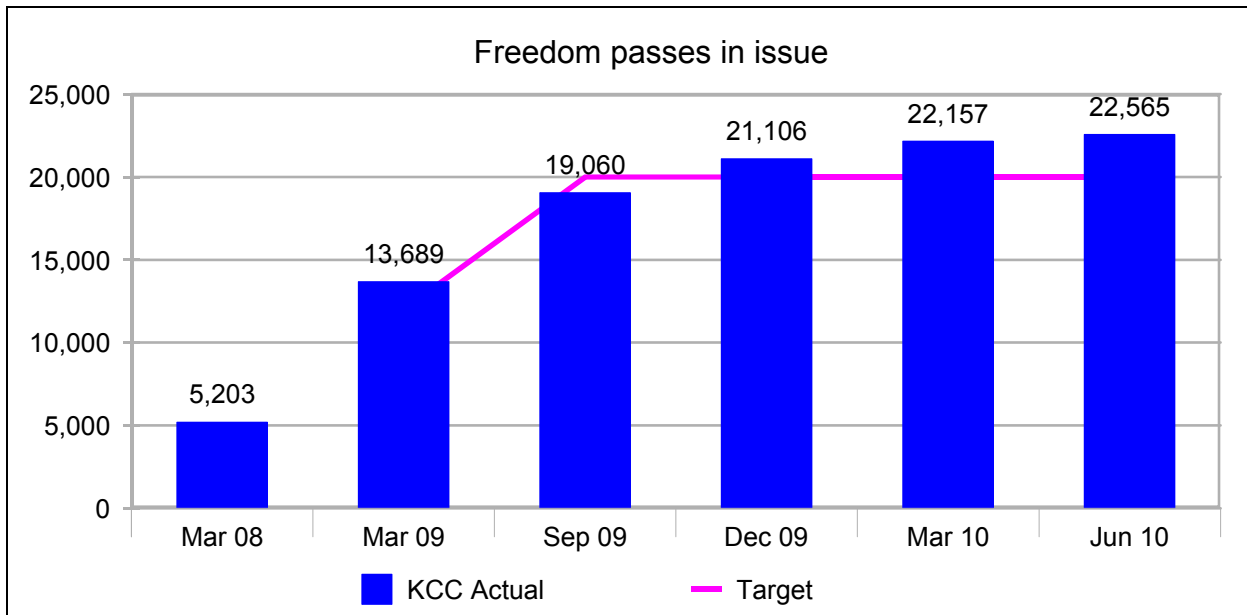
A further 10% reduction in waste going to landfill is forecast during 2010/11, and plans are in place to reduce it to 15% by 2013/14. The aspiration is to reach a target of not more than 10% of municipal waste being landfilled by 2015/16.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Congestion - Maidstone	★	●	↑	↓

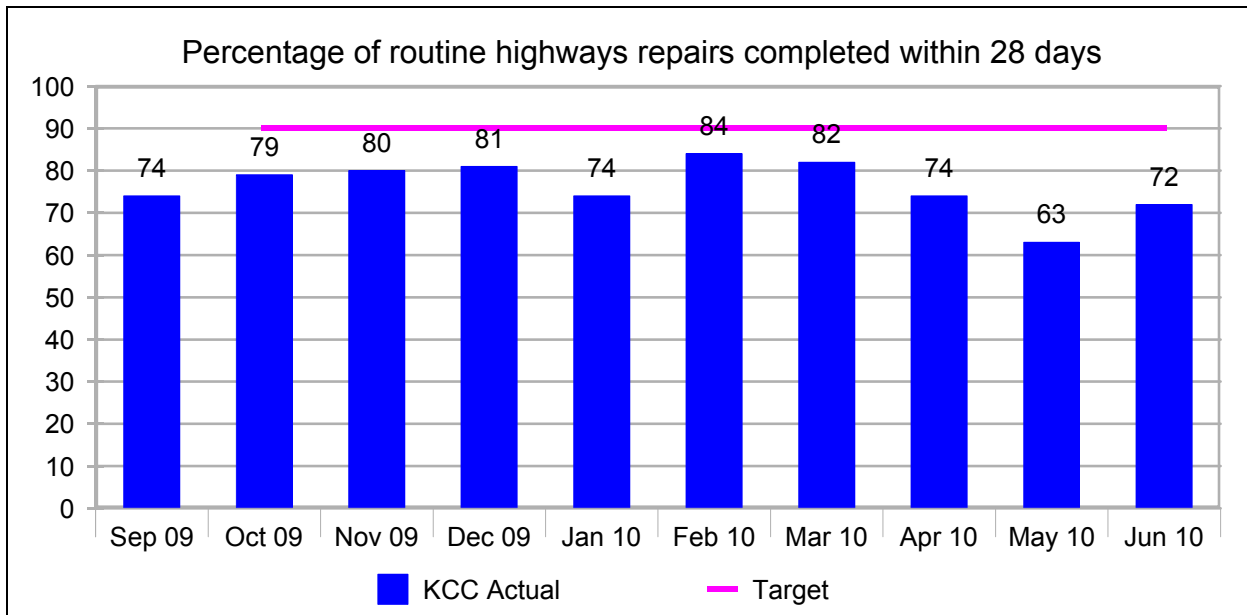
**Comments :**  
 Congestion levels fluctuated around the target line during the winter months caused by the poor weather and significant road works in the Town. This target line is based on a 10% reduction on the baseline prior to investment in the Traffic Management Centre and the infrastructure that enables active intervention to ease congestion. It is critical that KHS continue to demonstrate a rate of return on this investment as these tools are rolled out to Canterbury and Gravesend. There may however be months where roadworks or abnormal peak demand cause a rise above the pre-investment target.





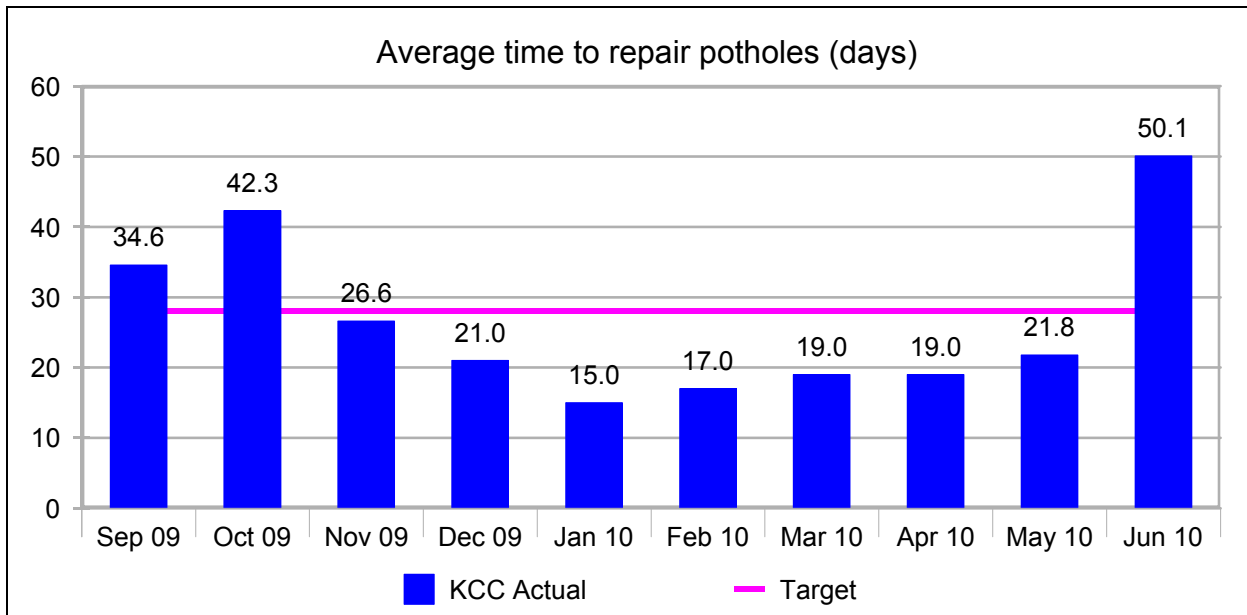
	Current RAG	Previous RAG	Current DoT	Previous DoT
Freedom pass	★	★	↑	↑

**Comments :**  
 The Freedom Pass continues to be a success with take up rates exceeding targets. Surveys at schools with a high take up of the pass have shown a 2-6% reduction in journey times and a 30% reduction in the usage of the car as the primary mode of travel to and from schools. This success contributes to the county council’s objectives but creates an in-year budget pressure.



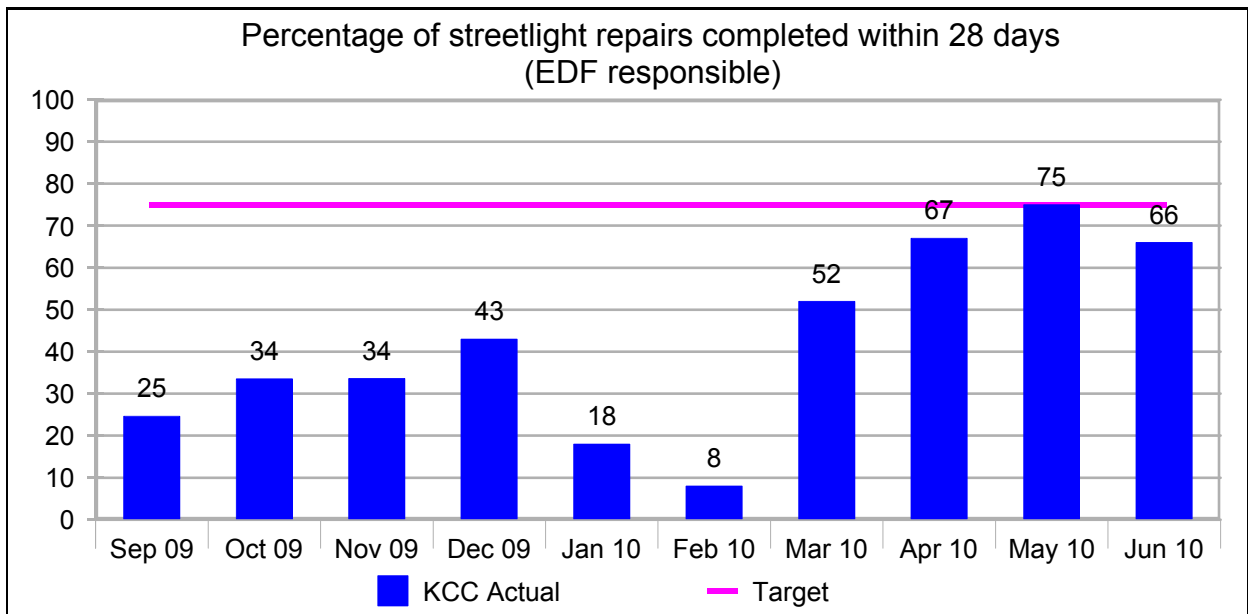
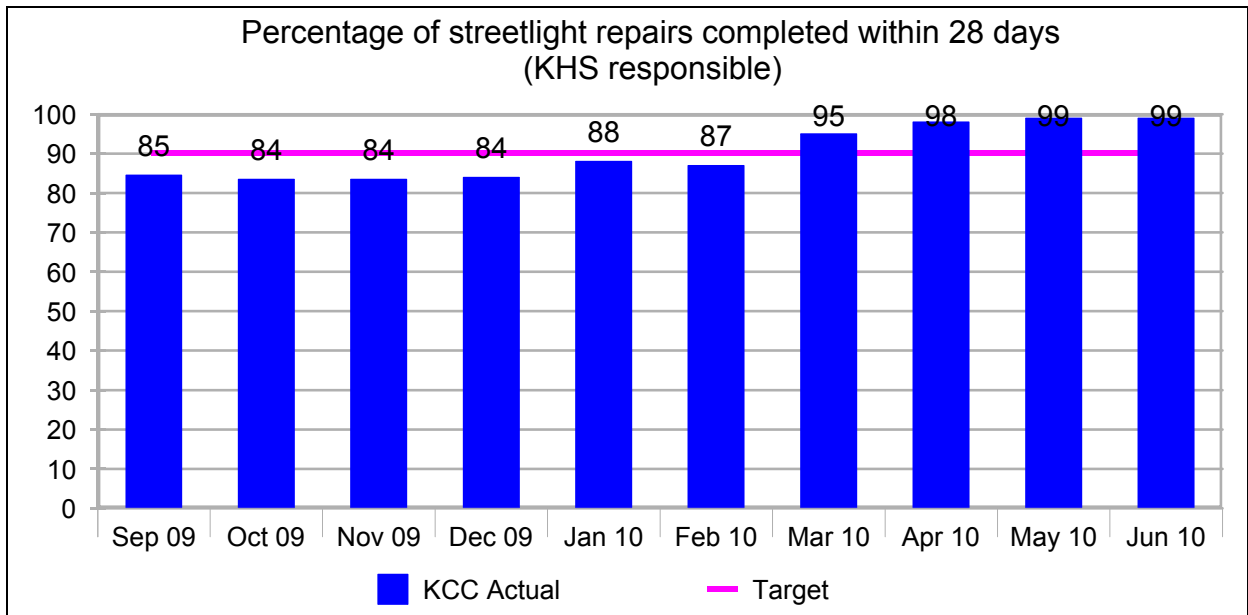
	Current RAG	Previous RAG	Current DoT	Previous DoT
Routine repairs	▲	●	↓	↑

**Comments :**  
 This indicator measures response times for routine highways repairs including potholes (which are also shown separately below). Although performance in this area is shown as below target, this in part reflects an anomalous statistical effect of the recent sustained effort to tackle the large backlog of defects which accumulated over the winter months. Defects are now being fixed which have been known about for some time, thus increasing the overall average time to repair. Over the summer months, as the backlog is eliminated and fewer defects reported, the average repair times are expected to return to previous better performance.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Pothole repairs	●	★	↓	↑

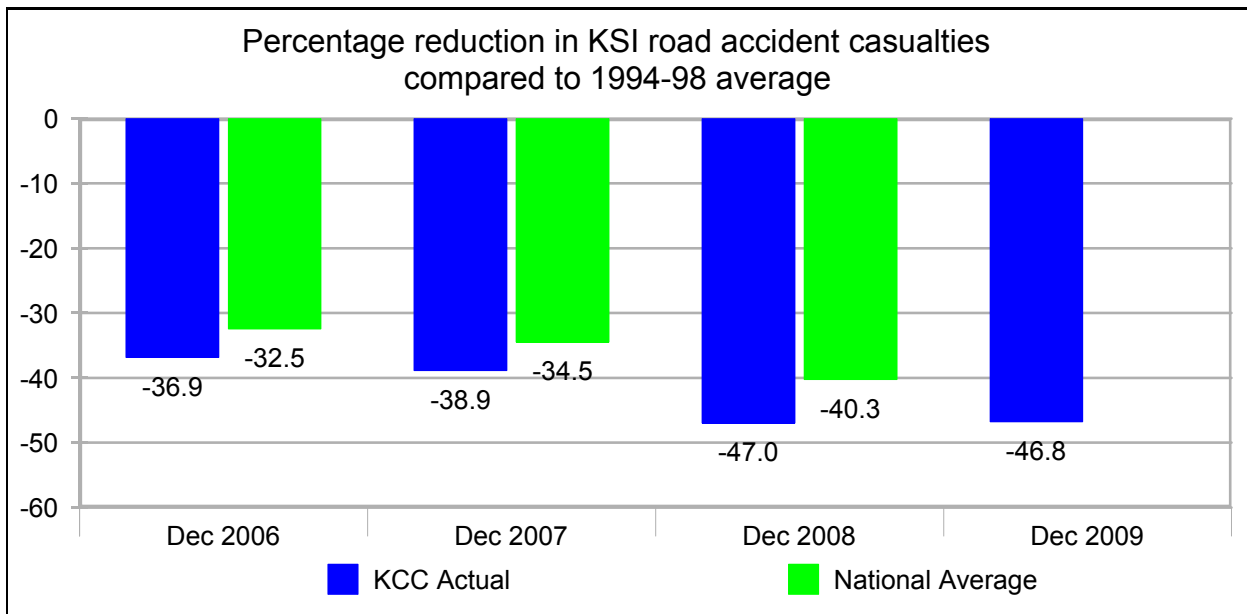
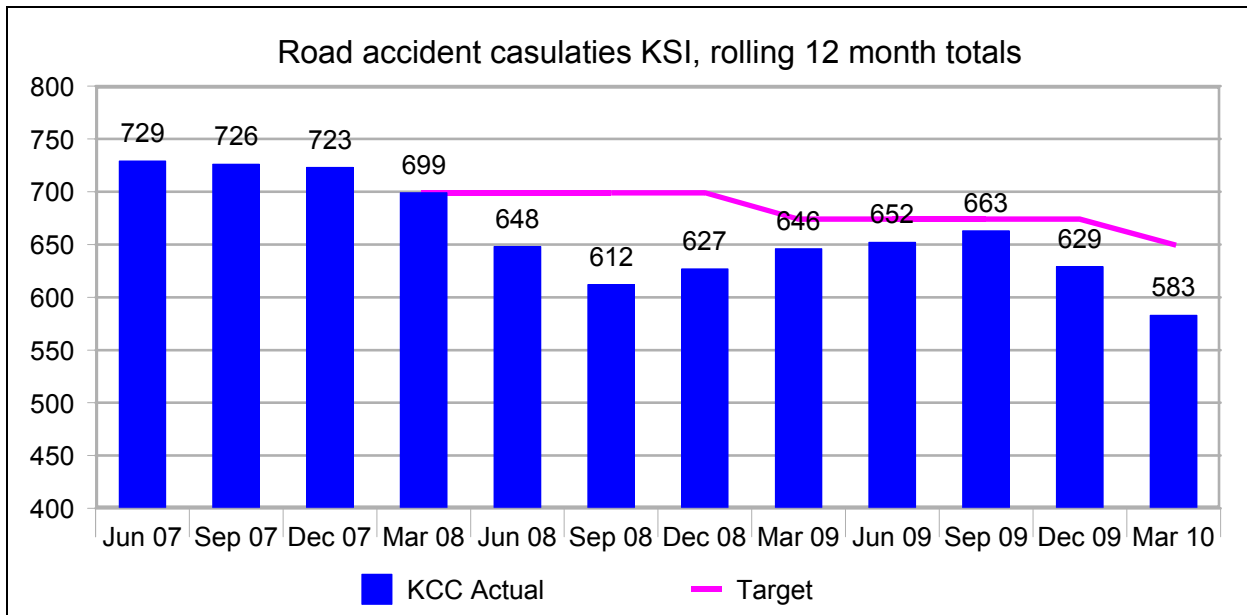
**Comments :**  
 The recent find and fix process for highway maintenance repairs has delivered significant improvements to the network. However the approach of undertaking all repairs in a road in one visit on a systematic basis has slowed the overall reaction time. As explained in the commentary above, there is an anomalous statistical effect of a concerted effort to clear the potholes backlog, which pushes KHS above target by bringing into the statistics jobs which were reported a while ago. This is likely to be the case for the next couple of months while the find and fix initiative completes its task.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Streetlight repairs - KHS	★	★	↑	↑
Streetlight repairs - EDF	●	▲	↑	↑

**Comments :**  
 Streetlight repair times continue to improve. The great majority of streetlight repairs fall with the responsibility of KHS, who exceeded the target every month this quarter.

Where the responsibility falls to EDF, the target was met in May and performance is significantly improved compared to the last quarter. The key improvement from a customer perspective is KHS identify quickly which faults require EDF input and placing orders quickly and ensuring EDF meet their service level agreement.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Road accident casualties - KSI	★	★	↑	↑

**Comments :**  
 Road accident casualty rates (number of people killed or seriously injured) continue to reduce, remaining both better than target and the national rate of reduction.

## Communities Directorate

### Managing Director's Commentary

The Communities directorate, like other parts of KCC and public sector agencies, has been working in a time of rapid change in the past few months. In-year grant reductions have either already occurred or are anticipated. For example, the Supporting People Administration Grant, worth £730k has disappeared; there has been a 10% reduction of the Safer and Stronger Communities Fund; Adult Education is anticipating a reduction of approximately £500k; the Youth Capital Fund has been reduced by 50%, in addition to the Youth Opportunity Fund being reduced and de-ringfenced; and the Sport, Leisure & Olympics Service is facing a grant reduction of over £70k. Looking ahead, much focus is on preparations for delivering a very tough Medium Term Plan for the 2011-2014.

On a positive note, several Services have received external evaluation / inspection in recent weeks:

- The week commencing 21 June saw an Ofsted inspection of the Community Learning & Skills Service, as a provider of Adult and Community Learning. The inspection report was published on 30 July and is very positive. Overall effectiveness of provision was graded as “Good” with “Good” capacity to improve. Inspectors commented that learners achieve qualifications well; there is good quality teaching, coaching and learning; courses are well managed; and learners develop good skills, often to a professional standard
- The national Youth Justice Board conducted a review of quality and performance of youth justice services both provided and co-ordinated by the Youth Offending Service in early 2010, reporting findings to the county Youth Justice Board in July. YOS has been assessed by the Youth Justice Board as performing well both in terms of the quality of the youth justice services delivered and when compared on most of the measures in the Youth Justice Board performance framework with Teams in the same comparator family
- The Library Service, which has held Chartermark Status since 1992, has been successfully accredited with the Customer Service Excellence Standard, which tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism, staff attitude and developing customer insight.

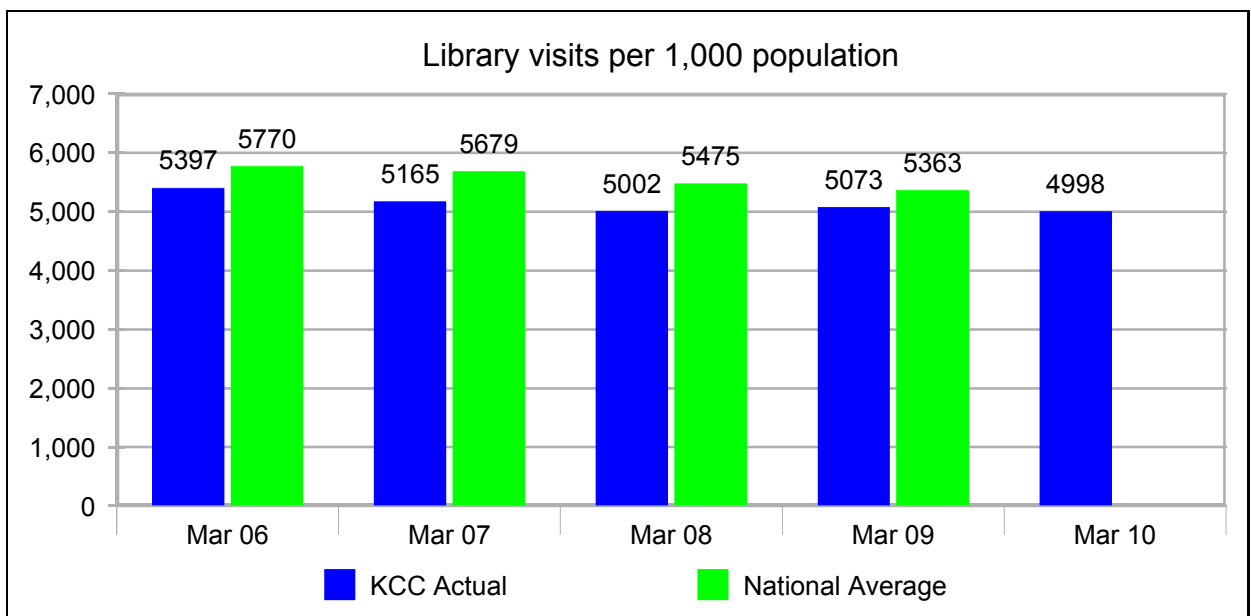
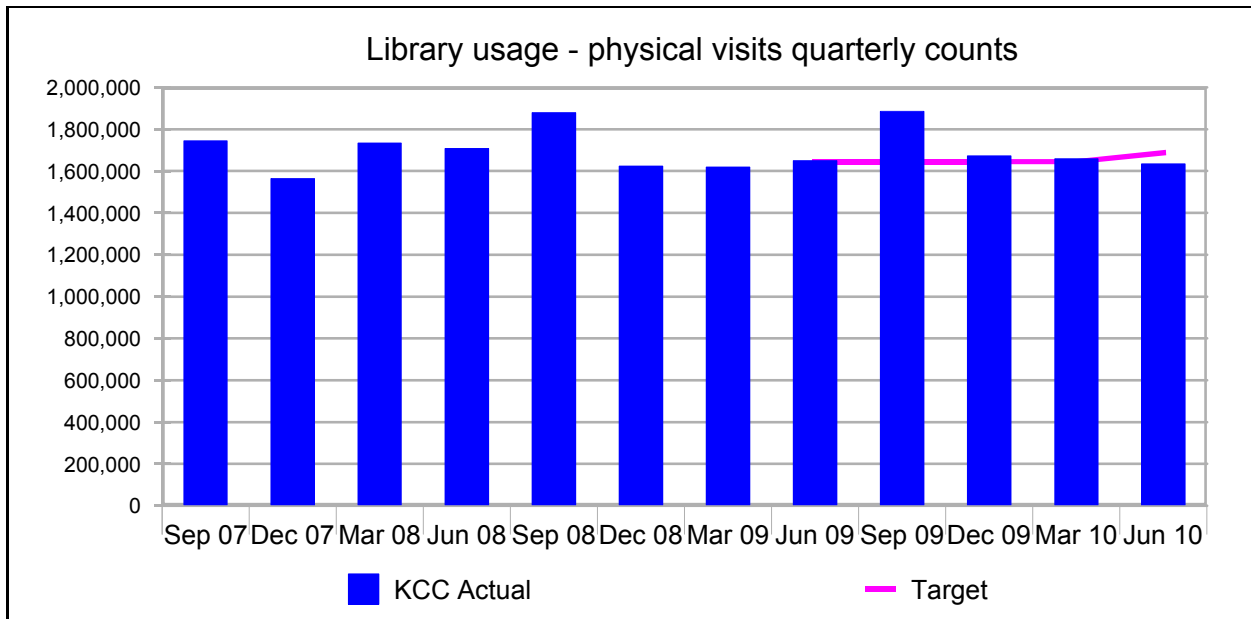
The following pages feature performance and activity against the agreed Core Monitoring indicators, with commentary featured under each graph. Performance is either above or close to target for almost all indicators. Points worth highlighting are set out below:

- Local and national data is showing a reduction (improvement) in the number of *first time entrants to the youth justice system* across all districts in the county, indicating a positive outcome from various prevention initiatives, particularly involving the Police
- Ensuring young people are in *education, training & employment (ETE)* is one of the key factors in reducing the risk of young people offending. Approximately

70% of young people known to the Youth Offending Service are in ETE; this is in line with national average and slightly better than statistical neighbours. However, this is still below the Youth Justice Board's national aspiration and work is ongoing to improve the rate in Kent

- *Physical Visits to Libraries:* Library modernisation schemes continue to progress. Modernised libraries have seen increases in footfall, and CIPFA comparator information shows that physical visits per 1,000 population in Kent increased in 2008/09, while the English Counties total decreased. Stanhope and Folkestone Libraries are scheduled to open before the end of summer, while the modernisation of Deal library is due to begin in the coming weeks. As a result of the modernisation programme, several libraries have temporarily re-located and this may well lead to an impact on loans and footfall
- The number of KCC *apprenticeships* taken on over the past four years has comfortably exceeded the target set at the beginning of the Towards 2010 period. Data is currently being gathered from other Training Providers in Kent to produce the final figure for apprenticeships taken on by other public and private sector organisations. This will be reported in KCC's Towards 2010 Annual Report in the autumn
- The latest Active People Survey results (April 2009 to April 2010) show little change in the level of *adult participation in sport and active recreation* in the County. Performance is slightly behind target but it is hoped that the outcomes of partnership initiatives will start to come through during the remaining 14 months of measurement. However, it is likely that the tough economic climate will mean a reduction in resources available to fund initiatives in the county in the coming year(s).

**Amanda Honey**  
**Managing Director**  
**Communities Directorate**

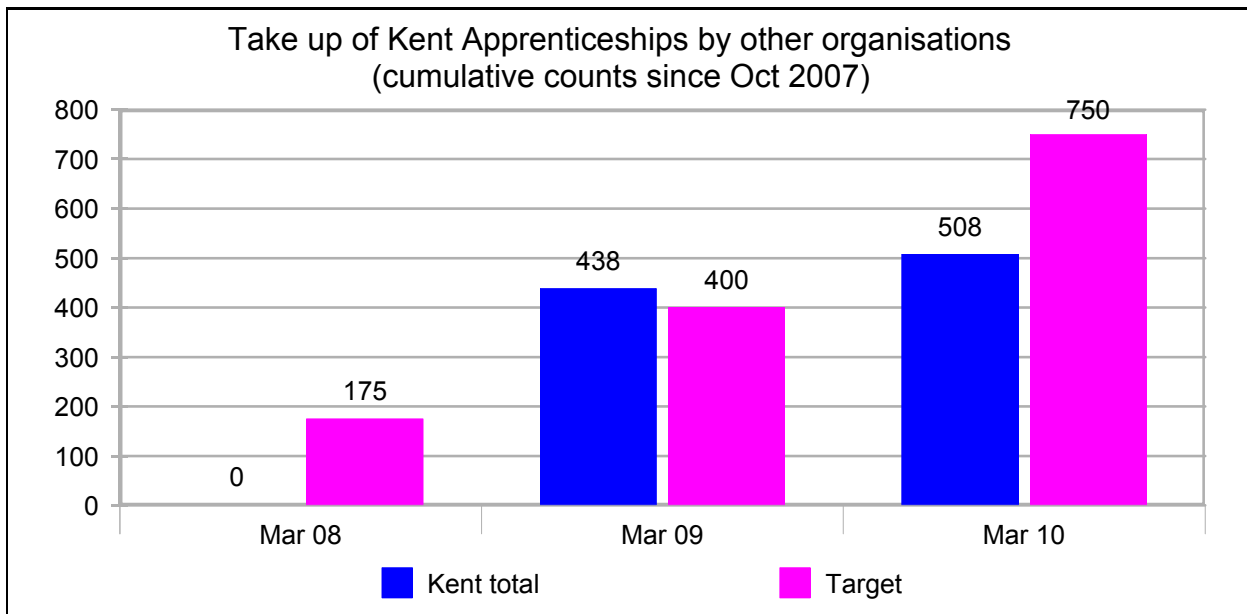
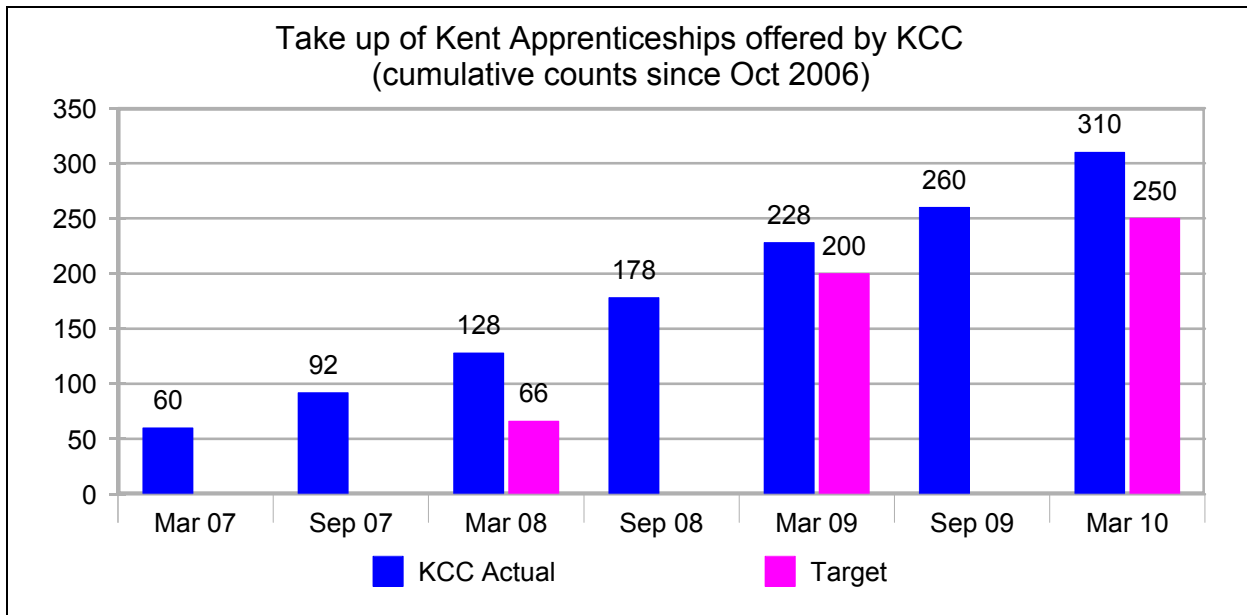


	Current RAG	Previous RAG	Current DoT	Previous DoT
Library visits (physical visits)	●	●	↓	↓

**Comments :**  
 Footfall in Libraries has held up well despite being affected by several temporary library re-locations as part of the modernisation programme. There was an increase in library activities such as Reading Clubs and Baby Bounce & Rhyme Time during 2009/10, as well as usage of Library PCs. There were 1.2 million 'virtual visits' to Libraries during 2009/10.

Kent closed the gap to the national average for visits to libraries in 2008/09, with Kent showing an increase against a national reduction.

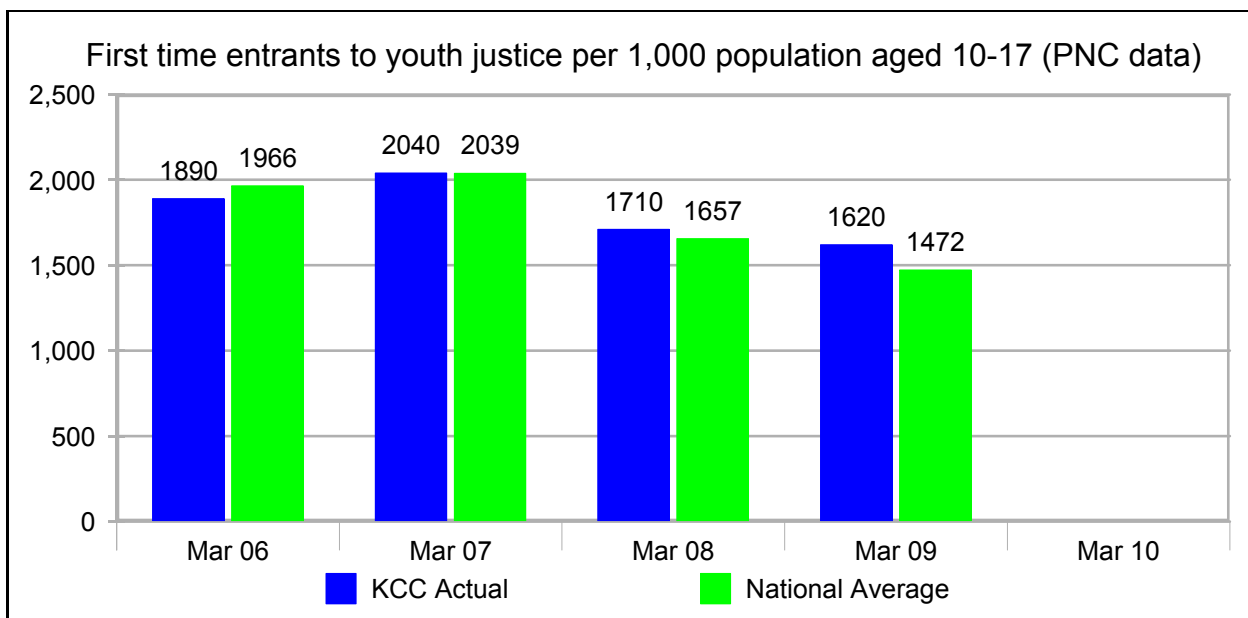
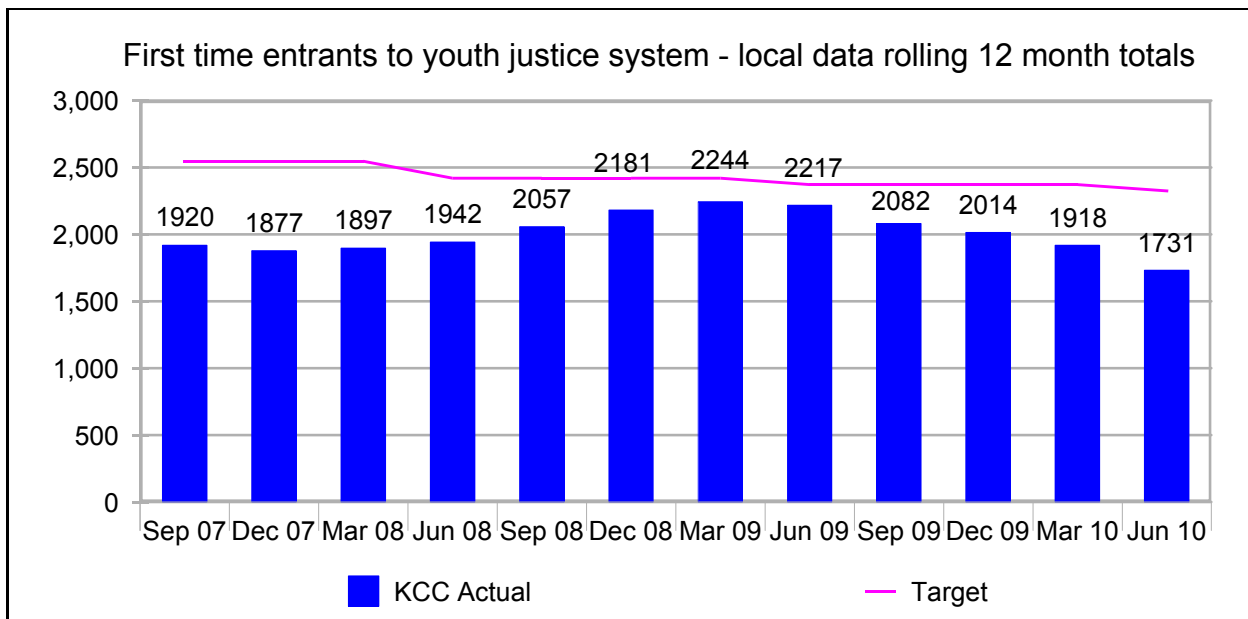




	Current RAG	Previous RAG	Current DoT	Previous DoT
KCC Apprenticeships	★	★	↑	↑
Kent Apprenticeships with other organisations	●	●	↑	↑

**Comments :**  
 KCC apprenticeships have surpassed the 250 target comfortably.

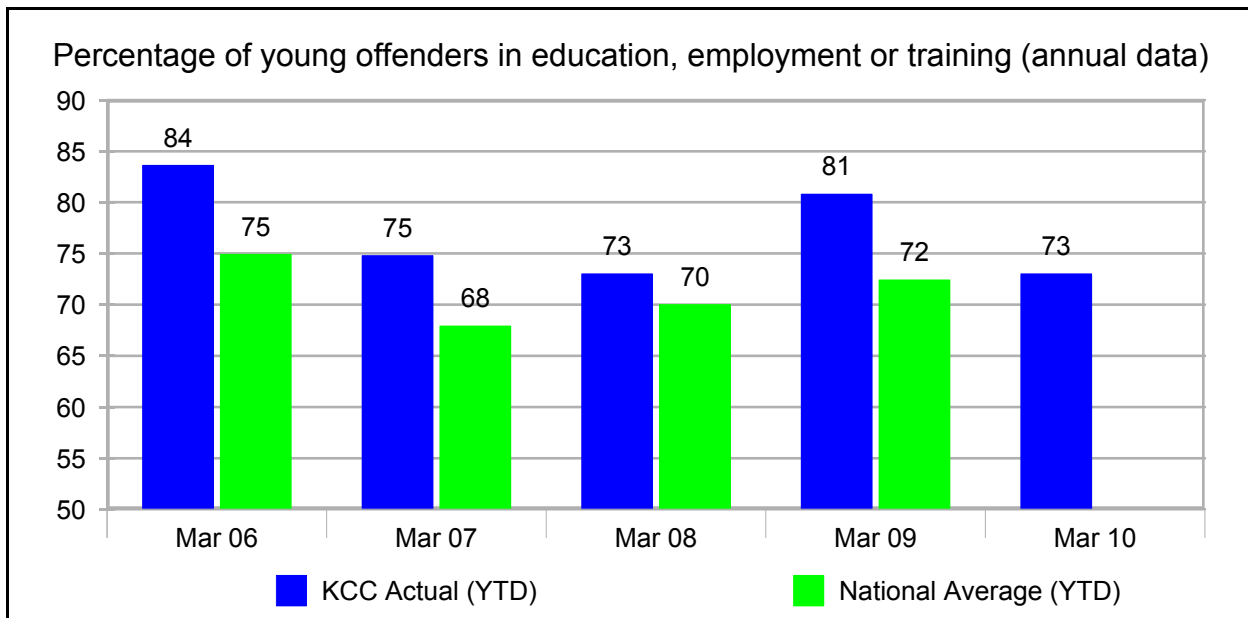
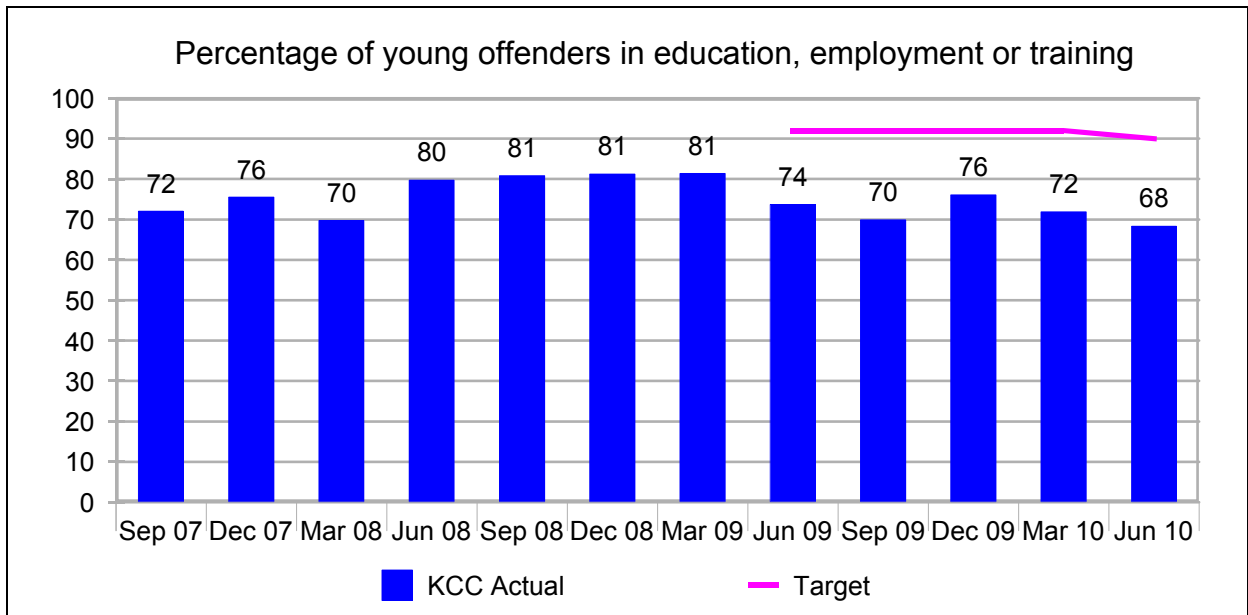
Data for Kent Apprenticeships other organisations is provisional and final data is being collected from Training Providers to be reported in September. The target of 750 is from the Towards 2010 programme and new apprenticeships starting at any date before the final progress report in October will be counted towards this target.



	Current RAG	Previous RAG	Current DoT	Previous DoT
First time entrants to youth justice system	★	★	↑	↑

**Comments :**  
 Both local and national data shows a reduction in the number of first-time entrants to the youth justice system in Kent. The quarterly data is based on local records while the annual figures are based on the Police National Computer (PNC). Kent rates were above national average for the year to March 2009. National data for the year to March 2010 will be available in November.

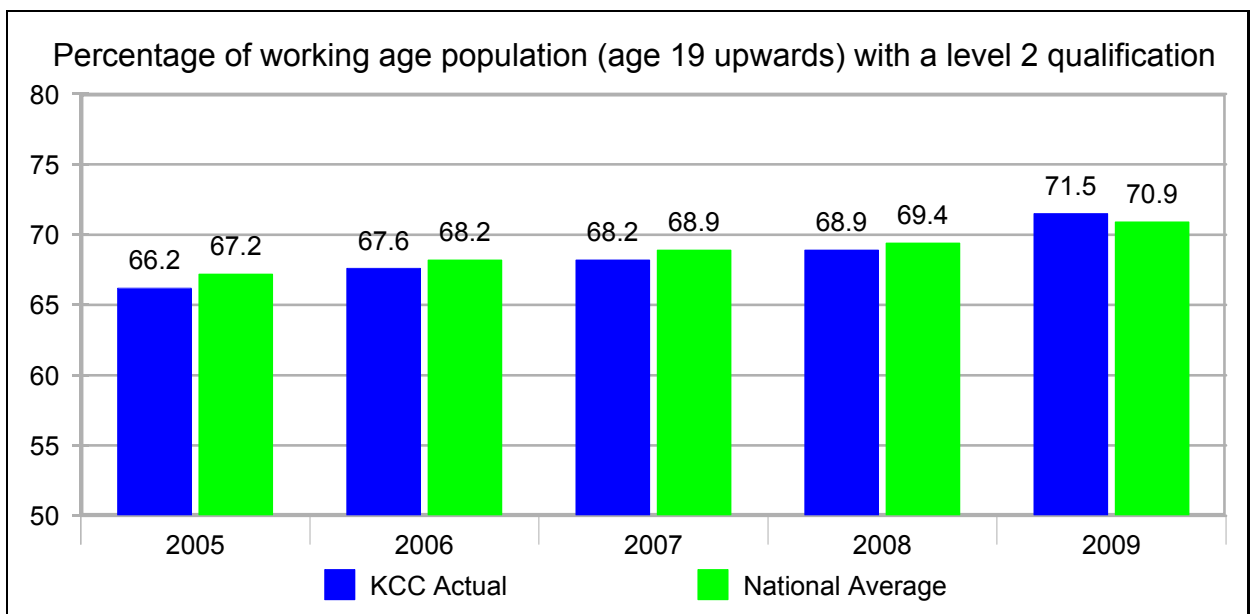
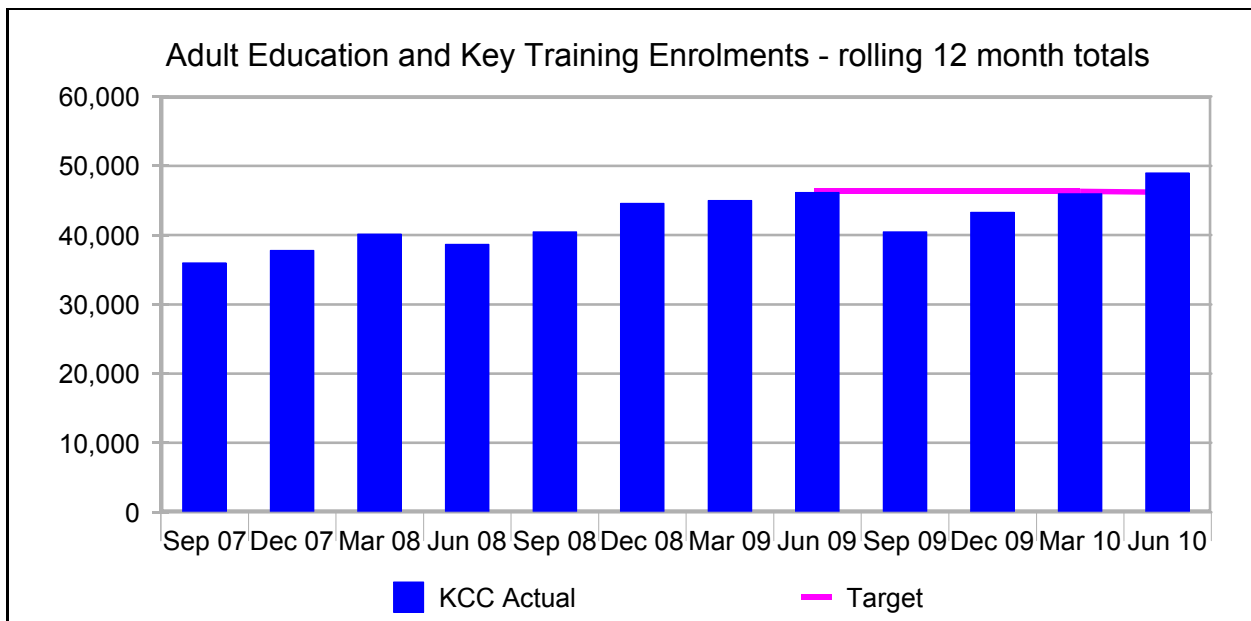
Restorative justice developments are due for countywide implementation by Kent Police during 2010, and will include support for the diversion of children and young people from the youth justice system.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Young offenders in education, employment and training	●	●	↓	↓

**Comments :**  
 The target level shown is the national Youth Justice Board target and not a local target.

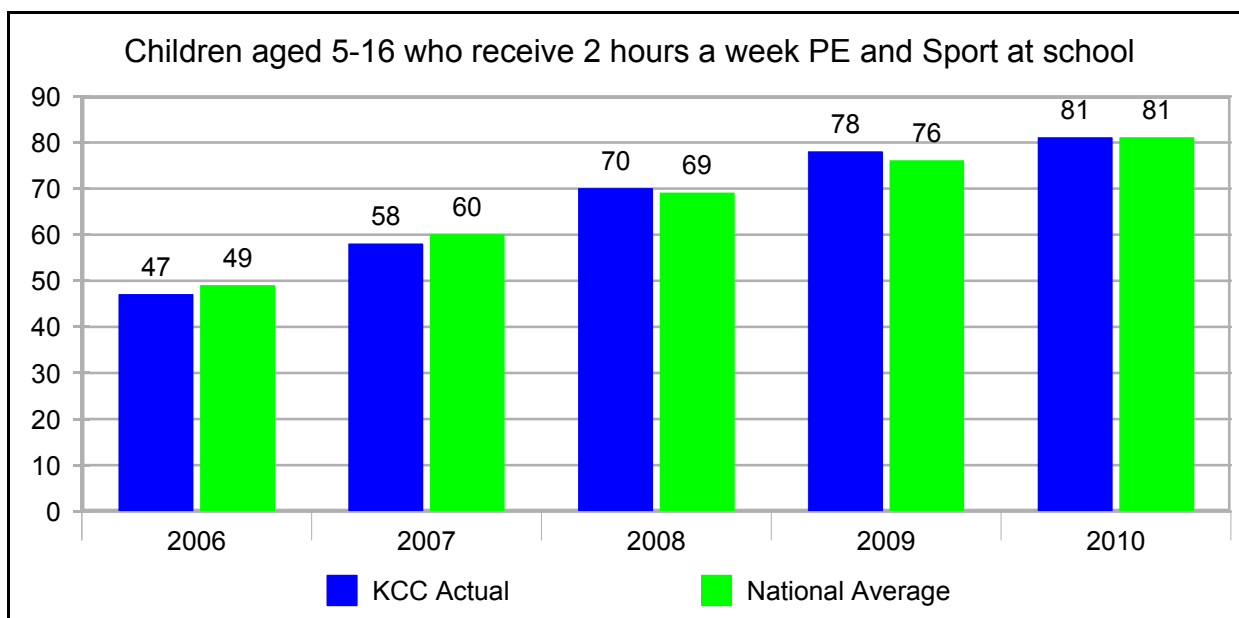
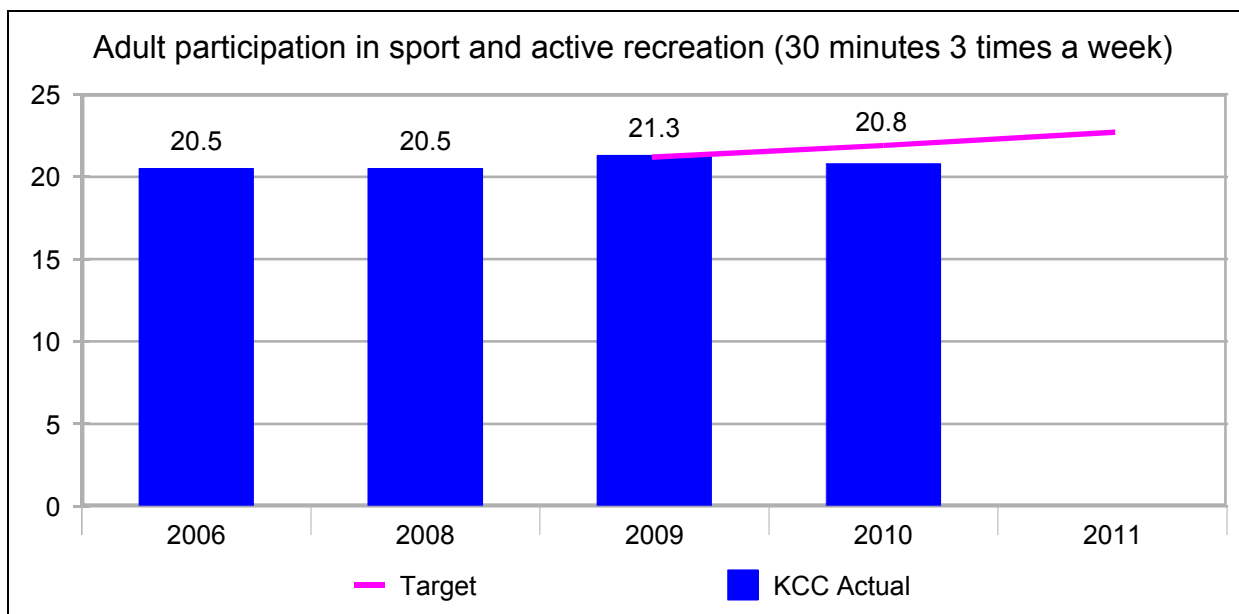
Despite a drop in performance in the last year and with results somewhat behind the national target, this indicator is assessed as amber, due to Kent having better performance than the national average for the last four years.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Adult education and key training enrolments	★	●	↑	↑

**Comments :**  
 All enrolments on Adult Education and KEY Training (fee paying and non fee paying) courses exceeded target by 2.6% for the period April to June 2010.

Recent data for calendar year 2009 shows that for the first time in five years, a higher percentage of Kent working age population has a level 2 qualification than is the case nationally.

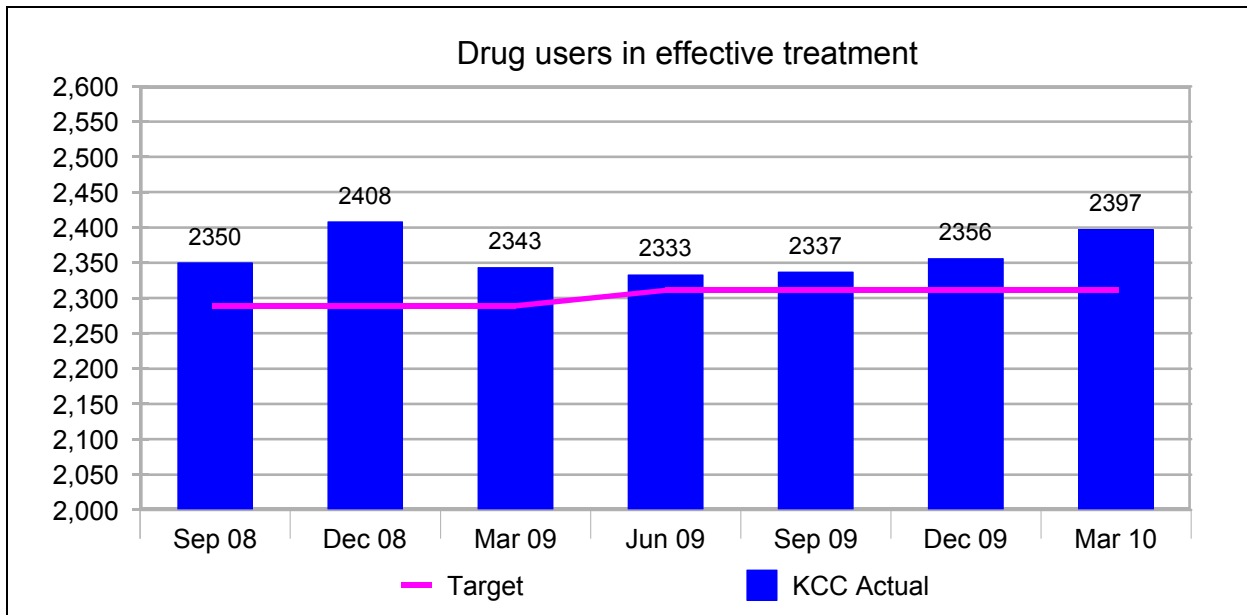


	Current RAG	Previous RAG	Current DoT	Previous DoT
Adult sports	●	●	↓	↑
Children's sports	●	●	↑	↑

**Comments :**  
 Both indicators above are based on national surveys. There was no adult sports survey in 2007.

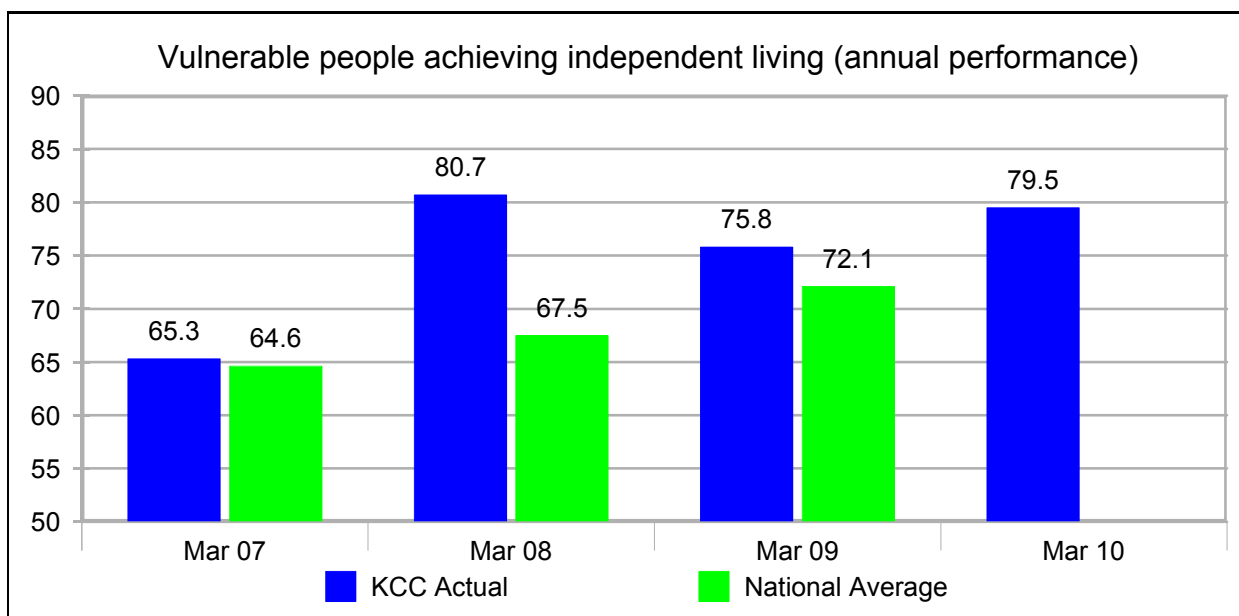
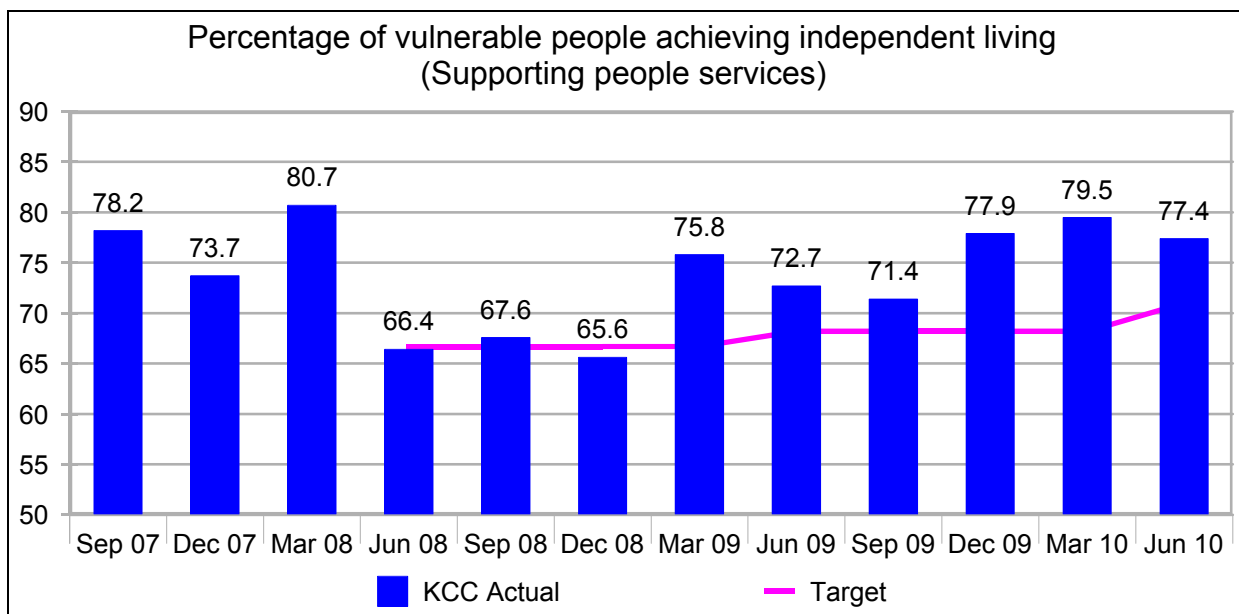
Adult Participation in Sport is an LAA target. Latest data shows a marginal decline in reported participation, although not enough to be of significant concern at this stage. However it is possible that grant reductions could impact on the number of initiatives running in the county.

For Children's Sport provided within the school curriculum Kent continues to improve in line with national trends.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Drug users in effective treatment	★	★	↑	↑

**Comments :**  
 Totals are 12 month rolling figures. The number of drug users in treatment for 12 weeks is currently ahead of final Kent Agreement target levels, although performance needs to be maintained through to March 2011.



	Current RAG	Previous RAG	Current DoT	Previous DoT
People achieving independent living following housing support	★	★	↓	↑

**Comments :**  
 This indicator is a Local Area Agreement target. Performance continues to remain above target and above the national average.

NB – Data from December 2009 to June 2010 is provisional and subject to revision following publication of national data by CLG later in the year.

## The Kent Economy

### Executive Director's Commentary

In common with the national economy, recovery from the economic recession in Kent has been fragile. Furthermore, the Coalition Government is introducing a radical restructuring of the landscape of economic development, planning and housing which will have a significant impact on the structure and delivery of regeneration and economic development activities in the county. The proposed Kent & Medway Local Enterprise Partnership (LEP) will take on some of the activities which were previously led by SEEDA. Discussions are ongoing with our partners in the districts and other public sector organisations as well as businesses, with a view to reshaping economic development and regeneration activities in Kent to respond to both the establishment of the proposed LEP as well as the era of public sector funding restraint.

**Kent County Council recognises that a vibrant, innovative and forward looking business community is absolutely vital for the future health of the county. This was threatened by the onset of the worst recession for decades, which made it imperative that businesses are given the best possible support through these difficult times. KCC responded with the launch of the 10 commitments of the Backing Kent Business campaign in December 2008.**

**Progress ratings for the 10 Backing Kent Business commitments are shown below, along with data on the local economy for context and information.**

**David Cockburn  
Executive Director  
Strategy, Economic Development and ICT**



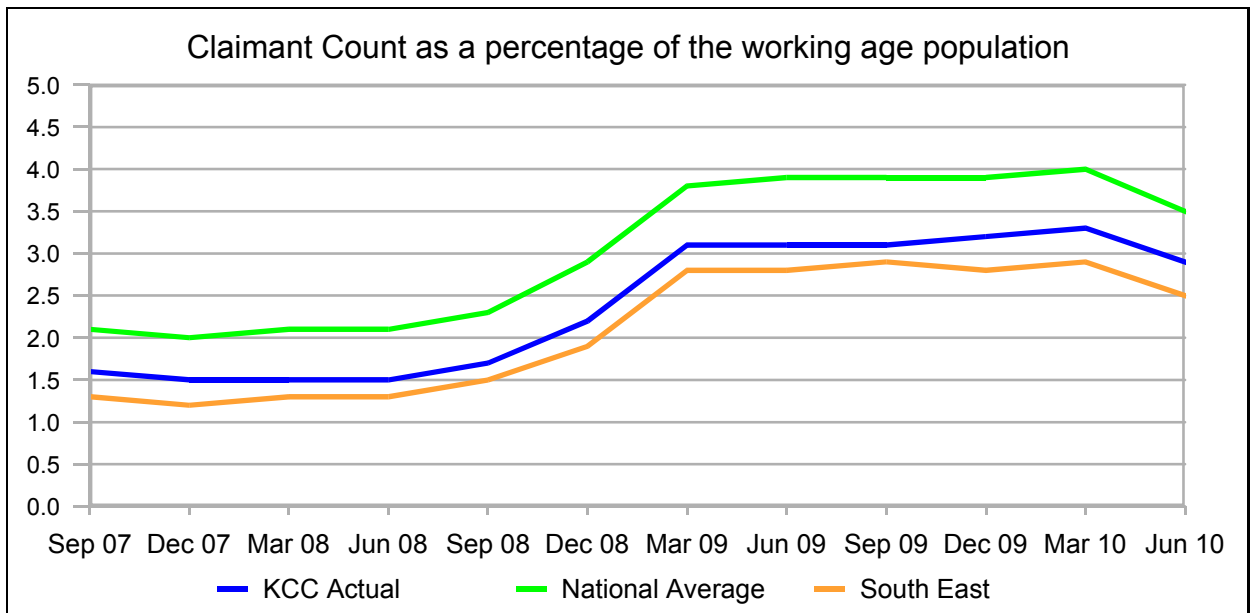
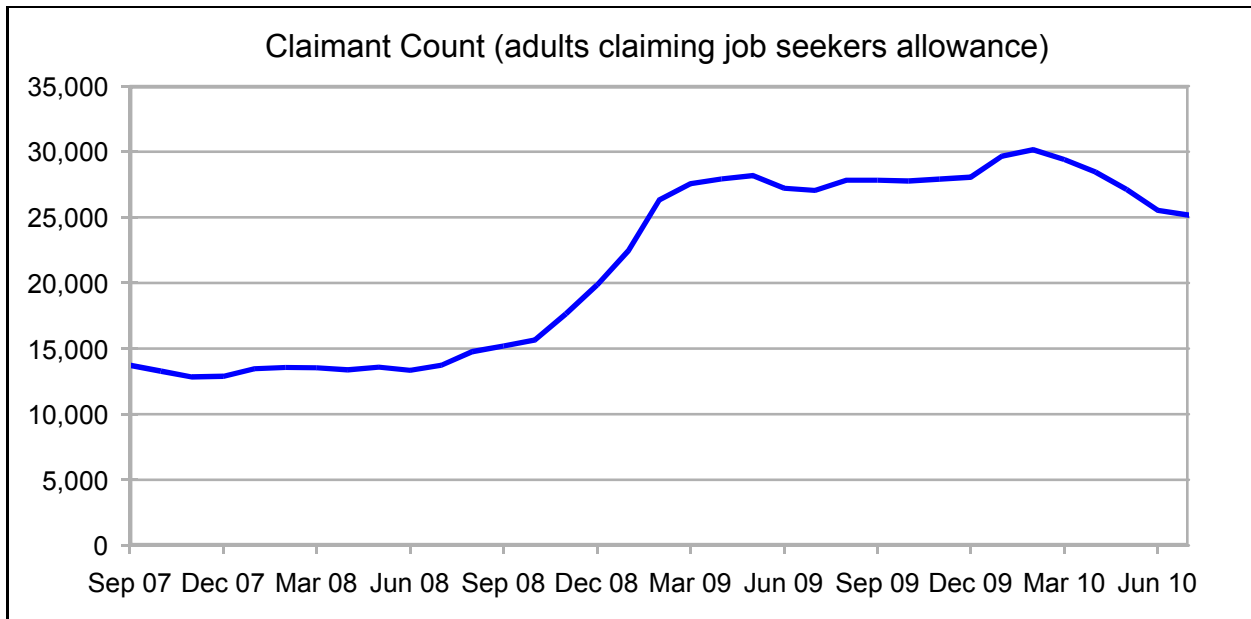
## Backing Kent Business (BKB)

Green – done and ongoing, Amber – on track, Red – more progress needed

Commitment	Status
1. Payment of invoices within 20 days	Green
2. Capital programme - maximising employment opportunities for Kent firms	Green
3. Kent Property Enterprise Fund 2 - joint venture developments with the private sector	Green
4. Expand KCC's approved list of contractors	Green
5. Streamline KCC's contracts process for SMEs and raise awareness of tendering opportunities in and outside Kent	Amber
6. Provide a 'Kent business support centre' on KCC's website	Green
7. Support businesses towards grant aid and Small Business Rate Relief scheme	Green
8. Lobby government for a reduction and removal of unnecessary regulation and bureaucracy and lead by example : ecology review	Green
9. Encourage and facilitate a consortia of Kent businesses to compete for larger public sector contracts outside of Kent	Amber
10. Review Kent's marketing and promote Kent's Unique Selling Points	Green

### BKB Actions April to July 2010

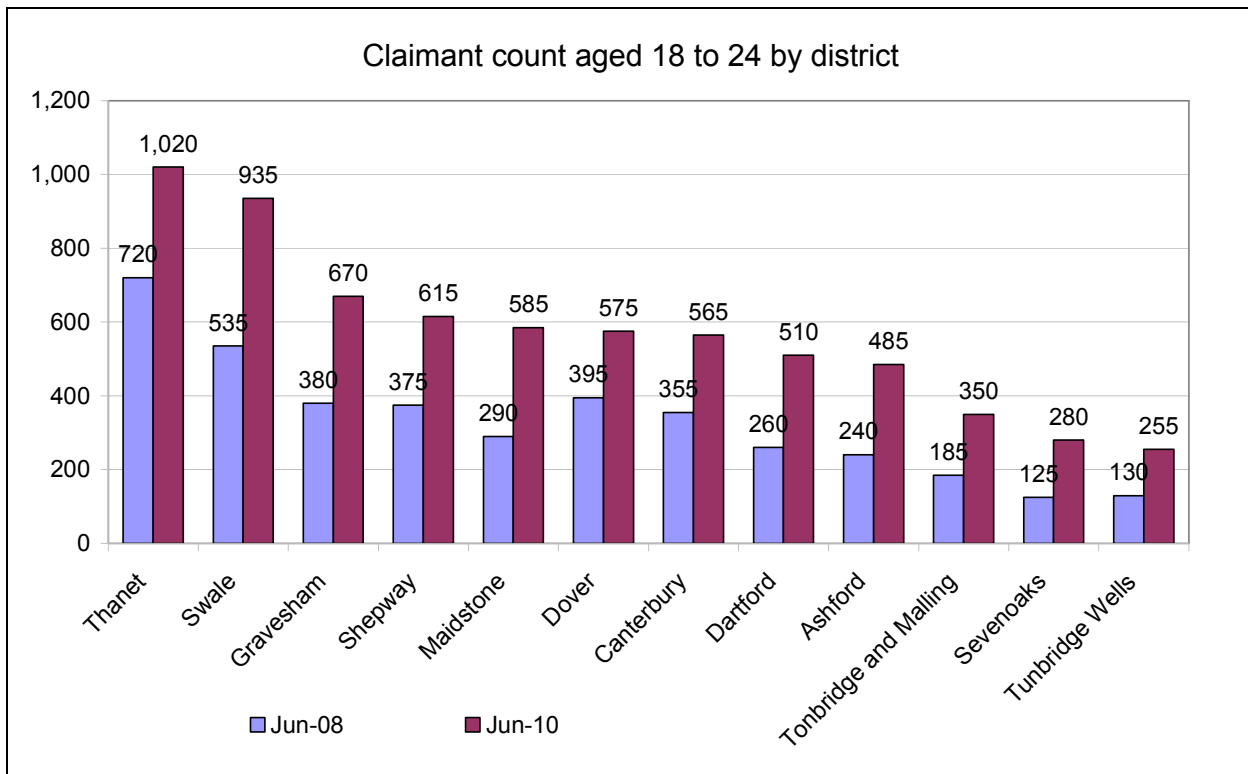
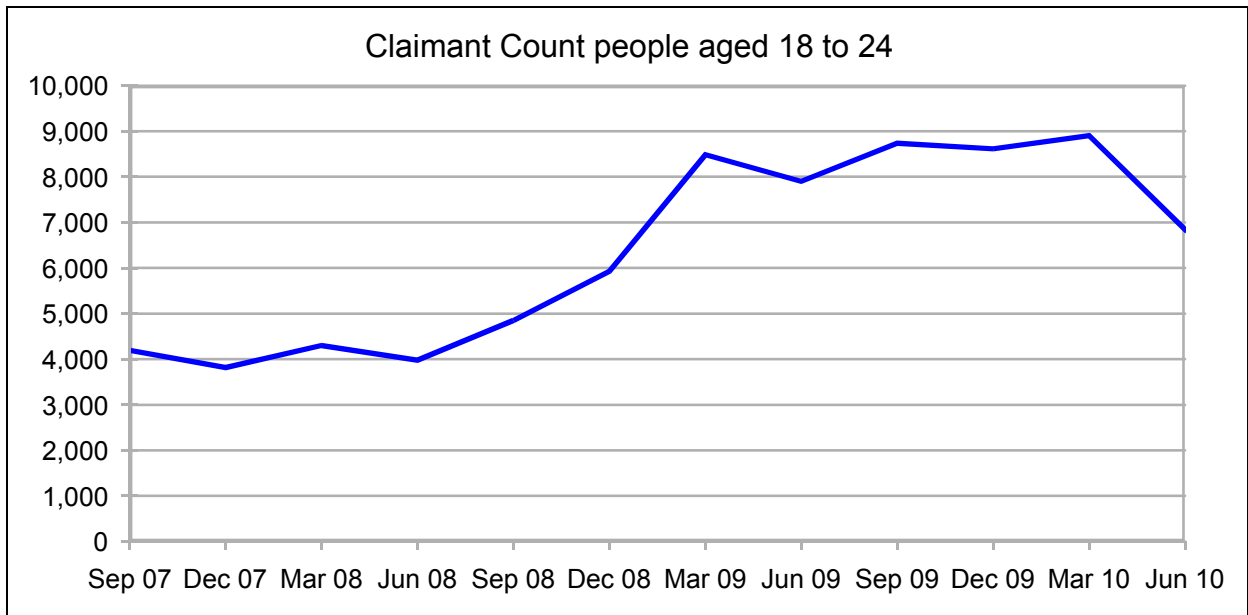
April	<ul style="list-style-type: none"> <li>• BKB partners meetings which reaffirming the need to sustain the campaign</li> <li>• Kent 2020, the largest business-to-business exhibition in the South East, sponsored by KCC as part of Backing Kent Business.</li> <li>• '<i>Backing Kent Business: A Year of Progress</i>' published, updating on the 10 Commitments – available as a pdf on the KCC online Business Support Centre</li> <li>• BKB 'Did You Know: 50 Way KCC supports Kent Business' document published</li> <li>• BKB meeting with Channel Chamber of Commerce members</li> <li>• Chairman's Reception Shepway with KCC supporting case for new nuclear power station at Dungeness</li> </ul>
May	<ul style="list-style-type: none"> <li>• BKB meeting with Thames Gateway (Kent) Chamber of Commerce members</li> <li>• BKB meeting with Channel Chamber of Commerce members</li> <li>• BKB with 'Canterbury for Business' members</li> </ul>
June	<ul style="list-style-type: none"> <li>• BKB partners meeting</li> <li>• Invicta Chamber business exhibition with a stand for BKB</li> </ul>
July	<ul style="list-style-type: none"> <li>• Launch of the offshore wind supply chain directory, with funding by KCC but managed and delivered through the BKB partners.</li> <li>• BKB featured at the Kent County Show</li> </ul>



	Current RAG	Previous RAG	Current DoT	Previous DoT
Claimant rate	●	●	↑	↓

**Comments :**  
 Claimant counts have reduced significantly in June and July which is a positive sign of recovery in the economy.

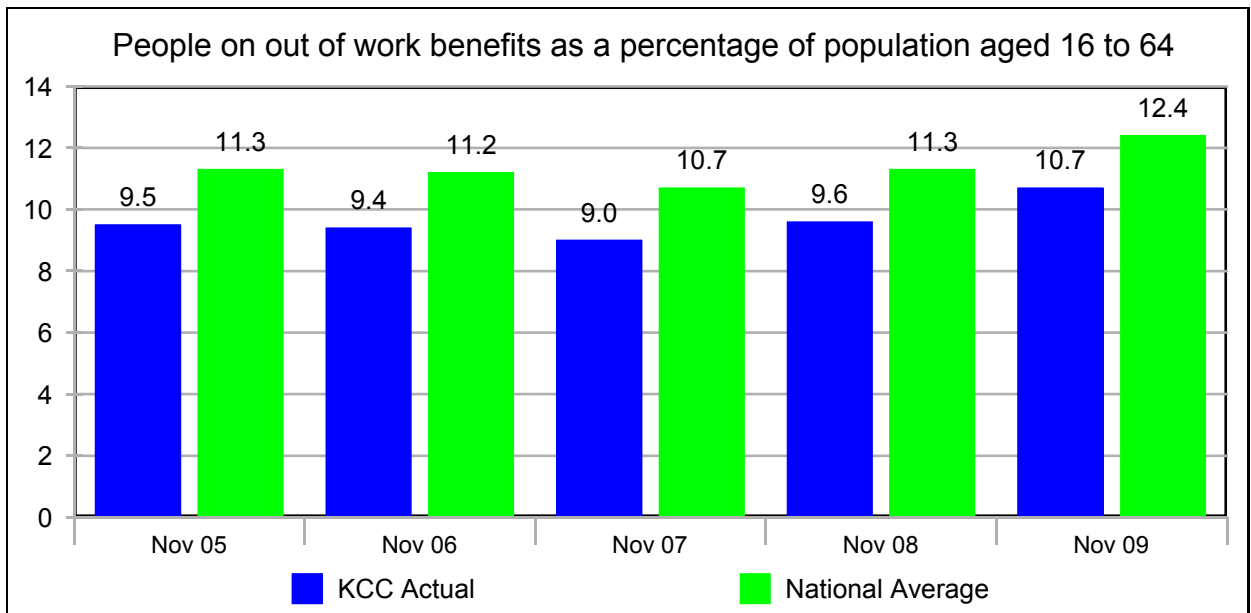
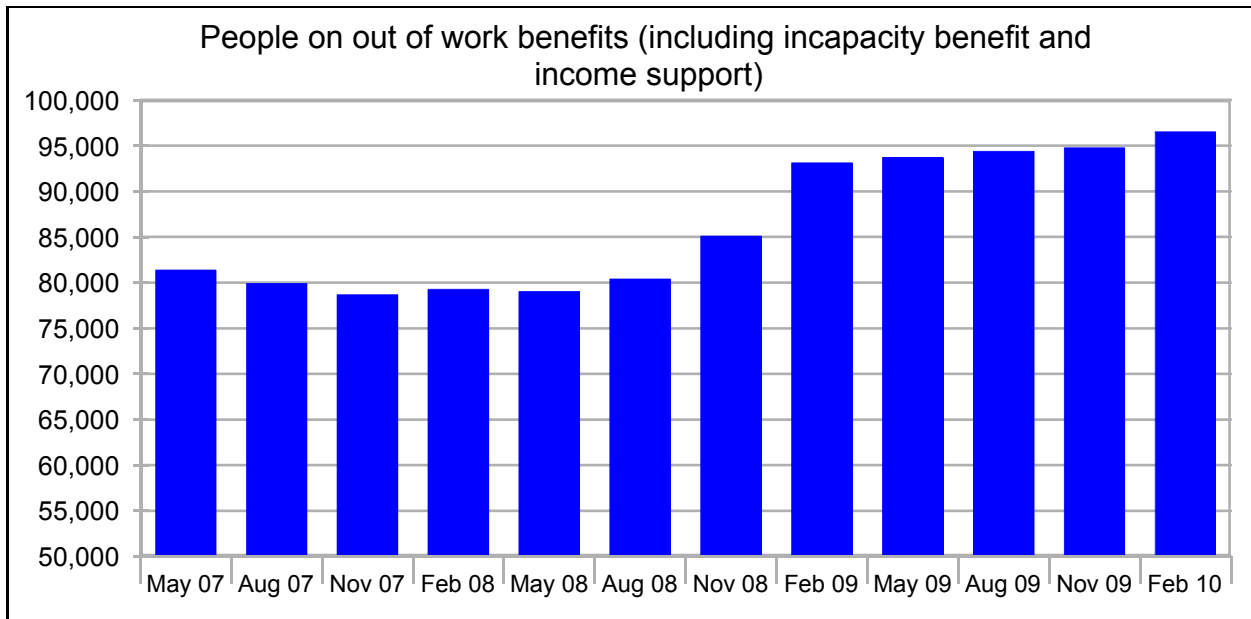
Although claimants counts have risen to high levels during the recession and are still nearly double the level of two to three years ago, the increase in Kent has been no worse or better than seen national or regionally. Hence this indicator is rated as Amber.



	Current RAG	Previous RAG	Current DoT	Previous DoT
Youth claimant count	●	●	↓	↑

**Comments :**  
 The increase in the claimant count for young people has been relatively consistent with the increase for all ages.

Young people are more likely to be claimants than other age ranges, although the rate of claimants who are younger people has recently reduced. In June 2010 26.8% of claimants in Kent were aged 18 to 24 (the south east rate was 25.1% and for England 26.9%), while in March 2009 the rate was higher at 30.8% (south east 28.6%, England 29.8%).



	Current RAG	Previous RAG	Current DoT	Previous DoT
Out of work benefits	●	●	↓	↓

**Comments :**  
 National statistics on working age population claiming out of work benefits are published by DWP usually with a 6 month delay.

Latest data from February showed that rates at that time were still increasing, mainly due to the increase in claimants of job seekers allowance, but with claimants of other benefit types also showing an increase.

As with the claimant count, the increase in Kent has been no worse or better than nationally or regionally and hence this is rated as Amber.

9 September 2010

Ms Rosalind Turner  
Managing Director, Children, Families and Education Directorate  
Kent County Council  
Sessions House  
County Hall  
Maidstone  
Kent  
ME14 1XQ

Dear Ms Turner

### **Annual unannounced inspection of contact, referral and assessment arrangements within Kent County Council children's services**

This letter summarises the findings of the recent unannounced inspection of contact, referral and assessment arrangements within local authority children's services in Kent County Council which was conducted on 10 and 11 August 2010. The inspection was carried out under section 138 of the Education and Inspections Act 2006. It will contribute to the annual review of the performance of the authority's children's services, for which Ofsted will award a rating later in the year. I would like to thank all of the staff we met for their assistance in undertaking this inspection.

The inspection sampled the quality and effectiveness of contact, referral and assessment arrangements and their impact on minimising any child abuse and neglect. Inspectors considered a range of evidence, including: electronic case records; supervision files and notes; observation of social workers and senior practitioners undertaking referral and assessment duties; and other information provided by staff and managers. Inspectors also spoke to a range of staff including managers, social workers, other practitioners and administrative staff.

The inspection identified one area for priority action alongside areas of strength, satisfactory practice and areas for development.

From the evidence gathered, the following features of the service were identified:

#### **Strengths**

- Kent and Medway out-of-hours service undertakes effective work to ensure that children identified as at risk of significant harm are appropriately safeguarded.
- Operational relationships between social care and Kent police Child Abuse Investigation Unit (CAIU) are consistently timely and constructive in responding

to the immediate protection needs of identified children.

- Changes in procedure and practice have taken place as a direct consequence of learning from serious case reviews. Additionally, there are quarterly events at district level for all social care staff aimed at ensuring serious case review and other safeguarding learning takes place.

### **Satisfactory practice**

- Up-to-date child protection policy and procedures are in place, providing a clear framework for agencies in implementing responsibilities for, and contributing to, meeting children’s safeguarding needs.
- Referrals and contacts are communicated by the contact and assessment service in a timely way, ensuring equality of access initially to children’s social care.
- Thresholds and arrangements for access to children’s social care and collaborative working are clearly defined. However, some partner agencies consider thresholds for intervention are set too high.
- Child protection enquiries, when conducted, are always carried out by a qualified social worker and meet satisfactory standards.
- Case note recording is consistently timely and other related records are mainly up-to-date, providing a clear picture of the current circumstances on cases.
- Good communication between professionals involved with children in need was noted with their views and relevant information appropriately incorporated into initial and core assessments.
- Senior managers take steps to seek assurance of the quality of services provided through themed and externally commissioned audits and have arrangements in place for the provision of key performance indicators data.
- Staff report that they feel well supported by their manager and are encouraged to undertake appropriate training. An extensive recruitment and retention strategy has resulted in the council employing a significant number of newly qualified social workers who are supported in establishing their practice through a Newly Qualified Social Worker scheme.

### **Areas for development**

- Arrangements for prevention and early intervention through the common assessment framework are inconsistently applied by agencies in the county. Some referrals for social care intervention, seen by inspectors, could have been dealt with through coordinated work by universal services.

- The record of agreed actions from strategy meetings between children’s social care and the CAIU in child protection matters is not always shared in a timely way between the agencies and delays of several weeks can take place before the formal record is shared.
- The reliability of performance management information is undermined by a variable and inaccurate application of the statutory guidance on the commencement and completion of some initial assessments by managers.
- The quality of analysis in assessments is variable with some lacking sufficient focus on key risk factors.
- Children’s wishes and feelings are insufficiently evidenced in assessments or impact on plans. In many cases recording is unclear whether children are seen alone or that their home environment and sleeping arrangements have been considered.
- Attention to identifying and responding to the diverse needs of some children and their parents and carers is inconsistent, although there are individual examples of good work.
- Management oversight and decision making are inconsistently applied and there is a lack of locally generated performance management information at team level. There are examples of inappropriate decision making by managers.
- Team managers and principal social workers have responsibility for a number of children’s cases; some are held on the basis that there are insufficient qualified and experienced social workers to whom these can be allocated. This leads to delays in undertaking assessments and delivering services.
- The frequency and quality of staff supervision are insufficiently evidenced in key areas such as identifying development needs, enabling critically reflective practice, ensuring the implementation of plans, and progressing the timely throughput of work.
- Children’s records are stored in three different forms that are not linked or integrated within a single information and data platform. This leads to potential gaps in practitioners having a full understanding of children’s assessments and plans.

This visit has identified the following area for priority action:

**Area for priority action**

- Some children in need of protection do not receive an adequate and timely assessment of risks and needs, leaving them at risk of harm. A significant shortfall in the capacity of qualified, experienced social workers and

weaknesses in the quality of team manager oversight on child protection cases in some duty and assessment teams contribute to these serious concerns.

Any areas for development and priority action identified above will be specifically considered in any future inspection of services to safeguard children within your area.

In addition, it is considered by Ofsted that the findings of this inspection and the identified area for priority action are likely to become a limiting judgement of the annual children's services assessment when considered with other evidence. This means the annual assessment is likely to be limited to 'performs poorly'.

Yours sincerely

**Brendan Parkinson**  
**Her Majesty's Inspector**

Copy: Katherine Kerswell, Chief Executive, Kent County Council  
David Worlock, Chair of Kent Safeguarding Children Board  
Sarah Hohler, Lead Member for Children's Services, Kent County Council  
Andrew Spencer, Department for Education



**By: Peter Sass: Head of Democratic Services and Local Leadership**

**To: Cabinet Scrutiny Committee – 15 September 2010**

**Subject: Review of SEN Units - Outcome of the Evaluation of the Lead School Pilot (Cabinet Decision)**

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### **Background**

At the request of the Chairman of Cabinet Scrutiny Committee the September meeting was brought forward by a week. The Review of SEN Units - Outcome of the Evaluation of the Lead School Pilot report has been provisionally identified for consideration at the meeting depending on the discussion had at the Cabinet meeting on 13 September 2010.

The Cabinet report is attached for Members' information.

### **Guests**

Mrs Jenny Whittle, Deputy Cabinet Member For Children, Families & Education and Mrs Rosalind Turner, Managing Director Children, Families & Education have been invited to attend the meeting between 3.45pm and 4.15pm to answer Members' questions on this item.

### **Options for the Cabinet Scrutiny Committee**

The Cabinet Scrutiny Committee may:

- (a) make no comments
- (b) express comments but not require reconsideration of the decision
- (c) require implementation of the decision to be postponed pending reconsideration of the matter in the light of the Committee's comments by whoever took the decision or
- (d) require implementation of the decision to be postponed pending consideration of the matter by the full Council.

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**By:** Sarah Hohler, Cabinet Member for Children, Families and Education  
Rosalind Turner, Managing Director for Children, Families and Education

**To:** Cabinet – 13 September 2010

**Subject:** **REVIEW OF SEN UNITS - OUTCOME OF THE EVALUATION OF THE LEAD SCHOOL PILOT**

**Classification:** Unrestricted

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**Summary:** This report sets the context for SEN Unit Review, presents the findings of the Lead School Pilot evaluation and makes recommendations and proposals for the development of a new SEN Strategy to meet the special educational needs of Kent children and young people.

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## **Introduction and Background**

1 (1) The Local Authority (LA) has a statutory duty under the Education Act 1996 as amended by the Special Educational Needs and Disability Act 2001 to consider referrals of children from parents/carers, schools and other agencies, for assessment of special educational needs (SEN), to undertake assessments and in appropriate cases to issue statements of SEN. The LA has a duty to ensure that the provisions identified in each statement are met and to ensure that all other duties placed upon it by the Acts and the SEN and Disability codes of practice are met.

(2) Kent provides education for its children and young people with SEN in a variety of provisions. They include:

- Maintained mainstream schools
- Maintained special schools
- Academies
- SEN Units within maintained mainstream schools
- Outreach and Inreach provision from special and mainstream schools
- Short stay schools – formerly Pupil Referral Units (PRU)
- Alternative Curriculum Provision
- Highly specialist provision for specific children - Warmstone
- 'Home' Tuition (group and individual)
- Home Education (Education Otherwise than at School)
- Independent and non-maintained sector – special and mainstream

3) In 2005, there were 971 pupils with statements attending SEN units. In 2010, this figure has decreased to 732. However, an additional 489 pupils with statements, who in 2005 would have been supported at SEN units, were supported through additional funding for very severe and complex needs (VSCN) at Kent mainstream schools. When this fact is considered, it shows the total number of pupils

with statements (who would originally have been given a place at an SEN unit) rose by over 25% from 2005 to 2010.

In 2005, there were 2,971 pupils with statements attending Kent mainstream schools (rather than SEN units). In 2010, this figure has decreased to 1,314; a 55% reduction.

Overall, when one combines the number of pupils with statements at SEN Units and Kent mainstream schools in 2005 and compares it with 2010, there has been a reduction by 1,407 (36%).

4) Delegated SEN funding to mainstream schools related to meeting the needs of pupils with Statements of SEN, including those in SEN Units and with VSCN funding, has increased marginally from £33.8m to £34.2m between 2005 and 2010.

5) The number of pupils in Kent maintained special schools has risen from 2,355 in 2005 to 2,749 in 2010 – an increase of around 17%. Delegated funding has increased by around 46% from £38.8m to £55.4m which reflects both increased numbers and the increasing complexity of needs of pupils.

(6) In summary the SEN Strategy aims to:

1. Reduce reliance on Out County placements both residential and day.
2. Reduce maintained special school residential places.
3. Reduce places and numbers of children and young people (CYP) with Moderate Learning Difficulties (MLD) at maintained special schools.
4. Increase places and numbers of CYP with Autism (ASD) and Behaviour Emotional and Social Difficulties (BESD) at maintained special schools.
5. Increase the role of special schools to include supporting the needs of pre-school children in the early years with SEN (including those at Early Years Action Plus and early Years Action) at mainstream schools.
6. Increase the role of special schools in supporting mainstream schools to meet the needs of children with Statements of SEN (SSEN) and those at School Action Plus and School Action..
7. Maximise delegation of funding and support to meet the needs of all children with SEN (previously Kent Audit L1 - L3, now School Action and School Action Plus and those with SSEN – previously Kent Audit L4 and above now SSEN).
8. Maximise the devolution of staff and resources to meet the needs of CYP with SEN to localities to support the inclusion/school improvement agenda.
9. Reduce travel time to and from school for CYP with SSEN and reduce transport costs.

(7) Members have made a series of policy decisions since 2004 to undertake and implement a review of SEN Units in Kent mainstream schools. Phase 1 of the Units Review began in September 2008 in the Local Children's Services Partnerships (LCSPs) in Ashford, Shepway, Dartford, Gravesham and Swanley (the pilot areas). From September 2008 to March 2009, lead schools received start-up funding of £39,235 to begin the work of developing locality provision. New formula funding arrangements agreed by the Schools Funding Forum were put in place in April 2009. Transitional funding arrangements were put in place for schools that had

existing units to support smooth transition and ensure that the needs of all children and young people with SEN continued to be met effectively.

(8) For varying and understandable reasons, all lead schools experienced different development needs and made progress in a variety of directions. Despite this, all lead schools, together with the various partner services and agencies in the localities, embraced the programme with energy and commitment and worked through issues as they arose. Every opportunity has been taken to capture the good practice that has developed, to identify the barriers that presented themselves and to seek ways forward.

## **Evaluation Findings**

2 (1) During the period from September 2008 to July 2010 information for the evaluation was collected in a number of ways:

- Questionnaires to schools, other professionals, parents and carers
- Meetings within the LCSPs with head teachers and unit staff
- Meetings with the various professionals who support schools and children
- Meetings with parents and carers
- By email from all parties through the specially designated generic email address and by letter directly to the Authority
- Self-assessment surveys completed in 2008, 2009 and 2010 by the lead schools

(2) An Executive Summary and a copy of the full Evaluation Report is attached at Appendix 1. Annex 4 of that report provides a summary of the various aspects of the lead school pilot that all parties liked and all the things that they did not like. Section 7 of the same report provides further detail on the findings with regard to the funding arrangements.

(3) While there are many aspects identified that were both positive and negative, there are some main themes that underpin the findings, leading to some significant conclusions. These are set out in Section 8 of the attached Evaluation Report. In summary, there are four clear lessons that have been learned. These are:

- The need for more clarity about the responsibilities, accountability and expectations of all mainstream schools in how they should deploy their delegated budgets to support all children and young people with special educational needs, with specific regard to the Disability Discrimination Act 2005.
- One model does not fit all need types and there needs to be a continuum of provision available for each SEN dimension need type that includes, for some need types, specialist provision within mainstream schools
- The need for clarity in respect of outreach services to schools to support those children and young people whose needs are not severe and complex enough to require placement at or intensive input from specialist provision but who, nevertheless, need access to additional specialist support beyond that which the mainstream school itself is expected to provide

- The need to improve communication and consultation arrangements for working with parents and carers

### The Way Forward

3. (1) Lead Schools in the pilot areas and all the professionals who have supported them locally have worked very hard to support all children and young people in mainstream schools with severe and complex needs and to develop effective outreach services to complement existing services. Good practice developed must not be lost and should be incorporated into future plans. It is important, therefore, that the good practice from the Pilot is taken forward, while addressing the concerns that have been raised by all parties.

(2) In order to do this it is proposed that:

- Phase 2 of the Lead School Pilot Programme does not proceed in September 2010
- Phase 1 Lead Schools will cease on 31 March 2011
- Work begins immediately on developing a new SEN Strategy to describe and develop a continuum of provision to meet the needs of all children and young people with special educational needs for each dimension of SEN, at all levels of need
- The strategy needs to consider options for funding these proposals, which will be subject to the usual schools' consultation process
- Schools, including special schools, must play a key role in the development work
- An effective communication strategy must be developed to ensure the meaningful participation of parents and carers, children and young people.

(3) A draft SEN Strategy Project Plan has been prepared, setting out the work to be undertaken together with a timetable for the work. A copy is attached at Appendix 2. A diagrammatic illustration of the continuum of provision (SEN Matrix) that is envisaged to form the basis for development is attached at Appendix 3.

### Timetable

4.

SEN Strategy Steering Group and Dimensions Sub-groups commence scoping of development work	September 2010
Present overview proposals for possible funding options to Schools Funding Forum	September 2010
Consult with schools on identified funding proposals as part of Autumn formula funding consultation process	October/November 2010

Work up provision development plans and, along with funding options, prepare proposals for consultation with all parties	November/December 2010
Take funding proposals, including transitional arrangements from April 2011, to Schools Funding Forum following consultation	December 2010
Undertake formal consultation with all interested parties	December 2010 to March 2011
Finalise plans for consideration and decision by SMT, CMT and Cabinet	July 2011
Commence implementation	September 2011

### **Recommendation**

5. It is recommended that Cabinet:
- a) Note the findings of the Lead School Evaluation
  - b) Agree that Phase 2 of the Lead School Programme does not proceed in September 2010
  - c) Agree the Phase 1 Pilot will cease on 31 March 2011
  - d) Agree the SEN Strategy proposals, including the development of new funding arrangements and a Communication Strategy for working with parents and carers, children and young people
  - e) Agree the timetable at 4 above

Colin Feltham  
Head of SEN & Resources  
Specialist Children's Services  
Tel: 01622 695729

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Background Documents - *None*

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## EXECUTIVE SUMMARY - SEN UNITS REVIEW: LEAD SCHOOL PILOT EVALUATION REPORT

### 1. Introduction

In 2003 Cabinet agreed a review of SEN units and designations in Kent mainstream schools should be carried out to ensure equality of access to all children and young people to quality mainstream provision to meet their special educational needs.

### 2. Objectives

The objectives of the review were:

- To ensure the pattern, diversity and organization of provision reflects the changing needs of pupil population.
- To support schools in becoming more inclusive and accessible to all learners
- To reduce the long distances travelled by many children on a daily basis thus limiting stress for them and their families and reducing the expenditure on transport
- To ensure complementary provision to that available in special schools
- To ensure equity of access to support across the whole county by addressing gaps in provision, particular for children and young people with Autism
- To facilitate sharing of expertise and building capacity in all schools

### 3. Pilot Lead school model

The review recommended the development of pilot lead schools for each of the six need types - Autism Spectrum Disorder (ASD), Hearing Impairment (HI), Physical difficulties (PD), Speech, Language and Communication Needs (SLCN), Specific Learning Difficulties (SpLD) or Visual Impairment (VI). In 2007 Members agreed to run a pilot in one part of the county and evaluate that before considering extending it across the county. It was agreed the pilot would commence in September 2008.

It was proposed that the lead school would provide a specialist service to the schools within a locality group of schools for a particular SEN need type.

The pilot lead school was to be:

- A specialist resource within a mainstream school for one of the 6 need types (ASD, HI, PD, SLCN, SpLD and VI), providing placements for children and young people within a defined geographical area.
- A resource to support the process of building the capacity of all mainstream schools, thus providing a wider and more equitable access to specialist services for children and young people
- An opportunity to facilitate children and young people attending their local school with their peers/friends and not having to travel long distances to school outside of their local community
- A resource to complement the work of special schools and be part of the continuum of provision and services within localities

Appropriate and agreed funding arrangements were put in place to support the Lead School pilot.

#### **4. Evaluation Methodology**

The evaluation of the lead school pilot was largely qualitative. Information was collected as follows:

- Meetings in each locality with head teachers including special school head teachers, lead school teachers-in-charge, SEN coordinators, health therapists, specialists teachers, educational psychologists, SEN teams, Partnership Managers, parents/carers
- Questionnaires for school, professionals and parents/carers
- Lead school self-assessments surveys

In both 2009 and 2010 around 450 parent/carers whose child was in a SEN unit or was receiving VSCN funding were sent an invitations to meeting. All of the 1,651 parents and carers of children with a Statement of SEN and who lived in the pilot area were invited in writing to complete a questionnaire. Pilot lead schools completed self-assessment evaluations each year during 2008.2009 and 2010.

#### **5. Evaluation Findings and Conclusions**

A number of key financial issues were identified;

- Out-of-date school perceptions about funding entitlement
- Loss of access to VSCN funding
- Perceived insufficiency of outreach funding
- Erosion of automatic place-led funding entitlement

While there were a range of positives and negatives identified throughout the evaluation a number of main themes and conclusions emerged:

- The need for more clarity about the responsibilities, accountability and expectations of all mainstream schools in how they should deploy their delegated budgets to support all children and young people with special educational needs. This includes the need to have meaningful Disability Equality Schemes in place which set out clearly how they propose to meet the special educational needs and disabilities of children and young people
- One model does not fit all need types and there needs to be a continuum of provision available for each SEN dimension need type that includes, for some need types, specialist provision within mainstream schools
- The need for clarity in respect of outreach services to schools to support those children and young people whose needs are not severe and complex enough to require placement at, or intensive input from, specialist provision but who, nevertheless, need access to additional specialist support beyond that which the mainstream school itself is expected to provide
- The need to improve communication and consultation arrangements for working with parents and carers and children and young people

- The emphasis must be on prevention and criteria for access to services should support this policy and prevent a child or young person having to fail before they can secure that access.
- Any future changes for implementation must be allocated appropriate transition time and be underpinned by a comprehensive evaluation programme designed and agreed before implementation begins.

The findings and conclusions in this Executive Summary and the full Evaluation Report have informed the recommendations made in a Cabinet Report to be considered on 13 September 2010.

## SEN UNITS REVIEW: LEAD SCHOOL PILOT EVALUATION REPORT

### 1. Introduction

In 2001 Cabinet agreed to carry out a review of Kent's special schools to ensure that the provision available reflected the increasing complexity and severity of special educational needs in Kent's population of children and young people. Cabinet then agreed in 2003 that a similar review of SEN units and designations in Kent mainstream schools was needed to ensure equality of access to all children and young people to quality mainstream provision to meet their special educational needs.

### 2. Objectives

The objectives of the review were:

- To ensure the pattern, diversity and organization of provision reflects the changing needs of pupil population.
- To support schools in becoming more inclusive and accessible to all learners
- To reduce the long distances travelled by many children on a daily basis thus limiting stress for them and their families and reducing the expenditure on transport
- To ensure complementary provision to that available in special schools
- To ensure equity of access to support across the whole county by addressing gaps in provision, particular for children and young people with Autism
- To facilitate sharing of expertise and building capacity in all schools

### 3. Context

When the review of units was agreed, Kent was maintaining a total of 7993 statements of SEN, of which there were 2837 children and young people attending special schools. There were 63 units of different need types within Kent mainstream schools Kent providing places for 938 children and young people.

Each unit attached to a mainstream school specialised in meeting a particular need type: Autism Spectrum Disorder (ASD), Hearing Impairment (HI), Physical difficulties (PD), Speech, Language and Communication Needs (SLCN), Specific Learning Difficulties (SpLD) or Visual Impairment (VI).

Of these 938 unit places, around 750 were filled. Of the remaining 4,218 children and young people with Statements, not in units or special schools, the majority were in mainstream schools being supported through the schools' delegated budgets and by the various specialist support and outreach services. For approximately 350 of them whose needs were very severe and complex, the school was receiving funding from a central pot under the Very Severe and Complex Needs (VSCN) Scheme, a budget top-sliced from the schools' delegated budgets. A small but significant percentage of the 4,218 were in Pupil Referral Units or receiving home tuition while a placement was being sought.

## **4. Pilot**

### **A. Lead school model**

The review recommended the development of lead schools for each of the six need types referred to above in section 3. The lead school would provide a specialist service to the schools within a defined cluster of schools or group of clusters. The recommendation as to which schools would become lead schools was made locally and subsequently agreed by members. With the exception of a few, all those with existing units agreed to be lead schools and, where there were gaps in provision, new lead schools were identified. A list of the lead schools with their specialism is attached at Annex 3.

The lead school was:

- A specialist resource within a mainstream school for one of the 6 need types (ASD, HI, PD, SLCN, SpLD and VI), providing placements for children and young people within a defined geographical area.
- A resource to support the process of building the capacity of all mainstream schools, thus providing a wider and more equitable access to specialist services for children and young people
- An opportunity to facilitate children and young people attending their local school with their peers/friends and not having to travel long distances to school outside of their local community
- A resource to complement the work of special schools and be part of the continuum of provision and services within localities

### **B. Phased Implementation**

Members agreed in 2007 to run a pilot in one part of the county and evaluate that before rolling it out across the county. The pilot was known as Phase 1 and the rest of the County as Phase 2. It was agreed that the districts of Ashford, Shepway, Dartford and Gravesham and the Local Children's Services Partnership area of Swanley and District would form the geographical area of the pilot.

Within those areas there were 19 schools with 23 existing units which agreed to become lead schools and 9 which became new lead schools. 4 schools were lead school for more than one need-type. It was agreed the pilot would commence in September 2008.

### **C. Funding Arrangements**

The budgets for units were calculated on a cost per place basis, with some need types attracting more funding per place than others. In addition, each unit received a lump sum to support the cost of a teacher. VI units received an additional lump sum of £10k. While new funding arrangements for lead schools were agreed to be piloted, units in Phase 2 schools still continued to have their budgets calculated in the same way.

Start-up funding of approximately £39k was delegated to each lead school to help support the development of the provision. Where a school was lead for more than one need type, it received funding for each of those need types. This lump sum was delegated in the Autumn of 2008. Lead school budgets, calculated under the new pilot arrangements, were delegated from April 2009.

With the exception of VI and HI need types, the pilot formula is made up of the following components: a fixed lump sum for each school, an amount per pupil based on the pupil population of the lead school catchment area, and a further amount per pupil population weighted for the need type. For VI and HI pupils, the funding continued to be based upon actual numbers.

It was proposed the transition to the new arrangements would take place over a 4 year period (subject to the evaluation and recommended changes). For new lead schools, their budget would gradually increase over that period until, in the fourth year, it was 100% of the full budget. For schools with existing units, a similar process would take place with the percentage of the budget paid under the new formula increasing each year, until it was 100% in the fourth year. This was underwritten with the proviso that the budget would not fall below the year one allocation if that was needed to protect pre-existing commitments. The first year transitional protection arrangements meant that, as a minimum, schools were funded for the children and young people already placed in the units plus a £15,000 allowance for developing the outreach support.

The funding pot for distribution to lead schools came from the budgets allocated for units under the 'old' arrangements together with the funding allocated for the Very Severe and Complex Needs (VSCN) Funding Scheme. The VSCN Scheme was to be phased out. This meant that in the pilot areas, there were no new applications for access to this Scheme considered. Where VSCN was already allocated to a school, it would remain in place until the child or young person left. At this point, the money would be added to the pot for distribution through the lead school formula. Annex 1 sets out the budget allocation details.

#### **D. Complex Medical, Physical and/or Sensory Inclusion (CMSI) Funding**

Although there was a proposal to cease VSCN funding within the pilot, a new scheme to meet very severe and complex needs associated with medical, physical and/or sensory impairments was tested. Among the children and young people in this group there is a very small number who need access to 2:1 support for a least 50% of the time they are in school, some needing it all of the time. The Complex Medical, Physical and/or Sensory Inclusion (CMSI) funding is to help mainstream schools support these children. It is not available for children with other need types in the way that VSCN funding was.

#### **5. Evaluation Methodology**

The evaluation of the lead school pilot was largely qualitative. Information was collected as follows:

- Meetings in each locality with head teachers including special school head teachers, lead school teachers-in-charge, SEN coordinators, health therapists, specialists teachers, educational psychologists, SEN teams, Partnership Managers, parents/carers
- Questionnaires for school, professionals and parents/carers
- Lead school self-assessments surveys

At each meeting, attendees were given a presentation to update them on progress and this was followed by a discussion, question and answer session. Hard copy questionnaires were given out at meetings but the link to the questionnaire on the KCC website was also provided, together with the generic email address. All participants were also informed they could submit any views in a letter or by email.

## **6. Findings**

### **A. Responses: Parents and Carers**

The parent meetings were not well attended. In both 2009 and 2010 approximately 450 parent/carers whose child was in a unit or was receiving VSCN funding were sent an invitation but no more than 20 parents for each meeting confirmed they would be attending and, of those, only a handful turned up. In one case in NW Kent, only one parent attended.

All of the 1651 parents and carers whose child had a Statement of SEN and who lived in the pilot area were invited in writing to complete a questionnaire. As questionnaires were also made available on the Kent main website, they were, potentially, available to all those who visited the SEN Units Review page of the website. However, there were several parents who received letters who telephoned, as they had issues about SEN provision as it affected their child that they wanted to talk to someone about. This need to discuss concerns that were not specifically related to the lead school pilot was apparent in the questionnaires that were completed.

### **B. Responses: Schools and other professionals**

There were some very robust, interesting and informative discussions at local meetings with the schools and professionals and they proved to be very useful in having an open and frank debate about SEN provision for children and young people. While very few from these groups completed questionnaires, there was a lot of feedback that helped inform the evaluation.

### **C. Questionnaire feedback**

The following is a summary of the questionnaires completed and returned either in hard copy or electronically:

<b>Group</b>	<b>Number of Questionnaires Returned</b>	<b>Comments</b>
Parents/Carers	101	33 of these were from parents whose child had Autism but 17 of them were from parents whose child's needs were outside the remit of the lead school ( their needs were associated with severe learning difficulties)
Schools primary	19	
Schools secondary	1	
Schools special	1	
Other professionals	2	One from a physiotherapist and one from a speech therapist

### **D. Findings**

The detail of the feedback findings from all the parties is attached at Annex 4. This includes information collected through the self-assessment surveys completed by the lead schools in 2008, 2009 and 2010.

## **7. Key Financial Issues**

These can be summarised as:

- Out-of-date school perceptions about funding entitlement
- Loss of access to VSCN funding
- Perceived insufficiency of outreach funding
- Erosion of automatic place-led funding entitlement

Annexes 1 and 2 provide data on Lead school and VSCN budgets.

### **A. Out of date school perceptions about funding entitlement**

- i. At the heart of the financial issues raised during the pilot, and causing greatest concern and blockages to effective implementation, are schools' ingrained perceptions that the funding to support pupils' SEN should be additional to their 'basic' formula budget, and that it should rise (and fall) in direct proportion to the numbers of pupils they are expected to support, and be directly linked to actual costs of provision for each individual pupil. Aligned with this is a common view that SEN is the LAs responsibility and if the LA does not provide funding for a particular pupil, the school will not be able to meet their needs. Parents are also often given this view, leading to the pursuit of a statement as the only means of securing support, often elsewhere.
- ii. The new policy that underpinned the Lead School concept was built on the presumption that the vast majority of the funding available to support SEN was already in school budgets, both within the basic AWPU element and the various additional SEN/AEN proxy measures, and that the overall level of delegated funding was sufficient for all schools to meet almost all SEN, with some additional support or training from local 'centres of excellence', (the new Lead Schools). Pupils with needs beyond the scope of local provision would be in Special Schools, who would also supplement the expertise from the Lead Schools through their outreach role.
- iii. Although the pilot incorporated some relatively generous and 'gentle' transition arrangements to ease schools in the pilot area away from the former funding model (all existing unit pupil and VSCN funding was protected in full in the first year) schools immediately reacted to the "loss" of direct additional funding for new pupils. Extra unit places taken up were not automatically funded from September, and pupils in other schools that might formerly have qualified for VSCN were no longer eligible.
- iv. Schools saw these changes as reducing their SEN funding and capacity to support pupils, rather than strategically reviewing and realigning their whole school funding priorities. Schools with units in particular often overlook the basic AWPU funding and other proxy SEN funds at their disposal and see the separately identified unit allocation (or Lead School allocation) as their cash limit for spending on those pupils and outreach.

### **B. Loss of access to VSCN funding**

- v. The ending of VSCN funding in the pilot area from September 2009 meant schools with new pupils with statements and a high level of SEN, which they considered would have met the previous VSCN criteria and brought additional funds to the school, no longer had access to those funds. Additional spending required (or inferred) by the statement was seen as an unreasonable burden on the school budget, and unfair because the formula budget calculation took no account of such changes in the demands placed on the school.



- vi. To make the situation worse, some schools with additional new pupils and no extra funding felt they were receiving no support from their lead school, despite those schools being funded for an outreach role. Others expected to receive a share of the Lead School's cash to replace the VSCN funds.

### **C. Perceived insufficiency of outreach funding**

- vii. Lead schools' budgets were protected at a level at least equal to what would have been paid under the unit formula for existing pupils, plus an extra £15,000 to support the development of outreach. This was in addition to a one-off 'setting-up' grant of £39,000. Many Lead Schools received higher levels of funding than the minimum, where the new population-based formula produced a higher allowance.
- viii. To develop an effective outreach service, however, required schools to re-evaluate and restructure their approach to SEN provision and support, rather than see the £15,000 as the limit on their spending. There was a tendency to leave existing unit provision, organisation and staffing unchanged, rather than re-aligning the way that specialist staff were deployed.
- ix. The result was that other schools in the area felt the outreach support was insufficient or non-existent, and the Lead schools themselves still focused their attention and resources on just their own pupils.

### **D. Erosion of automatic place-led funding entitlement**

- x. Former unit Lead Schools were accustomed to their budgets being revised twice a year to reflect actual numbers placed with them. The Lead School formula stopped this, albeit very gently in the first year with only new places not automatically recognised, and even then many Lead Schools had higher budgets anyway than under the former model.
- xi. This immediately led to increased resistance to the admission of additional pupils, or a demand for top-up funding to reflect those additional demands. Provision was claimed to be unsustainable without that extra funding. These Lead Schools had either never understood the basis of the new formula arrangement, or had never accepted it as fair or manageable.

## **8. Conclusions**

While there are many things identified that were both positive and negative, there are some main themes that underpin them that help us arrive at some significant conclusions. In summary, there are four clear lessons that have been learned. These are:

- The need for more clarity about the responsibilities, accountability and expectations of all mainstream schools in how they should deploy their delegated budgets to support all children and young people with special educational needs, with specific regard to the Disability Discrimination Act 2005.
- One model does not fit all need types and there needs to be a continuum of provision available for each SEN dimension need type that includes, for some need types, specialist provision within mainstream schools

- The need for clarity in respect of outreach services to schools to support those children and young people whose needs are not severe and complex enough to require placement at, or intensive input from, specialist provision but who, nevertheless, need access to additional specialist support beyond that which the mainstream school itself is expected to provide
- The need to improve communication and consultation arrangements for working with parents and carers, children and young people.

Overall the findings help us to come to a number of conclusions about future provision for children with special educational needs:

- There is a need for more clarity about the responsibilities, accountability and expectations of all mainstream schools in how they should deploy their delegated budgets to support all children and young people with special educational needs for all dimensions of need
- One model does not suit all need types and a continuum of provision needs to be available of which small specialist provisions within mainstream schools form a key strand for a small but significant number of children and young people with severe and complex needs, with fair and equitable access to these provisions across the County
- Resources need to be targeted to secure maximum outcomes for children and young and provide fair and equitable access to provisions across the County, including access to health therapies, while retaining robust measures for allocating and monitoring budgets
- There must be simplicity of process for access to resources
- There must be meaningful discussion, communication and consultation with parents/carers, schools and practitioners at all stages of provision and service development to ensure clarity, consistency, transparency and trust
- Parents and carers must have improved access to information and advice on a regular and frequent basis
- Mainstream schools need to have meaningful Disability Equality Schemes in place which set out clearly how they propose to meet the special educational needs and disabilities of children and young people
- The emphasis must be on prevention and criteria for access to services should support this policy and to prevent a child or young person having to fail before they can secure that access.
- There is a need for better co-ordination and integration of services and processes that support schools and families, ensuring that we make full use of all available resources in our special schools and secure optimum value for money
- Providing support to mainstream schools for children and young people with behavioral difficulties and severe learning difficulties must not be overlooked at the expense of other need types
- Any future changes for implementation must be allocated appropriate transition time and be underpinned by a comprehensive evaluation programme designed and agreed before implementation begins.

## Annexes

- 1 County Summary - Budgets
- 2 Pilot Area Lead Schools Budgets
- 3 Phase One Lead Schools
- 4 Summary of Findings

## ANNEX 1 to Units Review: Lead School Pilot Evaluation Report

Lead Schools, Units and VSCN		
County Summary 2010-11 budgets		
	no of FTE pupils	budget £000
<b><u>Pilot Area</u></b>		
Lead Schools - former units	251	3,105
New Lead Schools	n/a	652
budget additions*	20	161
Protected VSCN	88	913
sub total	<b>356</b>	<b>4,831</b>
<b><u>Non-Pilot Area</u></b>		
Units	563	5,632
VSCN initial budgets	306	3,228
VSCN in-year additions	144	1,488
contingency for September VSCN & units	80	800
Sub total	<b>1093</b>	<b>11,148</b>
<b>COUNTY TOTAL</b>	<b>1,449</b>	<b>15,979</b>
* budget additions agreed by Funding Forum for those Lead schools that have admitted pupils above assumed protection levels		

## ANNEX 2 to Units Review: Lead School Pilot Evaluation Report

<b>PILOT AREA LEAD SCHOOLS - 2010-11 BUDGETS</b>				
DCSF No.	School Name	Need Type	FTE pupils	2010-11 Lead School budget
<b>Former Units</b>				£
3296	Langafel Church of England Primary School	AUT	15	240,517
6914	Longfield Academy	AUT	33	418,471
2470	Fleetdown Infant School	HI	6	229,238
2510	Cheriton Primary School	HI	8	114,052
3904	Castle Hill Primary School	HI	17	234,457
4632	Christ Church CofE Maths & Computer College	HI	11	102,242
3903	Raynehurst Primary School	PD	6	127,190
4632	Christ Church CofE Maths & Computer College	PD	8	96,074
5407	Thamesview School	PD	14	140,148
5458	Pent Valley School	PD	9	109,304
2075	York Road Junior School	SPL	35	296,364
2675	Linden Grove Primary School	SPL	20	157,205
3902	Hythe Bay Community School	SPL	18	154,292
4219	Hextable School	SPL	29	251,566
4246	The North School	SPLD	8	129,282
5458	Pent Valley School	SPLD	0	71,037
2568	Morehall Primary School	VI	4	67,916
3903	Raynehurst Primary School	VI	5	95,114
5458	Pent Valley School	VI	5	70,352
			<b>251</b>	<b>3,104,821</b>
<b>New Lead Schools</b>				
3349	Folkestone, St Mary's CofE Primary School	AUT		54,761
3909	Ashford Oaks Primary School	AUT		65,476
4246	The North School	AUT		57,958
5455	The Hayesbrook School	AUT		50,000
5466	Brockhill Park Performing Arts College	AUT		50,000
2686	Furley Park Primary School	PD		50,000
3148	Folkestone, Christ Church CofE Primary School	PD		50,000
4632	Christ Church CofE Maths & Computer College	SPL		125,833
3298	West Kingsdown CofE (VC) Primary School	SPLD		98,499
4204	Wilmington Enterprise College	SPLD		50,000
				<b>652,527</b>
<b>TOTAL PILOT AREA</b>				<b>3,757,348</b>

**ANNEX 3 to Units Review: Lead School Pilot Evaluation Report**

**UNITS REVIEW – PHASE 1 LEADSCHOOLS**

<b>SCHOOL</b>	<b>Key Stage Phase</b>	<b>Need Type</b>	<b>Partnership Areas served</b>
Ashford Oaks	Primary	ASD	Ashford One Ashford Rural
Brockhill Park Performing Arts College	Secondary	ASD	Shepway One Shepway Rural
Castle Hill Community Primary/Cheriton Primary	Primary	HI	Ashford One Ashford Rural Shepway One Shepway Rural Dover
Christ Church CE Primary	Primary	PD	Shepway One Shepway Rural
Christ Church CE Maths & Computer College	Secondary	PD	Ashford One Ashford Rural
Christ Church CE Maths & Computer College	Secondary	SLCN	Ashford One Ashford Rural Shepway One Shepway Rural
Christ Church CE Maths & Computer College	Secondary	HI	Ashford One Ashford Rural Shepway One Shepway Rural Dover
Dartford Grammar	Secondary	VI	Dartford East Dartford West Gravesham Swanley & District
Fleetdown Infant & Junior	Primary	HI	Dartford East Dartford West Gravesham Swanley & District
Furley Park Primary	Primary	PD	Ashford One Ashford Rural
Hextable	Secondary	SLCN	Dartford East Dartford West Gravesham Swanley & District
Hythe Bay CE Primary	Primary	SLCN	Shepway One Shepway Rural
Langafel CE Primary	Primary	ASD	Dartford East Dartford West Gravesham Swanley & District
Leigh Technology Academy	Secondary	HI	Dartford East Dartford West Gravesham Swanley & District
Linden Grove Primary	Primary	SLCN	Ashford One Ashford Rural

<b>SCHOOL</b>	<b>Key Stage Phase</b>	<b>Need Type</b>	<b>Partnership Areas Served</b>
Longfield Academy	Secondary	ASD	Dartford East Dartford West Swanley & District
Morehall Primary	Primary	VI	Ashford One Ashford Rural Shepway One Shepway Rural Dover
The North	Secondary	ASD	Ashford One Ashford Rural
The North	Primary/Secondary	SpLD	Ashford One Ashford Rural
Pent Valley Technology College	Secondary	VI	Ashford One Ashford Rural Shepway One Shepway Rural Dover
Pent Valley Technology College	Secondary	PD	Shepway One Shepway Rural
Pent Valley Technology College	Primary/Secondary	SpLD	Shepway One Shepway Rural
St Mary's CE Primary	Primary	ASD	Shepway One Shepway Rural
Thamesview	Secondary	PD	Dartford East Dartford West Gravesham Swanley & District
West Kingsdown CE Primary	Primary	SpLD	Dartford East Dartford West Gravesham Swanley & District
Wilmington Enterprise College	Secondary	SpLD	Dartford East Dartford West Gravesham Swanley & District
York Road Junior & Language Unit	Primary	SLCN	Dartford East Dartford West Gravesham Swanley & District
Meopham Nick Hornby Centre	Secondary	ASD	Gravesham
Raynehurst Primary School	Primary	VI	Dartford East Dartford West Gravesham Swanley & District
Raynehurst Primary School	Primary	PD	Dartford East Dartford West Gravesham Swanley & District
Hayesbrook School	Secondary	ASD	Tonbridge

## ANNEX 4 to Units Review: Lead School Pilot Evaluation Report

### LEAD SCHOOL PILOT (PHASE 1): SUMMARY OF FINDINGS

#### 1. Introduction

These findings represent the views and opinions of all parties and have not been subject to any weighting or selective process.

#### 2. Findings

##### (A) Feedback from parents/carers

##### Issues not specific to the lead school pilot

There were certain themes that ran through the feedback from many parents and carers that were not unique to the Lead School pilot but which concerned SEN provision and services generally. Whilst not specific to the Lead School, these issues are nonetheless very significant in terms of how we support children, young people and their families. The issues raised under this category of feedback were:

- Insufficient therapy in all types of schools across the county
- Not enough funding available through schools
- Not enough 1:1 available for children and young people
- Not enough awareness in schools of the needs of SEN children and young people
- Too many schools which spend their budget inappropriately and do not prioritise children and young people with SEN
- Not enough advice and information for parents, not just from the LA but from schools
- Not enough support for children with severe learning difficulties and behavioural difficulties, need types for which there are no specialist provisions in mainstream schools

##### What parents and carers liked about lead school model

There were aspects of the lead school concept that parents and carers liked. The views expressed were as follows:

- They would like their child to be able to attend school more locally and not have to travel long distances to school
- Better knowledge and expertise in all schools would help children and young people with SEN who did not have statements
- Being with peers in a mainstream school would provide much needed positive role models – this was particularly commented on by parents and carers of children and young people with behavioural difficulties, a need type that is not included in the lead school model
- There are non-unit and non-lead mainstream schools across the county which are able to meet children and young people's needs very well – one parent with a child with autism actually rated the mainstream school her child attended better than the special school he subsequently attended
- Mainstream schools would work better if staff had more training

- Following 2 years in a unit, one parent's child was able to make excellent progress and successfully transfer to mainstream school – this view supports both units and mainstream schools
- The concept of the lead school is good in principle although it was felt that sharing knowledge is often very difficult for people
- Concentrating resources in one place means there is less available to support other children not part of that resource. In contrast, the lead school concept attempts to ensure all children have access to the benefit of that resource
- The lead school concept worked better for primary schools which were more often able to meet the severe and complex needs of children but the situation was often different at secondary school where they were expected to be more independent and/or share support much more

### **What parents and carers did not like about the lead school model**

On the negative side, the following were the views of parents and carers who did not like the lead school model:

- Children and young people with severe and complex needs should be with peers who have similar difficulties and where they can have access to the protection and expertise of a unit/specialist resource.
- Inclusion in mainstream schools for a child or young person with severe and/or complex special needs does not work and they are often left on their own with very little support as the teacher has too many children to take care of
- A child or young person in a mainstream classroom often feels isolated and can develop a fear of attending school
- There is general lack of confidence in many schools being able to meet the needs of children and young people
- Children and young people with SEN in mainstream schools are more at risk of being bullied
- There is still a lack of clarity about what a lead school's role is
- There is not sufficient therapy to allow for it to be available across many schools and a lot of time will be taken up with therapists travelling to a number of schools
- There was not enough time given to really establish the role of the lead school
- There was not sufficient funding available to make the Lead School model work

### **(B) Feedback from schools**

#### **What schools liked about the lead school model**

Consultations with schools revealed the following positive views:

- Schools acknowledge that they need access to specialist outreach services for some need types and/or some individual children/young people
- Schools who believed they had a reputation for being good at meeting SEN felt they were unfairly required to admit more SEN children, while other schools were able to refuse to admit them on the grounds they did not have the expertise. The idea of raising the overall capacity of schools across all localities to meet need was, therefore, a good idea
- The legal requirement on schools to have a Disability Equality Scheme in place to set out what they are doing to ensure that they comply with disability discrimination legislation could be supported by the concept of having specialist outreach services that help schools deliver their Schemes



- Lead schools that had not previously had units felt, as a general rule, that the idea of all schools sharing responsibility for providing places for children with severe and complex needs, with support from the lead school, was fair and appropriate
- Opportunity for practitioners and schools to work together to jointly plan and deliver services to children
- The creation of a whole-school approach to meeting needs from which all children benefit
- Shared ownership and responsibility for meeting children's needs
- The skilling up of staff in a number of schools for the benefit of a great many more children
- Supporting the requirements of the Disability Discrimination Act to ensure equality of access to provision and services

### **What schools did not like about the lead school model**

The negative feedback from schools was as follows:

- Lack of real clarity about the lead school role
- No spare capacity in lead schools to deliver outreach due to existing units having to use their budget for children and young people already in the units and new lead schools having to take time to develop their outreach services
- The apparent lack of co-ordination between the various outreach/support services
- The lead school concept did not sufficiently recognise the extent to which some children, particularly those with Autism and those with speech and language needs, require access to more 'exclusive' provision.
- Coupled with this view was the view that economies of scale could be achieved by concentrating support in a specially resourced schools rather than spreading it across a number of schools
- Likewise, given there is a general overall shortage of therapy in schools, the consequent need to spread available therapy across all schools would create a substantial obstacle to improving access for those who have the highest priority need
- For some children, access to a specialist resource for an appropriate period of time could provide an effective way of preparing a child or young person for subsequent transfer to their local mainstream school – this ability to successfully transfer would be a measure of success
- The general principle of a school with a specialism supporting other mainstream schools was commended but developing this service and ensuring the availability of funding was likely to require an extensive period of transition
- While having access to expertise from the lead school was regarded as helpful, schools also wanted access to 1:1 support for pupils which was not the intention of the lead school model, except perhaps in some exceptional cases
- Schools were unhappy that the control of lead school budgets (through delegation arrangements) was in the hands of the lead school and that this was leaving other school budgets to pick up the cost of meeting an increasing complexity of SEN.
- Schools did not like the withdrawal of the very severe and complex needs funding - they appreciated, however, that additional funding for severe and complex needs would have to be top-sliced from the overall school budget
- The arrangements for access to lead school support are bureaucratic and time-consuming
- Lead schools as a group felt that there was too much responsibility placed on them to meet the needs of all children in the schools in their catchment area rather than on the schools where the children were actually on roll – they did, however, acknowledge their role as providers of outreach

### **(C) Feedback from other professionals**

Again, as with other groups, practitioners who work with and support schools were consulted through local meetings and were invited to complete and return questionnaires. By and large the feedback from this group was similar to that of schools.

#### **What professionals liked about the lead school model**

The positive views expressed were as follows:

- A small, but significant, number of schools do not prioritise the needs of children with SEN and there are big differences between this group and other schools in their whole approach to supporting children with SEN. Providing outreach would benefit all children and young people, including ones without statements of SEN
- There are probably some children admitted to units who do not actually need them and this is a waste of a valuable resource if they are used in this way when mainstream is appropriate. This takes places away from children who really need them
- The existence of units as a solution for all children with SEN can help sustain a culture where preventative measures and early intervention are not given a high priority
- Where children need interventions delivered by school staff rather than one-to-one therapy, some schools still expect the therapists to deliver the support. The concept of skilling up schools to support children using specialist outreach services would help change this culture
- The increased opportunity for practitioners and schools to work together to jointly plan and deliver services to children
- The creation of a whole-school approach to meeting needs from which all children benefit
- Shared ownership and responsibility for meeting children's needs
- The skilling up of staff in a number of schools for the benefit of a great many more children
- Supporting the requirements of the Disability Discrimination Act to ensure equality of access to provision and services

The following negative views were expressed:

- The delegation of funding to lead schools put them in control of the budget and this was not helpful when the budget was intended to be used to support other schools in the catchment area
- There is a small group of children, mostly with Autism and speech and language difficulties, for whom something more specialist is required within the environment of a mainstream school so that they can have frequent and regular access to specialist interventions to enable appropriate curriculum access and appropriate progress
- At the moment there is insufficient therapy of all types available across the County but, if there were more children with severe and complex needs being supported in all mainstream schools, it would spread the available therapy more thinly and mean that therapists would spend a lot of time travelling from school to school
- There is currently not enough inter-agency collaboration to appropriately support all children

## **(D) Feedback from the SEN and Resources Unit**

According to the obligations of SEN legislation the LA is responsible for assessing the special educational needs of those children and young people who 'belong' to Kent to determine if it is necessary to issue a Statement of SEN and, if one is issued, to arrange appropriate provision and keep it under review. This statutory process is managed on behalf of the LA by the SEN and Resources Unit (SEN and R). SEN and R has got to manage and balance the needs, expectations and demands of all the various parties, including schools, practitioners and parents/carers and this presents challenges at the best of times. There were particular and additional challenges during the period of the pilot.

### **Naming Schools in Statements of SEN**

The SEN legislation on naming schools in Statements and on complying with parental preference is set out in Schedule 27 to the Education Act 1996. Briefly, the legislation says the LA must comply with parental preference unless the school is unsuitable and/or is not an efficient use of resources and/or is incompatible with the education of the other children with whom the child would be educated. Generally the efficient use of resources comes down to transport costs; hence, the LA names the *closest* school that can *meet the child's needs*. This means, if we want to name the school that is closest to the child's home, we have to be satisfied that it can meet the child's needs.

It was difficult to arrange mainstream placements when the outreach from the lead school to support those placements was not available and/or developed. Opposition came from several sources: the school where it was proposed to place the child which said it could not meet the child's needs, from the lead school on the grounds that it could not provide outreach, and from the parent who had no confidence the school could meet their child's needs.

### **The Lead School Model**

The funding arrangements for the lead school were not calculated on a per place basis in the way units were funded. However, parents continued to seek places in the lead schools and these parents represented a mixture of those whose child might otherwise have been considered for a unit place and those whose child's needs could be met in a mainstream school.

Lead schools were at risk of being over-subscribed and, if parents offered to fund transport, it would prove difficult to refuse under Schedule 27 but, at the same time, difficult to expect the lead school to admit all these children. Without the previous funding and placement arrangements associated with units, all of the lead school funding would have been used to support admissions, thus threatening even further the potential to deliver outreach.

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## **REVIEW OF POLICY AND PROVISION FOR CHILDREN AND YOUNG PEOPLE WITH SEN AND/OR DISABILITIES: STRATEGY PROJECT PLAN**

### **1. TERMS OF REFERENCE**

#### **1.1 Purpose**

It is important that Kent's SEN Strategy and Policy make clear:

- How outcomes for all children and young people with SEN/LDD will be improved across the age range 0 – 24 through transition into adulthood.
- How the policies will be supported across the four SEN/LDD dimensions and the seven need groups by respective trans-disciplinary colleagues and agencies.
- How parental confidence will be developed and required cultural change made across all professionals, provisions and processes.
- How in the current economic climate, both nationally and locally, all resources are deployed effectively, coherently and cohesively, with an appropriate balance between school localities and the centre that provides maximum protection for the future.

The review will ensure that the Local Authority can:

- Secure appropriate provision to meet the special needs and/or disabilities of all children and young people of Kent
- Ensure there is equity of access to quality provision across all areas of Kent
- Ensure a continuum of provision from universal services within mainstream settings to highly specialist provision for very severe and complex needs
- Enable children and young people as far as is compatible with their needs to be educated with their peers within their local community and to minimise the travel time to and from school
- Ensure appropriate access to quality provision for those children and young people for whom education within their local community is not compatible with meeting their needs

#### **1.2 Key Partners**

The development of the strategy will require multi-agency commitment and participation. It will include the following key partners:

- Services from across all units in the Children, Families and Education Directorate
- Health commissioners and providers
- Schools, including special schools, PRUs and academies
- Parents/carers of children with special educational needs and/or disabilities
- Children and young people for whom the strategy has potential current and future implications
- Voluntary agencies and the Independent Non-maintained sector

#### **1.3 Principles**

In the development and implementation of the strategy we will:

- Consult as widely as possible with all partners
- Take account of good practice that is already taking place and be positive about identifying lessons that can be learned from practice that has failed to deliver good outcomes
- Not permit the programme of review and change to compromise the education of any children or young people
- Give sufficient time for transition from the current model of provision delivery to the new model
- Develop and implement an effective on-going evaluation programme to ensure the suitability for purpose of the new model and the flexibility to enable necessary on-going changes to improve outcomes
- Develop robust funding arrangements that facilitate sufficiency and efficacy of service delivery, demonstrate lines of accountability, allow for local flexibility and responsiveness and provide value for money
- Develop a service framework for working with academies to ensure their effective inclusion in the both the review and delivering within the continuum of provision
- Ensure the plan to develop and implement the strategy is a main strand of, and is coordinated with, the County's Children and Young People's Plan

#### **1.4 The Plan**

We will prepare a detailed Action Plan and, to ensure its effective and efficient implementation, we will:

- Constitute a Strategy Steering Group to oversee the development and implementation of the strategy
- Constitute a working group for each of the four dimensions of SEN to scope and plan the work of developing provision and services
- Constitute a parent/carer reference group to assist the work of the Steering and Working Groups
- Ensure appropriate stakeholder representation on each group

A copy of the proposals for the constitution of each of the groups and their remit is attached at Annex 1.

#### **1.5 Timeframe**

The timeframe aims to commence the implementation of the Strategy in September 2011. This is to allow sufficient time for preparing recommendations, including time for consultation, and for SMT and elected members' decision-making. The commencement date for the implementation represents only a start date for a transition process and it will be important that any action plan builds in a very gradual transition period with no assumptions being made about the new provision being fully operational within a short timescale. The intention is that the strategy will require a 3 year period to be fully implemented.

## **2. ACTION PLAN**

The following is a brief summary indicative Action Plan, until such time as the Strategy Steering Group meets and agrees a more detailed one (a summary copy is attached at Annex 2):

- By end July 2010 constitute the various groups

- By early September 2010 hold an initial meeting of the Steering Group and confirm overarching timeframe for work and implementation
- By end September 2010 hold initial meeting of each Dimension Working Group
- September 2010 present lead school evaluation to SMT, CMT and Cabinet and use to inform recommendations for the way forward on the Strategy
- September 2010 put proposals to Schools Funding Forum (SFF) on possible funding options being considered
- October 2010 prepare detailed Action Plan with timelines as soon as the way forward is clear following SMT and elected members' decision on the lead school evaluation recommendations
- November 2010 – March 2011: prepare proposals, including detailed funding proposals, informed by the Parent/Carer Reference Group, and undertake consultation (including consultation of funding proposals) with all partners and stakeholders
- December 2010: take funding proposals, including transitional arrangements from 2011, to SFF
- By July 2011: Finalise proposals for consideration and decisions by SMT and elected Members
- September 2011: commence implementation

## Annex 1 to the SEN Strategy Project Plan

### SEN AND DISABLED CHILDREN AND YOUNG PEOPLE'S STRATEGY POLICY AND PROVISION STEERING AND NEED DIMENSIONS WORKING GROUPS

#### STEERING GROUP

##### Remit

- Oversee the development and implementation of the SEN and Disabled Children's Strategy
- Oversee the work of the Need Dimensions Working Groups
- Consider recommendations from the working groups and parent/carer reference group
- Plan and oversee the consultation process
- Ensure an effective communications strategy is in place
- Ensure an appropriate monitoring and evaluation strategy is in place
- Prepare reports for SMT, elected Members and other interested parties
- Make recommendations to SMT and Members for provision development and implementation

##### Membership

- Director of Specialist Children's Services (Chair)
- Director of Learning
- Head of SEN and Resources
- Schools Finance Manager
- County SEN Manager – Project Lead
- Parent Partnership Services Head of Service
- Senior Inclusion and Access Adviser
- Head of Psychology Service
- Head of Specialist Teaching Service
- Head of Attendance and Behaviour
- Health Commissioner for Disabled Children's Services
- Area Children's Services Officer
- Chairs of Dimensions Working Groups
- Secondary School Head (academy or maintained)
- Primary School Head



## **SEN AND DISABLED CHILDREN AND YOUNG PEOPLE'S STRATEGY POLICY AND PROVISION STEERING AND NEED DIMENSIONS WORKING GROUPS**

### **NEED DIMENSIONS WORKING GROUPS**

#### **Remit, in relation to the dimension of need the Group is addressing**

- To provide an overview description of the continuum of provision that should be available for the particular need type(s) 0 - 24
- To prepare and provide a Policy document for the SEN dimension of need for approval by the Strategy Steering Group, SMT and Members for consultation and publication
- To consider and make recommendations on the features of a mainstream school (including PRUs as appropriate and Academies) to ensure the delivery of a universal provision for the particular need type
- To consider and make recommendations on what mainstream schools could reasonably deliver, with additional input, in terms of an enhanced level of provision and what the features of that provision would be
- To consider and make recommendations on the features of specialist provision within mainstream schools
- Map what is currently available within each locality/district, identify gaps and make recommendations about developing and/or redistributing current services and resources
- Describe what an appropriate specialist outreach service might look like and how that could be delivered, clarifying the relationship between mainstream and special schools
- Establish criteria for access to specialist resourcing, including outreach, and placements within mainstream schools
- Establish criteria for partnership working with the Independent and Non-Maintained sector and other Local Authorities to ensure a complete continuum of provision including any out county day and/or residential provision

#### **Dimensions of Need for which Groups to be constituted**

BESD; Cognition and Learning; PD/MED/HI/VI/MSI; ASD/SLCN

#### **Membership (where relevant, representatives to come from particular area of specialism)**

- Head of Special School
- Secondary School Head\*
- Primary School Head\*
- EP representative
- SEN and Resources representative
- Specialist Teaching Service representative
- Attendance and Behaviour Service representative
- Relevant Health representative
- Inclusion and Access Adviser representative
- Preventative Services Manager representative
- Head of SEN and Resources or County SEN Manager

\* preferably at least one to be from a school with a unit or with lead school status

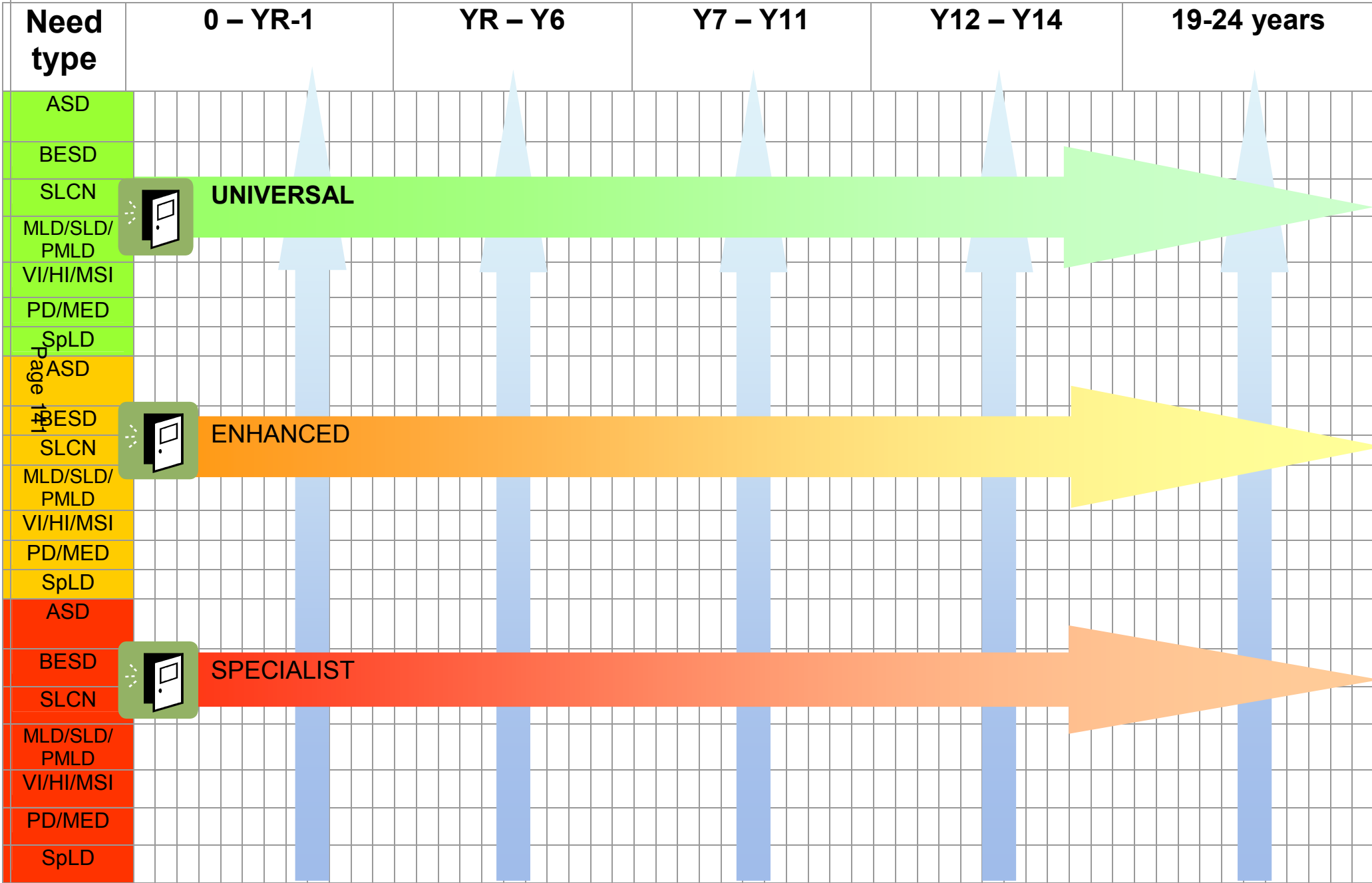
## Annex 2 to the SEN Strategy Project Plan

### SEN AND DISABLED CHILDREN AND YOUNG PEOPLE STRATEGY POLICY AND PROVISION SUMMARY INDICATIVE ACTION PLAN<sup>1</sup>

Timeframe	Action
End July 2010	Constitute Strategy Group and sub-groups
Early Sept 2010	Hold an initial meeting of the SEN strategy steering group and confirm overarching timeframe for the work and implementation
End September 2010	Hold meetings of each dimension of need working group
September 2010	Present lead school best practice evaluation report to SMT, CMT and Cabinet to inform decision-making on way forward on the strategy
September 2010	Update and Options proposals for SEN Strategy Policy and Provision to SMT, Members and POC.
September 2010	Put proposals to Schools Funding Forum (SFF) on possible funding options to be considered
October/November 2010	Consultation with schools on identified funding SEN options and proposals as part of Autumn consultation on all schools formula funding considerations
October 2010	Prepare detailed action plan with timelines as soon as the way forward is clear following SMT and Members' policy decisions in September
November 2010 – March 2011	Prepare proposals, including detailed funding proposals, informed by the parent/carer reference group, and undertake consultation with all partners and stakeholders
December 2010	Take funding proposals , including transitional arrangements from April 2011, to Schools Funding Forum following consultation feedback and outcome
July 2011	Finalise proposals for consideration and decision by SMT and Cabinet
September 2011	Commence implementation

<sup>1</sup> A more detailed action plan will be prepared SMT and elected Members have considered the best practice from the lead school pilot findings

# SEN Matrix



**UNIVERSAL**



**ENHANCED**



**SPECIALIST**

Page 1 of 1

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**By: Peter Sass: Head of Democratic Services and Local Leadership**  
**To: Cabinet Scrutiny Committee – 15 September 2010**  
**Subject: Supporting Vulnerable Learners into Apprenticeships (Cabinet Decision)**

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### **Background**

At the request of the Chairman of Cabinet Scrutiny Committee the September meeting was brought forward by a week. The Supporting Vulnerable Learners into Apprenticeships report has been provisionally identified for consideration at the meeting depending on the discussion had at the Cabinet meeting on 13 September 2010.

The Cabinet report is attached for Members' information.

### **Guests**

Mr Mike Hill, Cabinet Member For Communities and Mrs Amanda Honey, Managing Director Communities have been invited to attend the meeting between 4.15pm and 4.45pm to answer Members' questions on this item.

### **Options for the Cabinet Scrutiny Committee**

The Cabinet Scrutiny Committee may:

- (a) make no comments
- (b) express comments but not require reconsideration of the decision
- (c) require implementation of the decision to be postponed pending reconsideration of the matter in the light of the Committee's comments by whoever took the decision or
- (d) require implementation of the decision to be postponed pending consideration of the matter by the full Council.

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**To:** Cabinet

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

**Date:** 13<sup>th</sup> September 2010

**Subject:** Supporting vulnerable learners into Apprenticeships

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## **1. Introduction**

In February the County Council made a commitment to back the development of a scheme to support marginalised young people accessing Apprenticeships. This paper outlines the target groups, outcomes and the proposed model and asks for confirmation of funding.

## **2. Background**

KCC has a major role to play in tackling worklessness and is already managing the Future Jobs Fund enabling young people in long term unemployment to access work. Through the current apprenticeship programme we are providing new opportunities for young people to gain the right skills to enter full time employment. However, there is more that can be done. This scheme is specifically concerned with how KCC, as an employer, service provider and exemplar, can increase the employment potential of vulnerable young people by supporting them into Apprenticeships.

The following four groups have been chosen for this scheme due to the high possibility that they will become, or already are, NEET (not in education, employment or training). They are potentially disengaged from learning and skills and are currently finding it difficult to access Apprenticeship opportunities.

The target groups are;

- Teenage Parents
- Young Offenders
- Care Leavers
- Young people with learning or physical disabilities or mental health problems

We will work with 20 young people from each target group. Those taking part in the scheme will have a range of needs, for example young offenders may have committed low level offences others may be leaving Cookham Wood Young Offender Institution . The development of this Apprenticeship Scheme will link to KCC's Employment Strategy for Socially Excluded Adults.

The scheme will be closely evaluated from the start to ensure that we are able to evidence the value of employing these young people into Apprenticeships and to identify the barriers for them in participating in this type of training.

## **3. Outcomes**

Although the young people from the four target groups have diverse needs, there are common outcomes that we hope will be achieved through this scheme. These include;

- Provide a transition into the world of work
- Increased self esteem and confidence
- Motivation
- Raised aspiration

This scheme will support young offenders to stop offending and move into sustainable employment, teenage parents to gain valuable experience that will help them choose a career pathway and significantly increase the employability of care leavers. For those young people with learning or physical disabilities or mental health problems there will be equality of opportunity in appropriate areas that will lead to permanent roles. Each young person will receive a personalised assessment of their skills and abilities to ensure that the Apprenticeship framework and placement they access are appropriate.

Specific outcomes will be developed with the lead officers from each target group and a robust model of evaluation developed.

#### 4. Funding

The training element of the Apprenticeships for 16-18 year olds is fully funded by the Government and training providers may be able to draw down further funding for Additional Learning Needs (ALN) and Additional Social Needs (ASN). Support for the young people is currently available from KCC departments and partner agencies, such as the Attendance & Behaviour Service, Youth Offending Service, Connexions and Catch 22. However funding will be required for additional support mainly for employers and in particular cases, young people.

It is proposed that as part of this scheme, salary costs of the Apprentices are covered centrally by KCC. The minimum wage for Apprentices is £95 per week, however the proposal is that Apprentices within this scheme are paid £105 per week in line with KCC's own apprenticeship programme, Kent Success.

##### 4.1 Funding implications for KCC

80 young people x annual salary cost of £5460	£436,800
Evaluation of the scheme	£25,000
Co-ordination of Scheme (to include support for employers and young people)	£35,000
<b>Total</b>	<b>£496,800</b>

##### 4.2 Potential Savings

By investing in the vulnerable young people who will take part in this scheme at an early stage, there are potential savings for the public purse. For example, a NEET who has had regular contact with the Connexions Service, undertaken a variety of short term training courses but has still not entered further training or employment can cost up to £8000 per year. A young offender who is sentenced to a custodial sentence in a Young Offenders Institute can cost the public purse up to £60,000 per year. The cost of paying an Apprentice wage for a year is £5460 and this enables the young person to gain qualifications and



confidence to move forward into full time employment thus reducing their reliance on public services.

## **5. Model**

We will utilise the mainstream model of Apprenticeships currently used and look at what extra support and reasonable adjustments will need to be made to enable accessibility. The model will be flexible in design but also sustainable and be replicated. It is important that the prior learning and skills of those young people involved are recognised.

Below is an outline of the model for the proposed scheme:

- 18 months
- 80 young people in total (20 from each group)
- Range of young people with a range of issues
- Range of employers (those who are sympathetic & those who need to be challenged)
- Place young people in skill areas that may lead to jobs
- Tailor programmes to meet the needs of individuals from the different groups
- Pre Apprenticeship work where necessary carried out by Units supporting groups
- Support for employers
- Robust evaluation from the start

20 young people will be placed on Apprenticeships within KCC itself as part of the development of the Kent Success Apprenticeship Pool.

There will be certain Apprenticeship frameworks that will be more appropriate for young people from these target groups to undertake although this needs to link to areas of employment growth to ensure that there are jobs available for those involved. Part time Apprenticeships and the length of time taken to do the qualification will also be explored to ensure that the young people have the best opportunity to succeed in their Apprenticeship.

There are models of increasing the employability of vulnerable people, particularly those with disabilities, such as Project Search that have enabled organisations to understand the value added by such groups and that have also saved organisations money in recruitment costs. Kent is a demonstration site for Project Search and this scheme will link in with the work done in East Kent and ensure that best practice is shared. The scheme will be developed to align with the sector skills strategies and social enterprise models will also be explored.

## **6. Sustainability**

This scheme will be used to test the hypothesis that by supporting vulnerable young people and employers there is a financial dividend for the public purse including working age welfare benefits.

The evaluation will identify the system barriers that the target groups face when looking to take up an Apprenticeship and also the barriers that employers face when looking to take on a vulnerable learner as an Apprentice. These can be challenged both locally and nationally to ensure that young people from these groups in the future do not face the same difficulties. It will also evaluate the effectiveness of a bespoke scheme for vulnerable learners.

The learning from this scheme will be used to identify the best ways to support each of the target groups into employment. Kent County Council will be well placed to use the learning from this scheme when the Department of Work and Pensions restructure their Welfare to Work provision. KCC could potentially become a specialist provider, or an advisor to

providers, for those who tend to be disadvantaged within the employment market and those who need particular encouragement to engage with learning and training.

## **7. Recommendations**

The Cabinet is asked:

- To approve the model for supporting vulnerable young people into employment
- To approve funding for the proposed scheme

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