



## AGENDA

## CABINET

**Monday, 23rd May, 2011, at 10.00 am**

Ask for: **Karen Mannering /  
Geoff Mills**

**Darent Room, Sessions House, County  
Hall, Maidstone**

Telephone: **(01622) 694367/  
694289**

*Tea/Coffee will be available 15 minutes before the meeting.*

### **Webcasting Notice**

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### **UNRESTRICTED ITEMS**

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

1. Introduction/Webcasting
2. Declaration of Interests by Member in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 4 April 2011 ( 1 - 12)
4. Revenue & Capital Budget Monitoring Exception Report 2010-11 ( 13 - 24)
5. Annual Public Health Report ( 25 - 36)
6. KCC's Workforce Strategy for Children's Social Services (To follow)
7. Involving the Whole Community: The Kent Approach to Literacy and Reading ( 37 - 68)
8. Appointment of 'Preferred Bidder' on new Kent Highway Services Contract ( 69 - 80)
9. *Putting Children First*: Kent's Safeguarding and Looked After Children Improvement Plan ( 81 - 146)
10. Follow up Items and Decisions from Cabinet Scrutiny Committee - 28 March 2011 ( 147 - 162)
11. Other items which the Chairman decides are relevant or urgent

## **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)*

**Katherine Kerswell**  
**Group Managing Director**  
**Friday, 13 May 2011**

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

**KENT COUNTY COUNCIL**

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**CABINET**

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 4 April 2011.

PRESENT: Mr A J King, MBE(in the Chair), Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mrs S V Hohler, Mr K G Lynes, Mr J D Simmonds, Mr B J Sweetland Mrs J Whittle

IN ATTENDANCE: Ms K Kerswell (Managing Director), Mr M Austerberry (Executive Director, Environment, Highways and Waste), Mr D Cockburn (Corporate Director of Business and Support), Mr A Roberts (Interim Corporate Director Education Learning and Skills), Mr M Newsam (Interim Corporate Director of Families and Social Care), Ms M Peachey (Kent Director Of Public Health), Mr A Wood (Acting Director of Finance) Mr D Crilley (Director of Customer Services)

**UNRESTRICTED ITEMS****17. Minutes of the Meeting held on 2 February 2011**  
*(Item 3)*

**Resolved** that the Minutes of the meeting held on 2 February 2011 be agreed and signed by the Chairman as a true record.

**18. Revenue & Capital Budgets, Key Activity and Risk Monitoring**  
*(Item 4– report by Mr John Simmonds – cabinet member for Finance and Mr Andy Wood, Acting Corporate Director, Finance and Procurement)*

(1) This report was the third full monitoring report to Cabinet for 2010/11. Mr Simmonds highlighted the main areas of pressure within individual portfolios and reported on the current position with the Capital budget and the re phasing of some projects. Mr Simmonds also reported that the Icelandic Courts had now agreed in their judgement that the County Council was a preferential creditor under Icelandic law. This was a positive judgement but there remained the possibility of an appeal by the bondholders.

(2) Following discussion Cabinet **Resolved that:**

- (i) the latest monitoring position on the revenue and capital budgets be noted,
- (ii) the changes to revenue cash limits within the CFE portfolio to reflect the directorate restructure, as approved by the County Council in June 2009, and which took effect from 1 October 2010, be agreed
- (iii) agreement be given to the changes related to the capital programme,

- (iv) agreement be given to the re-phasing of £24.919m on the capital programme being moved from 2010-11 capital cash limits to future years
- (v) agreement be given to £0.953m under spend resulting from delays on Regeneration projects due to uncertainty around the future of regional development agencies and other partners, and the new arrangements for local enterprise partnerships, be transferred to the Regeneration Fund to be used to fund the projects in future years, subject to approval by the Regeneration Board.
- (vi) a virement of £0.250m be agreed from the under spending on the debt charges budget within the Finance portfolio to the Libraries budget within the Communities portfolio to fund a stand-by facility for an increase in the cost of the Beaney project within the Communities capital programme, by way of revenue contribution to capital, should alternative external funding not be realised. That funding would not be required until 2011-12, so that under spend would be rolled forward in order to make the revenue contribution to capital next financial year, if necessary. If alternative external funding was secured and this stand-by facility was not required, then the £250k revenue funding would be returned to general reserves.

## **19. Annual Business Plans 2011/12**

*(Item 5)*

See record of Decision on page 5.

## **20. Core Monitoring Report**

*(Item 6 - report by Mr Roger Gough, cabinet member for Business Strategy, Performance and Health Reform and Ms Katherine Kerswell, Managing Director) (Mr R Fitzgerald, Performance Manager was present for this item)*

(1) This was the third quarterly Core Monitoring Report for 2010/11 and informed Cabinet of the key areas of performance and activity across the authority. Relevant sections of the Monitoring report would be presented to the relevant Policy Overview and Scrutiny Committees and a final closedown report would be presented to Cabinet at its meeting on 20 June 2011.

Cabinet **Resolved** to note the report

## **21. A Community Emergency Plan**

*(Item 7- report by Mr Michael Hill, cabinet member for Customer and Communities and Ms Amanda Honey, Corporate Director, Customer and Communities) (Mr David Cloake, Head of Emergency Planning was present for this item)*

(1) This report briefed members on the introduction of a community emergency plan template (and associated guidance) designed to assist Parish Councils and community groups in dealing with a range of emergencies and crises.

(2) During the course of discussion members spoke about the importance of this guidance and its relevance for all Kent communities both rural and urban. It was also said and agreed that the Council should seek to have this work recognised by applying for a “Kent Prepared” Charter mark

(3) Cabinet **Resolved** to support this initiative and that all members of the Council should asked promote the Plan within their constituencies. Also Officers be requested to apply for this work to receive a charter mark.

## **22. Proposed co-ordinated schemes for Primary and Secondary schools in Kent and admission arrangements for Primary and Secondary Community and Voluntary Controlled schools 2012/13**

*(Item 8 - report by Mrs Sarah Hohler, cabinet member for Children, Families and Education and Mr Andy Roberts Interim Director for Education Learning and Skills)  
(Mr Scott Bagshaw, Head of Admissions and Transport)*

See Record of Decision on page 7.

## **23. Governance Arrangements for Children's Social Care Improvement**

*(Item 9 - report by Mrs Jenny Whittle, cabinet member for Specialist Children's Services)*

(1) A supplementary report had been previously circulated which the Chairman declared should be taken as urgent on the grounds that it contained additional information which members needed to take into account together with the recommendations set out in paragraph 3 of the supplementary report.

(2) The supplementary report set out the proposed governance arrangements for Children's Social Care Improvement in Kent. These governance arrangements were being established on a number of levels and were a direct and positive response to the targets set out in the Kent Improvement Notice issued by the Secretary of State in January 2011. The arrangements would see the establishment of an independently chaired Kent Children's Services Improvement Board. A cross party Children's Services Improvement Panel would also be established with the role of receiving detailed progress reports on the Improvement Plan and management and performance data. The Panel would be supported in its work by a Corporate Parenting Panel and a Staff Advisory Group. Cabinet emphasised its total commitment, together with that of the Corporate Management Team to ensuring this work received the highest priority in order to ensure that all the targets set out in the Improvement Notice were fully met.

(3) Following discussion Cabinet **Resolved** to note and endorse the recommendations set out in paragraph 3 of the Supplementary report which would be reported for approval to the County Council at its meeting on 6 April 2011

#### **24. Rail Action Plan for Kent**

*(Item 10 - report by Mr Bryan Sweetland, cabinet member for Environment, Highways and Waste and Mr Mike Austerberry, Corporate Director, Enterprise and Environment) (Mr Paul Crick, Director of Planning and Environment and Mr Stephen Gasche Public Transport Team Leader were present for this item)*

See record of Decision on page 9.

#### **25. A Local Transport Plan for Kent 2011-16**

*(Item 11 – report by Mr Bryan Sweetland, cabinet member for Environment, Highways and Waste and Mr Mike Austerberry, Corporate Director, Enterprise and Environment) (Mr Paul Crick, Director of Planning and Environment was present for this item)*

(1) Kent County Council has a statutory duty to have a third Local Transport Plan (LTP3) in place by 1 April 2011. Local authorities now have greater flexibility to decide what to include in their LTP3 and the requirements to meet nationally prescribed transport performance indicators have now been removed. The intention is to make local authorities more accountable to local communities on the quality and delivery of local transport during the plan period.

(2) During the course of discussion members spoke of the importance of the Plan in shaping the future transport strategy for the County and its relevance to the County Council's recently launched 20 year transport delivery plan – *Growth without Gridlock*. The report concluded that the proposed Local Transport Plan was a sensible and reasonable response to the current financial situation and provided a clear and coherent framework to guide decision making during the period of Kent's third Local Transport Plan.

(3) Cabinet **Resolved** that the third Local Transport Plan for Kent 2011-16 be endorsed and recommended for approval to the County Council at its meeting on 6 April 2011.

#### **26. Follow up Items and Decisions from Cabinet Scrutiny Committee - 9 February 2011**

*(Item 12 – report Alex King – Deputy Leader and Mr Peter Sass - Head of Democratic Services) (Mr Peter Sass and Mr Adam Webb were present for this item)*

(1) Mrs Whittle referred to pages 410 and 411 of the report and gave Cabinet a position statement with regard to progress on the development of the Improvement Plan. The draft Plan was to be discussed at a meeting of the Kent Improvement Board taking place the same day as the Cabinet meeting. For that reason it had not been possible for the Plan to be also reported to Cabinet at this time as it needed to be discussed by the Board first. However the draft Plan would be reported to the next meetings of both Cabinet and the Cabinet Scrutiny Committee. In the meantime some of the issues already raised by the Cabinet Scrutiny Committee had been addressed by the governance proposals set out in item 9 of the agenda.

**Resolved** that the comments and actions detailed in the report be noted.

## 27. Records of Decisions

### KENT COUNTY COUNCIL

<b>DECISION TAKEN BY</b> <b>Cabinet</b> <b>4 April 2011</b>	<b>DECISION NO.</b>  10/01555
<b>Unrestricted</b>	
<b>Subject: Annual Business Plans – 2011/12</b>	
<b>Summary:</b> 1.1 Kent County Council's overall strategic direction is set out in Bold Steps for Kent, The County Council's Medium-Term Plan. The Annual Business Plans specify how each unit would contribute towards delivering Bold Steps for Kent, and in particular how the Council would transform services, innovate, and increase efficiency in order to meet the needs of Kent communities, businesses and individuals during the very tough times ahead.  2.1 Because the Annual Business Plans were developed during the <i>Change to Keep Succeeding</i> restructuring, which is still underway, there are no Directorate-level plans as yet for the new Directorates. Directorate-level plans reflecting the new structure are therefore being prepared and would be reported for approval to the meeting of Cabinet in July 2011.  2.2 The Annual Business Plans are based on units in the old structure, most of which would transfer in their entirety within the new structure although some would be divided between new directorates. Therefore a light-touch approach to the development of these plans has been taken because further work is needed during 2011-12. Indeed, a fresh approach to business planning in the new organisation is being undertaken making it fit for purpose in the light of the design principles, and reflecting the reduced capacity the organisation has in its 'back office'.	
<b>Decision :</b> Cabinet resolved to approve the Annual Business Plans as listed in the attached Appendix 1 and noted that the Directorate-level plans reflecting the new structure would be submitted for approval by Cabinet at its meeting in July 2011.	
<b>Any Interest Declared when the Decision was Taken</b> Mrs Jenny Whittle made a declaration of personal interest and took no part in the discussion and vote on this matter	
<b>Reason(s) for decision, including alternatives considered and any additional information</b> As set above and in the Cabinet report	
<b>Background Documents:</b> Medium Term Financial Plan 2011 -13 and County Council Budget Book 2011-12	

## Appendix 1

<b>Children, Families and Education Directorate</b>		<b>Kent Adult Social Services Directorate</b>
1. Learning Group		1 Business Support
2. Specialist Children's Services Group		2 Gypsy and Traveller unit
3. Commissioning and Partnership Group		3 Sensory
4. Resources and Planning Group		4 Community Equipment
5. Capital programme and Infrastructure Group		5 Mental health
		6 Learning Disability
<b>Communities Directorate</b>		7. Kent Supported Employment Unit
1 Sport, Leisure & Olympics Service		8. Older People/physical disability
2 Arts Development Unit		<b>Environment, Highways and Waste Directorate</b>
3 Libraries & Archives		1. Country Parks
4 Community Learning and Skills		2. Countryside Access
5 Community Safety Unit		2 Kent Highways Service
6 Emergency Planning		3 Planning and Environment
7 Registration Service		4. Waste management
8 Coroners Service		<b>Chief Executive's Directorate</b>
9 Trading Standards		1 Commercial Services
10 Kent Scientific Services		2 Communications & Media Centre
11 Youth Service		3 Corporate Finance
12 Youth Offending Service		4 Governance and Law
13 Kent Drug & Alcohol Action Team		7 Personnel & Development
14 Supporting People		8 Property Group
15 Supporting Independence		9 Public Health
		8 Strategic Development Unit
		9 International Affairs Group
		10 ISG
		11 Kent Forum Unit
		12 Corporate Policy and Performance
		13 Regeneration and Economy
		14 Strategy and Research



## KENT COUNTY COUNCIL

### DECISION TAKEN BY

**Cabinet**  
**4 April 2011**

### DECISION NO.

11/01683

#### Unrestricted

**Subject: COORDINATED SCHEMES FOR PRIMARY AND SECONDARY SCHOOLS IN KENT AND ADMISSION ARRANGEMENTS FOR PRIMARY AND SECONDARY COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS 2012/13**

### 1. Summary

(1) This report provided Cabinet with information on the outcome of the consultation on the proposed admission arrangements for transfer to Primary and Secondary schools in September 2012 and the scheme for In Year Casual Admissions.

(2) All Admissions Authorities within Kent agreed to the proposed Co-ordinated Primary Admissions Scheme for 2012. The scheme was set out in a similar way to last year following broadly similar scheme dates. The details of the Scheme were set out in Appendix A to the Cabinet report.

(3) The Secondary Coordinated Scheme was also agreed by all Kent Admissions Authorities and the details of that scheme were set out in Appendix B to the Cabinet report

(4) The report also provided details of the Oversubscription Criteria for Community and Voluntary Controlled Infant Junior and Primary schools in Kent, the Oversubscription Criteria for community and Voluntary Controlled Secondary schools in Kent Community and the Oversubscription Policy for Voluntary Controlled Secondary schools in Kent. The Cabinet report also provided members with Information on the Published Admission Numbers and the Relevant Statutory Consultation Area.

### 2. Decision

#### **Cabinet Resolved to AGREE:**

(i) The Coordinated Primary Admissions Scheme 2012 incorporating the In Year admissions process, as detailed in Appendix A of the Cabinet report.

(ii) The Coordinated Secondary Admissions Scheme 2012 incorporating the In Year admissions process, as detailed in Appendix B of the Cabinet report

(iii) The oversubscription criteria relating to Community and Voluntary Controlled Infant, Junior and Primary schools in Kent as detailed in Appendix C (1)

(iv) The oversubscription criteria relating to Community and Voluntary controlled Secondary schools in Kent as detailed in Appendix C (2) of the

Cabinet Report

(v) The Published Admissions Number for Community and Voluntary Controlled Infant, Junior and Primary Schools as set out in Appendix C (3) of the Cabinet Report

(vi) The Published Admissions Number for Community and Voluntary Controlled Secondary Schools as set out in Appendix C (4) of the Cabinet Report

(vii) The relevant statutory consultation areas for Kent primary schools as detailed in Appendix C (5) and the relevant statutory consultation areas for Kent Secondary Schools as set out in Appendix C (6) of the Cabinet report.

**Any Interest Declared when the Decision was Taken**

None

**Reason(s) for decision, including alternatives considered and any additional information**

The reasons for this decision are set out in this notice and also in the Cabinet Report.

**Background Documents:**

None

**KENT COUNTY COUNCIL**

**DECISION TAKEN BY**

**Cabinet**

**4 April 2011**

**DECISION NO.**

11/01682

**Unrestricted**

**Subject: Rail Action Plan for Kent**

**Summary:**

(1) The Rail Action Plan for Kent sets out the principal objectives of KCC to ensure that the new rail franchise for Kent - which is due to commence in April 2014 - delivers a rail service that meets the needs of the county's residents, commuters and visitors. It is not concerned with changing the existing franchise operated by Southeastern Railway, although KCC would continue to press for improvements in its current operation.

(2) The Plan listed in detail the rail routes which needed addressing in today's network, and recommended improvements to be incorporated in the new franchise specification. It also recognised the need for the level of rail fares charged in Kent to offer better value for money so as to encourage economic growth throughout the county, and the need for the rail system to operate with greater resilience in adverse weather conditions.

(3) During the course of discussion Cabinet members spoke of the importance the Plan's purpose and objectives in providing the county of Kent with modern and efficient rails services. It was said the Council needed to robustly push the Department of Transport on the issue of the County Council having a much more involved role in the franchising process by being a signatory to the franchise document and having an ongoing role in its monitoring. There should also be greater opportunity for Kent residents to become more involved and one way of doing that could be to set up have a dedicated web website.

**Decision :**

**Cabinet Resolved**

(1) To approve the Rail Action Plan for Kent as the basis for KCC's participation in the Department of Transport's (DfT) consultation process for the new Integrated Kent Franchise;

(2) To present the approved version of Rail Action Plan for Kent to the third KCC Rail Summit in April 2011;

(3) To present the approved Rail Action Plan for Kent to the DfT as the basis of KCC's contribution to the consultation process for the new Integrated Kent Franchise;

(4) To recommend that the DfT changes both the present franchise service specification and the new Integrated Kent Franchise specification to require the franchisee to report all performance indicators separately for High Speed and Mainline services;

(5) To recommend that the DfT, with effect from January 2012, changes the current regulated fares policy which permits the franchisee to raise fares above the base level by a further 5%, so that the maximum increase in Kent equals that elsewhere in England at RPI +3%;

(6) To ensure that KCC's interests are fully represented in the final franchise service level specification for the new Integrated Kent Franchise;

(7) To continue to consult widely with MPs, KCC Members, district councils, town and parish councils, neighbouring authorities, Rail User Groups and interested individuals so as to ensure as wide a range as possible of stakeholder engagement within Kent;

(8) To engage with the chosen operator of the Integrated Kent Franchise well before commencement of the new franchise on 1 April 2014.

#### **Any Interest Declared when the Decision was Taken**

#### **Reason(s) for decision, including alternatives considered and any additional information**

As set above and in the Cabinet report and appendices

#### **Background Documents:**

(1) Integrated Kent Franchise – Stakeholder Briefing Document (Strategic Rail Authority, London, January 2005);

(2) Memorandum of Understanding regarding the setting up of a European Network of High Speed Regions (Kent County Council, Region Nord-Pas de Calais, Gemeente Breda, BrabantStad - Brussels, February 2009);

(3) Connecting Local Communities – Network Rail CP4 Delivery Plan: Route Plans 2009 – Route 1: Kent (Network Rail, London, March 2009);

(4) The Modern Railway – A Special Modern Railways Publication (Ian Allan Publishing Ltd, Hersham, Surrey, 2009);

(5) Unlocking Kent's Potential: Opportunities and Challenges (Kent County Council, Maidstone, 2009);

(6) Kent Route Utilisation Strategy (RUS) (Network Rail, London, January 2010);

(7) 21st Century Kent – A Blueprint for the County's Future (Sir Terry Farrell, London, January 2010); and

(8)Ashford to Ramsgate journey time enhancements – GRIP 1 stage (Network Rail, London, May 2010)

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To: CABINET – 23 May 2011

By: John Simmonds, Cabinet Member – Finance  
Andy Wood, Acting Corporate Director of Finance & Procurement

## REVENUE & CAPITAL BUDGET MONITORING EXCEPTION REPORT 2010-11

### 1. Introduction

1.1 This exception report is based on the monitoring returns for March and highlights the main movements since the third full monitoring report presented to Cabinet in April.

### 2. REVENUE

2.1 The current net revenue position by portfolio compared with the net position reported last month, is shown in **table 1** below. The net projected variance against the combined portfolio budgets is an underspend of £11.297m (excluding schools). All management action has been delivered and is reflected within these forecasts.

**Table 1: Net Revenue Position**

Portfolio	Variance		Movement £m
	This Month £m	Last Month £m	
Children, Families & Education	-0.200	-0.200	-
Kent Adult Social Services	-0.268	+0.225	-0.493
Environment, Highways & Waste	-0.573	-0.507	-0.066
Communities	-1.461	-1.115	-0.346
Localism & Partnerships	-0.231	-0.191	-0.040
Corporate Support & Performance Management	-1.507	-1.090	-0.417
Finance	-6.923	-6.570	-0.353
Public Health & Innovation	-0.035	-0.049	+0.014
Regeneration & Economic Development	-0.099	-0.099	-
<b>Total (excl Schools)</b>	<b>-11.297</b>	<b>-9.596</b>	<b>-1.701</b>
Schools	+5.634	+5.634	-
<b>TOTAL</b>	<b>-5.663</b>	<b>-3.962</b>	<b>-1.701</b>

2.2 The 2011-12 approved budget assumes rolled forward underspending from 2010-11 of £6.098m as follows:

- £4.500m underspending as reported to Cabinet in the full monitoring report in November,
- £1.000m from the moratorium on non-essential spend. (The savings achieved from this moratorium are reflected within the forecast variances shown in tables 1a, b & c and further details are provided within the annex reports).
- £0.387m within Communities for the Youth Service, and
- £0.211m which was an amendment to the 2011-12 budget approved at County Council on 17 February to change the savings proposal for subsidised bus routes.

In addition, the position reported in table 1 above includes some underspending related to projects which are re-phasing into 2011-12 and are committed and therefore will require roll forward. The adjusted position is therefore:

Total forecast underspend (excl Schools) per table 1a	£m
	-11.297
Required to roll forward to 2011-12 per approved 2011-13 MTFP	6.098
Other committed roll forwards/re-phased projects	0.600
Fund snow emergency costs from Finance portfolio underspend rather than drawdown the Emergency Conditions Reserve (see paragraph 2.12 below)	0.400
Adjusted position	-4.199

- 2.3 Members have already been asked to consider two initiatives they may wish to fund from this underspend (£250k towards the Bold Steps for Health Agenda and £250k contribution to the Elections Reserve for the higher costs which will result from not having the elections on the same day as the general election next time). It is likely that the remaining uncommitted balance will be held in reserves pending future decisions on its use. A decision on this will be requested in the outturn report to Cabinet on 20 June, where further details will be provided.
- 2.4 The roll forward of £0.250m of underspending in the Finance portfolio for the stand-by facility for the increased costs of the Beaney project, approved by Cabinet in April, is no longer required as funding has been secured from the Heritage Lottery Fund.
- 2.5 Table 1 shows that there has been a reduction of £1.701m in the overall position since the last report. However within this there are some significant movements. The main movements, by portfolio, are detailed below:

## 2.6 Children, Families & Education portfolio:

Although the overall projected underspend has remained at £0.2m this month there are some significant movements:

- 2.6.1 +£0.218m Residential Care: an increase in the pressure from £1.173m to £1.391m. A movement on gross expenditure of £0.275m is mainly due to the recharge of costs for one client from another local authority following legal arbitration. There is also a reduction in spend of £0.102m, with a similar reduction in income, due to placements not being charged from Adult Services;
- 2.6.2 +£0.311m Fostering: an increase in the pressure from £3.026m to £3.337m due to continued increased demand for services. There has been an increase in independent fostering weeks, which accounts for approximately £0.071m of the movement and an increase in in-house fostering weeks, which accounts for approximately £0.250m of the movement;
- 2.6.3 +£0.236m Other Preventative Services: an increase in the pressure from £0.379m to £0.615k. this is mainly due to an increase in transport costs and the continuing implications of the Southwark judgement, which considers how local authorities support homeless 16 and 17 year olds;
- 2.6.4 +£0.720m Children's Support Services: an increase in the pressure from £0.365m to £1.085m. This budget continues to experience increased demand for legal services as reported in the last monitoring report to Cabinet. There has been a huge increase in costs due to an increase in looked after children court cases and courts dealing with a backlog of cases. (The increase in looked after children has already been reflected in the activity data reported last month).
- 2.6.5 +£0.100m Asylum: an increase in the pressure from £2.550m to £2.650m. Within this movement is an increase in the gross pressure of £0.400m and an increase in income of £0.300m. The +£0.400m movement on gross is due to:
- There are a number of high cost independent fostering placements in the last couple of months of the financial year totalling £0.225m.
  - In addition a large number of properties have recently closed and the damages costs associated with the closures have been significantly higher than expected. These, together with the rent and damages costs following on from the incident in Folkestone in January, total £0.090m.
  - The service is moving towards bringing the average weekly cost of care leavers to £150 per week and whilst they have taken significant strides to achieve this, there are additional rental costs of £0.035m due to delays in moving clients to low cost properties.
  - There are also additional costs of £0.050m associated with clients that have not been removed by the UKBA as quickly as expected.
- The -£0.300m movement on income is because:
- It has been identified that there are more ineligible clients under grant rules than was previously forecast which means that £0.200m of expenditure will not be claimable against the 2010-11 grant funding.
  - In the previous monitoring it was reported that the Leader met with Damien Green, Immigration Minister at which the UKBA made an informal offer to partly fund the shortfall in grant. The offer was for £0.750m, of which £0.250m related to 2010-11. The forecast now reflects acceptance of the full £0.750m, whereas it previously only assumed acceptance of the 2010-11 element (£0.250m). We will also be writing shortly to the UKBA stating that we will be monitoring the number of All Rights Exhausted (ARE) clients and if we see a significant increase in numbers, the associated costs should not fall on KCC taxpayers.



- 2.6.6 -£0.397m SEN Transport: an increase in the underspend from -£2.203m to -£2.600m. This is due to efficiency savings for 2011-12 coming into effect early, such as reducing the cost of single occupancy taxis. Also, there has been additional training given to appeals panels to ensure that they are applying agreed SEN transport policy in a consistent way.
- 2.6.7 -£0.229m Mainstream Home to School Transport: an increase in the underspend from -£2.260m to -£2.489m. The forecast used during the year for South East trains has been at an expected rate following the announcement on price increases. However, the rate used by the train company has been at a lower level and it now seems unlikely that the higher rate will be used at all during 2010-11.
- 2.6.8 -£0.113m Personnel: an increase in the underspend from -£1.532m to -£1.645m due to a reduction in spend on school employee tribunal costs.
- 2.6.9 -£0.100m Commissioning: an increase in the underspend from -£0.171m to -£0.271m due to staff vacancies and a reduction in spend on non staffing headings.
- 2.6.10 -£0.200m Capital and Infrastructure: an increase in the underspend from -£0.003m to -£0.203m due to additional underspends on the accommodation budget.
- 2.6.11 -£0.200m Contingency: there is now a forecast underspend on this budget due to a number of smaller commitments previously expected to be charged to this budget, no longer being required.
- 2.6.12 There are a number of other movements, each less than £0.100m in value, which total -£0.346m.

## 2.7 Kent Adult Social Services portfolio:

The latest forecast indicates an underspend of £0.268m, which is a movement of -£0.493m since the pressure of £0.225m reported to Cabinet last month. There are many small movements in net expenditure across most budget lines, several of which are below £0.1m. A number of projects funded through the Social Care Reform Grant have also re-phased to the new financial year. The movements over £0.1m are detailed below. Final activity data for the year is not yet available, so figures are still estimates based on actual activity to the end of February.

- 2.7.1 -£0.546m Older People Residential Care: a reduction in the pressure from £0.736m to £0.190m. As at February there were 2,772 clients in independent sector care compared with 2,782 in December and 2,817 in September. The continued reduction in clients has enabled the forecast to be reduced by approximately £0.250m. Within in-house provision a further £0.068m of Social Care Reform Grant funding has been re-phased into the new financial year (£0.2m of re-phasing was reported last month). There have also been small reductions against the rest of in-house provision and Preserved Rights clients.

Although the final debt position is still being worked through, a general decrease in unsecured client debt over the last two or three months has enabled us to revise the assessment of the amount needed in the general bad debt provision, and also the amounts needed to cover specific potential bad debts. As a result the forecast increase in the bad debt provision is £0.189m lower than previously forecast.

- 2.7.2 -£0.308m Older People Nursing Care: an increase in the underspend from -£1.683m to -£1.991m. The number of clients in permanent care continues to fall, with the number standing at 1,346 in February compared to 1,372 in December. As with residential care, the continued reduction has enabled the forecast to be reduced more than was previously anticipated. The forecast for non-permanent weeks has also reduced, and when combined with the decrease in permanent clients, results in a drop in the forecast of £0.368m. A small reduction in the unit cost has also reduced expenditure by a further £0.082m. Income forecasts have been reduced in line with the reduction in clients.

The estimated cost for Registered Nursing Care Contribution clients has reduced by £0.263m, however there is a corresponding decrease in income from health.

Although the final debt position is still being worked through, a general decrease in unsecured client debt over the last two or three months has enabled us to revise the assessment of the amount needed in the general bad debt provision, and also the amounts needed to cover specific potential bad debts. As a result the forecast increase in the bad debt provision is £0.127m lower than previously forecast.

- 2.7.3 -£0.433m Older People Domiciliary Care: an increase in the underspend from -£0.053m to -£0.486m. The forecast for independent sector care has been revised downwards by approximately £0.160m based on the latest information of payments paid via the Transactional Data Matching (TDM) process. The estimates for in-house provision, extra care and enablement are also down by a combined £0.050m.  
Although the final debt position is still being worked through, a general decrease in unsecured client debt over the last two or three months has enabled us to revise the assessment of the amount needed in the general bad debt provision, and also the amounts needed to cover specific potential bad debts. As a result the forecast increase in the bad debt provision is £0.079m lower than previously forecast.  
The remaining reduction relates to approximately £0.240m of spend funded through the Social Care Reform Grant that has been re-phased to 2011-12 and a reduction in income of £0.098m.
- 2.7.4 -£0.492m Learning Disability Other Services: an increase in the underspend from -£2.443m to -£2.935m which includes re-phasing of £0.330m of spend funded through the Social Care Reform Grant to 2011-12. The remaining reduction relates to decreases against a number of other budgets, including daycare, Campus and supported employment.
- 2.7.5 +£0.365m Strategic Business Support: a reduction in the underspend from -£1.663m to -£1.298m. This movement includes the creation of two new earmarked reserves, each for £0.200m. One is in respect of proposed developmental work with Client Billing, which will be required over the next couple of years to improve both the processes and outputs for invoicing 13,000 clients each month. The second relates to Invest to Save work around the procurement of Learning Disability and Physical Disability Residential and Supported Accommodation in order for us to achieve approximately £7m of MTFP savings over the next two years. **Cabinet is asked to agree the creation of these two new reserves with a contribution of £0.2m to each.** (These contributions are assumed in the position reported in table 1)  
There has been a reduction of £0.193m relating to expenditure funded through the Social Care Reform Grant that has been re-phased into 2011-12.  
The remaining movement is made up of +£0.077m of small increases across a range of Area and Headquarters expenditure budgets and a shortfall of £0.081m in income.
- 2.7.6 +£1.052m Specific Grant Income: an increase in the re-phasing of income to 2011-12 from +£0.362m to +£1.414m and this is all against the Social Care Reform Grant. Much of the compensating reduction in expenditure is mentioned in paragraphs 2.7.1 to 2.7.5 above, however a number of other budgets also contain underspends of below £0.1m against this grant (and therefore are not mentioned in this report), which have been re-phased to 2011-12. The breakdown is as follows:

Older People Residential	+£0.068m
Older People Domiciliary	+£0.240m
Older People Other Services	+£0.081m
Learning Disability Domiciliary	+£0.060m
Learning Disability Other Services	+£0.330m
All Adults Assessment & Related	+£0.080m
Strategic Business Support	<u>+£0.193m</u>
Total	+£1.052m

## 2.8 Environment, Highways & Waste portfolio:

The underspend on this portfolio has increased by £0.066m this month to £0.573m. This is due to:

- 2.8.1 -£0.064m further re-phasing of the replacement of the MIDAS finance system in highways from £0.300m to £0.364m. This has now become part of a new countywide project to improve the financial management systems of the Authority.
- 2.8.2 -£0.240m Waste: an increase in the underspend from £3.067m to £3.307m due to a further increase in income of £0.160m and £0.080m of various other small underspends.
- 2.8.3 +£0.100m Public Transport: an increase in the pressure from £0.896m to £0.996m as the costs of the Freedom Pass have increased after an unexpected claim from a new operator.

- 2.8.4 +£0.138m Kent Highways Services: an increase in the pressure from £2.474m to £2.612m as a contribution to capital is required to cover an unexpected shortfall of funding on an integrated transport project, which was previously due to be funded by external contributions.

## 2.9 Communities portfolio:

The underspend on this portfolio has increased by £0.346m this month from -£1.115m to £1.461m. The main movements are:

- 2.9.1 -£0.102m Community Safety: an increase in the underspend from £0.081m to £0.183m, which is mainly due to a £0.095m underspend on the Kent Community Partnership grant allocation. During 2010-11 there were discussions with partner agencies aimed at establishing county-wide support mechanisms for the high priority area of domestic abuse, based upon proven services delivered by IDVAs (Independent Domestic Violence Advocates). It was envisaged that partnership support for commissioning this service would be achieved during 2010-11 with funding being allocated to service providers prior to the year end in anticipation of the commissioning commencing early in 2011-12. Unfortunately the implementation of the service has been delayed due to the complexities of Stronger, Safer Communities Fund (SSCF) partnership funding and uncertainties regarding the future of funding streams in 2011-12 and beyond. The majority of crucial IDVA services across the county are currently under serious threat and there is a clear commitment to partners in meeting our match funding obligations, therefore this underspend will be required to roll forward in order to meet the costs in 2011-12 of this re-phasing.
- 2.9.2 Youth Service: although the underspend on this service has increased by only a modest £0.007m since the last report, there has been significant offsetting movements. The Youth Centres have to achieve a certain level of income generation in order to meet the full running costs (including premises, service delivery and equipment hire) of their respective buildings and an excess of just under £0.500m has been accumulated through room hire and sales, fees and charges. It is proposed that these sums are aggregated and a contribution is made to a new earmarked reserve that will enable the service to assess and build capacity in the voluntary sector, to pilot some commissioned services over the next two years in line with their aim of creating a predominately commissioned model of service delivery, which will involve a significant increase in the delivery of youth work through the Community and Voluntary Sector. This is in advance of the project plan profile contained in the MTFP. The reserve will also be used to conduct some needs analysis and engage with members of the public and partner agencies. **Cabinet is asked to agree this contribution of just under £0.500m to the new earmarked reserve.** (This contribution is assumed in the position reported in table 1).
- 2.9.3 There are also a number of movements, all below £0.1m, on a range of other services including Arts Unit (-£0.082m) due to further staff vacancy savings and a reduction in the level of grants distributed as they did not meet the funding criteria; Registration Service (-£0.079m) mainly as a result of reduced staffing and running costs with ceremonies being performed by employed staff rather than sessional staff; Trading Standards (-£0.054m) due to reduced legal fees, running costs and transport costs and Coroners (-£0.035m) which is mainly due to reversal of provision for pay awards as it is unlikely to be realised given the current 'freeze' on public sector pay and communications with the National Joint Council during the year.

## 2.10 Localism & Partnerships portfolio:

The forecast underspend for the portfolio has increased by £0.105m from £0.028m to £0.133m and the main changes are:

- -£0.080m Democratic Services due primarily to an underspend on ISG support services to Members of £0.070m together with the provision for Code of Conduct for which there are no plans to spend.
- -£0.024m Kent Partnerships due to reduced expenditure against the grant received from the Learning Skills Council.

## 2.11 Corporate Support Services & Performance Management portfolio:

The forecast underspend for the portfolio has increased by £0.417m from £1.090m to £1.507m. The main movements are:

- 2.11.1 -£0.124m Legal Services: an increase in the underspend from £0.453m to £0.577m due to further increased demand for their services based on invoices processed through to the end of March.
- 2.11.2 -£0.071m Personnel & Development: an increase in the underspend from -£0.276m to -£0.347m which relates to the Kent Leadership and Coaching and Mentoring Programmes that will run from March 2011 to November 2011. Due to the late start of the programmes, the bulk of the costs will fall in 2011-12 and therefore this underspend will need to roll forward to 2011-12 to meet the costs of this re-phasing. Delegates had to commit to the full cost of the course earlier in 2010-11 but Learning and Development have to wait until they have sufficient people to run the course before booking the sessions.
- 2.11.3 -£0.069m Contact Kent: increased call volumes due to other centres closing have generated additional income for Consumer Direct and they have also been awarded a quality bonus.
- 2.11.4 There are also a number of smaller movements which account for the balance of the increased underspend.

## 2.12 Finance portfolio:

The forecast underspend for the portfolio has increased by £0.353m from £6.570m to £6.923m. The majority of this movement is due to further savings on debt financing costs due to no new borrowing being undertaken in either February or March. It is proposed that £0.4m of the underspending on the debt charges budget is vired to the Highways budget within the Environment, Highways and Waste portfolio, to contribute towards the cost of the snow emergencies earlier in the year. Currently the EH&W forecast position assumes a £0.4m drawdown from the reserve, but it is considered prudent to preserve the balance in the Emergency Conditions reserve for future emergencies and fund these costs from in year underspending. Overall the snow emergencies have cost approximately £2m in 2010-11 and the available balance for future emergencies, even assuming this virement is approved and we do not draw down this £0.4m, is only £0.8m. **Cabinet is asked to approve this virement.**

### 3. CAPITAL

3.1 There have been a number of cash limit adjustments this month as detailed in **table 3** below:

**Table 3: Capital Cash Limit Adjustments**

	£000s 2010-11	£000s 2011-12
1 Cash Limits as reported to Cabinet on 4th April	435,199	309,956
2 Re-phasing agreed at Cabinet on 4th April		
Children, Families & Education	-7,824	8,539
Kent Adult Social Services	-438	438
Environment, Highways & Waste	-8,470	7,264
Communities	-224	224
Regeneration & Economic Development	-4,586	4,586
Corporate Support Services & Performance Management	-3,376	3,176
3 Early Years/Childrens Centres - additional external funding - CFE portfolio	40	
4 Swale Vocational virement from Regen - CFE portfolio	186	
5 Frittenden Primary School - additional external funding - CFE portfolio	60	340
6 Dover Christchurch Academy - reduction in grant funding - CFE portfolio		-3,034
7 LDDF Community Hub - additional external funding - KASS portfolio	14	
8 Virement from KASS to Communities for The Beaney	-300	
9 Major Schemes - Preliminary Design Fees - reduction grant funding - EHW portfolio	-93	
10 Highways Major Maintenance - additional external funding - EHW portfolio	60	
11 Integrated Transport Schemes - additional external funding - EHW portfolio	192	
12 Old Scheme Residual - repayment of grant funding - EHW portfolio	-283	
13 Non-grant supported Land, Part 1 Compensation Claims - additional grant funding - EHW portfolio	4	
14 A228 Leybourne & West Malling - additional external funding - EHW portfolio	28	
15 Sittingbourne Northern Relief Road - reduction in grant funding - EHW portfolio	-2,000	
16 Victoria Way Phase 1 - reduction in grant funding & additional external funding - EHW portfolio	-396	800
17 Edenbridge Community Centre - additional external funding - Communities portfolio		9
18 Virement to Communities from KASS for The Beaney Centre	300	
19 Dover Priory Station Approach - reduction in external funding - Regen portfolio	-35	
20 Swale Vocational virement to CFE - Regen portfolio	-186	
21 Sheerness Gateway increase in prudential borrowing - CSS&Pm portfolio		350
	<b>407,872</b>	<b>332,648</b>
22 PFI	27,101	22,000
	<b>434,973</b>	<b>354,648</b>

3.2 The current forecast capital position by portfolio, compared with the position reported last month is shown in **table 4** below.

**Table 4: Capital Position**

	Real and Re-phasing Variance This month	Real Variance Last month	Movement This month
Portfolio	£m	£m	£m
Children, Families & Education (CFE)	-12.003	-0.601	-11.402
Kent Adult Social Services	-1.629	-0.254	-1.375
Environment, Highways & Waste	-3.005	-0.416	-2.589
Communities	-1.488	-0.100	-1.388
Regeneration & Economic Development	-1.143	-0.054	-1.089
Corporate Support Services & PM	-0.619	0.142	-0.761
Localism & Partnerships	0.000	0.000	0.000
Total (excl Schools)	-19.887	-1.283	-18.604
Schools	0	0	0
Total	-19.887	-1.283	-18.604

This month there is re-phasing of -£22.4m and a real variance of +£2.5m. -£0.9m of the re-phasing and -£0.3m of the real variance was reported in the previous month. The main movements this month are detailed below:

### 3.3 Children, Families & Education portfolio:

The forecast for the portfolio has moved by -£11.402m in the last month. Projects subject to re-phasing and overall variances affecting 2010-11 are:

- Academy Programme (-£3.667m, re-phasing): the re-phasing relates to the following:  
Approval to Spend Projects (-£6.391m) – payments are made as milestones within the programme are reached, these milestone payments are of a significant value due to the size of the projects involved and a few weeks delay leads to a high level of re-phasing in monetary terms. Delays have been caused by the adverse winter weather and snagging and defect issues on the academy that has completed.  
Approval to Plan Projects (+£2.307m) – spend had been brought forward on the Sheppey Academy due to financial close being achieved earlier than originally forecast.  
Academy Unit Costs (+£0.417m) – the additional costs relate to the complex nature of the Skinners Kent Academy project.
- Annual Planned Enhancement Programme (-£1.930m, re-phasing): the re-phasing relates to works that have been identified that can only be undertaken during school holidays and the reduction in costs due to competitive tendering.
- Modernisation Programme (-£1.474m, re-phasing): the majority of the re-phasing relates to the Park Farm Primary School project (-£1.400m) due to issues in agreeing 'rights of way' with the Trustees at Folkestone Academy the contribution towards the project has been delayed.
- Building Schools for the Future programme (-£1.472m; -£3.542m re-phasing and +£2.070m real variance): details of the movement as follows:  
BSF Wave 3 Build Programme (-£3.279m, re-phasing) mainly due to compensation events that have delayed the progress of the build programme.  
BSF Wave 4 Build Programme (+£0.500m real) there have been additional costs as a result of Wave 4 being aborted. The pressure is offset by an underspend against BSF Unit Costs.  
BSF Unit Costs and BSF Compensation Events (-£0.263m re-phasing and £1.570m real) - a pressure of £3.000m has been identified which relates to BSF compensation due to previously unidentified asbestos issues and additional costs rectifying foundations at The Community College, Whitstable. £2.600m of funding been found from future years development costs and the balance has been found from in year savings.

- Multi Agency Specialist Hubs (MASH) projects (-£1.452m, re-phasing): Thanet MASH has re-phased by -£0.649m and Swale MASH has re-phased by -£0.803m. The re-phasing is due to the buildings being redesigned to bring the building costs back to within budget.
- Special Schools Review (-£0.793m; -£0.742m re-phasing and -£0.051m real variance): the major re-phasing relates to the following:
  - Milestone School (-£0.237m) re-phasing required whilst the final contract sum is agreed.
  - Wyvern School (-£0.193m) planning difficulties have delayed the start on site.
  - Valence School (-£0.166m) re-phasing due to delays in completing the roadway to the residential pavilions and the food technology block.
  - Orchard School Phase 3 (-£0.133m) this project has stopped temporarily whilst difficulties with external consultants are resolved.
- Primary Improvement programme (-£0.309m; -£0.281m re-phasing and -£0.028m real variance): the major re-phasing relates to the following:
  - St Matthews High Broom (-£0.106m) start has been delayed due to the bad winter weather.
  - Richmond Primary School (-£0.083m) project is on hold whilst the budget is finalised and approved.
  - Warden Bay Primary School (-£0.072m) following the purchase of the adjacent children's centre the drainage system has been redesigned causing a delay in the progress of the project.
  - Beaver Green Primary School (-£0.068m) delays whilst issues over the existing power supply and window deliveries are resolved and additional courtyard works.
- Development Opportunities (+£0.356m, re-phasing): the increase is due to the transfer of funding to the Towers School following its change to academy status with effect from 1 April 2011. The expenditure had previously been forecast to be incurred in 2011-12.
- Children's Centres and Early Years (-£0.296m, re-phasing): the re-phasing is due to the following:
  - IT Connectivity, Signage and CCTV element of the programme – some of the final completion dates have fallen into 2011-12.
  - Development and Sustainability – some of the external playgroups have had difficulties in completing their project in this financial year.
- Basic Need Programme (-£0.257m; -£0.209m re-phasing and -£0.048m real variance): the major re-phasing relates to the following:
  - The Bridge (-£0.073m re-phasing and -£0.048m real variance) has completed and is occupied but there are some small issues still to be resolved during 2011-12.
  - Repton Park Primary School (-£0.112m) there has been a delay in appointing a contractor due to problems with planning and finalising the land purchase.

Overall there is a residual balance of -£0.108m on other projects whose movement is below £0.100m.

### 3.4 Kent Adult Social Services portfolio:

Excluding PFI, the forecast for the portfolio has moved by -£1.375m since the last month. Projects subject to re-phasing and overall variances affecting 2010-11 are:

- Transforming Social Care (-£0.329m, re-phasing) and IT Infrastructure (-£0.109m, re-phasing): there have been issues procuring services and obtain estimates. The initial plan was to procure services in October 2010 with installation to take place in January 2011. Installation is now planned for April to June 2011.
- Tunbridge Wells Respite (-£0.232m, re-phasing): there has been uncertainty around whether this project would be delivered by the end of March or the beginning of the next financial year. It has now been confirmed that the majority of the refitting of the building will take place during 2011-12.
- FAME (-£0.220m, re-phasing): the forecast included equipment for Sensory Services, this will now be obtained through the TRP process.
- Broadmeadow Extension (-£0.197m, re-phasing): the project is two months behind schedule and the expected completion date has moved from February 2011 to April 2011. It is hoped that the delay will not impact on the planned opening date.
- Public Access (-£0.169m, re-phasing): there has been less emergency work, which arises over the winter period, than previously forecast.

Overall there is a residual balance of -£0.119m on other projects whose movement is below £0.100m.

### 3.5 Environment, Highways & Waste portfolio:

The forecast for the portfolio has moved by -£2.589m in the last month. Projects subject to re-phasing and overall variances affecting 2010-11 are:

- Drovers Roundabout, Junction 9 and Footbridge (-£1.753m, re-phasing): the contractor has been over optimistic with the programme of works and this project involves a complex junction and traffic management arrangements which has made the surfacing works difficult.
- Household Waste Recycling and Transfer Stations (-£0.618m, re-phasing): the re-phasing is due to the following:  
North Farm Transfer Station (-£0.463m) construction has been delayed due to agreeing the scheme layout and additional earth and waste movements with the contractor.  
Lydd/New Romney Site (-£0.155m) delayed whilst mains water works were completed by the utility company.
- Kent Highways Accommodation (+£0.557m, re-phasing): the contractor is running ahead of schedule.
- Victoria Way Phase 1 (-£0.362m, re-phasing): the utilities work has not been completed in February/March as originally planned.
- Sittingbourne Northern Relief Road (-£0.271m, re-phasing): the embankment construction has been delayed until Spring 2011 due to wet ground conditions.
- A2 Cyclo Park (+£0.184m; +£0.130m re-phasing and +£0.054m real variance): Contractor started earlier on site than originally planned. The real variance of +£0.054m is to be met from revenue.
- Members Highway Fund (-£0.162m, re-phasing): a number of schemes were added to the programme late in the financial year and there has been a backlog due to severe weather. The primary focus has been completing the IT programme which uses the same staff and labour resources as the Members Highway Fund.

Overall there is a residual balance of -£0.164m on other projects whose movement is below £0.100m.

### 3.6 Communities portfolio:

The forecast for the portfolio has moved by -£1.388m since last month. Projects subject to re-phasing and overall variances affecting 2010-11 are:

- The Beaney (-£0.656m, re-phasing): contractors have informed us that the anticipated completion date has moved from November 2011 to January 2012, although work is being carried out to find ways to complete earlier. The delay in completion is mainly due to the additional work required on the façade, the roof and damp proofing the basement.
- Ashford Gateway Plus (-£0.487m, re-phasing): As the project nears completion, the original order of works has been revisited in conjunction with the contractors and some higher value elements have been re-profiled and will now be undertaken in the first quarter of 2011-12. The project remains on schedule and within budget.
- Modernisation of Assets (-£0.199m, re-phasing): a number of projects scheduled for 2010-11 have had a delayed start date and will be completed in April/May 2011-12.

Overall there is a residual balance of -£0.046m on a number of minor projects.

### 3.7 Regeneration and Economic Development portfolio:

The forecast for the portfolio has moved by -£1.089m since last month. Projects subject to re-phasing and overall variances affecting 2010-11 are:

- Empty Property Initiative (-£0.487m, re-phasing): due to the current financial climate banks have been tightening their own lending and reducing 'Loan To Value' ratios and are taking longer to provide letters of consent. Many of the projects identified require consent from the first lender to register a second charge in favour of KCC.
- Rural Broadband Demonstration Project (-£0.484m, re-phasing): initiation of rural broadband was delayed following advice that the project needed to dovetail with KCC's Broadband Delivery UK bid for Next Generation Access funding. The project was further delayed as the Government announcement was later than expected.



Overall there is a residual balance of -£0.118m on other projects whose movement is below £0.100m.

### 3.8 Corporate Support & Performance Management portfolio:

The forecast for the portfolio has moved by -£0.761m since last month. The main variances are detailed below:

- Commercial Services VPE (-£0.277m, re-phasing): a number of projects were delayed due to office moves at Gibson Drive which has resulted in re-phasing.
- Connecting with Kent (-£0.225m, re-phasing): re-phasing due to projects associated with the larger maintaining infrastructure scheme that have not progressed as quickly as originally anticipated.
- Web Platform (-£0.117m, re-phasing): there have been limited resources available to work on the project and K-Net became a priority for the 1 April 2011.

Overall there is a residual balance of -£0.142m on other projects whose movement is below £0.100m.

### 3.9 Capital Project Re-phasing

It is proposed that a cash limit change be recommended for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Following last month's Cabinet meeting there were changes made of £24.918m for re-phasing and the table below summarises the proposed re-phasing this month of £20.703m.

**Table 5 – re-phasing of projects >£0.100m**

<b>Portfolio</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>Future Years</b>	<b>Total</b>
	<b>£k</b>	<b>£k</b>	<b>£k</b>	<b>£k</b>	<b>£k</b>
<b>CFE</b>					
Amended total cash limits	168,034	167,473	143,131	161,660	640,298
Re-phasing	-13,501	4,452	4,471	4,578	0
<b>Revised cash limits</b>	<b>154,533</b>	<b>171,925</b>	<b>147,602</b>	<b>166,238</b>	<b>640,298</b>
<b>KASS</b>					
Amended total cash limits	5,602	14,199	5,868	6,045	31,714
Re-phasing	-1,493	1,205	288	0	0
<b>Revised cash limits</b>	<b>4,109</b>	<b>15,404</b>	<b>6,156</b>	<b>6,045</b>	<b>31,714</b>
<b>E,H&amp;W</b>					
Amended total cash limits	140,540	93,938	77,061	314,331	625,870
Re-phasing	-2,467	2,317	150	0	0
<b>Revised cash limits</b>	<b>138,073</b>	<b>96,255</b>	<b>77,211</b>	<b>314,331</b>	<b>625,870</b>
<b>Communities</b>					
Amended total cash limits	26,882	13,644	3,392	6,038	49,956
Re-phasing	-1,652	1,784	-132	0	0
<b>Revised cash limits</b>	<b>25,230</b>	<b>15,428</b>	<b>3,260</b>	<b>6,038</b>	<b>49,956</b>
<b>Regen &amp; ED</b>					
Amended total cash limits	6,764	14,475	8,242	5,480	34,961
Re-phasing	-971	184	787	0	0
<b>Revised cash limits</b>	<b>5,793</b>	<b>14,659</b>	<b>9,029</b>	<b>5,480</b>	<b>34,961</b>
<b>Corporate Support &amp; PM</b>					
Amended total cash limits	12,257	14,508	7,253	5,613	39,631
Re-phasing	-619	619	0	0	0
<b>Revised cash limits</b>	<b>11,638</b>	<b>15,127</b>	<b>7,253</b>	<b>5,613</b>	<b>39,631</b>

Portfolio	2010-11	2011-12	2012-13	Future Years	Total
	£k	£k	£k	£k	£k
<b>Localism &amp; Partnerships</b>					
Amended total cash limits	503	500	500	1,500	3,003
Re-phasing	0	0	0	0	0
<b>Revised cash limits</b>	<b>503</b>	<b>500</b>	<b>500</b>	<b>1,500</b>	<b>3,003</b>
<b>TOTAL RE-PHASING &gt;£100k</b>	<b>-20,703</b>	<b>10,561</b>	<b>5,564</b>	<b>4,578</b>	<b>0</b>
<b>Other re-phased Projects below £100k</b>	<b>-1,713</b>	<b>+1,757</b>	<b>-44</b>	<b>0</b>	<b>0</b>
<b>TOTAL RE-PHASING</b>	<b>-22,416</b>	<b>+12,318</b>	<b>+5,520</b>	<b>+4,578</b>	<b>0</b>

#### 4. **RECOMMENDATIONS**

Cabinet is asked to:

- 4.1 **Note** the latest forecast revenue and capital budget monitoring position for 2010-11.
- 4.2 **Agree** the creation of two new earmarked reserves within KASS, as detailed in paragraph 2.7.5. A contribution of £0.2m to each of these reserves is reflected in the outturn projection reported in table 1 of this report, on the assumption that Cabinet will agree this recommendation.
- 4.3 **Agree** the creation of a new earmarked reserve, from the underspending in the Youth Centres, to pilot some commissioned services in advance of the project plan profile included in the MTFP for the creation of a predominately commissioned model of service delivery for the Youth Service. A contribution to this reserve of just under £0.500m is already reflected in the outturn projection reported in table 1 of this report, on the assumption that Cabinet will agree this recommendation.
- 4.4 **Agree** a virement of £0.4m from the underspending on the debt charges budget within the Finance portfolio to the Highways budget in the Environment, Highways & Waste portfolio, to contribute towards the costs of the snow emergencies in order to preserve the balance in the Emergency Conditions reserve for future emergencies.
- 4.5 **Note** the changes to the capital programme.
- 4.6 **Agree** that £20.703m of re-phasing on the capital programme is moved from 2010-11 capital cash limits to future years.

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**To:** Cabinet

**On:** Monday 16 May 2011

**By:** Graham Gibbens (Cabinet Member for Adult Social Care and Public Health)  
Meradin Peachey (Director of Public Health)

**Subject:** Annual Public Health Report

**Classification:** Unrestricted

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## **1 Summary:**

- 1.1 The Annual Public Health Report of the Director of Public Health 2009/10 focussed on two issues, Dementia and Excess Winter Deaths. This shows where significant changes need be made to improve health and the quality of health services. This report summarises the main points and recommendations.

## **2 Introduction:**

- 2.1 The Annual Public Health is an opportunity for the Director of Public Health to report on the health of the Kent population. This is in addition to the vast amount of needs assessment that is already available on the Kent and Medway Public Health Observatory website. [www.kmpho.nhs.uk](http://www.kmpho.nhs.uk)

The Joint Strategic Needs Assessment (JSNA) for adults and children is the main way of reporting on the health trends of care groups, age groups, and localities of the Kent population. The Annual Public Health Report itself can be found at [www.kmpho.nhs.uk/reports-and-strategies/annual-public-health-report/?locale=en](http://www.kmpho.nhs.uk/reports-and-strategies/annual-public-health-report/?locale=en)

- 2.2 This is some of the progress since last year's annual report.

### **2.2.1 Child and Adolescent Mental Health Service (CAMHS)**

There is a significant increase in investment from West Kent for the provision of services for 16-18 year olds, achieving the "your welcome" standard is in progress which means more young people are involved in service design. There has been a decrease in waiting times for services in East Kent (although not good enough yet) and there has been a change in emphasis of services so Looked After Children are prioritised. There is still more to go but the right people seem to be around the table.

£750 000 has been secured through NHS West Kent to address gaps identified through the CQC and Ofsted inspections of Children's Services at the end of 2010.

£500,000 of this will deliver a CAMHS service for young people up to their 18th birthday and address the gap identified in West Kent for services for 17 year olds.

There will be more support and treatment for 16 and 17-year-olds across West Kent, including a specific package of care for young people newly diagnosed with mental health problems. The transition from CAMHS to adult services will also be improved

£78,000 will provide support to young people with ADHD in Dartford, Gravesham and Swanley, where there are particular pressures on the CAMHS service due to high numbers of this group. This extends the provision which already is in place in other parts of Kent ensuring that children and young people benefit from clinics to offer advice and support, home visits in times of crisis and workshops for them and their families.

£170,000 will support CAMHS out of hour's provision in West Kent. More specialist nurses and medical staff will be employed as part of the investment. Specialist nurses will be available from 5.00 p.m.-midnight 365 days a year, to provide assessments for under-18s in the emergency departments, medical wards and paediatric wards at Darent Valley, Maidstone and Pembury hospitals.

### Waiting Times

Historically waiting times for assessment for Tier 3 services have been a concern across Kent and in particular in East Kent. Significant work has taken place between commissioners and providers across Kent and we are beginning to see the impact of this.

In East Kent waiting times in Shepway and Canterbury were of particular concern. In September 2010 wait times were 60 weeks and 48 weeks. By April 2010 these had reduced considerably to 26 weeks and 15 weeks. Across the rest of East Kent wait times are under 18 weeks. Staff have been undertaking waiting list initiatives targeting those who have waited the longest and by running extra clinics on a Saturday to tackle the backlog. In West Kent in the same period 70% of wait times were under 18 weeks. Contract negotiations this financial year require that average waiting times for assessments will be under 18 weeks across east Kent by 6 months into contract.

There is clearly more work to do although this is moving in the right direction. In July 2011 commissioners will be seeking approval from NHS Boards and KCC to

decommission the current service provision and re-commission services in line with a model which is already in place in many parts of the country and evidence shows provide high quality services with much reduced waiting times. (South East colleagues report between 2 and 8 weeks).

#### Community CAMHS model.

In addition to the Annual Public Health Report National Support Team (NST) visited Kent in October 2010 and identified the need for whole system redesign. In particular the visit identified that the early intervention resource in Kent was much too dispersed and was not effectively reducing demand on specialist services. One result is children sitting on long waiting times for specialist services and conditions becoming significantly worse by the time they receive a service. Another is that specialist services hold on to children for too long, when those children could be seen by less expensive more appropriate, more responsive services if in place.

The NST set the challenge for Kent to develop a strategic 'whole system' model and provide a framework for much better integration of commissioning and planning of all services. There has been good progress made in the last 6 months. This includes significant consultation with children young people and families, professional workshops and provider service consultation, review of national models and services, unpicking of current contract values and the outcomes delivered and a focussed needs assessment for child and adolescent mental health identifying how current service doesn't match need. In July 2011, commissioners within the NHS and in KCC will be seeking approval to re-procure the redesigned model.

#### **2.2.2 Cancer**

Smoking is still the biggest avoidable cause of cancer. The new tobacco strategy for Kent focuses on specific action for young people and we have started to see a positive turn in the rise in young girls starting to smoke. There is a 2.6mill investment in our community services to help people quit smoking and this led to over 7,000 quitters last year.

- 2.3 This years topics were chosen as they either showed poor quality services or unexpected patterns of poor health that are avoidable.

This year's report details:

- The size of problem in terms of the numbers of the Kent population who are currently undiagnosed with Dementia and the implications for service provision for both the individuals and their families

- The immediacy of the problem in that we need to make changes in service delivery now to keep pace with the growth in the elderly population
- The need to make our services as integrated as possible in that only together will we succeed
- Excess winter deaths can be prevented if people at risk keep warm indoors and minimise their exposure to cold temperatures outdoors.
- The population at the greatest risk of dying in winter due to the cold weather are people over 75 years old with underlying heart and lung conditions.
- There is considerable variation across the districts in Kent regarding excess winter mortality.
- Some of the highest excess winter death ratios in Kent are in areas of relative affluence, thus in this specific instance the association between relative deprivation and a high excess winter death ratio is unclear.
- Recommendations include looking at establishing a GP winter warmth referral project and establishing a local partnership to address the issue in Canterbury.
- The progress we are making to date.

### **3 Dementia**

- 3.1 Dementia has a devastating impact on those affected and their family carers, because of the human impact, the growing numbers and increasing costs, dementia presents a significant and urgent challenge for both health and social care.
- 3.2 Dementia is one of the main causes of disability in later life it has a huge impact on capacity for independent living. As a result of the predicted doubling of the number of people who have dementia in the next 30 years, it is thought that the cost of dementia in the UK will rise rapidly and significantly, possibly trebling within this period. Dementia costs the health and social care economy more than cancer, heart disease and stroke combined.
- 3.3 It has been estimated that in Kent 17,400 people (2006 figures) are living with dementia of which 400 have early onset (i.e. development of dementia before the age of 65). The total number of people with dementia is predicted to rise to over 30,000 by 2026. Modelling predicts that some areas will see more growth than other areas due to the differences in the demographics and the greatest increase in numbers will be the over 85 age group.

3.4 Two thirds of people with Dementia live in the community and the other third live in care homes.

**Figure 1: Estimated number of patients\* with Dementia in Kent (excl. Medway) Dementia UK prevalence estimates applied to Mid-2009 resident population estimates from ONS**

	2006		2026		Difference	
	Est. number	Est. prev	Est. number	Est. prev	Number	Percentage
<b>Kent</b>	<b>17,400</b>	<b>1.3%</b>	<b>30,100</b>	<b>1.9%</b>	<b>12,600</b>	<b>0.6%</b>
Ashford	1,300	1.2%	2,500	1.6%	1,300	0.4%
Canterbury	2,100	1.4%	2,900	1.9%	900	0.5%
Dover	900	1.0%	1,700	1.3%	800	0.3%
Shepway	1,500	1.5%	2,600	2.5%	1,100	1.0%
Swale	1,400	1.1%	2,600	1.8%	1,200	0.8%
Thanet	2,100	1.6%	3,000	2.2%	900	0.5%
<b>NHS Eastern &amp; Coastal Kent</b>	<b>9,200</b>	<b>1.3%</b>	<b>15,300</b>	<b>1.9%</b>	<b>6,100</b>	<b>0.5%</b>
Dartford	1,500	1.4%	2,500	2.1%	1,000	0.7%
Gravesham	1,100	1.1%	1,900	1.7%	900	0.6%
Maidstone	1,600	1.1%	3,100	1.8%	1,500	0.7%
Sevenoaks	1,500	1.3%	2,500	2.2%	1,100	0.9%
Tonbridge & Malling	1,200	1.1%	2,400	1.9%	1,200	0.8%
Tunbridge Wells	1,300	1.3%	2,300	2.1%	1,000	0.8%
<b>NHS West Kent</b>	<b>8,200</b>	<b>1.2%</b>	<b>14,800</b>	<b>2.0%</b>	<b>6,600</b>	<b>0.7%</b>

*\*Figures may not sum due to rounding*

3.5 The National Dementia Strategy (2010) sets out a vision for dementia services which highlighted the importance of the following areas:

- Improved awareness - encouraging individuals to ask for help and professionals to offer it
- Make early diagnosis and treatment the rule
- High quality care that enables people to *live well* with dementia at all stages of the illness and in whatever setting

3.6 With the work that has already been undertaken we know that local people want improved advice information and guidance, better support from GPs, more support at the early stages, more respite and short breaks and more support for their family and careers.

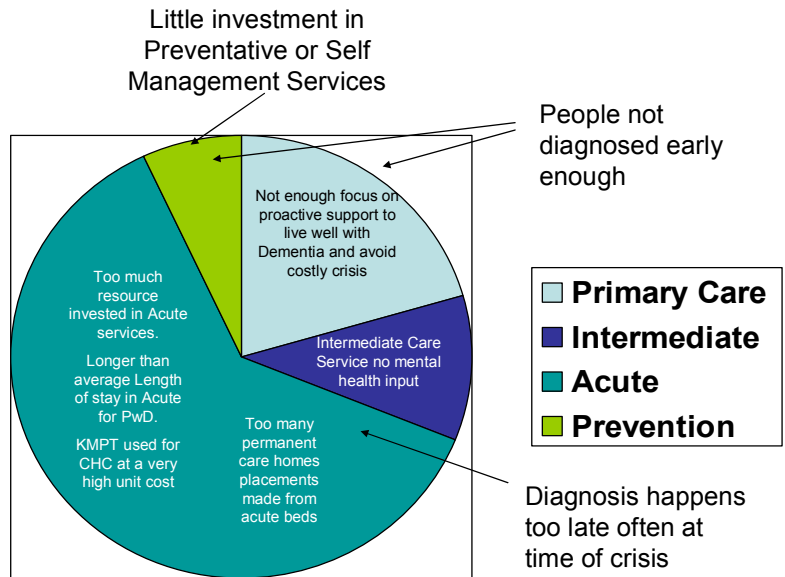
#### **4 A case for change and the need for large scale service redesign**

4.1 We have a rapidly increasing population living with Dementia with most of the growth in our very elderly populations. We need to redesigned services so that they provide early diagnosis and advice for patients.

4.2 We know that there is a lack of integration in our services which means people fall between services and default to expensive inappropriate acute hospital services. The majority of health funding is currently invested in secondary care services and is reactive not proactive.

4.3 Figure 2 shows the current service model where we know there is not enough investment in preventative or self management services which leads to people being diagnosed too late and then require acute care and crisis intervention.

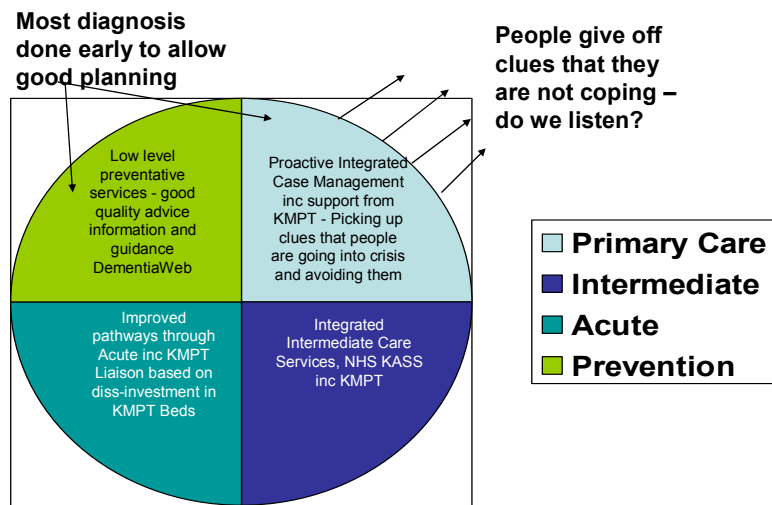
**Figure 2: Current Service Model**



4.4 Figure 3 represents an integrated model for health and social care which will deliver much better outcomes for our population.



**Figure 3: Redesigned Service Model**



4.5 The outcomes expected from the large scale change in service delivery should be:

- Increased carer and patient satisfaction
- Increase in self care supported by better access to information and support
- More people treated earlier in their own homes
- Personalised care planning and tailored personal care
- Proactive disease management avoiding unnecessary crisis situations and admissions
- Better clinical coding giving secondary diagnoses including Dementia
- Reduced number of admissions to and length of stay in acute hospitals

4.6 To deliver this change four main work streams are in the process of being set up:

- Primary Care, improved diagnosis, increased co-ordination of care and sign posting
- Acute Services, admission avoidance/crisis response, acute psychiatric liaison, intermediate care, Carer's support workers and enablement
- Care Home Services, In reach support, person centred care, housing options and assistive technology
- The Big Society, improve range and availability of community and voluntary sector services, implementing integrated contract management

## **5 Diagnosis gap**

- 5.1 In the 2009 Public Health Annual Report (2010), reference was made to a diagnosis gap in that levels for the diagnosis of dementia varied significantly between individual GP practices, with some GPs having a much better diagnosis rate than others.
- 5.2 In order to address this issue the QIPP programme will radically overhaul the dementia pathway to ensure that services are more responsive and proactive and are based around primary care. A key objective of the Dementia service redesign is to increase diagnosis rates, identify people early and ensure that they get access into services to prevent crisis situations further down the line.
- 5.3 However, patient choice will always have its part to play in the numbers of people choosing to take up a formal diagnosis and work we have undertaken with patients has shown that many people do not want a diagnosis and even though those involved in their care and support believe the evidence points strongly towards dementia they refuse a diagnosis. Also many people develop symptoms but without any behavioural or care complications. Families and individuals see this as a natural part of ageing and never think that there could be a need for a diagnosis, therefore public and professional awareness has a huge part to play in increasing diagnosis rates.
- 5.4 This being said the best performing PCT in the country has only 52% diagnosis, Kent's performance must be seen in this context.
- 5.5 Through the redesign of services we will strive to ensure we meet the needs of people with dementia and their carers.

## **6 What we have already achieved**

- 6.1 In addition to an additional £1mill spent on acute and community services we have had some success in jointly commissioning some services between the NHS and Local Authorities, eg
- Kent & Medway website and helpline
    - Funded by KCC, Medway Council and three PCTs
    - 24\*7 with 3,000+ visitors to the website/month
- 6.2 The following are a range of other services which have been established over recent years, but are not currently Kent and Medway wide.
- West Kent Dementia Crisis Service
  - East Kent Psychiatric Liaison Service
  - East Kent Home Treatment Service

- Broad Meadow Centre of Excellence opening June 2011 with a further three PFIs coming further up stream
- New model for day care services: Private sector and voluntary sector services in-reaching (KCC and Alzheimer's Society)
- Independent Dementia Advocacy

## **7 In summary**

- 7.1 By redesigning our service model we will be able to ensure care is proactive and integrated in order to identify people earlier, encourage diagnosis and provide the personalised support necessary to prevent people reaching crisis point. There will be a greater emphasis on the provision of community services and a greater role for primary care. Only by doing this will we break our reliance on expensive and inappropriate acute inpatient care and long term care home provision.
- 7.2 The mechanism for achieving this will be via the recently established Kent and Medway health and social care QIPP Board for dementia. This will help to ensure equitable service delivery with agreed outcomes. A commissioning plan is being established, an investment plan through the health and social care funding agreed and service specifications will be drawn up to make the shift from secondary to primary , community and integrated services.

## **8 Excess winter deaths**

- 8.1 Excess winter deaths are defined by the Office for National Statistics (ONS) as the difference between the number of deaths during the four winter months (December–March) and the average number of deaths during the preceding four months (August–November) and the following four months (April–July). The excess winter deaths ratio is not a reflection of the overall mortality rate. The excess winter deaths ratio shows the percentage of deaths above the mortality rate if it was stable throughout the year.
- 8.2 There were an estimated 36,700 excess winter deaths in England and Wales in 2008/09. This was an increase of 49 per cent compared with figures for 2007/08 and was the highest number in a year since 1999/2000.
- 8.3 It is estimated that half of the excess winter deaths are from cardiovascular and circulatory diseases and a third from respiratory disease. In non-epidemic years, influenza was found to account for a tenth of deaths and hypothermia for less than 500 deaths (just over 1%).

- 8.4 Environmental exposure to excess cold can have a number of health impacts including an increase in blood pressure and clotting which can increase the risk of a heart attack and stroke and exacerbate existing cardio-vascular conditions. Cold temperatures can also impair lung function and can trigger broncho-constriction in asthma and COPD. It can also impair the body's resistance to respiratory infections.
- 8.5 The key public health issue is that a considerable proportion of excess winter deaths are preventable. Excess winter deaths can be minimised if people are able to keep warm indoors (a combination of adequate heating, insulation and ventilation; keep warm outdoors (sufficient warm clothing and physical activity, such as walking) and ensure uptake of other preventive measures such as flu and pneumococcal vaccination where appropriate.
- 8.6 The table below shows the variation between the different districts in Kent. Data at local authority level shows that Canterbury has the highest excess winter death ratio, followed by Maidstone, with Dover having the lowest ratio. Most of the local authority districts have ratios that are relatively close to the Kent average.

**Table 1: Excess winter deaths ratios for local authority areas in Kent and comparison to national average, August 2006 – July 2008**

Area	Excess Winter Death Ratio
Ashford	13.3
Canterbury	25.3
Dartford	9.3
Dover	7.0
Gravesham	16.5
Maidstone	13.1
Sevenoaks	11.3
Shepway	15.1
Swale	15.4
Thanet	12.3
Tonbridge & Malling	13.1
Tunbridge Wells	14.8
Kent	14.2
England	15.6

**Table 2: Wards in Kent with relatively high excess winter mortality for the period 2002 – 2010**

Ward	Excess Winter Mortality Ratio	Number of deaths
North Willesborough	38.2	558
Beaver	37.1	423
<b>Canterbury</b>		

Chestfield and Swalecliffe	39.2	853
Heron	31.2	1,270
North Nailbourne	27.5	447
Greenhill and Eddington	26.9	425
West Bay	26.5	653
Harbour	25.2	465
Lydden and Temple Ewell	25.9	440
Staplehurst	45.2	454
Fant	40.8	564
Bridge	32.9	749
East	29.9	579
Allington	27.0	515
Shepway South	25.2	639
New Romney Coast	29.5	626
Folkestone Harvey Central	27.8	777
Eastcliff	31.1	735
Bradstowe	29.1	436
Southborough North	26.8	415
Speldhurst and Bidborough	25.2	613

8.7 Wards were identified as having a relatively high excess winter mortality ratio between 2002 and 2010 if there were at least 400 deaths and there was a ratio of at least 25.0.

## 9 What is being done to address the issue?

9.1 A pilot GP practice winter warmth referral scheme will start in the summer of 2011. This is an ideal time because if home improvements are needed, they can be made without impacting in the indoor temperature. The pilot will take place at two practices (Whitstable Medical Practice and St Peters Surgery Broadstairs). The aim of the scheme is for practitioners to identify people during routine appointments, who have the highest risk of morbidity and mortality due to cold temperatures and refer them for further support to Creative Environmental Networks (CEN). CEN is a social enterprise that has particular expertise in stimulating carbon reduction, alleviating fuel poverty and facilitating environmental improvement. A CRB checked representative from CEN will undertake a home visit and offer a range of potential interventions to referred patients. These include:

- Inspection of the home including the loft, walls and individual rooms
- Demonstration of heating controls and how to use them most efficiently without compromising thermal comfort
- Reading meters and providing readings
- Verbal advice on heating, lighting, insulation, combating draughts and condensation, winter fuel payment, changing fuel supplier, tariff and

payment options, understanding their utility bills and fuel debt advice as appropriate

- Grant and discount scheme referrals
- Fact sheets and leaflets
- Referral to a benefits health check service where appropriate
- Other services (HIA, handy person, security measures, Priority Service Register, fire safety checks and smoke alarms) as appropriate.

9.2 It is vital to ensure that the pilot is monitored and evaluated effectively to ascertain the merit of extending it to other areas. Colin Thompson, Public Health Specialist is managing this project.

9.3 A steering group has also been set up in the Canterbury district to look at how different agencies can work together to address the local issues that may influence excess winter deaths. Attendees include representatives from housing at Canterbury City Council, NHS Eastern and Coastal Kent, Kent County Council (Families and Social Care), Canterbury Agewise, Age UK and local voluntary sector organisations. The aim of the group is to develop long-term effective partnerships at a local level that have a shared understanding of the seasonal excess deaths agenda, can raise awareness of the issue within the local community, develop a local action plan incorporating the published interventions recommended by the former National Support Team for Health Inequalities and explore how vaccine take-up in susceptible groups can be increased. This steering group which is also chaired by Colin Thompson, Public Health Specialist, will report to and be monitored by the Canterbury Health and Wellbeing group.

9.4 It is important to review data each year relating to excess winter deaths at a local level to assess if changes to practice are necessary. This analysis will be undertaken by the Kent and Medway Public Health Observatory. The data should be available in August 2011. Results of the review will then be considered by the Kent Joint Policy and Planning Board (Housing) and other health improvement fora.

9.5 The Kent Health and Affordable Warmth group is currently developing a strategy of which excess winter deaths will be a key component and note will be taken of the findings highlighted in the annual report. The strategy should be published later in 2011.

## **10 Conclusion/Recommendations:**

Cabinet Members are asked to note the report and the actions that need to be taken.

Meradin Peachey  
Director of Public Health

**To:** Cabinet

**By:** Mike Hill and Amanda Honey

**Date:** 23<sup>rd</sup> May 2011

**Subject:** Involving the Whole Community; the Kent Approach to Literacy and Reading

**Classification:** Unrestricted

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## Summary

This report updates Cabinet on activity relating to the “*Kent Approach to Literacy and Reading – Involving the Whole Community*” and seeks their comments on, and suggestions for, the content of a strategy document which will encapsulate the approach.

## FOR CONSULTATION

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### 1. INTRODUCTION AND BACKGROUND

1.1. In March 2009 Cabinet acknowledged the success of National Year of Reading in Kent and endorsed the need for a future approach recognising that reading is fundamental to Kent’s economy and community health and wellbeing.

1.2. Reports were taken to Communities Policy Overview and Scrutiny Committee in March 2009 and January 2011 and to CFE Learning and Development POSCs in February 2010 and March 2011. Cabinet Members also endorsed the need for Kent Reading Champions to support the Kent Approach in January 2011.

1.3 2011 is National Year of Communication which provides the ideal opportunity to roll out “*Involving the Whole Community; the Kent Approach to Literacy and Reading*”, a long-term, yet simple, strategy to maintain the momentum and achieve our aims.

### 2. AIMS AND PRINCIPLES OF THE “KENT APPROACH”

2.1 The Kent Approach to Literacy and Reading does not seek to advise on how literacy should be taught. It aims to support those whose role it is to develop literacy skills and promote the enjoyment of reading. The ultimate twin goals of the strategy are to improve standards of literacy and to engender a love of reading. Literacy is essential to the achievement of all three ambitions of *Bold Steps for Kent*.

2.3 The intention is to establish and consolidate a simple and sustainable approach to achieve the aspiration of 100% literacy by raising awareness of skills needs, by promoting the benefits of reading, and by raising awareness of the excellent good practice that already exists. In so doing Kent County Council and a growing number of partners will aim to promote a culture where everyone aspires to read and also to provide excellent signposting to skills development opportunities, services and support.

### 3. PROGRESS

3.1. A Strategic Manager in Libraries and Archives, is managing the project and reports to a KCC Project Board chaired by the Director of Customer Services. Board Members include the Area Management Team Support Manager (Families and Social Care), the Senior Adviser Teaching and Learning/Curriculum (Education, Learning and Skills), the Head of Adult Learning, the Head of Libraries and Archives and the Skills Manager of the Kent Economic Board. A draft document is attached at Appendix One.

3.2 An Implementation Group has informed, supported and championed the development of the project. The Group includes managers from across KCC including Business Strategy and Support; Customer and Communities; Education, Learning and Skills; and Families and Social Care. It includes a growing number of external partners including AimHigher (a partnership of Kent's universities and the Open University, 7 FE colleges and around 60 schools), AmicusHorizon Housing Association, Canterbury Christchurch University, Connexions, Jobcentre Plus, Kent Association of Training Organisations, Maidstone District Council, the Probation Service, Volunteer Reading Help and West Kent NHS.

3.3 Partners have identified 15 priority audiences. These are:

- Early years children and their families
- Children at Key Stage 2 Transition and their families
- Looked After Children
- Deaf children
- Men and boys
- Young people not in education, employment or training (NEETs)
- Children and young people excluded from school
- Gypsy Roma and Travellers
- Families whose first language is not English (ESOL)
- Adults with literacy skills below Level 2
- People who are out of work or on working age benefits
- Health patients in particular people with mental health issues
- Adults with learning disabilities
- People on probation or at risk of offending including young offenders
- People living in areas of socio-economic disadvantage

3.4 The project has attracted national recognition and endorsement including the opportunity to engage with 2 national pilots led by the National Literacy Trust on behalf of the Department for Education. *Partners in Literacy* sought to increase reading in the home during a child's early years. *Words for Work* has engaged local businesses to support communication skills development in 9 secondary schools through a mentoring scheme. Paul Carter addressed the National Year of Reading Conference in October 2008 and Rosalind Turner, was invited to address the National Literacy Trust's Partners in Literacy Conference in December 2010. A range of good practice in Kent is showcased on the National Literacy Trust's Wikireadia at [www.wikireadia.org.uk/index.php?title=Main\\_Page](http://www.wikireadia.org.uk/index.php?title=Main_Page)

3.5 Presentations have been given to a range of organisations including the Kent Community Development Managers Group, Kent Housing Officers Group, Kent Public Health Board and Sevenoaks LSP all of whom have endorsed the approach being taken.



3.6 Pilot projects have also been identified to inform the on-going development and roll out of activity and these include:

- AmicusHorizon partnership to target families in Swale
- KCC Employee volunteering to support Literacy
- Kent Rapid English Forum which is testing an on-line tool with children, NEETs, and adult learners
- Kent Reading to Dogs in Schools scheme which has featured on BBC Breakfast
- Libraries' Summer Reading Challenge targeted at Reading Recovery schools
- Youth Offending Service Literacy and Numeracy scheme to raise the attainment of high-end offenders

3.7 A full Equalities Impact Assessment has been completed. The project will promote positive images of reading and of our target audiences and we will seek to benefit and involve everyone who lives or works in Kent, regardless of first language, ability, gender, age, race, religious belief, gender identity or sexual orientation. The Kent Approach also meets the needs of the Duty to Involve as it is based on the need for public involvement to achieve success

#### **4. NEXT STEPS**

4.1 Working with the Implementation Group, the Project Manager will:

- develop pages on kent.gov.uk to host the Kent Approach to Literacy and Reading and act as the vital signpost that is required to ensure everyone is aware of the help and support that is available through Children's Centres, Schools, Skills Plus Centres and Libraries
- promote the Kent Approach to Literacy and Reading at significant events to reach target audiences, new partners and volunteers
- harness the use of social media and other new opportunities to engage partners, volunteers and target audiences
- establish a Kent Literacy and Reading Partnership Forum to continue the dialogue and take a shared approach to ensure the long-term success of the project
- identify Kent Reading Champions to act as ambassadors for literacy and reading across the county and in their communities
- identify ways to address the skills needs required to deliver the Kent Approach including use of Plain and Easy English, storytelling and skills needed to engage a wide range of audiences from early years to adults with learning disabilities.
- continue to link literacy and reading to Kent's highest priorities including engagement with the new Local Enterprise Partnership (LEP), with the Health Service requirement to '*provide access to alternative therapies for psychological disorders*', and with the Community Safety priority to reduce re-offending. The Kent Approach is referenced in the Kent's Sustainable Community Strategy (Vision for Kent), the Kent Cultural Strategy and other strategic documents
- establish a system for monitoring and evaluating the success of the initiative including social and learning outcomes

#### **5. RESOURCING**

5.1 Literacy is even more vital during an economic downturn. The Kent Approach to Literacy and Reading supports the aims of Bold Steps and the ambitions of the Vision for

Kent. It will be achieved through prioritising and focussing existing services, including library services, and resources on supporting this work. Most importantly the human resources also exist; not only teachers, tutors and librarians but also the people of Kent who love to read and the organisations which work with our target audiences including the Probation Service, Health Service and the District Councils. Our partners bring a range of skills and access to other resources as well as energy, enthusiasm and new ideas. Maximising access to, and synergy between, these resources will be critical to success.

5.2 Existing forums and events will be used wherever possible to engage audiences and ensure sustainability. The Kent Approach will also link to existing initiatives where appropriate e.g. Early Reading Connects, Six Book Challenge, and Every Child a Talker.

5.3 Additional investment has already been attracted including funding from:

- Department for Education/National Literacy Trust for Partners in Literacy
- Department for Education Innovation Fund to support work in Swale and Thanet
- AimHigher to initiate Local Legends storytelling initiative
- AmicusHorizon to reach families in Swale
- YMCA to support work with NEETs in Kent Thameside

5.4 Further investment opportunities will be explored including sponsorship for high profile promotional events and seedcorn funding to test different approaches to engage audiences and attract new partners.

## **6. RECOMMENDATIONS**

6.1 Cabinet Members are asked to:

(i) NOTE this report and COMMENT on the draft text in the document attached at Appendix One.

(ii) ADVISE on ways in which Local Members can get involved

Director:  
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## INVOLVING THE WHOLE COMMUNITY; THE KENT APPROACH TO LITERACY AND READING 2011-2021

### 1. INTRODUCTION

Kent County Council's Medium Term Plan describes 3 clear aims which will be the focus of the local authority's activity in the next few years:

- helping the economy to grow
- putting the citizen in control
- tackling disadvantage

We believe that the Kent Approach to Literacy and Reading supports all 3 aims. The facts and statistics below are taken from the National Literacy Trust's Literacy Changes Lives advocacy document (2008) [http://www.literacytrust.org.uk/research/nlt\\_research/243\\_literacy\\_changes\\_lives\\_an\\_advocacy\\_resource](http://www.literacytrust.org.uk/research/nlt_research/243_literacy_changes_lives_an_advocacy_resource)

**Helping the Kent economy grow:** literacy skills will enable us to facilitate new growth in the Kent economy because:

- over 95% of all employment in the U.K. requires employees to be able to read
- 22% of men and 30% of women with literacy below entry level 2, the level expected of a 7 year old, live in non-working households
- men and women with poor literacy are least likely to be in full-time employment at the age of 30
- concern about basic numeracy and literacy is especially acute in retail and manufacturing – 69% of firms in retail and 50% in manufacturing report problems

**Putting the citizen in control** – Literacy and Reading will enable us to place power and influence in the hands of local people so they are able to take responsibility for their own community and service needs because non-readers are less likely to:

- vote or have an interest in politics
- participate in their local community
- belong to a membership organisation.

**Tackling disadvantage** – Literacy and Reading will help to make Kent a county of opportunity where aspiration, rather than dependency is supported, particularly for those who are disadvantaged or who struggle to help themselves and their family because non-readers are more likely to:

- suffer depression
- smoke
- live in over-crowded housing
- have low aspirations.

In order for Kent to move forward towards an aspiration of 100% literacy levels we need articulate and engaged communities. From birth through all stages of life we need to equip all of our communities with the life chances and opportunities to lead full and rewarding lives. Developing literacy skills, creating literate communities and promoting a love of reading for pleasure are central to these aims. *Involving the whole community; the Kent Approach to Literacy and Reading* outlines why literate and reading communities are important to the continued success of Kent. It provides a new, simple and sustainable approach to achieve our aspiration.

Kent County Council and a growing number of partners aim to embed a culture where everyone aspires to read and provide excellent signposting to skills development opportunities, services and support.

*Involving the Community; the Kent Approach to Literacy and Reading* aims to

- Raise awareness of literacy needs
- Promote the benefits of reading
- Raise awareness of the excellent good practice that already exists
- Involve more people to help us raise standards.

It will recognise that:

- Everything starts with reading; it is key to a fulfilling life
- Reading and success go hand in hand
- Reading is anything, anywhere, anytime
- The best place to begin is with what you love; enjoy what you read and share that pleasure
- It's never too early or too late.

We recognise the enormous energy, commitment and expertise that are already raising the standards of literacy and reading across Kent, including the work of our teachers, tutors and librarians. The Kent Approach to Literacy and Reading does not seek to advise on how literacy should be taught. It aims to support those whose role it is to develop literacy skills and promote the enjoyment of reading. It also seeks to engage the people who could most benefit from literacy skills and reading including parents of young children, people who are seeking work, and people who suffer mental health problems.

Equality of opportunity is at the heart of the Kent Approach. Involving the whole community is all about challenging stereotypes and promoting positive images of reading and our target audiences. We will seek to benefit and involve everyone who lives or works in Kent, regardless of first language, ability, gender, age, race, religious belief, gender identity or sexual orientation. All our partners have Equal Opportunities policies.

## **2. WHAT DO WE MEAN BY 'LITERACY AND READING'?**

We will support all four strands of literacy - speaking, listening, reading and writing. There are many definitions of 'Literacy and Reading' but we have chosen two which we believe best sum up the benefits:

*"The ability to identify, understand, interpret, create, communicate, compute and use printed and written materials associate with varying contexts. Literacy involves a continuum of learning in enabling individuals to achieve their goals, to develop their knowledge and potential, and to participate fully in their community and wider society"* UNESCO United Nations Educational, Scientific and Cultural Organisation

*"We believe that reading can transform people's lives. The more you read, the more you know. The more you read, the more you imagine. The more you read, the better you understand and the better you can connect to people. Our mission is to inspire more people to read more."* The Reading Agency

We also recognise that digital literacy is closely connected which is why we are supporting Race Online 2012 which aims to improve the life chances of people who have never been on-line.

### **3. WHY DO WE NEED A KENT APPROACH TO LITERACY AND READING?**

To sum up, a love of reading and the ability to read brings benefits throughout life, including:

- bonding; sharing a story with a parent or carer is one of the earliest and strongest opportunities
- social skills; through storytime at pre-school or in a library a child can learn how to listen and interact with other children and adults
- readiness for school; sharing stories helps a child to gain confidence
- skills for life; literacy is a life skill; vital at every stage
- skills for work; jobs and the use of computers and other technologies require literacy skills
- involvement; a reader will be more confident to join in and play an active role in their community
- health and wellbeing; reading can be a lifeline for anyone who is ill or lonely
- and not least...fun!

### **4. WHY DO WE NEED TO INVOLVE THE WHOLE COMMUNITY?**

We believe that the people who can make most difference are the readers of Kent; people who, whatever their first language, age or ability, can help us engage the non-readers of Kent. Readers far outnumber non-readers and their enthusiasm is infectious; let's harness it!

Everyone can play a role, whether it is taking a child to a library for the first time, making a storysack for a family, being a volunteer reader in a school, or accompanying a nervous friend to a Skills Plus Centre in the high street where they will find community learning and skills staff who can help them to gain a basic literacy qualification. Just talking about the sheer pleasure of reading can inspire others. There is good evidence to support our approach:

- 2 out of 5 adults are encouraged to read a book after receiving tips from friends: Office of National Statistics;
- 43% of young people will read something as a result of a peer recommendation: Nestle Family Monitor

Volunteering opportunities already exist and will be expanded. Volunteer Reading Help and Time2Give, Libraries and Archives volunteering programme which is managed by Community Service Volunteers, provide a range of opportunities including:

- Baby Rhyme Time and Story Time - helping to engage children in literacy related activities
- supporting and listening to children read - provided by Volunteer Reading Help in schools
- Summer Reading Challenge - peer and adult support for the school holiday programme
- Library links with local schools - promoting library services in schools and encouraging class visits. We may develop similar links with GP surgeries as well as promoting volunteering as a mental health therapy
- Reading Group hosts - facilitating and supporting reading groups in libraries. These include special interest groups e.g. the MIND reading group for people with mental health issues. There is also an Audio Reading Group for people who are blind or visually impaired
- Supporting Adult Literacy – opportunities to support Basic Literacy students, enabling them to have some extra support in the library between classes.

Other volunteering opportunities include:

- **Seashells Doorstep Library in Sheerness** - where Children's Centre volunteers and a Bookworker visit families each week offering to read a story and providing an opportunity to borrow books
- **KCC Employee Volunteering** in partnership with Reading Recovery to support Kent schools. We will design a project that offers positive roles and opportunities for staff, supporting them to volunteer to raise literacy and reading standards in Kent
- **Words for Work** – volunteers from the business community are supporting Kent secondary schools in a National Literacy Trust pilot. This initiative helps Year Nine pupils (13/14 year olds) to explore the use of speaking and listening skills in the workplace through a series of creative workshops

- **Reading Champions** in local communities, the workplace or in the clubs and societies. We want people who will help us to fly the flag, to help us challenge attitudes and other barriers to literacy and have some fun at the same time!

Everyone will be able to volunteer. We will welcome everyone whatever their first language, ability, gender, age, race, religious belief, gender identity or sexual orientation. For example, in 2010-11 at least 8% of our Time2Give volunteers were disabled and 8% were from Black Minority Ethnic groups.

### **A new opportunity for everyone to get involved!**

We have been inspired by *The Future of Reading*, an Arts Council research project to engage people in a debate about the role and value of reading, and how it can best be encouraged in a digital age.

The report reveals a number of interesting findings about reading including:

- the importance of reading as an individual, creative experience and its perceived benefits of enjoyment, escape, empathy and overall wellbeing
- the reasons why people choose not to read, from a lack of time or interest to a fear of being too 'drawn in' to another world
- that all forms of reading are seen as valid and valuable and that people don't want to be patronised or dictated to about what they choose to read
- ideas for how individuals and organisations, particularly libraries, can help to promote reading by tapping into a universal interest in good stories.

The report also promotes the use of '**great stories**' as an art form at the centre of a programme to get more people reading more and more widely. Storytelling is a very accessible medium and part of the culture of some communities including Gypsy Roma and Travellers of Irish Heritage.

We know that everyone has a story to tell about their life and their reading experience; whether a good or bad experience when they were a child, a story of how reading has been a lifeline during periods of loneliness or depression, or to raise concerns about why some children and adults are unable to read and make suggestions for what should be done to address the problem.

To understand the barriers and to get new thinking we need to maintain this dialogue with the people of Kent. We can use these stories and experiences to break down the barriers and stigmas associated with illiteracy. Building on a pilot run by AimHigher with 3 secondary schools, we aim to roll out **Local Legends of Kent**, encouraging everyone, in particular our target audiences to:

- tell their own stories
- tell other people's stories

- tell their community's story
- talk about the stories they love
- tell us about their reading experiences.

## 5. WHO WILL BENEFIT FROM THE KENT APPROACH?

We have identified 15 priority groups as shown below and will regularly review progress and add new target audiences as needs are identified. Statistics below are from the National Literacy Trust's Literacy Changes Lives advocacy document (2008) unless stated otherwise.

- **Early Years children and their families:** up to 10% of all children have a long term persistent communication difficulty. However, upwards of 50% of children on school entry have more transient difficulties which, with the right support, mean the children are likely to catch up. (Source: i-can *The Cost to the Nation of Children's Poor Communication*, 2006)
- **Children at Key Stage 2 transition and their families:** at Key Stage 2 the expected level for pupils to achieve is Level 4. In Kent 21.5% are below Level 4 in English, 15.3% in Reading and 35.2% in Writing. Nationally, 6-7% of 11 year olds in England leave primary school at a reading level equivalent to an average 7 or 8 year old. (Source: *The Long Term Costs of Literacy Difficulties KPMG Foundation* 2007)
- **Looked After Children:** in 2003, 48% of children in care left school without any qualifications, compared to only 5% of all other children. Children in care have poor results in Key Stage tests at ages 7, 11 and 14. Just 1% go to university. Children in care are 10 times more likely to be permanently excluded from school (source: Social Exclusion Unit )
- **Deaf children:** official figures suggest that over a quarter (28%) of all deaf children leave primary school without a basic understanding of literacy, compared with just 6% of all children
- **Men and boys:** in 2007 2396 pupils (12% of all pupils) in Kent were not awarded a Level for Reading. Of these 1566 were boys. Only 23% of boys read stories or novels every day compared to 41% of girls (Source: KCC Management Information Unit). In 2010 the National Literacy Trust found that boys do not enjoy writing as much as girls (38% vs. 52%) either for recreation or for schoolwork. 70% of men with poor literacy and/or numeracy were in manual jobs, compared with 50% of those who were competent in both
- **Young people not in education, employment or training (NEETs):** it is possible to track people's progress from age 17 to 37. Data shows that those with lower levels of literacy are more likely to be unemployed by the time they are 23



- **Children and young people who are excluded from school:** 70% of children permanently excluded from school have difficulties in basic literacy skills
- **Gypsy Roma and Travellers:** In 2008-09, just 19% of pupils at Key Stage 2 in Kent achieved Level 4+ in English and Maths and 3.7% A\* to C grades at Key Stage 4 (source: KCC Management Information Unit)
- **Families whose first language is not English (ESOL):** numbers of families from certain Minority Ethnic groups are increasing in parts of Kent. These include Nepali in Shepway, White Eastern European and Gypsy Roma in Thanet, Dover, Gravesend and Dartford (source: Management Information Unit)
- **Adults with literacy skills below Level 2:** 276,000 adults in Kent and Medway have Entry Level 3 or below literacy skills. 75.9% of Kent's working age population is employed, but the average household income in Kent is lower than in the rest of the South East. 12.1% of Kent's population have no qualifications at all, 16.2% are qualified to Level 1 (GCSE grades D-G) and 16.8% have a Level 2 qualification (GCSE grades A-C). In 2007/08, 23.9% of Community Learning and Skills learners (7,774) were on Preparation for Life and Work (literacy, language, and numeracy) programmes. The Moser report states that up to 7 million, i.e. 1 in 6, adults, in England, have difficulties with literacy and numeracy (source: Community Learning and Skills) In 2009/10, the percentage of Community Learning and Skills learners who were on Preparation for Life and Work (literacy, language, and numeracy) programmes was 25.49% (7368).
- **People who are out of work or on working age benefits:** the gap between those with low, average and good literacy skills widens by the time they are 37, those with low literacy skills being less likely to be in full-time employment than those with average or good literacy skills. Improving literacy skills to Level 1 (GCSE grades D-G) increases the likelihood of employment by about 5 percentage points. It also increases wages by 7 percentage points. Men who improve their literacy skills reduce their likelihood of being on state benefits from 19% to 6%. Only 2% of families with good literacy live in workless households.
- **Health patients in particular people with mental health issues:** research at the University of Sussex in 2009 found that reading is the best way to relax, and that even 6 minutes can be enough to reduce stress levels by more than two thirds. In a series of tests they found that reading reduced stress levels by 68%.
- **Adults with learning disabilities;** the majority of people with a learning disability have difficulty with literacy, reading and

understanding. Being able to read and understand documents makes a tremendous difference to people's lives. It builds confidence and self-esteem. Putting information into 'easy read' language can not only support people's understanding but it can also help support and develop their levels of literacy. There are an estimated 35,000 people with a recognised learning disability in Kent (source: KCC Families and Social Care 2011)

- **People on probation or at risk of offending including young offenders:** nearly two thirds of offenders under probation supervision in the community have a literacy and numeracy ability below that of an 11-year old (source: Kent Probation 2008). Nationally, 37% of prisoners are below Level 1 (GCSE grades D-G) against 16% in the general population aged between 16 and 65 years. Non readers are more likely to commit a crime and be sent to prison or re-offend once released and represent half of all offenders leaving prison
- **People living in areas of socio-economic disadvantage:** the breakdown of an overall percentage of adults who have skills levels, below Level 1 (GCSE grades D-G), in literacy and numeracy across Kent, is 47%. In Swale it is 54% and in Thanet it is 52% (source: Community Learning and Skills)

**There are many other people who will benefit from the Kent Approach.**

People of all ages, people who are disabled, people of both sexes, lesbian, gay and bi-sexual people, people of every religion, and people of all races may fit into one or more of our target audiences. Many will play a positive role helping us to deliver the Kent Approach. No one will be excluded. For example black children are ahead of their white peers when it comes to reading; gypsy roma and travellers have a rich culture of storytelling and people with disabilities, including learning disabilities, can help us to develop accessible approaches. We also support the Rainbow Readers LGBT Reading Group in Tonbridge Library, Kent Association for the Blind Book Club in Maidstone Library, and Audio Book Groups for Visually-impaired people in Sturry, Gravesend and Deal libraries

## 6. WHAT ARE THE BARRIERS TO LITERACY AND READING?

Barriers include family background, upbringing, early years experience, a past lack of educational opportunity, peer pressure, lifestyle changes and other circumstances which occur throughout life. Five of the most significant barriers are summed up below:

**Attitudes:** research into attitudes towards reading commissioned by the Department for Education highlighted that only 24% of parents in the C2DE lower socio-economic group see the link between reading and success in life. Many people associate reading with books and literature and do not realise that you need good literacy skills to use a computer, read information on the internet or in leaflets. We must demonstrate the

value and benefits of reading, including magazines, websites, signs etc so that everyone aspires to read. The Business, Innovation and Skills *Skills for Life Survey 2003* states that:

- 54% of adults with Entry Level 1 (equal to National Curriculum Level 1) or lower level literacy said their everyday reading ability was very or fairly good
- Only 2% felt their weak skills had hindered their job prospects or led to mistakes at work

Many people come across children and adults who cannot read and write but do not think it is their responsibility to help and are not motivated to find out about the availability of help and support. **We must challenge these attitudes and make literacy everyone's responsibility.**

**Lack of confidence:** There is a huge stigma attached to an inability to read and most people prefer to cover up the fact. This is increasingly difficult as the use of computers and most job opportunities require reading skills. **We must remove the stigma so that people feel as comfortable discussing their literacy skills as their maths skills**

**Lack of awareness of services and support:** there is a wealth of free advice, help and support out there but many people are unaware that it exists and that it is for them. These include parents, young people, practitioners, employers and the general public. **We must raise awareness of our fantastic services and improve signposting to them through partnerships, website and staff training**

**Lack of access to services and support:** many people want help but are unable to access it for a variety of reasons including time, cost, travel etc. **We must understand their needs and overcome these obstacles through use of new technologies, which can provide access to services 24/7, and other new approaches**

**Behaviours:** some will never have used library or adult education services or sought help and advice from other sources. They may associate learning with a bad experience at school in the past. They may have a stereotypical image of a library. As a result they choose not to use these services. **We must help and support everyone to see for themselves that our services are modern, welcoming and open to all.**

## 7. WHAT WILL THIS STRATEGY ACHIEVE?

**It will recognise, support, promote and build on excellent and innovative work** that takes places in our schools, Community Learning and Skills Centres (Kent Adult Education and Key Training Services), in further education colleges and in our public libraries every day. Initiatives include:

- Bookstart** is a universal programme which is managed and promoted by the Booktrust. It is funded by the Department of Education and

books are donated by publishers. In Kent, Libraries and Archives manage the scheme which, in 2009-10, gifted books to 100% of babies at registration; 87% children at 18 – 30 months via the health service; and to 100% of 36-48 month olds via early years settings including Children's Centres and Pre-schools; totalling over 49,000 pre-school children. Bookstart is also available in alternative formats including dual language and Bookshine and signed books for children who are deaf.

- b. **Booktime** was developed by the Booktrust to maintain the benefits of Bookstart when children start school. Reception-aged children receive two books in a book bag with information for the parent/carer about sharing books. NIACE reported that Kent's Booktime programme ensured that *"children are enthused by other books, that parents are inspired to play a part in their child's education and that families develop the library habit"*.

**Booked Up** is a linked scheme which provides books for children in Years 7 and 8 in secondary schools.

- c. **The Every Child a Reader** programme involves training '**Reading Recovery**' teachers who deliver daily one-to-one teaching for children with the most significant reading difficulties. The initiative has been part funding the salary, and providing training, of highly skilled Reading Recovery teachers to give intensive help to children most in need. Reading Recovery is an early intervention for children who have made very little progress in reading and writing during their first year at school. It involves a daily one-to-one lesson with a trained Reading Recovery teacher for a period of between 12 and 20 weeks. The unique training model requires the teachers to observe and discuss two live lessons behind a one way screen at each training session.

Around 70 Kent schools are currently involved in the initiative. In 2009/10, of the 453 children who completed their Reading Recovery programme, 8 out of 10 children made accelerated progress and achieved age appropriate levels in reading and writing by the end of the programme and were back on track to succeed where they might otherwise have failed, but for Reading Recovery.

- d. **Every Child a Talker** is a national initiative designed to promote early speech, language and communication skills in children. It has been developed to address a national concern regarding the significant number of children entering school with poor communication skills. The Every Child a Talker programme will improve the skills and expertise of early year's practitioners; it will increase practitioners' knowledge and understanding of the development of early language and lead to measurable improvements in the early language of the children attending the settings involved. It will raise the understanding and expertise of early years practitioners across the whole setting and equip them with the skills and knowledge needed to work with both children and parents. As well as creating an enriched language

environment within settings, the programme will increase the involvement of parents in their children's learning and help to develop stronger home learning environments.

- e. Family Literacy, Language and Numeracy programmes** run by Community Learning and Skills in schools, children's centres and other venues across Kent and are specifically designed where appropriate, to enable adults and children to learn together. These excellent programmes aim to raise standards for both parents and children, to extend parents' skills in supporting their children's developing literacy skills, and to provide opportunities for parents to achieve literacy qualifications at an appropriate level. For many adult learners a family programme is their first step back into formal learning since their own school days, and one important motivation is the desire to offer their child support and opportunity. For many children this can provide the encouragement they need to re-engage and feel success in learning.
- f. Six Book Challenge** was launched by The Reading Agency in 2008 as a national scheme for adults who are improving their reading skills and getting into reading for pleasure. It invites them to read six books of their own choice, and record their reading in a diary. Those who complete the Challenge are presented with a certificate to celebrate their achievement and they can also be entered into a national prize draw. We run the Challenge in partnership with Skills Plus Centres in Gravesend and Maidstone Skills Plus centres again this year, and for the first time we are running it with ESOL learners and adults with learning disabilities in Margate.

We are keen to extend the Six Book Challenge to reach parents and carers with literacy needs so we will be running it alongside the Summer Reading Challenge in 2011 in Reading Recovery schools in Dover and Shepway Districts targeting families whose children are getting support with their reading. The Six Book Challenge could also be offered to other groups including workplaces, Children's Centres and those with mental health issues such as Alzheimer's

*"The challenge made me want to read more and more often. I'm really enjoying books now"* (adult learner)

*"I'm not afraid to pick up a book now and I'm actually enjoying it"* (adult learner)

- g. Skills Plus Centres** are town centre learning centres with a difference. There is no standard delivery of courses and learners can set their own pattern of attendance to fit with their lives. Courses are tailored to individual need, usually embed basic IT and where appropriate learners can also undertake self-study with the support of the tutor. There are other satellite courses that take place outside the Skills Plus Centre e.g. in the workplace or in other Adult Education Centres.
- h. Summer Reading Challenge;** led by The Reading Agency in partnership with public libraries, this is the biggest national reading

initiative. It is promoted as a fun, free and accessible activity that encourages children, aged 4-12 years, to sustain their reading habit during the summer break. Research by the UK Literacy Association shows It can help primary schools avoid the "summer dip" in pupils' reading motivation and attainment, widen pupils' reading range and repertoire, and boost their desire to read at home. The challenge is simple; children join at their local library. They can read or listen to any books they like during the holidays with incentives to collect along the way. There is a certificate and medal for every child who completes the challenge by reading 6 books. Libraries across Kent hold events and activities that offer free family fun throughout the summer to complement the challenge.

*"It improves your reading. After the summer holiday I was moved up a level"* (child)

- i. **Volunteer Reading Help** is a national charity which works with schools in Kent. The aim is to help build a nation of confident children who are literate for life. This is achieved by training and supporting a team of amazing people who volunteer their time to become reading helpers in local primary schools.

**The Kent Approach will also encourage and support:**

- **New partnerships;** since the National Year of Reading in 2008 a range of new and non-traditional partners have got involved working to support schools and engage Community Learning and Skills or Libraries to raise literacy levels and promote reading to meet their priorities. These include health, the community safety sector and housing.
- **New approaches** e.g. the Kent Reading to Dogs in Schools initiative is based on well-established models in parts of the U.S.A. and Canada. The scheme encourages reluctant readers to read to a trained therapy dog and its volunteer handler. In the pilot school one boy's reading age increased by 8 months over a 3 month period.
- **New opportunities:** new technology can be harnessed to support literacy. Nearly two thirds of children and young people read websites, and half of children and young people read e-mails, blogs or networking sites every week. For example Education Learning and Skills have recently used mobile phone technology to support the English language development of Eastern European families.

***Involving the whole community; the Kent Approach to Literacy and Reading will demonstrate the importance of literacy for educational attainment, work and life.*** It will encourage and enable:

- increased skills levels
- confidence and skills to get, or retain, a job
- raised awareness of services for literacy and reading

- every home to become a reading home
- a confident and articulate population including parents, carers and children
- young people to understand the importance of reading
- boys to feel more enthusiastic about reading
- adult literacy development and improvement
- more people to read more
- everyone to be better informed

***Involving the whole community; the Kent Approach to Literacy and Reading will also:***

- enliven minds
- broaden horizons
- inspire creativity, innovation and fun
- make possible progressions in education
- increase aspirations and attainment
- increase participation
- support emotional and intellectual development
- increase knowledge
- break down barriers
- help to build stronger and safer communities
- encourage and support awareness and participation in local decision making
- enable community empowerment through awareness of rights, benefits and services
- improve the responsiveness of services to community needs including the needs of our target audiences
- encourage healthy lifestyles and contribute to mental and physical well-being; 40% of people who read a book on health said it made them feel better!
- enable people to cope with isolation, anxiety or ill-health
- help children and young people to enjoy life and make a positive contribution
- support cultural diversity and identity
- change attitudes, behaviours and the culture

**8. HOW WILL THE KENT APPROACH TO LITERACY AND READING BE DELIVERED?**

If we are to achieve our aspiration of 100% literacy we must ensure that the Kent Approach is sustainable until 2021 and beyond. It must be really simple to be effective. The Kent Approach will provide a continuous cycle of interventions, recognising that a range of different approaches is needed and that there is no 'quick fix'. These are **Conversation, Reading Pledges and Challenge**.

The on-going **Conversation** aims to reach the widest possible range of partners, communities and individuals in order to get everyone talking

about literacy and sharing responsibility to help find new approaches. Questions will be adapted for different audiences but will be based on the following:

- what is your experience of literacy and/or reading?
- how can we raise standards of literacy?
- how can we introduce more people to the benefits of reading?
- what are the barriers to success?
- how can we overcome them?
- what can you or your organisation contribute?

A **Reading Pledge** for the people of Kent will promote existing services, many of which are free, alongside new offers and opportunities to get involved. It will aim to raise awareness of the range of facilities and activities that exist at local and county level enabling more effective signposting to help and support. We will also seek pledges from individuals and organisations and add them to our Charter. For example: *“I will go home and read to my child”* *“I will drop into my local SkillsPlus Centre”*; *“I will encourage my W.I to make Storysacks”*.

Through continuous **Challenge** we aim to maintain commitment to seek new approaches until the goal of 100% literacy has been achieved. The role of our champions and partners will be crucial in ensuring that literacy and reading are at the heart of Kent’s strategic and local priorities. To succeed we must challenge and be open to challenge. We must constantly strive to find alternative approaches and be open to new ideas.

## **9. WHEN WILL THE KENT APPROACH TO LITERACY AND READING BEGIN?**

Focussed work began in the National Year of Reading in 2008 and it won’t stop until everyone has had the opportunity to develop their literacy skills and/or discover the joy of reading. Starting in 2011 we will promote and support a series of initiatives and activities to promote the Kent Approach. These include:

- community-based activities to showcase services and initiatives and begin a conversation with local people, gathering pledges etc
- promotional events aimed at every target audience. For example we attended the Kent 2020 Business to Business Conference in April
- attendance at significant conferences and seminars across the county eg Early Years Conference in the autumn 2011
- Webpages at [kent.gov.uk/readingandliteracy](http://kent.gov.uk/readingandliteracy)

## **10. HOW MUCH WILL IT COST?**

The Kent Approach to Literacy and Reading supports the aims of Bold Steps and the ambitions of Vision for Kent. It will be achieved through prioritising



and focussing existing services, including library services, and resources on supporting this work.

Most importantly the human resources also exist; not only the teachers, tutors and librarians who are already working to develop literacy skills and promote reading, but also the people of Kent who love to read and the organisations which work with our target audiences. We can all help our schools and adult learning partners to achieve their targets for literacy. Our partners bring a range of skills, facilities and access to other resources as well as energy and enthusiasm. Maximising access to, and synergy between, these resources will be critical to the success of the Kent Approach.

The Kent Approach will use existing forums and events wherever possible to engage audiences and ensure sustainability.

The Kent Approach is attracting investment including:

- Dept for Education/ National Literacy Trust funding for the appointment of a Coordinator for Partners in Literacy in 2010-11
- Innovation Fund to support work in Swale and Thanet
- YMCA investment to support work with NEETs in Kent Thameside
- AmicusHorizon investment to reach families in Swale.

During the National Year of Reading just £18,715 provided seedcorn funding to enable nine initiatives to get off the ground. They were:

- the introduction of Bag Books, multi-sensory stories for adults and children with severe or profound learning disabilities, autistic children, children with ADHD and children and adults with physical disabilities
- making libraries more user-friendly for people with dyslexia
- a health-themed Alphabet book aimed at adults with basic literacy skills
- Kent souvenir guide books for gifting at Citizenship ceremonies
- the introduction of Six Book Challenge to support Skills Plus
- an Education thru' Art initiative to support the Headspace youth project in Folkestone
- a new Chatterbooks reading group for young people
- provision of magazines for young people
- support for literacy and reading in prison libraries

We will continue to pursue investment opportunities including sponsorship for high profile Kent Approach promotional events and seedcorn funding to test new approaches which will engage new audiences and new partners. We will welcome offers of seedcorn funding, in particular, to help kick-start projects in local communities or countywide. Please contact us if you would like more details or want to alert us to an investment opportunity. We will acknowledge all sponsorship in publicity and liaise with funding partners to see if there are other mutual benefits in working together.

## 11. WHO IS LEADING KENT APPROACH TO LITERACY AND READING?

Kent County Council has statutory responsibilities for education and libraries and is well placed to take a strategic lead. Libraries and Archives will act as lead partner for the Kent Approach and will act as coordinator, broker and enabler. Literacy and Reading is Libraries and Archives core business alongside community cohesion, public information and digital inclusion. We can provide support through shared use of resources including IT, library buildings and staff skills. Libraries and Archives also work with all the target audiences.

KCC and its strategic partners cannot, of course, deliver the Kent Approach alone and we will continue to work with a widening range of partners and local people.

In the final analysis the people of Kent are the real key to success. We will work with individuals and organisations at local community, county and national levels to deliver the Kent Approach. There is a role for everyone and opportunities to get involved from taking ten minutes to read to a child to helping in many other ways.

The **Kent Forum for Literacy and Reading** will replace the Implementation Group which has influenced and informed the development of the Kent Approach. It will provide a wide and diverse partnership forum to champion, steer and sustain the Kent Approach. It will:

- provide leadership, challenge, support and advice
- bring new thinking, creativity and flair
- celebrate literacy and reading at every opportunity
- involve and represent key sectors and partners
- help to broker new partnerships
- secure resources including in-kind resources
- ensure high level recognition within KCC and from its strategic partners
- advise on links with national and local policy
- deliver the Kent Approach

Existing partners are AimHigher Kent and Medway, AmicusHorizon Housing, Canterbury Christchurch University, Connexions, the Employment And Skills Board for Kent and Medway, JobCentre Plus, Kent Association of Training Organisations, Kent Probation, Maidstone Borough Council, Volunteer Reading Help and West Kent NHS. KCC is well represented including Community Learning and Skills, Libraries and Archives, Education, Learning and Skills (Alternative Provision, Early Years, Minority Ethnic and Bilingual Service, Parenting and Reading Recovery), Technology and Transformation, Valuing People, the Youth Offending Service and Youth Service. A wide and diverse range of other organisations are involved in local projects including Kent County Council's Arts Development Unit and Sports, Leisure and Olympics as well as Hi Kent and Kent Association for the Blind. There is no limit to the number and range of partners who could join in.

## 12. HOW WILL WE KNOW WHETHER THE KENT APPROACH IS WORKING AND WHAT HAS BEEN ACHIEVED SO FAR?

Ultimately the test will of course be improved literacy levels but this is a long term goal and proxy indicators will need to be developed in order to measure progress. These will include the success of individual projects and initiatives; and levels of participation and partner involvement

Work to develop the Kent Approach has already enabled a range of new partnerships, new approaches and new opportunities. A few examples are cited below:

- **New partnership: the Kent Rapid English Forum** has been formed to develop and evaluate Rapid English. Work led by Education, Learning and Skills involves one primary and three secondary schools, seven Pupil Referral Units, a Young Offenders Institute, a prison, colleges and training institutes, and the Y.M.C.A. Rapid English helps anyone with poor levels of literacy as well as families whose first language is not English (ESOL), to communicate clearly and confidently. It is a user-friendly interactive IT programme which provides a positive and enjoyable learning experience and a simple but highly effective teaching method. It achieves rapid and dynamic improvements in reading, writing, speaking and listening skills.
- **New approach:** new technology provides amazing opportunities. Education Learning and Skills have used mobile phones to support English language family learning classes for Eastern European families in Dover. Whilst the classes were extremely popular, participants wanted additional opportunities to learn, practise and develop their skills. In response, the Minority Communities Advisory Service introduced a learning application for use on mobile phones to reinforce and supplement classroom learning. The project was very successful with participants stating that their confidence in speaking in a variety of social situations had improved.
- **New focus on an existing programme:** in 2010 the **Summer Reading Challenge** targeted Reading Recovery schools. Many teachers accompanied groups of Reading Recovery children and their parents to the nearest library to get them signed up for the Challenge and to collect their first book. Reading Recovery children acted as ambassadors to promote the Reading Challenge to all children in their schools. Six Reading Recovery schools received reading trophies for having achieved between 15% and 33% of their school rolls participating.  
*"I never thought I would ever hear my Harry say he loved reading but he did, in the library, yesterday"* (Parent)

## 13. WHAT HAPPENS NEXT?

As you can see from the examples above, the team that has worked together to develop the Kent Approach has not been a talking shop. However the Kent Approach is a call to action to enable everyone to get involved. Together we must promote and embed a culture where everyone aspires to read and where there is excellent signposting to skills development opportunities and support.

We need the help and support of:

- everyone who recognises the value of literacy and/or loves to read and
- every organisation which would benefit if we could improve the literacy skills of the children, young people and adults of Kent.

Involving the Whole Community; the Kent Approach to Literacy and Reading will be available as a download on [kent.gov.uk](http://kent.gov.uk) where we will also share good practice, new thinking, and links to sources of help and support. Aimed largely at people who want to help us to deliver the Kent Approach it will also provide a connection for anyone wanting some additional support to develop their skills or discover the benefits of reading.

## 15. HOW CAN I GET INVOLVED?

There are many ways in which you can help us to get everyone talking and taking action to raise standards of literacy and promoting the joys of reading for pleasure. You can help us by:

- talking about it to others in your organisation, your community or your workplace
- passing this paper on to others
- sharing your thoughts
- sharing your ideas
- sharing opportunities
- sharing resources e.g. in-kind or financial support to help us achieve our aims
- helping us to initiate Conversations about literacy and reading
- getting actively engaged with Living Legends of Kent and telling us your story

**We hope that the following sections will further inspire you.** They are:

- **What do we mean by reading?** A list of examples
- **Some examples of literacy and reading programmes in Kent;** adding to examples included above
- **Some of our favourite quotes about literacy and reading**

These lists are not comprehensive. Please share your reading experiences, reading initiatives and quotes with us.

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**WHAT DO WE MEAN BY READING?**

Reading experiences which you might encounter in a typical day include:

- Time on the alarm clock!
- A text message
- Ceefax news
- Road signs
- Work e-mails
- Websites
- Discussion forum
- Lunch menu
- Receipt
- Telephone book
- Personal emails
- Facebook
- Recipe
- Bank statement
- Sky Plus schedule
- CD case
- Song details on DRB radio display
- Sheet music
- Washing instructions
- Magazine
- Powerpoint presentation
- Food packaging
- Letters/post
- Catalogue
- Extract from an information book
- Newspaper
- Data and statistics
- Reports
- TV headlines
- Bedtimes stories
- Medicine label
- Quote for mortgage
- Rules for a children's game
- Maps
- Microfilm
- Bills
- Audio Book
- Song lyrics
- Advertising hoardings
- Subtitles for foreign film
- A magazine
- School noticeboard
- Holiday guide book
- a few pages of a novel before falling asleep!

**What did you read today?**

## SOME EXAMPLES OF LITERACY AND READING PROGRAMMES IN KENT

These add to or expand on examples already cited in the report above.

**AmicusHorizon Housing Association** has 28,000 properties in South East England including 7,500 properties in Kent. One of the company's aims is '*Helping Residents Achieve*'. AmicusHorizon has recognised that a focus on literacy could make a huge difference to the quality of life of its residents including skills and employment, work with young people, relationships between neighbours and communications between the company and its tenants. The company is working with Community Learning and Skills, libraries and schools to provide a range of literacy-based activities aimed at families.

**Arundel Unit Read Aloud Friday Book Club** gives mental health patients at the William Harvey Hospital an opportunity to explore and enjoy a wide variety of literature in an informal group setting. Set up in partnership with Libraries and Archives it is now run by the Occupational Therapy team and patients. The project was shortlisted for the Lemos & Crane Rise Awards 2011 which recognise excellence in improving the quality of life and well-being of mental health service users receiving support in the community.

*"I thoroughly enjoyed listening to poems and stories"* (Patient)

*'The **Bi-lingual Children's meetings** at Ramsgate Library have become an invaluable source of advice and support for my family. It seems that parents who have a mother tongue other than English face many of the same problems and quandaries, even though we may be from different cultures and backgrounds. It is encouraging to share tips and stories with the other parents, and the efforts of the library staff go to to find book in various languages are very helpful too. I also appreciate the way (library staff) arrange activities for the children designed to engage as well as celebrate the diversity the different languages represented. The children vary a lot in age as well as nationality so this is no mean feat! On the whole I find the meetings a most praiseworthy initiative and hope they will continue'* (Parent)

**Children's Stories, Language and Learning:** *"Susan, an AmicusHorizon tenant, has a variety of personal and health issues including agoraphobia, depression (which can lead to erratic behaviour), epilepsy and also mobility problems. In addition to this she is a carer for her disabled mother. She is unable to use public transport and does not drive which limits the opportunities available to her. She joined the course run by Community Learning and Skills, and had examples of her work included in the book that was printed at the end of the course. This has been an enormous boost to her self confidence"* (Community Learning and Skills Tutor)

**Community Learning and Skills** provides programmes tailored to the needs of organisations and individuals including:

- fully funded learning for adults to improve their basic literacy, language and numeracy skills

- individual tailored programmes and support, delivered at one of the 13 Skills Plus Centres across the county
- the opportunity to gain certificates to evidence achievement of national standards
- fully funded programmes delivered to groups, on employer or organisation
- premises, to enable adults to improve literacy, language and numeracy skills and contribute to the workforce
- programmes for people who do not have English as a first language
- Family Language Literacy and Numeracy Programmes to enable adults and children to learn together and support their joint attainment
- programmes for adults that contribute to the enjoyment and development of reading and literacy in a variety of different contexts e.g. modern foreign languages, creative writing, art appreciation, local history and many more

**Kent Approach to Literacy and Reading Newsletter:** an electronic and occasional update on developments in Kent will share national news and research as well as good practice in Kent.

**Kent Association for the Blind** holds a monthly Book Club at Maidstone Library. *“The library is buzzing with animated discussions and guide dogs are made welcome with a bowl of water. It’s interesting to hear other people’s thoughts on the books and our varied views often lead to conversations about other topics of general interest”* (Book Club member).

*“ .....numbers are steady at up to 10 visually impaired people, ranging in age from their late teens to their 70s! The books are available in all formats: large print, CD, tape and Playaway”* (Volunteer Coordinator at KAB)

**Kent Reading Champions** are people from all walks of life who live in the county or who have strong associations with Kent. They can include anyone who will inspire others to read more or improve their literacy skills. They will include a Bookstart Baby, young people, some of our oldest residents, and others from our target audiences, who may have struggled to read but have overcome their difficulties. These people will champion the Kent Approach acting as ambassadors and role models to inspire others to read or improve their literacy skills

*“The Kent Reading to Dogs in Schools scheme has been incredibly successful, more successful than we ever thought it could have been. It has certainly boosted the self-esteem and reading skills of the children who have been involved. It is a very comfortable situation for the children because the dog isn’t going to be judgmental and we do as little intervening as possible. I know some people smile and say it’s just a gimmick and so on. Sometimes gimmicks are the things that get to children who have been really hard to reach in their reading. I would thoroughly recommend it.”* (Headteacher and volunteer dog owner)

*“My daughter is one of the children involved. She is nearly 8 years old and has only recently been able to read perfectly. When she came home yesterday all she went on about was how wonderful it was and that she knew*



*she couldn't ask for help from the dog so had to work the words out for herself. I would like to thank everyone who was involved with setting it all up"* (Parent)

**Libraries and Archives role;** literacy and reading is our core business. Our services are widely accessible via the internet including the ability to browse our catalogue, order a book and renew items. Our libraries offer a welcoming environment where people can access books, newspapers, the internet and many more reading experiences, all for free. We offer a huge range of activities to support reading including:

- author talks
- Baby Bounce and Rhyme Time
- Books Can Help to support people who are ill
- Bookstart gifting to babies and pre-school children
- Home Library Service for anyone who is housebound
- Homework Spaces
- Postal Loans for people who are visually impaired
- Quick Reads for adult learners
- Reading Groups for all ages, abilities and interest groups
- Six Book Challenge to encourage adult learners
- Storytime
- Time2Give volunteering opportunities

**Literacy work with prisoners:** the Prison Library Service has run the 6 Book Challenge in prisons for three years. StoryBook Dads enables prisoners to read and record a story to send home to their children. The Toe by Toe scheme involves some offenders acting as mentors to others who are learning to read. At Swaleside Prison, Toe by Toe mentors bring their mentees to the prison library and help them choose something to read. As a direct result we set up a new Reading Group, focussing on short stories and easy reads, especially for those who find any sort of reading a challenge. This is in addition to other reading groups, which are held both in the library and on the wings.

*"The library has some good ideas to encourage people to read"* (prisoner)

*"I liked it because it pushed me to do more reading"* (prisoner)

**Literacy Workshop:** as a result of requests from residents in the Murston area of Sittingbourne, a 3 hour literacy workshop took place from an AmicusHorizon property. Community Learning and Skills provided the tutor and assessed the needs of the residents. At the end of the workshop seven residents wanted to continue and eight further sessions were provided. After these sessions the course moved to the Skills Plus Centre in Sittingbourne and three of the learners have now taken their level 2 literacy exam and are waiting for the results.

*"I thought this course might have been a bit boring but the tutor made it fun. I have really enjoyed coming and will now go to the Skills Plus shop to work on my Maths"* (adult learner)

**"Making the Difference: Opportunities for Adults with Learning Disabilities"** has been submitted for the Libraries Change Lives award 2011.

In showcases a wide range of good practice. For example there are Easy Access collections of books and DVDs chosen by adults with learning disabilities in 20 town centre libraries. In partnership with Skillnet, Libraries and Archives have produced an A-Z of Health and Fitness. Bag Books, age appropriate multi sensory books for children and adults with learning disabilities are available. Boardmaker Software will soon be available on some public computers in libraries. A Passport to the Library course for adults with learning disabilities has been developed in partnership with Community Learning and Skills. Sevenoaks Kaleidoscope uses Makaton signage throughout the building and hosts a *Biblio Hour* session, where adults with learning disabilities take part in coffee and chat, poetry and reminiscence sessions. Larkfield Library hosts a reading group where volunteers help and adults with learning disabilities to read and enjoy books.

*"..I live in Swanley in my own flat. I go to the library in Swanley to do lots of things. I use the computers there. I made my own support plan using the computer and I do my letters to people like Michael Fallon who is our MP.*

*When I am at the library I meet lots of people I know. They stop and say hello to me and have a chat. The library does lots of things in the community. It is an important place to find things out and get to be part of things." (library user)*

**Seashells Doorstep Library** in Sheerness where Children's Centre volunteers and a Bookworker visit families each week offering to read a story and providing an opportunity to borrow books. They seek to create an atmosphere for the children to feel confident around books and to build a trusting relationship with the families to help them use other services. Many of the families now attend groups and activities at the Children's Centre and have joined the library. Parents have been inspired to become more interested and involved in their child's literacy.

*"One single parent was scared to use the Children's Centre. Her son was 3 years old, had behavioural issues and had never mixed with other children. With our help she came to trust us, and he began to wait by the door each week for his storytime. We encouraged her to enrol him at our nursery as he was missing out on his entitlement to 3 sessions per week. The Bookworker accompanied her to drop him off at his first session. She reports that he is now a different child, happy and confident, and she is loving having some time to herself" - Bookworker, Seashells Children's Centre.*

[12 week storysacks making course which was followed by a further course aimed at achieving level 1 & 2](#)

**Storysacks:** as part of a community engagement initiative in Folkestone, Community Learning and Skills and Libraries and Archives ran a taster session on making Story Sacks for children. As a result, 22 parents signed up for a 12 week course. All the families involved undertook a further course to work towards achieving their Level 1 or Level 2 National Literacy Test.

*"The first week I didn't think I could do it but I am so glad I came back. I always wanted to go back to college but this has made me think I can"*  
(Parent)

*"I think I mentioned in our class that having a story sack to think about has really helped me at difficult times when I've been awake for hours at night with Annabelle; as instead of stressing about the sleep I'm not getting, I've actually*

*treasured the free time to think about my story! It has given me my own space inside my head to be creative and it has come as such a welcome relief I wasn't aware I desperately needed"* (Parent)

**Supporting the Nepalese community:** a meeting with the Migrant Helpline of the Border Agency, representatives from District Councils, Minority Communities Advisory Service, Libraries and Community Learning and Skills together with members of the Nepalese community identified that some of the Elders were not aware of the services they were entitled to resulting in them living in poor and isolated conditions. Many were unable to understand English and some not literate in their own language. Information days were held in Ashford, Cheriton, Dover and Maidstone where partners promoted their services. As a result 30 Nepalese elders in Cheriton are attending ESOL classes run by Community Learning and Skills.

*"Without a doubt, this English class has been invaluable for the Gurkha elders and has made a significant changes to their day-to-day lives ever since the class introduced. Based on the elders feedback, they found the class very useful and interesting as it has helped enormously to increase their mobility and build self-confidence thus they can now travel around the town, go shopping, communicate with others, and grasp basic understanding of health and safety and well being (e.g. fire safety, health, road road safety)"* (Gurka Elder)

**Words for Work;** volunteers from the business community are supporting nine Kent secondary schools in a National Literacy Trust pilot. This initiative helps Year 9 pupils (13/14 year olds) to explore the use of speaking and listening skills in the workplace through a series of creative workshops.

**World Book Night:** Libraries and Archives supported the inaugural event which gifted a million books nationwide. They acted as collection points for Kent's Book Gifters to pick up their books and hosted events. In Whitstable Library 105 people enjoyed dancing and book tales from The Dead Horse Morris Men and Broom Dashers Ladies Morris Dancing groups.

*"We love books and the idea of passing on what we have read to someone else always appeals"* (participant)

Kent's **Youth Offending Service** is developing a Literacy and Numeracy Project to increase the level of attainment of young offenders on high end orders. Partners are Children, Families and Education, Libraries and Archives, the Association of FE Education Corporations, Kent Association of Training Organisations, Kent Thameside Literacy Forum, Connexions, JobCentrePlus, NACRO, Kent Probation and Youth Services.

**SOME OF OUR FAVOURITE QUOTES ABOUT LITERACY AND READING**

*"A book is like a garden carried in the pocket."* (Chinese proverb)

*"Books were my window on the world"* (Michael Caine)

*"A child taken to the library on a monthly basis from ages 3 to 5 is two and a half months ahead of an equivalent child at age 5 who did not visit the library so frequently"* (Sutton Trust 2010)

*"A good book is the best of friends, the same to-day and for ever"* (Martin Tupper)

*"The greatest part of a writer's time is spent in reading in order to write. A man will turn over half a library to make a book."* (Samuel Johnson)

*"Children are made readers on the laps of their parents"* (Emilie Bouchwald)

*"He who has a garden and a library, wants for nothing"* (Cicero)

*"I am a bear of very little brain, and long words bother me."*: (Winnie the Pooh, A. A. Milne)

*"I have this belief that children become readers before they can read. They become hooked on books because they were read to as a child."* (Jacqueline Wilson)

*"If I don't read two books a day my brain won't grow"* (Ella Aldous of Kent, aged 4)

*"If there's a book you really want to read but it hasn't been written yet, then you must write it."* (Toni Morrison)

*"In the digital age, more than ever before, we need strong literacy skills to make sense of our daily lives and interact with the world around us. Good communication skills make an individual more effective, engaging and employable. We must call for these skills to be addressed at an early age."* (Thomson Reuters)

*"It is what you read when you don't have to that determines what you will be when you can't help it"* (Oscar Wilde)

*"A library is a hospital for the mind"* (Anonymous)

*"Literacy is a bridge from misery to hope. It is a tool for daily life in modern society. It is a bulwark against poverty, and a building block of development, an essential complement to investments in roads, dams, clinics and factories. Literacy is a platform for democratization, and a vehicle for the promotion of cultural and national identity. Especially for girls and women, it is an agent of family health and nutrition. For everyone, everywhere, literacy is, along with*

*education in general, a basic human right. Literacy is, finally, the road to human progress and the means through which every man, woman and child can realize his or her full potential” (Kofi Annan)*

*“.....Literacy is the most basic currency of the knowledge economy” (Barack Obama)*

*“Literacy is not a luxury; it is a right and a responsibility” (Bill Clinton on International Literacy Day 1994)*

*“The man who does not read good books has no advantage over the man who cannot read them” (Mark Twain)*

*“The moment we persuade a child, any child to cross that threshold into a library, we’ve changed their lives forever, and for the better. This is an enormous force for good!” (Barack Obama)*

*“Never judge a book by its movie” (J W Egan)*

*“The only end of writing is to enable readers better to enjoy life or better to endure it” (Samuel Johnson)*

*“Outside of a dog, a book is man’s best friend, inside of a dog it’s too dark to read” (Groucho Marx)*

*“People say that life is the thing, but I prefer reading” (Logan Pearsall Smith)*

*“Poor literacy is an intergenerational phenomenon, and having poor literacy skills impacts not only on adults’ life chances but also on those of their children” (National Research and Development Centre for Adult Literacy)*

*“Reading is the gateway skill that makes all other learning possible” (Barack Obama)*

*“Reading without reflection is like eating without digesting” (Edmund Burke)*

*“So please, oh PLEASE, we beg, we pray, Go throw your TV set away, And in its place you can install, A lovely bookshelf on the wall.” (Roald Dahl, Charlie and the Chocolate Factory)*

*“Some books are to be tasted, others swallowed, and some few to be chewed and digested” (Francis Bacon)*

*“Speaking and listening are the foundations of social and emotional development as well as preparation for future learning. We learn to talk and communicate by imitation, so parents must be supported to encourage their child’s language development.” (Professor Tara Bryon Psychologist and Writer)*

*"Taking a child to the library is the single most important thing parents can do to give their child a good start in life" (Professor Cathy Silver)*

*"Teaching reading is rocket science" (Louisa Moats)*

*"There is more treasure in books than in all the pirate's loot on Treasure Island." (Walt Disney)*

*"The things I want to know are in books; my best friend is the man who'll get me a book I ain't read" (Abraham Lincoln)*

*"Through literacy you can begin to see the universe. Through music you can reach anybody. Between the two there is you, unstoppable." (Grace Slick)*

*"TV - if kids are so entertained by those two letters - imagine the fun they will have with twenty six!" (Anon)*

*"When you are growing up, there are two institutional places that affect you most powerfully -- the church, which belongs to God, and the public library, which belongs to you. The public library is a great equalizer." (Keith Richards)*

*"A wonderful thing about a book, in contrast to a computer screen, is that you can take it to bed with you." (Daniel J. Boorstin)*

**By:** Bryan Sweetland, Cabinet Member for Environment, Highways and Waste  
Mike Austerberry, Corporate Director, Enterprise and Environment  
John Burr, Director of Kent Highway Services

**To:** Cabinet – 23 May 2011.

**Subject:** Appointment of 'Preferred Bidder' on new Kent Highway Services Contract

**Classification:** Unrestricted

### **Summary**

**Over the last 13 months Kent Highway Services, supported by corporate procurement and key Members, have been engaged in a national search for a new, high quality, good value, highway contractor.**

**The key objectives for this procurement have been:-**

**To improve quality of work - by placing the risk with the contractor**

**To improve value for money - by procuring from a competitive market, placing performance risk with the contractor, reducing costs year on year to ensure ongoing value for money**

**Ensuring complete procurement flexibility through the life of the new contract**

**Ensuring a service provision that delivers against Bold Steps for Kent, Growth without Gridlock and other key KCC objectives and initiatives.**

**This report provides an overview of the extensive and robust process that has been undertaken and seeks the Cabinet's support in approving Enterprise as KHS' 'Preferred Bidder' and that the Corporate Director of Enterprise and Environment and the Director of Governance & Law be authorised on behalf of the County Council to enter into the contract with the 'Preferred Bidder'.**

### **Existing Service**

**1.0** Kent Highway Services provides highway services to the residents, businesses and visitors of Kent. It currently consists of 4 main parties:-

- KCC Highways (the client and statutory responsible authority)
- Ringway (Term maintenance contract) – contract ends 31<sup>st</sup> August 2011
- Jacobs (highway design)

- Telent (traffic signals & intelligent transport systems) – an extension to 31<sup>st</sup> March 2016 has been negotiated and agreed. The revenue savings to KCC as a direct result of these negotiations are in the region of 20%. NB. *These savings have been included in the current and future years budgets.*

**1.1** Other stakeholders are involved in service provision, such as KCC Commercial Services, district councils, an annually tendered machine surfacing contract and a variety of small local companies. Separate cost reduction exercises are currently being undertaken for these and all other suppliers.

**1.2** This report is aimed specifically at seeking approval for the **replacement for the Term Maintenance Contract.**

### **The current term maintenance contract**

**2.0** The current contract started on 3<sup>rd</sup> July 2006. It was regarded as an innovative contract and was designed to remove incentives for the contractor to cut corners, whilst limiting profitability but providing a framework for all to celebrate success together.

**2.1** The key features of the contract were:-

- Based extensively around partnership working
- A 'true' cost plus payment mechanism
- Depots provided to contractor at £0 cost
- Achievement of jointly owned performance indicators which could have led to an additional performance payment
- No penalties (financial pain) for poor performance
- Possible contract extensions until 31st March 2016

**2.2** This contract has had an annual turnover of £66m (averaged since its commencement) and covers the majority of all highway maintenance and improvement services.

**2.3** The scope of service included:-

- Routine Maintenance, i.e. carriageway, footway, structure repairs;
- Winter Service;
- Emergency and Out of Hours Response;
- Drainage, Gully Emptying and Repairs;
- Signs, Lines and Barriers Maintenance;
- Highway Improvement Schemes (small to medium in size);
- Street lighting routine maintenance, replacement of asset and emergency response;
- Annual programmed resurfacing, highway surface treatment and smaller patching / small resurfacing works (annual programmed resurfacing removed post 2009)



## 2.4 The main exclusions being:-

- Carriageway machine surfacing (post 2009), approx. £5m pa – tendered on a separate annual contract.
- Major new build capital projects – these are externally tendered on a scheme by scheme basis.
- Soft landscape – this is undertaken by a combination of district councils, KCC Commercial Services and small local companies.
- Find and fix patching – undertaken in the last 2 years by SMEs.

## **Why change the contract**

3.0 Whilst the theory of a partnering cost plus works contract appeared attractive six years ago, it has not delivered the necessary value for money, quality, responsiveness or strategic vision that was intended.

3.1 Since early 2010, the Corporate Director of Enterprise & Environment has chaired a Highways Strategic Procurement Board, to agree the best way forward and to oversee delivery of the required outcomes. The Board has been attended by the Cabinet Member, Director of Highways, Interim Director of Procurement and other service key officers. The areas for improvement from the existing contract were:-

- Performance/productivity risk
- Quality risk
- Payment mechanism
- Measuring actual performance
- Clarity of responsibility and accountability
- Costs/performance to be benchmarked with other highway authorities
- Cost estimating, control and certainty
- Administrative burden.

3.3 It was clear that a significant change was needed, and that it was needed as a matter of urgency. Other factors that supported this view were:-

- The current construction market was depressed and rates had fallen significantly due to the increased competitiveness.
- New forms of contract and procurement process (eg. Competitive Dialogue) were available that had not been considered when the original contract was let.
- The option of changing the scope of the contract should be considered from one contractor to a greater number.
- The limitations of the existing contract form were better understood and the limited opportunities to revise them were not considered substantive enough.
- A new, more knowledgeable and focused KHS senior management team was in place under the new Director, John Burr. There was a real desire for a significant step change in performance and value.

- 3.4** To undertake such an extensive exercise in 18 months would indeed be a significant challenge. This timescale was, however, non-negotiable due to the constraint imposed by the provision of winter service, needing to avoid starting a new contract during the mid winter maintenance season.

### **Procurement options**

- 4.0** Several options were considered at the start of the procurement process, and others were discussed and selected during the process. The decisions made prior to procurement were:-

- The existing contract would expire on 31st August 2011 and a new contract would be let to start on 1st September 2011.
- A Competitive Dialogue process would be used. This allowed KCC to 'challenge' the market to provide improved solutions to some of KCC ideas and current/future challenges.
- A cost plus payment mechanism would not be used.

- 4.1** Decisions to be made during the dialogue process were:-

- Duration of the contract/possible extensions
- Payment mechanism
- Contractor incentives/penalties
- Scope of contract
- Use and payment of KCC owned depots
- KCC's option to procure outside of this contract (i.e. use of SMEs)
- Ownership of recycling process
- Areas of overlap, where would they best sit (i.e. with KCC or with the contractor)
- Performance management measures and targets

### **Process used**

- 5.0** It was decided to go to the market for expressions of interest and from that list the 6 most appropriate companies were selected to engage in discussions. At this stage the current contractor was eliminated from the process on appraisal of their submission.

- 5.2** These 6 shortlisted companies: Atkins, Balfour Beatty, Carillion, Colas, Enterprise and May Gurney, were then invited to dialogue days where KCC officers and Members (Mr Manning, Mrs Tweed, Mr Prater, Mr Cubitt and Mr Chard; Mr Christie was also invited but was unable to attend) explored with each bidder the most appropriate solution to fulfil KHS's future vision. At two stages, these bidders were required to submit written proposals that were then assessed and those companies with the lowest marks were removed from the process. At each stage KHS selected positive proposals, in essence to 'cherry pick' the best ideas. These were built into the final document of KCC's requirements that was priced by the final 3 shortlisted companies.

- 5.3** As well as scoring their written submissions/proposals, each of the final 3 bidders had to open up their service to scrutiny with two of their existing clients so that KCC staff could experience their actual performance and operation, and discuss each company with their existing clients.
- 5.4** As well as these 'sanity check' visits, each of the final 3 bidders was asked to give a 30 minute presentation to a panel of senior KCC officers and four Members (Mr Sweetland, Mr Manning, Mr Hirst and Mr Robertson; Mr Christie was also invited but was unable to attend). The presenters were the Management Team that would run the KCC contract if they were successful. The presentation was followed by one hour of 'robust' questioning from the panel and each company was then scored. These scores were added to their separate scores for their priced document and their quality document.

### **Decisions made and derived benefits**

**6.0** Each decision made, no matter at what stage, had a specific targeted outcome or improvement.

Decisions (and derived benefits) during the dialogue process were:-

#### **6.1 Payment mechanism**

**Existing** - Cost plus.

**New** - Traditional schedule of rates.

**Benefits** - Easy to understand, administer and audit. Provides cost certainty and increased levels of client cost control. It also ensures that the risk for productivity and quality sits firmly with the contractor, unlike at present.

#### **6.2 Contractor incentives/penalties**

**Existing** - granting of possible contract extensions, target costing mechanism to share possible savings, achievement of partnership targets leads to a small performance bonus. There are no specific penalties for underperformance other than refusal to grant further extensions, there are also no links between profit and efficiency/productivity **NB**. *No performance bonus has ever been paid due to missed targets.*

**New** - granting of future years extensions for good performance, previously granted extensions can be withdrawn, contractor's 3% profit offset each month 'gambled' against achieving mutual performance objectives, contract can be terminated for any reason by KCC giving 12 weeks notice, works can be procured outside of this contract if desired by KCC.

**6.3 Benefits** - The new contract employs both the 'carrot and the stick', both in financial terms and contract duration terms. The sole purpose is to ensure that the contractor delivers a good service and continues to improve it on an ongoing basis. The more efficient the contractor is, the greater their financial return.

#### 6.4 Ongoing value for money

**Existing** - Contractor's actual costs are reimbursed and KCC therefore pays what it costs the contractor. This is irrespective of levels of productivity, quality or contractor's cost control efficiency

**New** - each year the contractor is only awarded a set percentage (75%) of the inflation indices (compound year on year saving), KCC has the option to procure services outside of this contract if ongoing value can not be proved, easy to benchmark value against other highway authorities. Annual performance targets will be increased for contractor to achieve return of 3%

**Benefits** - a year on year financial compound saving, services can be procured outside the contract and value can therefore be benchmarked due to standard payment mechanism, contractor's performance must improve year on year if they are to recover their 3% profit from KCC (KCC retain profit if targets are not met).

#### 6.5 Quantity of 'directly' employed staff

**Existing** - There is no current stipulation.

**New** - A minimum of 60% of employees engaged in providing these services must be directly employed by the contractor.

**Benefits** - Directly employed staff have a greater sense of ownership and accountability for the service they deliver, they are more likely to give a longer term commitment and as a result more likely to live in Kent. This requirement also reduces the amount of work that will be subcontracted thus avoiding unnecessary fee on fee situations.

#### 6.6 Scope of contract

**Existing** - All highway maintenance, improvements and construction works with the exception of Major capital schemes & soft landscape, machine surfacing and find & fix has recently been undertaken outside of the contract.

**New** - similar to current, however machine surfacing is now formally excluded. KCC can now arrange for any works to be procured outside of this contract. KCC can also ask the contractor to undertake the design rather than just the construction (design & build).

**Benefits** - By letting one contract we ensure maximum buying power and value, it allows a greater amount of risk to be placed with the contractor and greatly improves works coordination and cooperation. By excluding machine surfacing the works will not be subcontracted and thus we avoid a fee on fee situation. KCC will now have a much greater procurement flexibility, thereby taking advantage of the most economic route and to support SMEs.

#### 6.7 Use of and payment for KCC owned depots

**Existing** - the contractor has free use of the KCC and HA depots.

**New** - The contractor will use the existing KCC depots and pay rent to KCC at commercial rates.

**Benefits** - This ensures that the contractor will have a good coverage of the county and can respond to incidents in the appropriate time. It will be possible to benchmark contractor's rates on a like for like basis with other contractors, thus influencing our future procurement routes. KCC will not run the risk of 'subsidising' the contract should they undertake works for other clients

## 6.8 Recycling process

**Existing** - Waste and its recycling is undertaken by the existing contractor but is on the instruction and risk of KCC.

**New** - the contractor will be given responsibility for recycling/reusing all spoil.

**Benefits** - The contractor is financially incentivised to make maximum use of all excavated and waste materials, performance risk sits with the contractor.

## 6.9 Performance management measures and targets

**Existing** - A selection of OPIs are measured, these are mainly of a traditional output type.

**New** - These will be a combination of output and outcome targets and will be revised each year to make them more challenging.

**Benefits** - The contractor will share KCC's own measures of success and will be incentivised to achieve them. Success is celebrated together and continuous improvement becomes the norm.

## 6.10 Support KCC's apprenticeship scheme

**Existing** - There is no current link.

**New** - A minimum of 3% of the employees involved in delivering the services shall be delivered by an employee on a formal apprenticeship programme.

**Benefits** – Increased use and development of talent and skills.

## 6.11 Duration of the contract

**Existing** - 5 years, extendable to a maximum of 10 years

**New** - 5 year, extendable to a maximum of 10 years

**Benefits** - The duration is long enough to allow the contractor the opportunity to recover capital invested, but short enough for the contractor to know that end (without an agreed extension) is not very far away, and thus keep motivated to perform to a good standard. This duration is very much the industry standard.

## 6.12 Eligibility for extensions

**Existing** - at discretion of KCC. Extensions can be added.

**New** - at the discretion of the KCC, however extensions can be removed as well as added.

**Benefits** - This provides the incentive for the contractor to perform consistently. The client maintains full flexibility on whether to grant an extension, previously granted extensions can be removed for poor levels of service.

### **Balance/ownerships of risks**

**7.0** The decisions detailed above have a significant impact on the transfer of risk when compared to the existing cost plus arrangement. These are :-

<b>Risk</b>	<b>Owner under new contract</b>	<b>Under Existing contract</b>
Quality of work	Contractor	KCC
Productivity	Contractor	KCC
Profitability	Contractor	KCC
Workload/turnover	Contractor	KCC
Resource availability/suitability	Contractor	KCC
Reputation	Contractor & KCC	KCC
Accident daims	Part contractor, part KCC	KCC
Deliver to time/budget	Contractor	KCC
Inflation	Part contractor, part KCC	KCC

**7.1** Risks are best placed where they can be best managed. They are useful in that they often provide incentive/reward if managed appropriately, failure to do so leads to some form of penalty (often financial or contractual).

**7.2** By placing the key risks of quality and performance with the successful bidder (i.e. KCC will only pay for good quality works that meet its requirements), KCC is confident that substantial cost savings will be achieved and KCC's reputation for highway works will improve.

### **Assessment of the final 3 bidders (the result)**

**8.0** A 13 month, extensive and robust process was used. Corporate Procurement and a selection of senior Members, in addition to key EH&W and KHS staff were also used. This involvement allowed the process, at all stages, to remain focused on the paramount issues, namely improving quality at a better price, both now and in the future.

- 8.1** The 4 evaluation criteria (approach to service delivery, Legal and commercial, Social and price) were assessed by separate groups and were not shared until all 4 areas had delivered their scores.
- 8.2** **The lead bidder is 'Enterprise'**, with May Gurney and Colas coming joint second. More details are set out in the attached appendix.
- 8.3** **Financial benefits to KHS/KCC.** The current assessment of the lead bidder's prices confirms that they are both extremely competitive *and* sustainable.
- 8.4** Savings from this procurement exercise were included in the MTFP and indications are that this commitment will be met.

### **The next stages**

- 9.0** Whilst the important stage of lead bidder has now been reached, this does not signify the end of the procurement process. There is still a month or so of intensive work to be undertaken to get the contract to a point where it can be signed. There will be frequent meetings with lead bidder (who will become the preferred bidder subject to the decision of Cabinet today) to discuss a variety of outstanding matters, such as:-
- The mobilisation and demobilisation plan – this is vital to ensure a seamless handover from the existing service contractor to the lead bidder on 1st September. A mobilisation duration of 6 months is normally ideal; we believe we can do it in 3–4 months. This must be achieved due to the winter maintenance requirements
  - Resolve any/all small anomalies from within the bid and supporting documentation
  - Agree a joint training plan and performance targets
  - Formalise other agreements, such as depot leases, etc
- 9.1** All of this, once achieved, will allow 'stand still letters' to be issued to the unsuccessful bidders and notification to be given to the preferred bidder of the intention to award them the contract. Only after the standstill period has elapsed can KCC formally enter into the contract with the preferred bidder.

### **The legal implication**

- 10.0** The process for procuring the new contract has been delivered in accordance with Regulation 18 of the Public Contracts Regulations 2006 (as amended). The Council's Legal and Procurement departments have acted as advisors on the process and to date it has been sufficiently robust and transparent and the

Council does not expect any legal challenges when appointing the lead bidder.

- 10.1** If the procurement recommendation were not to be accepted, the process may need to be restarted in its entirety and the current contract would need to be extended (assuming agreement can be reached) by 12–18 months to allow for this.

## **Conclusion**

- 11.0** To reach this stage, the County Council has undertaken a rigorous tendering exercise in accordance with the necessary procurement procedures. Following a robust evaluation of the submitted tenders the clear conclusion is that “Enterprise” has the necessary resources and skills to satisfactorily deliver the terms of the contract and is therefore the recommended Preferred Bidder.

- 12.0** Background Documents - None

## **RECOMMENDATION**

**1. Cabinet is invited to confirm:**

- that Enterprise be appointed the ‘Preferred Bidder’ for the provision of the new Kent Highway Services Contract to Kent County Council as described in this report
- Subject to them being satisfied to the detailed terms and conditions, the Corporate Director for Enterprise and Environment and the Director of Governance & Law be authorised on behalf of the County Council to enter into a contract with the ‘Preferred Bidder’.

### **Contact Officers**

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## Enterprise

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PR26 6TX

Size of Company		
Year	Turnover	
	Enterprise Group	Enterprise (AOL)
<b>2009</b>	£1060m	£186m
<b>2008</b>	£1090m	£181m
<b>2007</b>	£709.70	£264m
<b>Forecast turnover</b>	1300m	£170m

Employees under payroll engaged in the specific type of work required to perform this Contract:

<b>Management</b>	103
<b>Professional/Tech</b>	83
<b>Admin/Clerical</b>	59
<b>Other</b>	1747
<b>Total</b>	1992

## Background

Enterprise is a provider employing over 10,000 people across 170 sites, operating across three key market sectors which include Local government, Central government and Utilities services

Wide range of frontline infrastructure maintenance services, including:

Communications

Emergency Response and Contact Centre

Mechanical & Engineering works

Telecoms

Environmental management

Power distribution

Streetscene

Property Maintenance

Street lighting

Gas

Station Maintenance

Water

Highways Maintenance

High voltage cables

Performance improvement support

Refuse collection

Underground

Drainage

Social and Government Housing Maintenance

Grounds and Parks

Sub-station engineering and Design

Current Contracts	
<b>County Councils</b>	Staffordshire
	Shropshire
	London Streets
<b>Other</b>	Liverpool
	Cheshire West
	Wolverhampton
	THA Area 1 MAC
	THA Area 3 MAC
	THA Area 13 MAC
	Transport for



	London
	Harrow
	Hillingdon
	Sutton

**By:** Jenny Whittle, Cabinet Member for Specialist Children's Services  
Malcolm Newsam, Interim Corporate Director, Families & Social Care

**To:** Cabinet 23 May 2011

**Subject:** *Putting Children First*: Kent's Safeguarding and Looked After Children Improvement Plan

**Classification:** Unrestricted

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**Summary** Seeks endorsement of the Improvement Plan and reports on progress to date

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## **1. The Kent Improvement Plan *Putting Children First***

- 1.1 This was drawn up in response to the findings of the Ofsted inspections which took place in August and October 2010. It sets out the overall strategy and detailed actions to significantly improve services to children in Kent and support for looked after children. It directly addresses the requirements set out in the Ofsted Report and subsequent Improvement Notice from government. More widely, it also seeks to enhance the quality of practice and improve the whole system through which children's needs are assessed and met via a fundamental re-shaping of Children's Services.
- 1.2 The governance arrangements for children's social care improvement were approved by the County Council on 6 April. The Kent Improvement Board, which has an independent chair, Liz Railton (approved by the Parliamentary Under-Secretary of State for Children & Families), meets monthly. That Board signed off the Improvement Plan at its April meeting and the Plan was subsequently emailed to all Members on 7 April, with hard copies left in pigeon holes. It is attached at Appendix 1 for convenience. The County Council also agreed to establish a Children's Services Improvement Panel which is an informal Member group that supports the Families & Social Care Policy Overview & Scrutiny Committee by offering challenge and overseeing the monitoring of progress. That Panel met for the first time on 26 April, and will meet monthly. It in turn is supported by the Corporate Parenting Panel and the Staff Advisory Group.

## 2. Our Approach to Improvement

2.1 The Improvement Plan has been built around six key themes:

- Providing confident leadership and management across children's services
- Putting in place effective front-line practice
- Creating an organisation fit for purpose
- Strengthening partnerships to make a difference
- Becoming the employer of choice in the region
- Robustly managing performance

2.2 Members and officers are determined to deliver rapid, visible and sustainable improvement to our children's services and our approach will be steered by the following characteristics:

- **A sense of urgency** – we know that the current situation is unacceptable and we will not rest until services for children are safe
- **Connection to the Front-Line** - listening, understanding, supporting and taking action to assist front-line staff to do a good job
- **An unremitting focus on what is important** - fixing the most important things first
- **Management grip** - driven by strong performance management and tackling problems as they arise in an ongoing way
- **Intolerance of the unacceptable behaviours** - the first step of our improvement journey will be to eradicate unacceptable practice and unacceptable behaviour
- **Complete transparency** - we will produce information that allows elected members, partners, government and the public to understand our progress. Creating a culture of openness to encourage staff to raise concerns/issues
- **The top priority** for KCC and its partners

### The 10 Core Tasks

2.3 The Improvement Plan will deliver sustained improvement across all of children's services leading to improved outcomes for children and young people within Kent over the next two to three years. Our **core strategy**, however, focuses on tackling those areas of greatest risk first and laying the foundations for more effective practice. The 10 Core Tasks are as follows, and will be implemented over the next six months:

*We will improve the quality of practice by*

Core Task 1. Bringing in a peripatetic team to

- Reduce the number of unallocated cases
- Reduce numbers of incomplete assessments
- Restore timely assessment timescales.

Core Task 2. Strengthening the quality of work undertaken in the assessment teams with external support, monitoring and audit

Core Task 3. Restoring throughput, pruning caseloads and reducing the number of children in need

Core Task 4. Making structural changes for handling initial assessments, fixing Kent Contact and Assessment Service, introducing specialist looked after children teams and ensuring we have the right amount of staff in the right locations

Core Task 5. Strengthening first line management accountability and the quality of supervision through training, development and audit

*We will improve the children's system by*

Core Task 6. Implementing an effective management information and quality assurance framework

Core Task 7. Filling resource gaps by more effective recruitment and putting in place a compelling workforce strategy

Core Task 8. Building an effective commissioning framework and range of preventive services

Core Task 9. Strengthening the Kent Safeguarding Children Board and the Children's Trust arrangements, Common Assessment Framework and threshold arrangements

Core Task 10. Providing front line teams with suitable accommodation, ICT arrangements, infrastructure and support

### **3. Progress to date on the 10 Core Tasks**

- 3.1 On 6<sup>th</sup> April Sanctuary was awarded the peripatetic team contract to provide 30 social workers and six managers for six months. The team is organised in 3 "pods", one in each area (East, Mid and West Kent), and it will be fully operational from early May.
- 3.2 A Duty and Initial Assessment Team (DIAT) development programme was piloted in Swale from 21<sup>st</sup> March and will be rolled out across Kent within six months. The model provides external consultancy and off line support to the

DIAT Teams in order to strengthen practice and improve consistency and managerial grip/decision making across the County. As part of this a Duty Manual is being trialled and refined.

- 3.3 A case management tool (tracker) for new referrals, to ensure duty managers have a firm managerial grip on cases, went live on 4<sup>th</sup> April across the county. All DIATs have received 1:1 training on the use of the tracker to ensure compliance.
- 3.4 Practice standards in relation to child protection and assessment have been agreed, and standards in relation to looked after children are in development.
- 3.5 In addition to the peripatetic team, 26 staff from the Parenting Capacity Assessment Team have been diverted to tackle the backlog since early April. The combination of this, the DIAT improvement programme, and a focus across the service on closing unallocated cases (where appropriate to do so) and improving throughput is beginning to deliver results in terms of timeliness of initial assessments, and improving the number of cases ended relative to the number started each month. Average caseloads have already reduced substantially and now stand at 23.5 per caseholder.
- 3.6 From early May, four additional principal social workers plus a team leader will be placed within the Kent Contact and Assessment Service (KCAS), ensuring that only those contacts that need to be referred to specialist children's services go through to the Duty Teams.
- 3.7 Options are being developed for a structure which facilitates better management of referrals and handling of initial assessments, introduces specialist looked after children teams, and ensures we have the right amount of staff in the right locations.
- 3.8 The supervision training programme has been rolled out to all managers. Information on management capacity and spans of control (e.g. number of staff supervised, scope of experience of staff) has been gathered and is being analysed to inform the development of the quality assurance monitoring process for supervision and management grip. A simple tool for supervisors, to enable district managers, team leaders and supervisors to ensure supervision has occurred and is evidenced on children's files, has been designed and will be piloted in Dover district in May.
- 3.9 A suite of management reports have been developed which now provide weekly information on performance down to team level.
- 3.10 A Performance Management Framework, Quality Assurance Framework and Operational Framework have all been consulted upon and are being finalised ready for formal sign-off and launch.
- 3.11 Weekly and monthly performance monitoring reports have been re-designed and refined and are being used more effectively by staff at all levels to drive service improvements.

- 3.12 Changes are being made to business processes to address key issues. For example, the sign-off process for exemplars (forms) on the Integrated Children's System has been made more robust.
- 3.13 An analysis of current staffing levels, a recruitment plan for the next three years, and an update on actions taken so far in achieving an effective recruitment and compelling workforce strategy has been undertaken. Recommendations will be put to Cabinet for the components needed to ensure a compelling offer is made to attract new and retain existing high quality social care staff.
- 3.14 A Preventative and Early Intervention Strategy has been drafted and will be formally sent out for consultation in early May and the overall Early Intervention and Prevention Commissioning Framework is in development.
- 3.15 A Placement Support Service (PSS) became operational in April. This provides a single point of access for social workers looking to make placements with independent fostering providers seeking to inform KCC of vacancies. Feedback from both social workers and providers has been very positive so far and in the first two weeks of operation, placements were sought and found for all 15 children referred to the service.
- 3.16 A review of the Kent Safeguarding Children Board is underway, led by the new Independent Chair, Maggie Blyth, with the support of an external consultant.
- 3.17 The review of the Kent Children's Trust (KCT) is also underway – specification, project plan and timeline are in place and the desk top review has started. Interviews are now taking place, and in addition a consultation questionnaire on current arrangements is on the KCT website and KCT members and chairs of associated groups have been encouraged to input.
- 3.18 The Ofsted report identified that the Common Assessment Framework (CAF) process in Kent is not working well, so a CAF review and action plan has been developed and discussed with key partners. This includes learning from other authorities. Agreements are in place with partners for renewed CAF training and for this to be part of practitioner induction. The size and scale of the current CAF process is to be reviewed as part of the action plan. Work has also been undertaken to improve the regular reporting of CAF data on a district basis and to specify the improved ICS system requirements for CAF.
- 3.19 Work has commenced on improving the Integrated Children's System (ICS) in Kent, to develop the future strategy for ICS as well as implement the immediate changes in systems use which are required to make it fit for purpose.
- 3.20 The accommodation and needs of staff (including ICT, car parking and reception facilities) have been reviewed, site reports developed, a project register (tracker) established, and prioritisation of action is being undertaken.

All site reports and actions for high priority sites have been agreed with District Managers. A project team to support this priority is now up and running and examples of achievements to date include opening of Thistley Hill reception; a programme of RAM upgrades across Kent during April and May resulting in much quicker operation of laptops and computers; parking alternatives identified for local offices where parking was a particular issue; and some issues of filing and storage being resolved.

#### **4. Impact on Performance**

4.1 Between February and April we have:

- Reduced unallocated cases from 2269 to 973
- Reduced outstanding initial assessments from 1926 to 856
- Reduced outstanding core assessments from 2019 to 1641

4.2 A wealth of performance information is gathered on a weekly and monthly basis. From this, a Member Dashboard has been distilled which sets out current performance and targets for each of 6 key indicators for children's services. This is attached at Appendix 2 (to follow) and will be reported to the Children's Services Improvement Panel every month. The April Scorecard is attached as Appendix 3 (to follow).

#### **5. Next Steps**

5.1 Although staff have worked hard to deliver the progress and improvement set out above, the challenges facing the service are very significant, as are the targets in the Improvement Notice from government. It is imperative that the whole County Council continues to recognise that bringing children's social services up to standard must continue to be the top priority for us all.

5.2 There are many ways in which Members can be kept informed about progress. This is the first of a series of quarterly reports to Cabinet. The Children's Services Improvement Panel will continue to meet monthly and will report regularly to the Families & Social Care Policy Overview & Scrutiny Committee. A briefing for all Members on the Improvement Plan has been arranged for 18 May. The Children's Services Improvement Plan hub is now live on KNet and can be accessed on <http://knet2/directorates/children-families-and-education/csip>.



## **6. Recommendations**

Further to the endorsement of the Kent Safeguarding and Looked After Children Improvement Plan by County Council, Cabinet is asked to NOTE the progress that has been made.

### **Malcolm Newsam**

Interim Corporate Director Families & Social Care

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# *Putting Children First*

## Kent Safeguarding and Looked After Children Improvement Plan

March 2011

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## Commitment of Improvement Board Members

As members of the Improvement Board, we confirm our commitment to the impacts and actions described in this Improvement Plan. We endorse the actions as appropriate and plausible. We agree to work collaboratively to secure the impacts set out in the plan and to embed the changed practices designed to ensure better and sustainable life chances for the children and young people of Kent.

### List of Board Members:

Signed.....Dated.....  
Liz Railton, Independent Chair

Signed.....Dated.....  
Katherine Kerswell, Managing Director

Signed.....Dated.....  
Jenny Whittle, Cabinet Member for Specialist Children Services

Signed.....Dated.....  
Malcolm Newsam, Kent CC Interim Corporate Director Families and Social Care

Signed.....Dated.....  
Alastair Pettigrew, Kent CC Interim Director of Specialist Children's Services,  
Families and Social Care

Signed.....Dated.....  
Julian Ward, Department for Education (observer)

Signed.....Dated.....  
Maggie Blyth, KSCB Chair

Signed.....Dated.....  
Ann Sutton, Chief Executive, Kent & Medway PCT Cluster

Signed.....Dated.....  
Marion Dinwoodie, Chief Executive, Kent Community Health NHS Trust

Signed.....Dated.....  
Maria Shepherd, Detective Superintendent, Kent Police.

Signed.....Dated.....  
Lorraine Goodsell, Acting Director of Commissioning, Child Health

## **The Kent Improvement Plan**

This document describes the planned actions to improve services to children and/or support looked after children. It outlines immediate as well as longer term actions to embed an understanding of the type of focus that should be maintained, irrespective of various ongoing external and internal challenges.

The actions in this plan are aligned with the actions in the East and West Kent Health improvement plans. Specific actions to be achieved jointly with partners are indicated throughout the plan.

Partners across a range of agencies including Health, Education, Police and Probation have contributed to this plan and will be actively involved in its achievement. See Priority 4 – Strengthening Partnership for particular details.

### **Governance Arrangements**

An Improvement Board was established in February 2011 to support rapid and sustainable improvement of services that safeguard children and/or support looked after children. Its key roles are to agree, monitor and report progress on the actions in the Improvement Plan. This will include monitoring the targets set out in the Kent Improvement Notice issued by the Secretary of State in January 2011 and added to in March 2011. The Board has an independent chair, Liz Railton, who has been approved by the Parliamentary Under Secretary of State for Children and Families. She will report directly to the Minister and the Leader of the Council on progress on a quarterly basis. The Board will meet monthly and its membership will include:

- The Independent Chair
- KCC Managing Director
- KCC Lead Member
- KCC Managing Director Families and Social Care
- KCC Director of Specialist Children's Services, Families and Social Care
- Department for Education observer
- KSCB Independent Chair
- Chief Executive, Kent & Medway PCT cluster
- Chief Executive, Kent Community Health Trust
- Kent Police

The Board's work will also be reported to:

- Kent Children's Trust Board
- Kent Safeguarding Children's Board
- Members of Kent County Council
- NHS PCT Boards, East and West Kent and the Strategic Health Authority via Health partners

## Overall Context

For some years Kent County Council (KCC) has been regarded as a good local authority in relation to children's services, and previous inspections of KCC and its partners have judged children's services to be 'good'. However, following the learning from Haringey, the nature of inspection has fundamentally shifted away from more managed, notified models such as the Joint Annual Reviews, and towards unannounced inspections.

It is now apparent that in Kent, 'good' services have not been consistently underpinned by a culture that secures appropriate levels of transparency, accountability and ownership to result in responsiveness to emerging issues of concern, including the increased demand on specialist services. As a result, safeguarding and looked after children services are currently judged by inspectors as inadequate.

These inspections (conducted by Ofsted and by the Care Quality Commission) have resulted in clarity about the collaborative partnership effort and clear focus now required.

## National and Local Context - Challenges

The improvement actions outlined in the plan are being taken at a challenging time for public services, with significant pressures on resources together with new policies and strategies being formulated and implemented by the coalition government. For Kent County Council, the response to these imperatives includes council-wide organisational structural redesign. The new Families and Social Care Directorate will secure greater alignment of activity across age groups and integration of care pathways. A new strategic commissioning function will also address need and commissioning across all care services and drive a family approach to prevention and support within the council and partnership organisations. The twelve children's trust district boards will be retained, which bring partners together in localities to drive the delivery of the Every Child Matters agenda.

Whilst these contextual features pose challenges, the Council and its partners are determined to maintain a rigorous focus on vulnerable children particularly those in need of safeguarding and being looked after.

## Partnership Vision for Children and Young People

Kent County Council and partners have outlined the following vision for children and young people:

*"In Kent successful achievement exceeds aspiration, diversity is valued and every child and family is supported. Children and young people are positive about their future and are at the heart of joined up service planning. They are:*

- *nurtured and encouraged at home*
- *inspired and motivated by learning*
- *safe and secure in the community and*
- *living healthy and fulfilled lives*

We have an additional vision that the improvement actions lead to:

- Children's needs being identified and responded to at the earliest stage possible to increase the potential for them to achieve their life chances.
- Children who are eligible for specialist children services receive a good quality service.
- Leadership, management and practice that is effective in safeguarding those children that need it.

## **Strengths**

Despite the inspection judgement of 'inadequate' (including some serious and significant areas of concern) there are many commendable aspects of the service currently in place to support vulnerable children. Inspectors highlighted these in their feedback and report. These included:

- Feedback from children and young people (7 to 16 years olds) that they feel safer at school.
- Council Members champion the rights of children and young people through the Children's Champion Board. The Board is well established and has recently developed a clear relationship with the children in care council. As a result young people and Members meet regularly in a variety of settings, some of which are informal at the request of the young people concerned. Both groups speak positively about this process and the progress that is being made.
- The County's diversity and equality strategy and attendant policy and procedures are implemented effectively. In particular, the council and partners have responded well to the challenge of providing services to high numbers of asylum seeking young people. However, the recording of ethnicity on children's records requires attention because there are examples of occasions when this information has not been completed.
- Some good and effective services provide support to looked after children and young people. These include Catch 22, the fostering service (including the treatment and multi-disciplinary team fostering), the adoption service, the service to unaccompanied asylum-seeking children and young people, and the advocacy and support services provided by Action for Children.
- The disabled children's team provides a good service. Effective use of Aiming High investment opportunities has led to improved outcomes such as increased availability of short breaks with foster carers for disabled children.
- Improved and outcome focussed commissioning and the development of the county's own fostering service which has significantly increased choice of



placement and enabled skilled, specialist resources to become available to children and young people.

- Placement stability has increased and young people themselves report very positively about some of the help and assistance they have received from services such as the post-16 team.
- Effective Corporate Parenting focus has produced good outcomes particularly in relation to housing for care leavers.
- The proportion of care leavers in education, employment or training was higher than the statistical neighbour average in 2009 and around the same as the England average. Further progress has been made in 2010 and the proportion is now higher than the England average.
- The customer care service which manages complaints is good and provides effective reporting. Feedback is given routinely to managers and staff and the analysis of complaints is thorough and effective, lending itself to informing service development and management. Learning (*from complaints*) is integrated into training programmes including induction and managers are responsive to complaint feedback.

#### **Strengths identified by the Care Quality Commission (in respect of Health)**

- In Primary Care Trusts (PCTs) and Acute Trusts there is a strong strategic awareness of the importance of safeguarding and a high awareness across health staff.
- Safeguarding policies and procedures are sound and available to staff in all locations visited and there is an extremely good system of safeguarding supervision in place across all services inspected (West Kent).
- Learning from serious case reviews (SCR) amongst health partners is very good.

#### **Areas of Concern**

Ofsted found the following areas for attention and action:

- Action had not been taken to sufficiently address concerns identified through audits or the unannounced inspection of contact, referral and assessments in August 2010.
- There were ineffective quality assurance and performance management arrangements and inconsistency in supervision practice.
- There were capacity challenges in different parts of the County which were not addressed.

- The long term teams hold a mixture of cases (CIN, CP and LAC including cases involved in care proceedings). Priority is frequently given to cases in crisis leaving other cases without the focus required. There is a need to review the effectiveness and impact upon the quality of service provided to looked after children.
- The level of recording of interventions, case planning and reviewing is not adequate and this is compounded by poor implementation of the ICS system which is recognised as being ineffective in supporting the business processes of the organisation. Three disconnected systems including ICS are in place and running in tandem to compensate.
- The limited development of preventative and early intervention services across the partnership and the lack of consistent understanding of thresholds and eligibility for specialist social work services with limited implementation of the Common Assessment Framework (CAF) and the Team Around the Child approach.
- Insufficient level of child centred direct work including in the context of timely assessments of children, young people and their families.
- Agencies do not exercise their safeguarding responsibilities appropriately by ensuring that their referrals contain accurate and sufficient information to enable informed responses to be made.
- Although reducing now, caseloads of front-line workers have been too high. This has been compounded by the current cohort of social workers who are inexperienced and new to the UK needing a higher level of support than experienced workers. As of February 2011 there are significant vacancies at the first-line management level (16 permanent Principal Social Worker vacancies).
- The inspection by the Care Quality Commission (CQC) found that Health providers and commissioners need to secure health assessments for looked after children; screen for substance misuse given the prevalence of substance misuse in over more than half of birth families. They also found that CAMHS support is inadequate with inconsistent community provision for young people between 16 and 18 years.
- Education achievement of looked after children and young people needs to improve as well as the need for reductions in exclusions, improvements in attendance, and greater consistency in the quality of Personal Education Plans.

## **Our Approach to Improvement**

Our action plan has been built around six key themes. These are:

### **Priority One: Providing confident leadership and management across children's services**

- A clear vision and sense of direction
- Modelling professional competence, confidence and self belief
- Providing leadership at every level
- Prioritising and pacing the actions to achieve change so that it is manageable, achievable and sustainable
- Communicating clear expectations throughout the organisation and across the Kent Children's Trust partnership
- Supporting, problem solving and listening (including high quality supervision)
- Rewarding and celebrating excellence
- At all levels, holding people to account for poor performance
- Management that is responsible, proactive and solution-focussed

### **Priority Two: Putting in place effective front-line practice**

- Effective multi-agency early intervention and prevention
- Consistent implementation of thresholds, appropriate management of risk and confidence in knowing when to intervene
- A robust, consistent system for responding to referrals, underpinned by high quality practice standards
- A high quality child centred social work assessment service supported by timely decision making
- A high quality family support service
- Building a range of services which support families and their children at the earliest possible point

### **Priority Three: Creating an organisation fit for purpose**

- Putting in place an effective and sustainable structure
- Ensuring accountability and compliance throughout the organisation
- Establishing clear priorities and aligning resources to meet them
- Promoting a culture that embeds the Kent behaviours and competencies
- Ensuring front-line teams receive the infrastructure support they need
- Front door services delivered from offices that are fit for purpose and adequately supported by IT and other systems

**Priority Four:           Strengthening partnerships to make a difference**

- A shared vision by all partners and a commitment to work together to improve services to safeguard and look after children and young people
- A Children's Trust that drives better outcomes for all children and young people
- A Safeguarding Children's Board that supports high quality safeguarding and is open, challenging and honest across the partnership
- Joint commissioning of services that keep children safe and free from harm

**Priority Five:           Becoming the employer of choice in the region**

- Effective source and supply of social workers and managers
- A compelling offer (reward package for recruitment and retention)
- Ongoing recruitment and retention actions
- Induction for a range of staff recruited from different countries and at different levels
- Long term focus on the growth and development of the children's workforce
- Sufficient line management and supervision capacity to guide and support front line workers so they feel safe in carrying out their duties
- An excellent supervision, training and development programme for staff at every level in the organisation

**Priority Six:           Robustly managing performance**

- A comprehensive performance system
- Accurate and timely management information
- A personal accountability structure
- Individual analysis and intervention
- Individual achievement measured
- An effective model of management and supervision
- Supervision and support is informed by management information
- Effective quality assurance of practice

**Our Leadership Style to Secure the Improvements**

Members and officers are determined to deliver rapid, visible and sustainable improvement to our children's services. Our approach will be steered by the following characteristics:

- **A sense of urgency** – we know that the current situation is unacceptable and we will not rest until services for children are safe
- **Connection to the Front-Line** - listening, understanding, supporting and taking action to assist front-line staff to do a good job
- **An unremitting focus on what is important** - fixing the most important things first
- **Management grip** - driven by strong performance management and tackling problems as they arise in an ongoing way
- **Intolerance of the unacceptable behaviours** - the first step of our improvement journey will be to eradicate unacceptable practice and unacceptable behaviour
- **Complete transparency** - we will produce information that allows elected members, partners, government and the public to understand our progress. Creating a culture of openness to encourage staff to raise concerns/issues
- **The top priority** for KCC and its partners

## OUR CORE STRATEGY – THE TEN CORE TASKS

This Improvement Plan will deliver sustained improvement across all of children’s services leading to improved outcomes for children and young people within Kent. Our core strategy, however, focuses on tackling those areas of greatest risk first and laying the foundations for more effective practice. The core tasks are as follows, and will be implemented over the next six months:

*We will improve the quality of practice by*

1. Bringing in a peripatetic team to
  - Reduce the number of unallocated cases
  - Reduce numbers of incomplete assessments
  - Restore timely assessment timescales.
2. Strengthening the quality of work undertaken in the assessment teams with external support, monitoring and audit
3. Restoring throughput, pruning caseloads and reducing the number of children in need
4. Making structural changes for handling initial assessments, fixing Kent Contact and Assessment Service, introducing specialist looked after children teams and ensuring we have the right amount of staff in the right locations
5. Strengthening first line management accountability and the quality of supervision through training, development and audit

*We will improve the children's system by*

6. Implementing an effective management information and quality assurance framework
7. Filling resource gaps by more effective recruitment and putting in place a compelling workforce strategy
8. Building an effective commissioning framework and range of preventive services
9. Strengthening the Kent Safeguarding Children Board and the Children's Trust arrangements, Common Assessment Framework and threshold arrangements
10. Providing front line teams with suitable accommodation, ICT arrangements, infrastructure and support

**The detailed Improvement Plan is set out below, organised against the six key themes, but annotated with references to Improvement Notice Targets (IN 1. to IN 16. – see appendix), Ofsted recommendations (O 1. to O 23. – see appendix) and Core Tasks (CT 1. to CT 10. – as set out above) to show which actions support these targets, recommendations and tasks.**

# Kent Improvement Plan

## DETAILED ACTIONS

### Priority 1 – Leadership and management

#### Key Objectives:

Communication regarding the expectations of leaders and managers; Developing a culture where leaders and managers fulfil their roles and responsibilities and demonstrate recognition that they are accountable for delivering high quality services; Well targeted, clear communications that ensure all staff and stakeholders are informed and able to influence the way forward; Rewarding and celebrating high quality practice; Corporate parenting that is effective.

#### Priority Leads (Accountable) –Malcolm Newsam,

#### 1.1 Outcome - Leaders and managers are clear about expectations and gaps in knowledge and management practice are identified.

Ref	Actions	Timescale	Delivery Leads	Targets & Measures
Page 101 1.1	1.1.1 Across the council, put in place a programme which establishes and promotes the new leadership competencies and required behaviours and expectations of leaders, managers and staff to ensure they are clear about what is required	31 March 2011 - 31 March 2012	Rob Semens	<ul style="list-style-type: none"> <li>• Programme timetable (including timescales) produced and implemented</li> <li>• Mid point review to evaluate effectiveness of the programme</li> <li>• Final review of the impact of the programme informed by staff feedback</li> </ul>
	1.1.2 Set in place clear guidance for leadership and management roles, responsibilities and accountabilities for managers and staff which build on the Kent competencies and expected behaviours.	31 March 2011 - 31 May 2011	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• Leadership and management best practice guide published to all managers and supervisors to underpin other action in 1.1.1 above.</li> </ul>
	1.1.3 Conduct and complete a leadership and management survey with senior managers. Engage managers and leaders in identifying leadership gaps and strengths in order to fulfil their roles in delivering high quality services	30 April 2011 - 31 May 2011	Rob Semens	<ul style="list-style-type: none"> <li>• A gap analysis completed that will link guidance to practice, against which management can be assessed</li> </ul>

	1.1.4 Validate findings from leadership and management survey with mandatory questionnaire.	1 June 2011 - 30 April 2012	Rob Semens	<ul style="list-style-type: none"> <li>Engagement of all managers and supervisors in identifying success requirements</li> </ul>
	1.1.5 All senior managers to complete 360 assessment based on competency in role	31 May 2011 – 1 April 2012	Rob Semens	<ul style="list-style-type: none"> <li>Engagement of senior managers in their continuous professional development (CPD)</li> </ul>
<b>1.2 Outcome</b> - Leadership and management capability is evaluated and action is taken to result in improvement as required.				
Page 102	1.2.1. Assess leadership and managerial capability at the senior management level via an assessment centre to identify gaps in knowledge	1 April 2011 - 30 June 2011	Rob Semens	<ul style="list-style-type: none"> <li>Agreed assessment centre schedule developed and implemented with details of the agreed areas of competency that are to be measured</li> <li>Produce report on findings within 2 weeks of assessment completion</li> </ul>
	1.2.2 Deliver four targeted performance management workshops for senior managers, district managers and team leaders focusing on key performance themes identified through leadership and management survey and outcomes from assessment centre. The workshops will be linked to case studies pertinent and relevant to the delivery of high quality children's services	01 June 2011 - 31 July 2011	Rob Semens	<ul style="list-style-type: none"> <li>Workshops conducted with 50 managers</li> <li>Managers start to personify, demonstrate and communicate high quality leadership behaviours to staff.</li> </ul>
	1.2.3. Develop a targeted response to identified needs in relation to essential leadership and management skills (for individuals and the management team).	31 July 2011- 15 August 2011	Rob Semens	<ul style="list-style-type: none"> <li>Action plan designed within 2 weeks of assessment completion</li> </ul>



	1.2.4. Implement individual leadership and management development plans.	1 July 2011 – 1 March 2012	Alastair Pettigrew	<ul style="list-style-type: none"> <li>Individual learning and development plans are updated in response to the recommendations of the assessment centre.</li> </ul>
	1.2.5. Provide access to coaching, and/or mentoring for the management team. For example if mentoring expertise in social care is an identified need through the assessment centre	From 1 April 2011	Rob Semens	<ul style="list-style-type: none"> <li>6 coaching/mentoring sessions offered/delivered to individual staff. Additional sessions offered as appropriate</li> </ul>
	1.2.6 Develop succession planning/talent management systems to nurture and utilise new leadership/managerial capabilities to meet immediate priorities and plan for continued performance improvement	1 July 2011 - 31 Sept 2011	Rob Semens	<ul style="list-style-type: none"> <li>Existing 'talent' is utilised effectively, good practice is role modelled and shared. To be measured via staff feedback and written evidence of sharing mechanisms/activities and timetables.</li> </ul>
<p><b>1.3 Outcome</b> - Staff and stakeholders report that they are kept abreast of developments in the improvement agenda and feel able to influence future developments. Well targeted, clear communications that ensure all staff, partners and service users are informed and able to influence the way forward</p>				
1.3	1.3.1. Produce a communications and engagement strategy including face-to-face and online interaction and written information (Internal and external)	27 Jan 2011 - 30 April 2011	Jill Rawlins	<ul style="list-style-type: none"> <li>Strategy developed and signed off with implementation plan</li> </ul>
		1 May 2011 - 31 May 2011		<ul style="list-style-type: none"> <li>Strategy implemented</li> </ul>

	1.3.2. Corporate Director, to carry out a series of open forums communicating the improvement plan "Putting Children First" to all staff.	1 April 2011 - 31 May 2011	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• Visible leadership in communicating expectations and desire for excellence in safeguarding children to all staff</li> </ul>
	1.3.3. Obtain feedback from staff, partner agencies and service users (including children and young people) and use their views to inform the improvement actions including the re-design of the service.	1 March 2011 - 1 Sept 2011	Ella Hughes	<ul style="list-style-type: none"> <li>• Feedback gathered from service users (including children and young people)</li> <li>• Feedback gathered via Partners Participation Group</li> </ul>
		Review in November 2011; final review in May 2012		<ul style="list-style-type: none"> <li>• Bi-annual review of the communication strategy (including review of implementation and effectiveness across all stakeholders)</li> <li>• Feedback used when improvement actions are being undertaken and when services are being developed or commissioned</li> </ul>
<b>1.4 Outcome</b> - Social work staff are engaged in the quality award process, have aspirations to be part of it, and report that it makes them feel valued.				
1.4	1.4.1 Re-introduce and re-invent Quality Service Awards across the directorate, as part of a KCC-wide process, to recognise and celebrate good practice including social work practice	1 May 2011 - 30 June 2011	Rob Semens	<ul style="list-style-type: none"> <li>• Proposal developed that is informed by staff survey</li> </ul>
		30 June - July 2011		<ul style="list-style-type: none"> <li>• Corporate Management Team agree proposal</li> </ul>
		1- 31 Dec 2011		<ul style="list-style-type: none"> <li>• Communication sent to all staff advising of quality service awards</li> </ul>

		1 March 2012 – 30 March 2012		<ul style="list-style-type: none"> <li>• Host award ceremony</li> </ul>
		30 April 2012		<ul style="list-style-type: none"> <li>• Annual review report to Corporate Management Team, including data from staff survey and levels of engagement</li> </ul>
	1.4.2 Ensure that KCC's reward and recognition mechanisms are appropriately, fairly and transparently applied to recognise good/high performance	1 April 2011 - 30 April 2011	Rob Semens	<ul style="list-style-type: none"> <li>• Surveys confirm that managers and staff are confident that good performance is recognised and reinforced through the reward system</li> </ul>
	1.4.3 Identify through staff engagement events what mechanism recognise/promote high performance would provide most value & value for money	1 April 2011 - 31 May 2011	Rob Semens	<ul style="list-style-type: none"> <li>• Recognition mechanisms are understood and supported by staff and feedback confirms this</li> </ul>
	1.4.4 Develop Total Reward Package that reinforces achievement of business priorities	1 March April 2011 - 31 May 2011	Rob Semens	<ul style="list-style-type: none"> <li>• Reward package supports performance improvement and recognition as well as attractive for new staff and feedback from staff confirms this</li> </ul>
<p><b>1.5 Outcome</b> - Looked after children and young people feedback that they are receiving the appropriate support and that services are responsive. Multi-agency corporate parenting responsibilities are evidenced through improved intervention, planning, appropriate challenge and engagement by Elected Members, officers and partners.</p>				
1.5 (*Joint with Partners)	1.5.1. Develop and implement a multi-agency looked after children strategy, which supports improved outcomes for children in care. The strategy clarifies the respective roles, accountabilities and overarching expectations of all agencies	1 Feb 2011 - 31 May 2011	Liz Totman	<ul style="list-style-type: none"> <li>• Multi agency looked after children strategy developed and agreed by multi-agency Corporate Parenting Board</li> </ul>

	<b>IN 11. O 21</b>	1 May 2011- 30 Sept 2011	Liz Totman	<ul style="list-style-type: none"> <li>Children and young people are consulted, and their views inform the strategy throughout its life cycle. To be evidenced via a written report detailing how feedback has informed current and future decision making.</li> </ul>
		1 Feb 2012 - 29 Feb 2012		<ul style="list-style-type: none"> <li>Implementation plan outlined and delivered</li> </ul>
	1.5.2 Revise policies and procedures to reflect changes brought about by the new looked after children's strategy and the new, statutory, care planning regulations	01 March 2011 - 31 May 2011	Donna Marriott (supported with external resource)	<ul style="list-style-type: none"> <li>Policies/Procedures updated.</li> </ul>
	1.5.3 Review Kent's Corporate Parenting Group's terms of reference (membership, role and function)	1 March 2011 - 1 May 2011 (review)	Liz Totman	<ul style="list-style-type: none"> <li>Report and implementation plan agreed by the Corporate Parenting Group</li> </ul>
		1 Sep 2011 - 30 Sept 2011		<ul style="list-style-type: none"> <li>Implementation of the recommendations</li> </ul>
		1 Jan 2012 - 29 Feb 2012		<ul style="list-style-type: none"> <li>Review of the effectiveness of the new Corporate Parenting Group including feedback from members and children and young people</li> </ul>

<p>1.5.4 Elected Members and senior officers provided with information to enable them to understand their corporate parenting roles, responsibilities and accountabilities</p>	<p>1 April 2011 – 1 Dec 2012</p>	<p>Marisa White</p>	<ul style="list-style-type: none"> <li>• Looked after children Elected Member's pack devised and distributed</li> <li>• Looked after children senior officer briefing prepared and distributed.</li> <li>• Annual evaluation survey to ensure actions have been undertaken and information is adequate</li> </ul>
<p>1.5.5 Induction pack for Elected Members developed, outlining corporate parenting responsibilities.</p>	<p>1 March 2011 – 1 April 2011</p>	<p>Marisa White</p>	<ul style="list-style-type: none"> <li>• Induction pack produced and distributed</li> <li>• Induction workshops agreed and undertaken</li> </ul>
<p>1.5.6 Annual training programme for cross party Elected Member representatives about corporate parenting responsibilities, including those not on the Corporate Parenting Group</p>	<p>1 May 2011 – 29 Feb 2012 (review)</p>	<p>Marisa White</p>	<ul style="list-style-type: none"> <li>• Programme of workshops devised</li> <li>• Workshops undertaken</li> </ul>
<p>1.5.7 Performance information about outcomes for looked after children and young people is analysed and reports are provided bi-monthly to Corporate Parenting Board</p>	<p>31 March 2011 - 30 April 2011</p>	<p>Liz Totman</p>	<ul style="list-style-type: none"> <li>• Bi-monthly report and analysis submitted to officers, Elected Members and multi-agency Corporate Parenting Group.</li> </ul>
<p>1.5.8 Develop participation plan (in consultation with the Children in Care Council) for ensuring that a wider range of children in care are routinely made aware of how they can contribute to the development of the service or make complaints</p> <p><b>IN 12.</b></p>	<p>1 March 2011 - 31 May 2011</p>	<p>Liz Totman</p>	<ul style="list-style-type: none"> <li>• Plan produced and implemented</li> <li>• Children in Council membership is extended to include a wider representation of the children in care population</li> <li>• Looked after children and young people</li> </ul>

				are involved in developing services
	1.5.9 Improve children and young people's access to, and awareness of the Kent Pledge commitments	1 August 2011 - 30 September 2011	Liz Totman	<ul style="list-style-type: none"> <li>Survey of looked after children and care leavers to obtain their views about the extent to which the Kent Pledge is being achieved</li> </ul>
	1.5.10 Targeted staff training (social work, education and health) takes place to increase understanding of their role and responsibility to contribute to achieving good outcomes for looked after children. Across KCC, raise staff's awareness about their responsibilities towards looked after children.	1 June 2011 – 1 June 2012	Michelle Woodward	<ul style="list-style-type: none"> <li>Online training to be developed to be disseminated across the service.</li> </ul>
		1 August 2011 – 30 June 2012 (review)		<ul style="list-style-type: none"> <li>Current looked after children training courses reviewed to ensure the role of corporate parenting is reflected.</li> <li>Looked After young people are involved in social work training</li> </ul> <p>(Cross reference to 5.5.1)</p>
		1 April 2011 - 1 June 2011	Liz Totman	<ul style="list-style-type: none"> <li>Include briefing on corporate parenting responsibilities in the KCC induction</li> <li>Brief the Pioneer and Challenger groups of KCC staff</li> </ul>

**Priority 2: High quality front-line practice**

**Key Objectives:**

High quality, rigorous and consistent front-line practice to safeguard children and young people, including those who are looked after. Appropriate duty and initial assessment arrangements; Manageable workloads; Robust procedures, processes and actions which analyse risk and lead to consistent plans and actions to manage those risk; Front line staff and managers are clear about the arrangements regarding the throughput of work between teams; Effective child protection conference process to ensure multi-agency working which supports effective plans for children and young people; Improved Care Planning and permanence for Looked After Children, Health Needs of Looked After children and young people are addressed; Improvements in educational outcomes for looked after children.

**Priority Leads (Accountable)** – Alastair Pettigrew,

**2.1 Outcome** – Children are safeguarded as a result of high quality practice driven by robust management, underpinned by sound systems and processes.

Ref	Actions	Timescale	Delivery Leads	Targets & Measures
2.1	2.1.1 Managers review open cases and take action to safeguard children.  O 1.	Completed	Alastair Pettigrew  Heads of Service	<ul style="list-style-type: none"> <li>• Open cases reviewed, including Looked After Children cases, and actions taken to safeguard children as appropriate</li> <li>• Completed pro-forma submitted to Director on actions taken to ensure the safety of any children identified as needing safeguarding</li> <li>• Heads of service report to Director on the number of cases reviewed where immediate action has been required to safeguard children and young people.</li> </ul>

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2.1.2. Independently scrutinise the robustness of the review of cases by managers	Completed	Independent consultants	<ul style="list-style-type: none"> <li>• Reports provided to Director and Managing Director outlining key issues</li> </ul>
2.1.3 Action is taken to reduce the number of unallocated cases and ensure that all children who are looked after or subject to a child protection plan have an allocated social worker  <b>IN 3.</b> <b>CT 1.</b> <b>CT 3.</b>	1 March 2011 – 1 Sept 2011 (review)	Heads of Service	<ul style="list-style-type: none"> <li>• Managers instructed to ensure all child protection and looked after children cases are allocated</li> <li>• No child protection or looked after child cases are identified as unallocated in performance report</li> <li>• External peripatetic (managed) team recruited to work on backlog to enable reduction in unallocated cases</li> </ul>
	1 Aug 2011- 30 Aug 2011		<ul style="list-style-type: none"> <li>• No more than 200 unallocated cases over 28 days</li> </ul>
2.1.4 Backlog of outstanding initial and core assessments are completed  <b>IN 3.</b> <b>O 3.</b> <b>CT1.</b>	Completed	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• Performance information is used to confirm the number of initial and core assessments out of timescales</li> </ul>
	1 February 2011, Review weekly	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• Heads of Service take action to clear the backlog</li> <li>• Heads of Service obtain and use performance information to monitor progress in reducing backlog</li> </ul>
	1 March 2011 – 30 April 2011	Eva Learner	<ul style="list-style-type: none"> <li>• Develop risk assessment and other appropriate tools to support task</li> </ul>



		11 April 2011 - 1 Sept 2011 (review)	Alastair Pettigrew	<ul style="list-style-type: none"> <li>External peripatetic team (managed) commissioned to assist in clearing backlog and to address any capacity deficits</li> </ul>
		1 Aug 2011 - 30 Aug 2011	Alastair Pettigrew	<ul style="list-style-type: none"> <li>Reduce initial assessments outside of timescales to 200</li> <li>Reduce core assessments outside of timescales to 100</li> </ul>
	2.1.5 When clearing the backlog, transfer appropriate cases for further work from Duty and Initial Assessment Teams to Children and Families Teams <b>CT 3.</b>	1 March – 1 October 2011	Alastair Pettigrew	<ul style="list-style-type: none"> <li>Children and Families Teams, review cases on current caseload to confirm whether they should remain open to the specialist services</li> <li>Take action as a result to secure capacity to respond to work coming through from the duty and assessment teams</li> </ul>
	2.1.6 Develop agreed transfer protocol to address the transfer of social care cases between Duty and Initial Assessment and Children and Families Teams	31 March 2011	Eva Learner	<ul style="list-style-type: none"> <li>Transfer protocol agreed by Children's Social Services Management Team and implemented</li> </ul>

<p>2.1.7 Monitor and take action to secure appropriate caseload levels for all social workers</p> <p><b>CT 3</b></p>	<p>1 March 2011 (monthly review)</p>	<p>Alastair Pettigrew</p>	<ul style="list-style-type: none"> <li>• Review individual social work caseloads and complete work/transfer/close cases as required.</li> <li>• Identify capacity needs and address as required</li> <li>• Independently review a sample of social work managers' caseloads</li> <li>• Performance reporting indicate caseload levels</li> <li>• Undertake workforce analysis, see section 3.1.2</li> </ul>
<p>2.1.8 Develop and implement practice standards in collaboration with front line staff and managers</p> <p><b>CT 2.</b></p>	<p>1 March – 31 May 2011</p>	<p>Eva Learner</p>	<ul style="list-style-type: none"> <li>• Workshops take place with practitioners and managers across the county to establish agreed standards</li> <li>• Agreed practice standards distributed to managers and staff and incorporated into; procedures, learning and development programme, local learning sets framework, the supervision policy and framework and is used to inform appraisals</li> <li>• Audits identify whether agreed practice standards are being embedded across the service</li> </ul>
<p>2.1.9 Supervisors have robust oversight of case work, ensuring that management oversight and decision making is set out in writing on case files and focuses on timely actions and throughput of work</p> <p><b>IN 10. CT 5.</b></p>	<p>1 March 2011 (Review at weekly and monthly intervals)</p>	<p>Heads of Service</p>	<ul style="list-style-type: none"> <li>• Supervisors to record guidance and decisions on each child's electronic case record</li> <li>• District managers and team leaders check that management oversight is occurring and this is recorded on case records</li> <li>• Head of Service monthly report to Director outlines progress being made</li> </ul>

	2.1.10 Staff receive supervision, in accordance with the supervision policy which reflects the recommendations of the Social Work Reform Board and is child focused and reflective	1 April 2011 – 1 March 2012 (review)	Heads of Service	<ul style="list-style-type: none"> <li>• Supervision policy re-issued to all staff.</li> <li>• Managers supervise staff in line with policy</li> <li>• Survey undertaken to establish that staff are receiving supervision as per the policy</li> <li>• Independent audit of supervision is conducted to establish whether supervision takes place in accordance with the supervision policy.</li> </ul>
<p><b>2.2 Outcome-</b> Duty and initial assessment arrangements are effective in responding to referrals of need and action is taken in a timely manner to ensure that children's needs are responded to as evidenced in improved performance outcomes.</p>				
2.2.	2.2.1 Evaluate the quality of case work being undertaken in the Duty and Initial Assessment Teams and take immediate action to secure clear understanding of the day to day actions required by managers to safeguard children	Completed	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• Report provided to Director on effectiveness of all Duty and Initial Assessment Teams to respond to children that are referred</li> <li>• Action taken by Heads of Service in response to any identified concerns reported to Director</li> </ul>
	2.2.2 Recruit external practice and management experts to review caseloads, progress cases and ensure timely throughput.	1 March 2011 – 31 August 2011	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• Recruit external practice and management experts</li> <li>• Delivery models agreed, including supervision of experts</li> <li>• Mobilisation achieved</li> <li>• Target of reducing the number of children in need established</li> <li>• Increase in number of Initial Assessments</li> </ul>

				<p>of children in need per 10,000 population under 18 to be in line with statistical neighbour averages</p> <ul style="list-style-type: none"> <li>• Increase the percentage of referrals that go on to initial assessment from the 2009-2010 baseline of 46% to 65% (between Jan – March 2012) and an average of at least 65% (over the period 2012-13)</li> </ul>
	<p>2.2.3 In collaboration with relevant partners, managers and staff, re-establish and implement appropriate duty and assessment arrangements to respond to children that are referred.</p> <p><b>IN 4.</b> <b>CT 4</b></p>	<p>1 March 2011 – 31 Dec 2011</p>	<p>Alastair Pettigrew</p>	<ul style="list-style-type: none"> <li>• Evaluate current arrangements and produce a plan for approval and implementation</li> <li>• Plan approved</li> <li>• Plan implemented that includes; structure (duty and assessment), function, roles, business processes, responsibilities, tools and focus on partnership working.</li> </ul> <p>Link to 3.1.5</p>
2.2	<p>2.2.4 Scope the viability of developing a joint referral service with Police.</p> <p><b>CT 4.</b></p>	<p>21 Feb 2011 - 31 May 2011</p>	<p>Maria Shepherd</p>	<ul style="list-style-type: none"> <li>• Meeting with Director of Specialist Children's Services.</li> <li>• Models of delivery to be considered and decision made as to viability of joint referral service.</li> <li>• If viability is established, actions to be taken forward. To be initiated by the stated date.</li> </ul>
	<p>2.2.5 Ensure that referrals are acted upon within 24 hours, that decisions are consistent with threshold and eligibility criteria and that referrers are notified of the outcome of their referrals</p> <p><b>IN 4.</b></p>	<p>1 March 2011 - 31 May 2011</p>	<p>Heads of Service</p>	<ul style="list-style-type: none"> <li>• Performance report monitors referrals actioned within 24 hours</li> <li>• Managers use performance reports to take action to ensure decisions are being taken within 24 hours</li> <li>• Performance report monitors feedback to</li> </ul>

				<p>referrers</p> <ul style="list-style-type: none"> <li>Managers use performance reports to ensure that written feedback is sent to referrers.</li> <li>Performance reports shows evidence and outcomes the actions being taken by managers to achieve this</li> </ul>
	<p>2.2.6 Children are visited and assessments written up and signed off by a manager within timescales as defined in Working Together (within 7-day timescale for initial assessments and 35 for core assessments)</p> <p><b>IN 4.</b> <b>IN 6.</b></p>	<p>1 March 2011– 1 March 2012</p> <p>1 April 2012– 1 April 2013</p>	<p>Heads of Service</p>	<ul style="list-style-type: none"> <li>Performance report provides information regarding whether children are visited during assessments</li> <li>Performance report provides information about assessment timescales being achieved</li> <li>Initial and Core Assessments are completed in timescales - at least 69% Initial Assessment 80.4% Core Assessment</li> </ul>
	<p>2.2.7 Kent Contact and Assessment Centre (KCAS) effectively screens contacts to ensure that referrals meet the eligibility and threshold criteria</p> <p><b>IN 4.</b> <b>CT 4.</b></p>	<p>1 April 2011 - 30 April 2011</p>	<p>Alastair Pettigrew</p>	<ul style="list-style-type: none"> <li>Social work managers with expertise of children's social care are employed/deployed in KCAS</li> </ul> <p>(Linked to 3.1.1 and 3.1.5)</p>

	<p>2.2.8 CAF arrangements are strengthened to ensure that children with additional needs are responded to before their needs become acute and require specialist children services.</p> <p><b>CT 9.</b></p>	1 Jan 2011 – 31 March 2012	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• The Early Intervention and Preventative Strategy outlines the role of universal, targeted and specialist services and is clear about when a CAF should be completed. (Link with 4.3.1)</li> <li>• CAF support service developed to result in the achievement of percentage increases in the number of CAFs completed</li> </ul>
<p><b>2.3 Outcome</b> - Child protection planning processes are effective, responsive to children and young people's needs, facilitate multi-agency working and are robust in ensuring that children are safeguarded.</p>				
Page 116	<p>2.3.1 Strengthen child protection investigation processes (including strategy meetings, section 47 investigations) to ensure that decisions are clear, evidence based and result in risk being minimised</p>	1 March 2011 - 30 April 2011	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• Tracking sheet used as a managerial performance tool to monitor and drive throughput of child protection work</li> <li>• Performance report monitors section 47s with missing initial and core assessments</li> <li>• Managers ensure action taken to ensure robust management of child protection work</li> <li>• External management experts recruited to work alongside existing managers to raise standards</li> </ul>
	<p>2.3.2 Conduct a multi-agency review of the child protection conference process in collaboration with partners</p> <p><b>O 6.</b></p>	1 March 2011 - 31 May 2011	Penny Davies	<ul style="list-style-type: none"> <li>• Consult partners regarding the current child protection conference process</li> <li>• Amend Kent and Medway child protection procedures to reflect changes</li> </ul> <p>Provide training to support amended procedures</p>

	2.3.3 Develop outcome focused child protection plans that are measurable <b>O 7.</b>	1 April 2011 – 1 October 2011 (Review )	Donna Marriott	<ul style="list-style-type: none"> <li>• New child protection plan developed and built in Integrated Children’s System</li> <li>• Independent conference chairs trained</li> <li>• Safeguarding Children Board procedures amended</li> </ul>
	2.3.4 Support implementation of strengthened child protection planning processes through multi-agency training	1 August 2011 – 1 Jan 2012 (Review)	Penny Davies	<ul style="list-style-type: none"> <li>• Multi-agency training programme developed and implemented</li> </ul>
	2.3.5 Strengthen the independent child protection conference quality assurance framework to assess the quality of child protection planning and to incorporate user feedback	1 March 2011 – 30 April 2011	Donna Marriott	<ul style="list-style-type: none"> <li>• Child protection conference quality assurance framework developed and implemented across the County</li> <li>• User feedback obtained and used to inform the quality assurance framework</li> <li>• Quarterly report about safeguarding, which includes a focus on care planning, submitted to Children’s Social Services Management Team</li> </ul>
	2.3.6 Reduce the number of children subject to a child protection plan for 2 years or more <b>IN 8.</b>	1 June 2011 – 1 March 2013	Donna Marriott	<ul style="list-style-type: none"> <li>• Report to Children’s Social Services Management Team setting out plan for how to reduce cohort to below 6%</li> <li>• Plan agreed and recommendations implemented</li> <li>• Performance reporting monitors the number of children who are progressing towards, or have, a child protection plan for 2 years or more</li> </ul>
	2.3.7 Reduce the number of children who become subject to a child protection plan for a second or subsequent time	1 June 2011 – 1 March 2013	Donna Marriott	<ul style="list-style-type: none"> <li>• In collaboration with operational managers, produce a report to Children’s Social Services Management Team setting out a plan for how to reduce the</li> </ul>

	<b>IN 8.</b>			<p>number of children made subject to a child protection plan for a second or subsequent time below 13.6% (by March 2013)</p> <ul style="list-style-type: none"> <li>• Plan agreed &amp; recommendations implemented</li> <li>• Performance reporting monitors the number of children who are made subject to a plan for a second or subsequent time</li> </ul>
	<p>2.3.8 Reduce the number of children subject to a child protection plan for 2 years or more</p> <p><b>IN 8.</b></p>	1 June 2011 – 1 March 2013	Donna Marriott	<ul style="list-style-type: none"> <li>• Report to Children’s Social Services Management Team setting out plan for how to reduce cohort to below 6%</li> <li>• Plan agreed and recommendations implemented</li> <li>• Performance reporting monitors the number of children who are progressing towards, or have, a child protection plan for 2 years or more</li> </ul>
<p><b>2.4 Outcome</b> – Care planning is effective, with rigorous planning for permanence. Looked after children and young people receive the appropriate level of support and services, through effective multi-agency intervention, which they report is responsive to their needs. The health needs and well being of looked after children and young people are assessed and result in appropriate intervention. Educational outcomes for looked after children and young people are improved.</p>				
	<p>2.4.1 Improve the quality of assessment and care planning for Looked After Children, ensuring that all plans contain health and education information, and includes decisions about permanence where appropriate</p> <p><b>IN 13.</b> <b>O 14.</b></p>	1 April 2011 –31 June 2011	Heads of Service	<ul style="list-style-type: none"> <li>• All Looked After Children have an up to date care plan (including appropriate permanence plans), Personal Education Plan and health assessment and core assessments where required</li> <li>• Managers check that the above is in place for every looked after child</li> <li>• Permanency plans are regularly reviewed by supervisors and this process is monitored by district managers</li> </ul>



				<ul style="list-style-type: none"> <li>• Performance reports outlines progress on Personal Education Plans, health assessments, permanency plans and core assessments (where required)</li> </ul>
	<p>2.4.2 Improve the percentage of children who are adopted</p> <p><b>IN 14.</b></p>	1 March 2011 – 1 March 2012	Heads of Service	<ul style="list-style-type: none"> <li>• District managers and adoption leads jointly monitor the progress of all children requiring adoption</li> <li>• Independent Reviewing Officers ensure that, where appropriate, 'best interest decisions' are being made by the time of the second looked after children review</li> <li>• Performance reporting monitors the percentage of children adopted – 11% by March 2012 and 13% over the period 2012-2013</li> </ul>
	<p>2.4.3 Independent Reviewing Officers quality assure the effectiveness of care planning and where appropriate challenge casework decisions or delay</p> <p><b>IN 13.</b></p>	1 March 2012 – 1 March 2013 (review)	Donna Marriott	<ul style="list-style-type: none"> <li>• Each review ensures that required actions are in place and exceptions reported to the appropriate manager and escalated, if necessary, for resolution</li> <li>• Quarterly report by Independent Reviewing Officers service produced and submitted to the Children's Social Services Management Team for action</li> <li>• Progress on permanence planning, health assessments, core assessments, care plans and Personal Education Plans is measured through performance reporting</li> </ul>
2.4 (*Joint with	2.4.4 Ensure that all relevant professionals are able to participate and contribute to planning for looked after children in line with their responsibilities	1 April 2011 – 1 March 2012	Donna Marriott	<ul style="list-style-type: none"> <li>• Relevant professionals are invited to attend looked after children reviews</li> <li>• Agency contribution evaluated by</li> </ul>

Partners)	<b>O 15.</b>	(review)		Independent Reviewing Officer service and reflected in quarterly Independent Reviewing Officer report <ul style="list-style-type: none"> <li>Concerns regarding lack of agency contribution is reported and escalated to managers in relevant agencies, where appropriate</li> </ul>
(*Joint with Health)	2.4.5 Ensure arrangements are in place for looked after children to receive Child and Adolescent Mental Health Service support and timely health assessments, ensuring records are available to confirm that they have been completed.  <b>O 17.</b>	1 March 2011 – 30 April 2011 1 May 2011 – 30 June 2011	Lorraine Goodsell/ Caroline Friday Tony Doran	<ul style="list-style-type: none"> <li>Outline plan submitted by Health</li> <li>ICS adapted to record health assessments for looked after children by looked after children nurses</li> <li>Performance reporting monitors the completion of health assessments for looked after children</li> </ul>
(*Joint with Health)	2.4.6 Ensure a Child and Adolescent Mental Health Service for 16-18 year olds  <b>O 4.</b>	1 Feb 2011 – 31 June 2011	Lorraine Goodsell	<ul style="list-style-type: none"> <li>Funding approval obtained for a pilot to begin in April 2011 for CAMHS service to newly presenting 17 year olds in west Kent and the Swale part of east Kent – February 2011.</li> <li>Plan to ‘Operationalise’ the pilot approved – February 2011</li> <li>Recruitment of staff secured from April 2011</li> <li>Further development of the service and transition arrangements agreed for those young people already receiving a CAMHS service who will turn 17 over the next 12</li> </ul>

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				months – March – June 2011
(*Joint with Health)	2.4.7 The health needs of looked after children are responded to <b>IN 16.</b>	1 March 2011 – 31 March 2011  1 May– 1 March 2013 (year on year)	Lorraine Goodsell	<ul style="list-style-type: none"> <li>• Report to management team and corporate parenting group outlining plans to achieve improvement in health assessment produced</li> <li>• Performance reporting demonstrates percentage of children in care having health and dental checks has increased to 85% by March 2012 and is at least maintained up to March 2013.</li> </ul>
2.4.8 & 2.4.9 Joint with Health: delivery to be measured via the NHS West Kent Action Plan)	2.4.8 Ensure that health services subscribe to a suitably independent interpreter service <b>O 10.</b>	1 March 2011 – 30 Sep 2011	Lorraine Goodsell	<ul style="list-style-type: none"> <li>• Review arrangements for the provision of independent interpreters.</li> <li>• Agree recommendations and implement</li> </ul>
	2.4.9 Develop a screening tool for substance misuse for use with Looked After Children and young people <b>O 22.</b>	1 Feb 2011 – 31 May 2011	Lorraine Goodsell	<ul style="list-style-type: none"> <li>• Develop screening tool and integrate into current arrangements for LAC Health Assessments.</li> </ul>

<i>(Joint with Schools)</i>	<p>2.4.10 Improve the attendance and educational attainment of looked after children through the development of the Virtual School for Looked After Children</p> <p><b>IN 15.</b> <b>O 19.</b></p>	1 March 2011 – 1 March 2012 (Review)	Tony Doran	<ul style="list-style-type: none"> <li>• Business Plan which outlines engagement with schools, for the Virtual School service reported to the Board of Governors for the Virtual School and the Corporate Parenting Board and implemented</li> <li>• Individual looked after children's educational attainment and attendance information is accessible and used to target appropriate interventions</li> <li>• Performance reports indicate that children in care's attainment is no more than 36% points difference Achieving 5 A* - C , 34 % (English L4 KS2) and 33% (Maths L4 KS2) points different to their peers by the end of the academic year 2011/12; The number of Looked After Children who miss 25 days or more days of schooling during the academic year to no more than 11%</li> </ul>
	2.4.11 Reduce exclusions of looked after children	1 March 2011 – 30 Sep 2011 (review)	Chris Berry	<ul style="list-style-type: none"> <li>• Performance reporting indicates the number and length of exclusions reduces for children in care in line with their Kent peers or statistical neighbours</li> <li>• Performance reports indicate the percentage of children in care who miss 25 days or more days of schooling during the academic year to no more than 11%</li> </ul>

### Priority 3: An organisation fit for purpose

#### Key Objectives:

Appropriate decisions about the responses required to referrals; Functioning ICT infrastructure that enables effective use of systems that support practice (including the Integrated Children's System); Logistical working arrangements and office accommodation support social work task; Effective commissioning, procurement and contracting.

#### Priority Leads (Accountable) – Alastair Pettigrew

**3.1 Outcome** – The organisational structure supports appropriate decision making about the responses required to referrals.

Ref	Actions	Timescale	Delivery Leads	Targets & Measures
3.1 (*Joint – Also in Health Plans for relevant Health structures)	3.1.1 Review the effectiveness of the current initial screening arrangements for social care cases (the Contact Centre and the Kent Contact and Assessment Service – KCAS)  <b>O 8. CT 4.</b>	1 March 2011 – 31 May 2011  30 June 2011	Amanda Honey	<ul style="list-style-type: none"> <li>Report with recommendations presented to management groups (Children's Social Services Management Team, Senior Management Team and Corporate Management Team) and decision made about appropriate actions in response.</li> <li>Implementation plan developed and agreed recommendations implemented (Links with 2.2.7, 3.1.3 and 3.1.5)</li> </ul>
	3.1.2 Map existing social work establishment against demand and need and ensure there is a coherent and sufficient distribution of fieldwork resources to provide an effective service. Produce a report with outcome of analysis and recommendations for action with clear implementation plan.  <b>O 11. CT 4.</b>	1 March 2011 – 31 May 2011	Marisa White	<ul style="list-style-type: none"> <li>Report submitted to Managing Director outlining recommendations</li> <li>Agreed recommendations implemented</li> </ul>

	<p>3.1.3 Decide on a model and structure for children's social care to enable effective support for children in need and looked after children (also addressing administrative capacity)</p> <p><b>O 20.</b> <b>CT 4.</b></p>	<p>1 March 2011 - 30 June 2011</p>	<p>Alastair Pettigrew</p>	<ul style="list-style-type: none"> <li>• Report on recommendations submitted to Managing Director</li> <li>• Agreed recommendations implemented being mindful of the need for safe transfer to the new arrangements</li> </ul>
	<p>3.1.4 Protocol document developed outlining roles and responsibilities of new teams as well as transfer arrangements.</p> <p><b>CT 4.</b></p>	<p>1 July 2011 – 31 October 2011</p>	<p>Alastair Pettigrew</p>	<ul style="list-style-type: none"> <li>• Protocol agreed by Children's Social Services Management Team, approved by Managing Director, used as part of implementation of the new structure.</li> </ul>
	<p>3.1.5 Implement new structure supported by appropriate protocols and procedures</p> <p><b>CT 4.</b></p>	<p>1 December 2011 – 1 May 2012</p>	<p>Alastair Pettigrew</p>	<ul style="list-style-type: none"> <li>• New structure in place and work safely managed during restructuring</li> <li>• Procedures/protocols published for all staff</li> <li>• Performance reporting indicates that caseloads, staffing levels and supervisory capacity are at appropriate levels</li> <li>• Performance report confirms new arrangements are facilitating timely assessments and good practice</li> </ul>

**3.2 Outcome** - Kent ICT systems effectively support practitioners and managers to carry out their role. Practitioners and managers are accountable for recording case work decisions and ensuring that this is used to influence decision making.

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3.2	3.2.1 Develop an ICT strategy which includes a single integrated recording system supported by effective infrastructure and technology (including scanners, laptops and /notebooks) <b>CT 10.</b>	1 March 2011 - 30 June 2011	Peter Bole	<ul style="list-style-type: none"> <li>ICT Strategy developed and presented to the Children, Families and Education, ICT board.</li> </ul>
	3.2.2 External review of the current functioning of the technical aspects of the Integrated Children's System <b>O 12. O 16.</b>	Completed	Peter Bole via -Price Waterhouse Cooper	<ul style="list-style-type: none"> <li>Consultant report to Children, Families and Education, ICT Board, outlining the roadmap to achieving a case management system which meets the agreed business requirements.</li> </ul>
	3.2.3 Review and outline the business processes underpinning ICS, create procedures/practice guidelines that stipulate responsibilities across all levels of the organisation <b>O 16. CT 6.</b>	1 March 2011 – 31 August 2011	Donna Shkalla	<ul style="list-style-type: none"> <li>Business requirement for the recording of children's case information is embedded in Kent's Information recording system</li> </ul>
	3.2.4 Review the function and role of administrative staff in relation to the use of ICS and address capacity implications if applicable <b>O 16. CT 6.</b>	1 March – 31 August 2011	Donna Shkalla	<ul style="list-style-type: none"> <li>Report to be produced with recommendations for implementation</li> <li>Recommendations implemented and monitored quarterly</li> </ul>
	3.2.5 Train staff including managers and provide on-site support to make better use of ICT and the Integrated Children's Services <b>O 16. CT 6.</b>	1 April – 30 Sept 2011	Donna Shkalla	<ul style="list-style-type: none"> <li>Review of the Integrated Children's System training (including content, method for delivery, technical support) completed and agreed</li> <li>Training courses developed and</li> </ul>

				implemented <ul style="list-style-type: none"> <li>• Training schedule released</li> </ul>
	3.2.6 Activate management sign-off functions in ICS with the agreed business process	1 April – 1 July 2011	Donna Shkalla	<ul style="list-style-type: none"> <li>• All exemplars are signed off by the relevant social work staff and manager</li> </ul>
	3.2.7 Performance reporting is utilised to confirm that the systems are being used to support effective recording and managerial oversight  <b>O 16. CT 6.</b>	1 July - 31 July 2011	Donna Shkalla	<ul style="list-style-type: none"> <li>• Audit reports on system usage are produced quarterly on agreed areas (logins, user generated reports, signoff, field completion)</li> <li>• Data quality reports on errors or blanks in data recording are reported monthly.</li> <li>• Data quality errors/blanks do not exceed 5% of the total number of entries per field</li> </ul>
<b>3.3 Outcome:</b> Logistical working arrangements and office accommodation support social work task				
	3.3.1 In collaboration with operational managers, review the accommodation needs of social work staff across the county  <b>CT 10.</b>	1 March 2011 - 30 April 2011	Tom Molloy	<ul style="list-style-type: none"> <li>• Report with recommended actions (including risk assessment) submitted to Corporate Management Team</li> </ul>
	3.3.2 Taking into account the needs of Children's Social Services staff identified through engagement with operational managers, review the current plans for accommodation in the context of the corporate strategy.  <b>CT 10.</b>	1 March – 31 May 2011	Tom Molloy	<ul style="list-style-type: none"> <li>• Report to Corporate Management Team including options regarding potential actions.</li> <li>• Produce a plan to respond to CMT's decision.</li> <li>• Implement required changes.</li> </ul>



	3.3.3 In collaboration with operational managers, review the current service access arrangements and provision of reception areas and its impact on Children's Social Services and service users <b>CT 10.</b>	1 March – 31 May 2011	Tom Molloy	<ul style="list-style-type: none"> <li>• Report to Corporate Management Team outlining the options for reception access, outlining actions and timeframes for steps to be undertaken</li> <li>•</li> </ul>
	3.3.4 In collaboration with operational managers, ensure there is a comprehensive understanding the current parking facilities available to staff across the county to enable them to effectively undertake their work <b>CT 10.</b>	1 April – 30 June 2011	Tom Molloy	<ul style="list-style-type: none"> <li>• Report to be produced with recommendations to address any issues/concerns raised</li> <li>• Required changes implemented</li> <li>• A staff survey undertaken to ascertain views of progress being made</li> </ul>
<p><b>3.4 Outcome</b> - Commissioning, procurement and contracting arrangements in respect of placements of looked after children are streamlined, resulting in reduced burden for social workers. All placements for children and young people are of a high quality and offer value for money.</p>				
Page 127	3.4.1 Develop a commissioning, procurement and contracting framework to secure appropriate placements for looked after children and young people in order to secure better value for money and greater responsiveness to need <b>CT 8.</b>	1 March - 31 May 2011	Cathi Sacco	<ul style="list-style-type: none"> <li>• Report proposing the new framework produced and presented to Children's Social Services Management Team and Managing Director</li> <li>• Commissioning framework implemented which results in reduction of spot purchasing</li> </ul>
	3.4.2 Joint Commissioning Framework developed for commissioning early intervention and family support services <b>CT 8.</b>	31 May 2011 - 31 August 2011	Cathi Sacco	<ul style="list-style-type: none"> <li>• Consult with partners</li> <li>• Report on draft framework to Kent Children's Trust for agreement and sign off</li> </ul>

## Priority 4: Strengthening partnership

### Key Objectives:

Development of the Kent Children's Trust (KCT) and the Kent Safeguarding Children Board (KSCB) to meet their statutory requirements; Improve the effectiveness of the Safeguarding Children Board; Secure Multi-agency understanding about the range of services available and when they should be used to respond to children and their families; Clear multi-agency referral pathways that are responsive to children's needs; Regular and robust auditing of multi-agency practice including good use of performance information.

### Priority Leads (Accountable) – Malcolm Newsam, Alastair Pettigrew

**4.1 Outcome** - Kent Children's Trust is effective in ensuring improved outcomes for children and young people as a result of the joint efforts of partners.

Ref	Actions	Timescale	Delivery Leads	Targets & Measures
Page 128	4.1.1 Review the structure of the Children's Trust in the light of changes to legislation and the development of the Health and Well-being Board.  <b>CT 9.</b>	1 April - 1 June 2011	Chair of Children's Trust – Amanda Honey	<ul style="list-style-type: none"> <li>Plan with clear outcome measures consulted on, agreed by Kent Children's Trust and local boards and published</li> </ul>
	4.1.2 Building on the priorities within the Children and Young People's Plan, agree the outcome measurements that will be used by the Children's Trust and the performance framework for measuring progress against these outcomes  <b>O 23. CT 9.</b>	1 March 2011 - 31 July 2011	Marisa White	<ul style="list-style-type: none"> <li>Performance management and reporting requirements in place and operational</li> <li>Resources aligned to priorities</li> <li>Kent Children's Trust and partners committed to and resourcing the implementation of the Early Intervention and Prevention Strategy</li> <li>Strengthen the contribution of the voluntary sector to enable their full contribution to good outcomes for young people and care leavers.</li> </ul>

Ref	<p>4.1.3 Building on the National Commissioning Support Programme review of the Children's Trust, recommend further changes to increase its effectiveness including strengthening of partner engagement in addressing priorities</p> <p><b>CT 9.</b></p>	<p>1 March 2011 - 31 July 2011</p>	<p>Marisa White</p>	<ul style="list-style-type: none"> <li>• Implementation plan to address Children and Young People's Plan priorities, with resources committed in place</li> <li>• Strengthened interface between Kent Safeguarding Children Board and Kent Children's Trust with linked performance reporting</li> </ul>
<p><b>4.2 Outcome</b> - The Safeguarding Children Board is compliant with statutory requirements, supported by a robust performance framework which enables it to hold agencies to account in ensuring the children of Kent are safeguarded</p>				
<p>Page 129</p>	<p>4.2.1 Develop a plan which responds to the areas for development identified in the Ofsted Inspection, including:</p> <ul style="list-style-type: none"> <li>• The appointment of a new independent chair</li> <li>• The appointment of 2 lay members</li> <li>• The appointment of a representative from the voluntary sector</li> <li>• Identify and reflect representation from schools</li> </ul> <ul style="list-style-type: none"> <li>• Develop and agree a multi-agency performance framework</li> </ul> <ul style="list-style-type: none"> <li>• The alignment of missing from care and missing from education policies with the missing children policy</li> </ul> <p><b>CT 9. O 18.</b></p>	<p>Complete</p>	<p>Maggie Blyth and Penny Davies</p>	<ul style="list-style-type: none"> <li>• Plan developed and submitted to KSCB members for sign off</li> </ul>
		<p>1 March - 30 June 2011</p>	<p>Penny Davies</p>	<ul style="list-style-type: none"> <li>• Report on progress to KSCB on appointment of new chair, lay members, schools and voluntary sector reps.</li> </ul>
		<p>1 March 2011 - 31 April 2011</p>	<p>Penny Davies &amp; partners</p>	<ul style="list-style-type: none"> <li>• Performance framework agreed by Board Partners</li> <li>• Multi-agency performance information submitted on quarterly basis to KSCB</li> </ul>
		<p>1 March 2011 - 15 April 2011</p>	<p>Penny Davies</p>	<ul style="list-style-type: none"> <li>• Missing from care and missing from education policies are aligned with the KSCB missing children policy</li> </ul>

	4.2.2 Implement the audit and performance framework and audit plan  <b>CT 9.</b>	From 1 April 2011 – 1 March 2012 (review)	Penny Davies & partners	<ul style="list-style-type: none"> <li>• Audit programme implemented and audits carried out</li> <li>• Audit findings reported to KSCB and used to inform multi-agency response to safeguarding</li> </ul>
	4.2.3. Agree constitution, including membership, function and structure, of the Safeguarding Children Board, to include consideration of the partnership culture and challenge required to develop effective behaviours by Board members.  <b>CT 9.</b>	30 June 2011	Maggie Blyth and Partners	<ul style="list-style-type: none"> <li>• Report presented to KSCB and agreed</li> <li>• Agreed recommendations implemented</li> </ul>
	4.2.4 Define resources required to enable delivery of core functions, with particular focus on the performance framework and quality assurance framework  <b>CT 9.</b>	30 June 2011	Maggie Blyth and Penny Davies	<ul style="list-style-type: none"> <li>• Report presented to KSCB and agreed</li> <li>• Agreed recommendations implemented</li> </ul>
	4.2.5 Implement required changes agreed by partners.  <b>CT 9.</b>	30 June - 30 September 2011	Maggie Blyth and Penny Davies	<ul style="list-style-type: none"> <li>• New structure and constitution Implemented</li> </ul>

**4.3 Outcome** - Practitioners are able to access information on range of interventions and services available with clear indications of when best to use (e.g age group; universal, targeted or specialist), evaluation findings and cost effectiveness. Secure multi-agency understanding about the range of services available and when they should be used to respond to children and their families

4.3 <i>(*Joint with Partners)</i>	4.3.1 In collaboration with partners, complete the development of the Early Intervention and Preventative Strategy which outlines the services available at universal, targeted and specialist levels <b>IN 1.</b>	1 March 2011 - 31 May 2011	Marisa White	<ul style="list-style-type: none"> <li>Report on proposals and implementation plan submitted to Kent Children's Trust</li> <li>Recommendations agreed and implemented</li> </ul>
	4.3.2 Address the accessibility of the multi-agency Directory of Services (which outline services at county and district levels) and make it available to all professionals and parents in Kent	1 March - 31 May 2011	Jennie Landsberg	<ul style="list-style-type: none"> <li>Web based resource directory implemented which ensures existing resource directories are joined and replaced</li> </ul>
	4.3.3 Develop a commissioning register and keep it up to date and available to Children Services practitioners	1 March - 30 Sept 2011	Helen Jones	<ul style="list-style-type: none"> <li>Register established with links to Adult Services Register</li> </ul>

**4.4 Outcome** -Staff across all agencies are clear about referral pathways and report that these are responsive to children's needs

4.4 <i>(*Joint with Partners)</i>	4.4.1 Kent Safeguarding Children Board and the Children's Trust agree thresholds for intervention at various levels, including those for social care intervention <b>IN 2. O 2. CT 9.</b>	Completed	Alastair Pettigrew	<ul style="list-style-type: none"> <li>Eligibility and threshold protocol agreed and signed off by the Children's Trust and KSCB, including implementation plan</li> </ul>
	4.4.2.Launch of the eligibility criteria for specialist children services and secure understanding of thresholds, eligibility, referral and assessment processes (Including linkage with CAF) through multi-agency, localised workshops <b>IN 2. O 2. CT 9.</b>	1 April – 30 September 2011 (review)	Penny Davies	<ul style="list-style-type: none"> <li>Eligibility and threshold criteria implemented</li> <li>Multi-agency staff survey undertaken</li> </ul>

	<p>4.4.3 Work with multi- agency partners to ensure the correct understanding about what constitutes appropriate referrals to Specialist Services (making use of the new eligibility and threshold criteria)</p> <p><b>IN 2. O2. CT 9.</b></p>	1 April – 30 September 2011	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• Multi-agency referral form and clear guidance about criteria for referral to Specialist Services produced, launched and action taken to ensure that it is embedded</li> <li>• Workshop with the KSCB resulting in plans being produced by represented agencies about the actions they will take to communicate the criteria for referrals to Specialist Services</li> </ul>
	<p>4.4.4 Embed multi-agency implementation of the Common Assessment framework including the Lead Professional role.</p> <p><b>CT 9.</b></p>	1 March 2012 (review) – 1 March 2013	Karen Graham & partner reps	<ul style="list-style-type: none"> <li>• The number of CAFs undertaken increase across a variety of partner agencies</li> <li>• (Linked to 2.2.8)</li> </ul>
<p><b>4.5 Outcome</b> - Kent has a strong multi-agency performance framework, agreed by partner agencies. Regular and robust auditing of multi-agency practice including good use of performance information</p>				
4.5 <i>(*Joint with Partners)</i>	<p>4.5.1 Develop, agree and implement a multi-agency audit programme, alongside strengthening the performance framework, ensuring a focus on testing the consistency of thresholds being implemented across the partnership and implementation of the eligibility criteria.</p> <p><b>IN 2. CT 6.</b></p>	30 April 2011 - 1 September 2011	Penny Davies in consultation with LSCB Board partners	<ul style="list-style-type: none"> <li>• Report to KSCB and Improvement Board for agreement</li> <li>• Audit programme implemented</li> <li>• Findings reported to KSCB</li> </ul>

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**Priority 5: Becoming the employer of choice**

**Key Objectives:** Permanent staff are attracted to working and remaining in Kent, actions to find and supply locum social work staff are prompt when there are temporary gaps in permanent staffing levels, high calibre front-line staff are selected by managers with the appropriate standards and expertise, induction is responsive to the different cohorts of new recruits, professional development and opportunities are effective in addressing areas for development.

**Priority Leads (Accountable) –** Alastair Pettigrew, Amanda Beer

**5.1 Outcome -** Kent is an employer of choice, able to attract and retain high calibre social work practitioners and managers. Vacancy rates are reduced as a result.

Ref	Actions	Timescale	Delivery Leads	Targets & Measures
5.1 Page 133	5.1.1 Review Total Reward Package including Pay <b>CT 7.</b>	Reports in 31 March 2011 & 31 July 2011	Rob Semens	<ul style="list-style-type: none"> <li>Pay and benefits are competitive</li> </ul>
	5.1.2 Create and maximise Public Relation opportunities for social work in Kent <b>CT 7.</b>	Monthly until 1 March 2012	Ella Hughes	<ul style="list-style-type: none"> <li>Social work in Kent seen as attractive employment option</li> <li>Children’s Champions board supportive of social workers</li> <li>Use of “Social Networking” provides opportunities for transparent professional exchange</li> </ul>
	5.1.3 Make Kent offer compelling <b>CT 7.</b>	1 Feb 2011 - 31 March 2011  30 April 2011  30 September	Rob Semens	<ul style="list-style-type: none"> <li>Development of robust Recruitment and Retention Strategy</li> <li>Implementation of the Strategy</li> <li>Kent offer to applicants is clear and attractive, and increases number of</li> </ul>

		2011 (review)		applicants for posts. To be measured via management information data and applicant survey.
	5.1.4 Review recruitment process to ensure positive experience for applicants. <b>CT 7.</b>	1 Feb 2011 - 31 March 2011  31 March 2011 - 01 November 2011	Rob Semens	<ul style="list-style-type: none"> <li>Review of the recruitment process to be undertaken.</li> <li>Applicants either accept job offers or receive positive image of KCC as an employer. To be measured via management information data and applicant feedback data.</li> </ul>
	5.1.5 Act on exit interview feedback	Review monthly	Rob Semens	Information from exit interviews helps improve recruitment and retention
	5.1.6 Review the workforce and take the necessary steps to address capacity and capability shortfalls.  <b>IN 9. O 11. CT 7.</b>	Jan 2011 – Sept 2011 (review)	Rob Semens	<ul style="list-style-type: none"> <li>Assess the recruitment and retention strategy to ensure KCC is maintaining adequate capacity to meet workload requirements.</li> <li>Success to be measured by a consistent reduction of qualified social work vacancy rate to 10% or below; to be monitored via performance report information.</li> </ul>
<b>5.2 Outcome-</b> Managers are proactive in responding to anticipated vacancies and take timely action to recruit locum staff when necessary.				
5.2	5.2.1 Achieve cost effective service through Kent Top Temps	Completed	Alastair Pettigrew	<ul style="list-style-type: none"> <li>Kent Top Temps to negotiate discounts for selected agencies</li> </ul>
	5.2.2 Managers alert Kent Top Temps to service needs	Completed	Heads of Service	<ul style="list-style-type: none"> <li>Kent Top Temps responding to managers needs</li> </ul>
	5.2.3 Use single recruitment panel to interview temporary staff	28 Feb – 29 April 2011	Rob Semens	<ul style="list-style-type: none"> <li>Consistent approach to locum recruitment</li> </ul>



<b>5.3 Outcome</b> – Recruitment timescales are reduced and recruitment processes result in the recruitment and retention of high calibre staff				
5.3	5.3.1 Review recruitment process  CT 7.	Completed	Rob Semens	<ul style="list-style-type: none"> <li>Review of ‘Rolling Advert’ process reduces time from application to job offer.</li> <li>Changes to KCC job website to provide faster access to social work adverts.</li> <li>Single central recruitment panel for <u>all</u> applications reduces time from application to start date</li> </ul>
	5.3.2 Review selection process  CT 7.	Completed	Rob Semens	<ul style="list-style-type: none"> <li>New structure for selection process provides more opportunity to “sell” KCC to applicants</li> <li>New structure allows applicants to give feedback on process and improve it</li> <li>New ‘standard’ based assessment provides more consistency and quality in appointment decisions</li> </ul>
	5.3.3 Review recruitment planning  CT 7.	1 March - 30 April 2011	Rob Semens	<ul style="list-style-type: none"> <li>Vacancies and staff turnover monitored monthly, and action plans amended to improve progress</li> <li>Monitoring data used to develop annual recruitment plan</li> </ul>
<b>5.4 Outcome</b> – Induction programme aligns with expectations and approaches in practice.				
5.4	5.4.1 Review current arrangements, and materials including staff booklets, and report with proposals	1 March – 29 April 2011	Michelle Woodward Rob Semens	<ul style="list-style-type: none"> <li>Induction process fit for purpose including induction of overseas staff</li> </ul>
	5.4.2 Arrange lunch and/or informal meeting with Managing Director and CSSMT for all new starters	1 March - 30 April	Rob Semens	<ul style="list-style-type: none"> <li>Induction is seen as important for the whole organisation</li> </ul>

		2011		
	5.4.3 Reinforce workplace induction to ensure staff have reasonable facilities	1 March - 30 April 2011	Heads of Service	<ul style="list-style-type: none"> <li>New staff feel valued and retention rate improved</li> </ul>
	5.4.4 'Temperature' check every month in first six months	30 April 2011	Rob Semens	<ul style="list-style-type: none"> <li>New staff feel valued and retention rate improved</li> </ul>
<p><b>5.5 Outcome</b> - The learning and development programme is needs driven and is responsive to new and existing areas for improvement, identified risk and new developments in social work practice.</p>				
5.5	5.5.1 Complete a training needs analysis that is informed by information about the areas for attention outlined by inspection findings and other information <b>IN 10. O 13.</b>	28 Feb - 31 July 2011	Michelle Woodward Rob Semens	<ul style="list-style-type: none"> <li>Analysis produced and new development programme for implementation developed</li> </ul>

## Priority 6: Managing Performance

**Key Objectives:** Practice and management across the Council and partners is supported by an effective performance and accountability framework to ensure business intelligence and information is shared and exploited in order to achieve better outcomes for children, young people and their families in Kent; Managers understand accountabilities and ensure tools are used effectively to meet performance requirements; Strong performance management culture and an understanding of how performance management is used effectively.

**Priority Leads (Accountable)** – Malcolm Newsam,

**6.1 Outcome** – A comprehensive framework is developed in consultation with managers and is supported by clear governance arrangements

Ref	Actions	Timescale	Delivery Leads	Targets & Measures
6.1 (* Joint with Partners)	6.1.1 Develop a comprehensive children's services performance management framework which links with the wider Council's and partnerships' performance frameworks  <b>IN 5. O 5. O16. CT 6.</b>	1 March 2011- 30 April 2011	Donna Shkalla	<ul style="list-style-type: none"> <li>Senior and operational managers consulted in development of performance framework</li> <li>Performance framework developed to include governance arrangements</li> <li>Performance framework developed and signed off by Managing Director and Senior Management Team</li> </ul>
	6.1.2 Develop an operational model (report card) for the delivery of the performance framework, which includes the quality assurance, data quality and reporting principles framework  <b>IN 5. O 5. CT 6.</b>	1 March 2011 - 30 April 2011	Donna Shkalla	<ul style="list-style-type: none"> <li>Operational model developed, with corporate input, and agreed by Managing Director, Senior Management Team and Children's Social Services Management Team</li> </ul>

	6.1.3 Implement operational model for the delivery of the performance framework  <b>IN 5.</b> <b>O 5.</b> <b>CT 6.</b>	1 March - 30 June 2011  30 June - 30 November 2011	Donna Shkalla	<ul style="list-style-type: none"> <li>• Implementation programme developed</li> <li>• Operational model is implemented</li> <li>• Consultation (including workshops and survey) with managers/Elected Members to refine operational model</li> <li>• Model refined accordingly</li> </ul>
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**6.2 Outcome** - Performance measures are in place and managers know how to access reports to support strategic and operational actions. Staff, managers and Elected Members are provided with performance information with analysis, which enables them to understand the impact of service delivery on outcomes for children and young people.

6.2 <b>O 5.</b> <b>CT 6.</b> Page 138	6.2.1 In collaboration with managers, develop an agreed set of targets and measures which reflect appropriate aspects of practice and management	28 Feb - 31 May 2011	Alastair Pettigrew	<ul style="list-style-type: none"> <li>• Targets and measures are established and reflected in the report card</li> </ul>
	6.2.2 An agreed suite of performance monitoring reports is developed	Completed	Donna Shkalla	<ul style="list-style-type: none"> <li>• Performance monitoring reports developed and made available to managers at all levels</li> </ul>
	6.2.3 Within the performance framework, incorporate the requirement to analyse the data to inform actions taken to improve and develop services	Completed	Donna Shkalla	<ul style="list-style-type: none"> <li>• Performance framework incorporates requirement to analyse data</li> </ul>
	6.2.4 Delivery of training to managers on the use of data and the importance of good data quality. Training to include focus on how to formulate questioning, analyse information and take action	1 June 2011 (rolling programme)	Donna Shkalla	<ul style="list-style-type: none"> <li>• Training delivered and needs analysed to result in action being taken to prevent any ongoing difficulty</li> <li>• Ongoing support is provided to address any technical difficulties with obtaining performance reports/information</li> </ul>

**6.3 Outcome** - A strengthened quality assurance framework is in place which ensures rigorous quality assurance processes across the service and across the range of agencies responsible for safeguarding and looking after children and young people. The framework ensures transparent reporting to operational managers, senior managers and the Safeguarding Children Board.

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6.3	<p>6.3.1 In collaboration with managers develop a comprehensive quality assurance framework (as part of the overall performance framework) which includes peer and multi-agency auditing and audits of referrals. Supervision is incorporated in all aspects of quality assurance.</p> <p><b>IN 5. CT 6.</b></p>	1 March-30 June 2011	Donna Marriott (and external resource)	<ul style="list-style-type: none"> <li>Quality assurance framework agreed by the Children’s Social Services Management Team</li> </ul>
	<p>6.3.2 Implement new quality assurance framework, supported by appropriate audit tools</p> <p><b>IN 5. CT 6.</b></p>	1 April - 30 June 2011	Donna Marriott	<ul style="list-style-type: none"> <li>The quality assurance framework and guidance is published on Kent trust web and cascaded to staff and managers</li> <li>Relevant managers are alerted to the new quality assurance arrangements and to expectations about the actions they are required to take</li> <li>The system for auditing and reporting is established to result in regular reports about findings</li> <li>Action taken to progress any concerns</li> </ul>
	<p>6.3.3 Audit schedule implemented to inform ongoing actions to improve the quality of front line practice</p> <p><b>IN 5. CT 6.</b></p>	Start June 2011 - as per audit schedule	Heads of Service Donna Marriott	<ul style="list-style-type: none"> <li>Report on audits submitted to Children’s Social Services Management Team, the Improvement Board and KSCB as per the agreed schedule.</li> </ul>

<p>6.3.4 Audit findings responded to and monitored on quarterly basis via Children's Social Services Management Team</p> <p><b>IN 5.</b> <b>CT 6.</b></p>	<p>After each audit</p> <p>Quarterly</p>	<p>Heads of Service</p> <p>Heads of Service Donna Marriott</p>	<ul style="list-style-type: none"> <li>• Audit actions are responded to in line with the agreed timescales and action is taken by managers if appropriate progress/ improvement is not being achieved</li> <li>• Post audit review of actions is conducted to ensure actions are completed and to assess impact.</li> </ul>
<p>6.3.5 Audit findings incorporated into professional development training programme</p> <p><b>IN 5.</b> <b>CT 6.</b></p>	<p>After each audit</p>	<p>Michelle Woodward</p>	<ul style="list-style-type: none"> <li>• Training is amended to reflect audit findings (Link to 5.5.1)</li> </ul>
<p>6.3.6 Ensure that ethnicity data is entered in each child and young person's electronic and paper file</p> <p><b>O 9.</b> <b>CT 6.</b></p>	<p>1 March - 30 April 2011</p>	<p>Heads of Service Donna Shkalla</p>	<ul style="list-style-type: none"> <li>• Ethnicity data to be entered for all cases.</li> <li>• Ethnicity code to be made mandatory field on ICS.</li> </ul>

### Ofsted Recommendations

#### **Areas for improvement for SAFEGUARDING**

##### **Immediately:**

1. Review the current childcare caseload and ensure that all children in need of safeguarding and protection are identified and receive appropriate services.
2. Ensure that all partners are fully conversant with the threshold for accessing social care services and provide the appropriate levels of referral information
3. Improve the quality and timeliness of initial and core assessments
4. Establish clear arrangements for the referral and treatment of young people aged 16-18 requiring a CAMHS service

##### **Within three months:**

5. Establish systematic performance management processes at all levels to improve the quality of practice and management across the partnership.
6. Improve the child protection conference process to ensure that professionals are properly prepared and service user confidence is restored.
7. Ensure that each child protection plan sets out measurable recommendations
8. Review the effectiveness and value for money of the contact centre
9. Ensure that ethnicity data is entered in each child and young person's electronic and paper file
10. Ensure that health services subscribe to a suitably independent interpreter service

##### **Within six months:**

11. Review the workforce and take the necessary steps to address capacity and capability shortfalls.
12. Review the effectiveness and value for money provided by the current computer based recording systems.
13. Take steps to align training and development opportunities with service prioritised outcomes.

## **Areas for improvement for LOOKED AFTER CHILDREN**

### **Immediately:**

14. Ensure that all assessments of looked after children are completed to the standards required by statutory guidance, contain the necessary health and educational information and are included on the child's record.
15. Improve the quality of case planning and ensure that all relevant professionals are able to participate and contribute to the process.

### **Within three months:**

16. Establish a functional performance management system and ensure that the integrated children's system is fit for purpose
17. Ensure that all looked after children can access CAMHS up until 18 years of age
18. Ensure that missing from care and missing from school policies are aligned for looked after children
19. Reduce the numbers of looked after children who are excluded from school and ensure that policies and practices relating to excluded children are consistent across the county

### **Within six months:**

20. Review the effectiveness of generic social care teams for looked after children and their impact upon the quality of service that is provided
21. Develop a multi-disciplinary looked after children strategy and clarify management and leadership roles and accountabilities
22. Develop a screening tool for substance misuse for use with looked after children and young people
23. Strengthen the arrangements for the contribution of the voluntary sector to enable their full contribution to good outcomes for young people and care leavers



### Improvement Notice Targets

1. Working with partners to develop preventative and early intervention services across the partnership;
2. Preparing documentation, in agreement with Kent Local Safeguarding Children Board and Kent's Improvement Board, that sets out clear thresholds and criteria for access to children's social care which ensure that children at risk of harm receive intervention identified in the assessment of need in order to minimise risk and that such thresholds and criteria are implemented by all partners and agencies of the Council consistently across the County;
3. Reducing the number of unallocated cases over 28 days to 200 or less, the number of initial assessments out of timescale to 200, and the number of core assessments out of timescale to 100 by August 2011 and thereafter minimising the number of each;
4. Ensuring that the responsiveness and quality of assessments and child protection investigations improve, are clear and evidence based minimising risk and meet the standards set out in 'Working Together to Safeguard Children 2010', ensuring that in all cases referrers are informed of the outcome of all their referrals;
5. Ensuring that a written performance management and quality assurance framework is prepared and implemented by all staff with a view to driving up the quality of social care practice. The framework should include regular auditing arrangements of the quality of case files, the frequency of which should be agreed by the Improvement Board, and ensure that results of audits inform ongoing actions to improve the quality of frontline practice;
6. Ensuring that children in need receive a timely service, minimising risk, by at least maintaining the percentage of initial and core assessments carried out on time as set out in 'Working Together to Safeguard Children' at the levels prevailing when this Improvement Notice was issued;
7. By ensuring that partner agencies have a clear understanding of children's social care thresholds and by ensuring that clear definitions of 'contact' and 'referral' are in place, increase the number of initial assessments of children in need per 10,000 population aged under 18 to be in line with statistical neighbour averages such that the percentage of referrals to children's social care going on to initial assessment increases from the 2009-10 baseline of 46% to 65% over the period January to March 2012 and an average of at least 65% over the period 2012-13;
8. Implementing a programme of review and taking action as a result to reduce the percentage of child protection plans lasting two years or more to 6% over the period 2012-13 whilst ensuring that the percentage of those children who become subject to a child protection plan who do so for a second or subsequent time reduces to the statistical neighbour average;
9. Ensuring that there is sufficient capacity and capability within children's social care and actions are taken to improve the retention and stability of the workforce, in particular by reducing the vacancy rate of qualified social workers to 10%;

10. Developing and implementing a comprehensive programme of induction, training, mentoring and continuous professional development for all social care staff, ensuring effective supervision of child protection social work practice is in place and ensuring that all management oversight and decision-making on individual cases is set out in writing on the case files, that these activities are reviewed and the results inform the ongoing development of practice;
11. Developing and implementing a multi agency looked after children strategy which clarifies the respective responsibilities of all agencies and which supports improved outcomes for children in care;
12. Working with the children in care council and others as the Council thinks is appropriate to ensure that all children in care are routinely made aware on a regular basis about how they can contribute to the development of the service or make complaints;
13. Improving the quality of care plans, by improving the assessment of looked after children and ensuring that all plans contain health and education information and that Independent Reviewing Officers are used to assure quality and challenge casework decisions and unacceptable delays in meeting statutory requirements;
14. Improving the percentage of children adopted to 11% by March 2012 and to 13% over the period 2012-13;
15. Working with schools and others as appropriate to develop and implement a strategy to improve the educational achievements of children in care, such that the following quantitative targets are met:
  - Narrow the gap in attainment (as measured by the percentage of children achieving level 4 in English at the end of Key Stage 2) between children in care and their peers such that it is no more than 34 percentage points by the end of the academic year 2011/12
  - Narrow the gap in attainment (as measured by the percentage of children achieving level 4 in maths at the end of Key Stage 2) between children in care and their peers such that it is no more than 33 percentage points by the end of the academic year 2011/12
  - Narrow the gap in attainment (as measured by the percentage of young people achieving 5+A\*-C at GCSE including English and Maths) between children in care and their peers such that it is no more than 36 percentage points by the end of the academic year 2011/12
  - Reduce the percentage of children in care who miss 25 days or more days of schooling during the academic year to no more than 11%
16. Working with local health commissioners and providers to ensure that the percentage of children in care having health and dental checks increases to at least the England average of 85% by March 2012 and to at least maintain that over the period 2012-13.

### Leads and job titles

Alan Day	Head of ICT Strategy, Children, Families and Education (now in Business Strategy & Support)
Alastair Pettigrew	Interim Director of Specialist Children's Services
Chris Berry	Head of Attendance & Behaviour Service
Caroline Friday	Commissioning Manager Vulnerable Children
Cathi Sacco	Interim Director of Strategic Commissioning, Families and Social Care
Donna Marriott	Interim Head of Safeguarding
Donna Shkalla	Head of Management Information
Ella Hughes	Interim Internal Communications Manager
Eva Learner	Consultant
Karen Graham	Head of Children's Services East Kent
Lorraine Goodsell	Director of Commissioning, Child Health
Liz Totman	Head of Corporate Parenting
Maggie Blyth	Chair, Kent Safeguarding Children Board (KSCB)
Malcolm Newsam	Interim Corporate Director, Families and Social Care
Marisa White	Head of Strategic Planning, Partnerships & Democratic Services (now in Business Strategy)
Michelle Woodward	Head of Children's Services Mid Kent (Job Share) & Professional Development Manager
Peter Bole	Head of ICT Commissioning
Penny Davies	Kent Safeguarding Children Board Manager
Jill Rawlins	Interim Director of Communication, Consultation and Community Engagement
Rob Semens	Directorate Personnel Manager, Children, Families & Education (now in Business Strategy & Support)
Tony Doran	Head teacher Virtual School Kent (LAC)
Tom Molloy	Programme Manager - Office Transformation

The Heads of Service for Children's Services are Karen Graham – East Kent, Kathy Lambourn – West Kent, Michelle Woodward – Mid Kent (job share), Cathy Yates – Mid Kent (job share)

\* Actions in the plan referred to as *joint* – are also actions in the Health Improvement Plans in response to the CQC inspection.

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By: Alex King – Deputy Leader  
Peter Sass - Head of Democratic Services and Local Leadership

To: Cabinet – 23 May 2011

Subject: Follow up items and Decisions from Cabinet Scrutiny Committee –  
28 March 2011

Classification: Unrestricted

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

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### **Cabinet Scrutiny Committee**

1. (1) Attached as Appendix 1 is a rolling schedule of information requested previously by the Cabinet Scrutiny Committee. If the information supplied is satisfactory to the Committee 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.

(2) The decisions from the meeting of the Cabinet Scrutiny Committee on 28 March are also set out in **Appendix 1**, together with the response of the relevant Cabinet Member.

### **Policy Overview and Scrutiny Committees**

2. (1) At its meeting on 15 July 2010, the Scrutiny Board agreed that any specific recommendations to Cabinet arising from Policy Overview and Scrutiny Committees should also be fed back to the Cabinet. At the time of writing, there had not been any specific recommendations arising from a Policy Overview and Scrutiny Committee since the last meetings of Cabinet on 2 February and 4 April 2011.

<b>Recommendation:</b>
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3. That the Cabinet agree responses to these decisions, which will be reported back to the Cabinet Scrutiny Committee.
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Background Information: *Nil*

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## Highways Business Plan IMG – Gulley Emptying Schedules (10 December 2008)

Cabinet portfolio: Mr B Sweetland

Synopsis: The report to Cabinet Scrutiny Committee consisted of the minutes of the Highways Business Plan IMG held on 2 December 2008. During that meeting, it was resolved that gulley emptying schedules would be provided to Members after the County Council elections.

Reason for call-in: The minutes of the Highways Business Plan IMG of 2 December 2008 formed an item on the Cabinet Scrutiny Committee agenda of 10 December 2008. The Chairman asked that the request from the IMG be actioned.

Recommendations and responses:

### **1. Highways Business Plan IMG 02.12.08: That a list of gulley schedules be supplied to all Members after the elections**

*The gulley emptying schedules would be issued to Members in the next few weeks.*

Date of response: 21 July 2010

Date actioned: Not applicable

*Members have received a map showing gulley emptying routes and schedule information would be available in the next few weeks*

Date of response: 15 September 2010

Date actioned: 15 September 2010

*Members will begin to be provided with the gulley emptying schedules from 18 October onwards*

Date of response: 11 October 2010

Date actioned: 19 October 2010

#### Notes:

20.10.10 A spreadsheet detailing the number of gullies in each parish and when they had been or were due to be emptied was circulated to Members on 19 October 2010. At the meeting of the Cabinet Scrutiny Committee on 20 October 2010, the Chairman expressed concern that the information requested by the Committee had still not been received. The Chairman and Vice-Chairmen will be meeting with officers to discuss a way forward

Following a meeting between the Chairman and the Director of Highway Services, a briefing note has been provided to the Committee on this issue, and further information is expected to be provided to Members before the meeting of Cabinet Scrutiny Committee on 8 December.

20.12.10 - details of 'hotspots' was provided to all Members of the Cabinet Scrutiny Committee, and Mr Burr has requested that if Members have any additional local information Highways would be glad to hear from them. A follow-up report on progress will be provided to Cabinet Scrutiny Committee in the New Year

10.01.11 – A report on the interim approach to the delivery of the highway drainage service was provided to the Cabinet Scrutiny Committee on 10 January.

19.01.11 – The Chairman asked that this item remain outstanding until Mr Burr has provided a final report detailing how the schedules will be handled. This report is expected in Autumn 2011.



## **Bold Steps for Kent - The Medium Term Plan to 2014 (8 December 2010)**

Cabinet portfolio: Mr P Carter

Synopsis: The report to Cabinet asked Cabinet to endorse of the latest draft of Bold Steps for Kent and make a recommendation to County Council to approve the final version at its meeting on the 16th December 2010.

Reason for call-in: Members wanted more information on Bold Steps for Kent – The Medium Term Plan to 2014.

Recommendations and responses:

### **5. Ask the Leader that any data on the increase in Small and Medium Enterprises (SMEs) accessing KCC contracts be made available**

*Noted and this will be programmed in within the work stream referred to above*

Date of response: 20 December 2010

Date actioned: Not applicable

*Data on the increase in Small and Medium Enterprises (SMEs) accessing KCC contracts will be made available shortly*

Date of response: 7 February 2011

Date actioned: 8 February 2011

### **8. Ask the Leader that ways of engaging members of the public in the Big Society who are not members of Local Strategic Partnerships or other similar bodies be addressed in the Medium Term Plan.**

*Noted. Officers are working on ideas for how the Big Society can really take effect within Kent and how Kent County Council can help that. There are no assumptions in that work stream that only members of LSP's will be engaged in this.*

Date of response: 20 December 2010

Date actioned: n/a

*Officers are working on how the Council will engage with the people of Kent in this very exciting development and are waiting to see how the Localism Bill shapes some of that engagement.*

Date of response: 7 January 2011

Date actioned: TBC

Note: 19.01.11 The Chairman explained that the original request in recommendation 5 was that evidence be provided to the Committee that the activity being undertaken by KCC regeneration staff was being successful in encouraging more SMEs to access the Council's procurement process. It was resolved that Committee was still awaiting this information.

In respect of recommendation 8, the Committee resolved that it will await a report from officers on their proposals relating to the Big Society.

## Older Person's Modernisation (19 January 2011)

Cabinet portfolio: Mr G Gibbens

Synopsis: The report to Cabinet provided a summary of the consultation, shared the final reports and sought sign-off of the recommendations in order for the Cabinet Member for Adult Social Services to make his decisions. All of the 11 individual Cabinet Member decisions were called in for scrutiny by the Cabinet Scrutiny Committee.

Reason for call-in: Members wanted more information on consultations, the movement away from direct provision of services, comparative costs of public and private sector service provision and other issues.

Recommendations and responses:

**2. Welcome the assurances given by the Managing Director, Kent Adult Social Services, about the appointment of an independent arbiter, who would be able to hear grievances from affected residents who felt their services were not equivalent or better in the future.**

*Noted*

Date of response: 8 February 2011

Date actioned: : 8 February 2011

**3. Ask the Managing Director, Kent Adult Social Services, to provide an example of a typical care contract to the Committee, in relation to concerns about future costs of any care contract in respect of Extra Care Housing,**

*Attached*

Date of response: 8 February 2011

Date actioned: : 8 February 2011

**4. Ask the Managing Director, Kent Adult Social Services, that additional information be provided about ongoing protection of terms and conditions for any staff transferred under Transfer of Undertakings (Protection of Employment) Regulations to new providers, and how long staff would enjoy this protection.**

*Attached*

Date of response: 8 February 2011

Date actioned: : 8 February 2011

**5. Welcome the assurances given by the Managing Director, Kent Adult Social Services, that further information would be provided to the Committee about the frequency of future inspections by the Care Quality Commission (CQC) of new facilities, recognising the fact that CQC does not regulate Extra Care Housing.**

*The Care Quality Commission (CQC) will undertake an inspection programme dependent on risks or concerns highlighted and this is monitored by an annual questionnaire and feedback from service users or their families and statutory organisations.*

*CQC focus on compliance with the Standards rather than making judgments on quality. Within an Extra Care Housing setting, there will be care provision and the organisation providing the care will be regulated by CQC as a domiciliary care provider.*

Date of response: 8 February 2011

Date actioned: : Not applicable

**6. Welcome the continuing assurances given by the Managing Director, Kent Adult Social Services, that staff affected by the Older Person's Modernisation programme would be supported through the changes in the usual way by KCC.**

*Each unit has an allocated officer from Personnel. They will receive 1:1's, training, pensions advice, application support etc. Staff meetings took place from 27 January – 31 January 2011 to confirm these arrangements.*

Date of response: 8 February 2011

Date actioned: : Ongoing

**7. Welcome the commitment from the Managing Director, Kent Adult Social Services, that the Freedom of Information request from Ms Baldwin be responded to as quickly as possible.**

*Attached*

Date of response: 8 February 2011

Date actioned: : 8 February 2011

**8. Request that the Managing Director, Kent Adult Social Services, provide a report on the details of new legislation relating to pension provision in the private sector, and how this will affect the comparative cost of private sector care provision.**

*Attached*

Date of response: 8 February 2011

Date actioned: : 8 February 2011

**9. Request that the Director of Governance and Law be asked to give his professional opinion as to whether a possible lack of advice and information for the public about the fact that choices in the consultation were restricted, due to the conditions of the Private Finance Initiative bid to Government, had invalidated the consultation process.**

*Director of Governance and Law to feedback separately*

Date of response: 8 February 2011

Date actioned: 28 April 2011

**Response from Ian Clark, Principal Solicitor:**

*My understanding is that the original request for an opinion from the Director of Governance and Law was brought about by the threat of judicial review proceedings. That threat was made by Mr. Porter, whose mother is a resident in Bowles Lodge. Despite his solicitors having written to us a couple of times in the intervening months, no application for judicial review has been issued. Technically they are now out of time for doing so, and although they might be able to persuade a High Court judge to let them go ahead notwithstanding, they would have to explain and justify their delay.*

*Their last letter made no reference to judicial review, but said that they were going to proceed with an action for personal injury/clinical negligence. On 23rd March I asked them to let me know what personal injuries had been sustained by Mr. Porter's mother, and who they were accusing of clinical negligence. Five weeks later, they*

have not replied.

*As for the possible lack of information about the PFI, my recollection (and you'll let me know if I'm wrong) is that the majority of those consulted opposed the proposals anyway. If there were an outside chance that the lack of information was relevant, it would only have a chance of leading to a successful judicial review if it could be shown that those consulted had supported the proposals but would not have done so if they'd known about the PFI point. Since the PFI information would probably only have confirmed them in their opposition, I do not believe that the consultation process has been invalidated.*

**10. Welcome the assurance from the Cabinet Member, Adult Social Services, that he will be as flexible as possible about the timeframe for closure of Sampson Court, if there is a reasonable bid from a social enterprise to take over its operation.**

*The closure plans will progress as stated in the report and be achieved by December 2011. If there is a viable proposal for the site to be developed as a Social Enterprise this would take effect following the closure. Organisations who have expressed an interest in the development/ use of the site after it is closed will be asked to submit a full Business Cases for consideration.*

Date of response: 8 February 2011

Date actioned: Not applicable

**11. Express regret that some local Members were not involved more fully in the process of considering the options relating to each site, and ask that the Group Managing Director urgently raise with the Corporate Management Team the issue of full, timely and ongoing involvement of local Members in the development stage of any decisions affecting their division. The Committee would like to draw Members' attention to:**

**A) Paragraph 22 of Appendix 2 Part 4 of the Constitution:**

***Involvement of Local Members***

***22. (1) In exercising these delegations or in preparing a report for consideration by the Cabinet or a Cabinet Member, officers shall consult the relevant Local Member(s) on any matter that appears to specifically affect their division.***

***(2) Any objection by a Local Member to a proposed course of action shall be the subject of consultation with the relevant Cabinet Member.***

***(3) All reports to the Cabinet or a Cabinet Member shall include the views of Local Members.***

**B) Recommendation R6 from the Informal Member Group on Member Information's report of December 2008:**

***R6. A Local Member Notification Protocol be developed, and electronic alerts introduced to systems, indicating when members need to be consulted and informed and by whom, with current contact details.***

**C) Communications from the Director of Governance and Law to Senior Managers, for example from November 2007, reminding officers of the need to keep Local Members informed and involved in matters affecting their divisions, as enshrined in the Constitution.**

**D) Paragraph 4 of the Procedure for writing and preparing reports to Cabinet, Cabinet members, committees and the council (<http://knet2/policies-and-procedures/reports-to-cabinet-cabinet-members-committees-and-the-council/reports-to-cabinet-cabinet-members-committees-and-the-council>):**

***4. For a proposal which relates to a particular area of the County, it is particularly important that you consult all the local Members concerned***

**Response from the Group Managing Director:**

*The Corporate Management Team have been piloting a new Committee report format which contains a trigger to ensure the early consultation and involvement of local Members in any decision making process. CMT will continue to actively explore mechanisms which ensure early Member involvement and will discuss how this can be implemented at its meeting on 8 March.*

Date of response: 31 January 2011

Date actioned: TBC  
(to be discussed on 8 March 2011)

**Response from Kent Adult Social Services:**

- *Cross Party Scrutiny Leads were invited to a confidential briefing on 10 June 2010*
- *All members and local councillors received a communication on 14 June 2010 advising them of the consultation.*
- *All members and local councillors were all invited to initial meetings in their District in June.*
- *Monthly briefings were issued regarding the process throughout the consultation to all 84 Councillors both in hard copy and emailed.*
- *Specific meetings were requested by Members and officers attended.*
- *An additional Member Briefing was held on 26 July giving those who could not attend the initial meetings another chance to see the presentation and discuss the proposals.*
- *The Community Engagement Managers were contacted informing of the consultation and an offer was made to attend any meetings on request.*
- *Borough Councils requested meetings in addition to those planned and officers attended*
- *The relevant Members of Parliament were all informed. Additional information and face to face meetings were provided where requested including a session for East Kent in October.*

Date of response: 8 February 2011

Date actioned: Not applicable

**12. Welcome the assurance from the Managing Director, Kent Adult Social Services, that a list of what the Council expects to be included in any formal agreement about levels of service provided under alternative arrangements for residents be provided to the Committee.**

*The levels of alternative services required through a partnership arrangement will be*

*developed as part of the commissioning process throughout 2011. Services will be provided to the existing residents of Kiln Court, Blackburn Lodge and Doubleday Lodge.*

Date of response: 8 February 2011

Date actioned: TBC

Note: 9.02.11 – Due to volume of papers provided in response to the recommendations relating to the item, Members resolved that they would need more time to consider their contents before discharging any of the recommendations.

## **Budget 2011/2012 and Medium Term Financial Plan 2011 - 2013 (24 January 2011)**

Cabinet portfolio: Mr J Simmonds

Synopsis: Every year the Council sets its Budget for the next financial year and its Medium Term Financial Plan (MTFP). The final Budget and MTFP are approved at County Council in February.

Reason for call-in: Cabinet Scrutiny Committee is part of the yearly cycle of meetings to discuss the Budget. Various elements of the Budget 2011/12 and Medium Term Financial Plan 2011-2013 were discussed during the meeting of the Cabinet Scrutiny Committee.

Recommendations and responses:

**5. Welcome the suggestion given by the Leader that research into implementation of a 'living wage' in Kent be undertaken, including mapping the variations in cost of living across the county.**

*Noted. The Leader will keep the Committee informed as the research develops*

Date of response: 8 February 2011

Date actioned: TBC

**6. Ask the Group Managing Director to consider whether changes to the risks that the Council faces also be reported to the Cabinet Scrutiny Committee, no less frequently than every six months.**

*The principle that members are properly informed and able to discuss the risk register of the council and changes to the risk profile and how it fits with the risk appetite of the authority is essential for good governance. I would want to discuss this request with the Head of Internal Audit and the Chairman of the Governance and Audit committee to ensure that we are dealing with the principle of informing and involving members in risk matters is properly met and handled between the different member bodies that exist. Officers are also reviewing how performance in general is reported to members and I would hope all these matters can be assessed and improvements proposed.*

Date of response: 2 February 2011

Date actioned: TBC

**8. Ask that the Managing Directors of all Directorates affected provide detail of any reductions in funding to the voluntary sector.**

*We are working on this but it is not straightforward and we need to identify that element of spend that represents statutory service provision (and which we would have to incur anyway if it weren't delivered in the voluntary sector) and that which represents genuine contributions to voluntary organisations unrelated to statutory services. We will not be able feed this back to CSC on 9<sup>th</sup> February due to the level of work involved.*

Date of response: 7 February 2011

Date actioned: 14 February 2011

Note:

01.04.11 – Finance are still working on this, as there needs to be clarity around which amounts received by voluntary sector organisations are grants as opposed to amounts paid for them to provide services on behalf of the council.

04.05.11 – Finance will endeavour to provide the rest of this information before the next meeting of Cabinet Scrutiny Committee on 1 June.



## Edenbridge Community Centre (28 March 2011)

Cabinet portfolio: Mr M Hill

Synopsis: A number of decisions were taken by the Cabinet Member at the beginning of 2011 in relation to the former Eden Valley Secondary School site. These were to authorise the sale of part of the former site, to award the contract for construction of the new community centre and the grant of a long lease at the Baptist Church and outline occupational terms at the new centre.

Reason for call-in: Members wished to have more information about the new centre, the time taken for the implementation of the project, and any lessons that could be learned from the process, the long term financial sustainability of the centre and any local concerns.

Recommendations and responses:

- 1. Thank Mr Lake, Mr Tilson, Mr Aldous, Mr White, Cllr Scholey, Cllr Davison, Ms Lane Ms Richards and Mr Kingham for attending the meeting and answering Members' questions.**
- 2. Express concern to the Leader that neither the Cabinet Member, nor Deputy Cabinet Member were present, despite the attempts made by the officers to find a mutually acceptable date for the meeting. There is a constitutional requirement that Cabinet Members make themselves available for scrutiny, and the purpose of the Cabinet Scrutiny Committee is scrutinise the decisions of Cabinet Members of the collective Cabinet, not to scrutinise the decisions of Officers, which lies with the Scrutiny Board.**

*The Cabinet Scrutiny was arranged out of sequence (and location) with the normal Scrutiny meetings which are all in Cabinet Members' diaries. It was made quite clear that the Cabinet Member and Deputy Cabinet Member were not available on 28 March. However, despite that it was decided to go ahead with the meeting. The Cabinet Member has always made every possible effort to attend Scrutiny Committee but on this occasion it was simply not possible.*

Date of response: 21 April 2011

Date actioned: Not applicable

- 3. Express concern to the Leader and Managing Director that no report to the Communities Policy Overview and Scrutiny Committee or Cabinet during the previous five years could be found. Further that there appeared to be no Cabinet Member decision that would have enabled the development by constructing residential properties.**

*To date no request by the POSC agenda setting group which is attended by all political groups has been received, however there have been numerous verbal updates. A report on Edenbridge will be taken back to POSC in September 2011 and thereafter every six months until further notice or as required.*

*Cabinet Member decision 10/01431 was made by Roger Gough (4<sup>th</sup> February 2010) in which it clearly links the need for the residential properties to be part of the enabling development for the scheme.*

Date of response: 21 April 2011

Date actioned: Not applicable

**4. Ask that the Cabinet Member, Education, Learning and Skills, provide a report evidencing the improved educational attainment which resulted from the transfer of students from the Eden Valley School to other secondary schools.**

*The report has been submitted to democratic services.*

Date of response: 21 April 2011

Date actioned: 7 April 2011

**5. Express concern about the view expressed by witnesses that initial KCC project managers lacked suitable qualifications and experience and that the community consultation, though extensive, was not responsive to community views. In the view of witnesses this was a major cause of:**

- the lengthy delay between the commitment given to Edenbridge and delivery of the project
- unrealistic financial projections which required revision
- community concern about the timeliness and completeness of the consultation process in relation to the location of and facilities to be provided within the new centre.

**The Committee seeks assurances of how the current process of appointing project managers is more rigorous to ensure competent delivery of projects to agreed timescales and budgets.**

*The Communities Directorate took the project over in 2006/7 and cannot be held accountable for the issues prior to this. In hindsight, it may have been beneficial for there to have been a dedicated project manager in place from the outset*

Date of response: 21 April 2011

Date actioned: Not applicable

**6. Ask that the Cabinet Member, Customer and Communities, ensures that the range of services which will be housed in the new community centre do not duplicate those on offer in the town centre, and that the services provided in both locations are promoted as a 'package'.**

*There is no intention of duplicating services within Edenbridge and KCC will ensure that the Community Centre complements and works with the services within the town centre and the nearby leisure centre.*

Date of response: 21 April 2011

Date actioned: TBC

**7. Express concern about the long term financial stability of the new community centre, particularly if there is a need for KCC to meet any shortfall in income as a result of it not being possible to sign up enough non-KCC partners to utilise space in the building**

*We are confident that there will be no shortfall in income and a paper to POSC will update Members on revenue funding and costs once the information becomes available later in 2011.*

Date of response: 21 April 2011

Date actioned: TBC

**8. Ask that the Cabinet Member, Customer and Communities, keep Members informed of intentions for the existing Edenbridge Library building, and that he consult the Edenbridge Chamber of Commerce and Town Council during the**

**drawing-up of any proposals to ensure that local businesses are engaged.**

*The Cabinet Member, Customer and Communities will update members on the Edenbridge Library and will ensure that officers consult with the Chamber of Commerce and Town Council on these and other issues.*

Date of response: 21 April 2011

Date actioned: TBC

**9. Ask that the Cabinet Member, Customer and Communities consult with the Edenbridge Chamber of Commerce and Town Council to ensure that the community of Edenbridge benefit from the construction and operation of the new centre where possible.**

*The Cabinet Member, Customer and Communities will ensure that officers consult with the Chamber of Commerce and Town Council to ensure that the construction and operation of the new centre benefits the town.*

Date of response: 21 April 2011

Date actioned: TBC

**10. Ask the Cabinet Member for Customer and Communities to confirm that the impending Library Review will not affect the delivery of the community centre library.**

*Kent County Council is currently carrying out in-depth research into libraries, how they are used and how they could be run in the future to meet local requirements. The study will examine the role libraries play in people's lives, as well as information about communities themselves, so that informed decisions can be taken.*

*The service will then use this information to draw up proposals for the future of libraries in Kent, and later this year a public consultation on the proposals will be publicised prior to any decision being made.*

*The library service will release additional information about the consultation over the coming months to give notice about how people can take part.*

Date of response: 21 April 2011

Date actioned: TBC

**11. Express concern about the impact on businesses as a result of the relocation of the library to the new community centre and ask that the Cabinet Member for Business Strategy and Support liaise with the Edenbridge Chamber of Commerce to explore whether Backing Kent Business can help support the regeneration and longer term viability of the business community of Edenbridge High Street.**

*The Cabinet Member, Customer and Communities will ensure that officers consult with the Chamber of Commerce to determine whether Backing Kent Business can help in this regard.*

Date of response: 21 April 2011

Date actioned: TBC

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