



AGENDA

CABINET

Monday, 18th July, 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 20 June 2011 (1 - 10)
4. Revenue & Capital Budget Monitoring Exception Report 2011-12 (11 - 20)
5. 'Bold Steps for Kent' Delivery Framework (21 - 38)
6. ICS Programme Update and Strategy (39 - 46)
7. Joint Commissioning of Integrated Community Child and Adolescence Mental Health Services (47 - 56)
8. Kent Youth Service - Commissioning Model Public Consultation (57 - 180)
9. Preliminary Flood Risk Assessment for Kent (181 - 232)
10. Follow up Items and Decisions from Cabinet Scrutiny Committee - 27 June 2011 (233 - 238)
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
Managing Director
Friday, 8 July 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

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 20 June 2011.

PRESENT: Mr P B Carter (Chairman), Mr A J King, MBE, 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 (Corporate Director, Environment, Highways and Waste), Mrs A Beer (Director of Personnel & Development), Mr D Cockburn (Corporate Director of Business and Support), Ms A Honey (Corporate Director, Customer and Communities), Mr M Newsam (Interim Corporate Director of Families and Social Care), Ms M Peachey (Kent Director Of Public Health), Mr A Roberts (Interim Corporate Director Education Learning and Skills), Mr G Wild (Director of Governance and Law) Mr A Wood (Acting Corporate Director of Finance and Procurement)

UNRESTRICTED ITEMS**37. Minutes of the Meeting held on 23 May 2011**
(Item 3)

Resolved that subject to last sentence of paragraph 29(2) being amended to clarify that the Council was seeking to reduce the burden of costs on the Council Tax payers of Kent, the Minutes of the meeting held on 23 May 2011 be agreed and signed by the Chairman as a true record.

38. Revenue & Capital Budget Outturn 2010-11, Roll Forward and Key Activity

(Item 4 – report by Mr John Simmonds – Cabinet Member for Finance and Business Support and Mr Andy Wood, Acting Corporate Director, Finance and Procurement)
(A revised schedule relating to staffing levels was circulated at the meeting)

(1) Mr Simmonds highlighted the main areas of this report which set out the provisional revenue and capital outturn for 2010/11. The report also detailed revenue projects which had been rescheduled and where there was under or overspending. Mr Simmonds also highlighted the monitoring of key activity as detailed in appendix 4 of the report. Mr Wood referred to page 14 of the report and said that the reserves which had been identified were a one-off so therefore would not be available in future years.

(2) On behalf of Cabinet Mr Carter placed on record his thanks to the Corporate Management Team and other members of Staff for the part they had played in managing and delivering this budget.

(3) Cabinet Resolved that:

- (i) the provisional outturn position for 2010-11 be noted.
- (ii) agreement be given to £8.721m of the 2010-11 revenue under spend being rolled forward to fund existing commitments, as detailed in sections 1 to 4 of Appendix 2 to the Cabinet Report.
- (iii) agreement be given for £0.250m of the 2010-11 roll forward being used to contribute towards the Bold Steps for Health agenda, as detailed in section 6a of Appendix 2 of the Cabinet Report.
- (iv) agreement be given to £0.250m of the 2010-11 roll forward being used to contribute towards the Elections Reserve, as detailed in section 6b of Appendix 2 to the Cabinet Report.
- (v) agreement be given for the £2.128m remainder of the 2010-11 revenue under spending being set aside in the Economic Downturn reserve.
- (vi) agreement be given to the following contributions to reserves all of which were reflected in the outturn position presented in the Cabinet report.
 - (a) Kent Adult Social Services portfolio paragraph 3.2.5.6, transfer of £1.128m to the Social Care Supported Living costs reserve reflecting a delay in legal opinion regarding responsibility for a number of clients in supporting living arrangements in Kent who are currently funded by other authorities.
 - (b) Corporate Support & Performance Management portfolio paragraph 3.2.9.1, transfer of £2.270m to a new Libraries IT PFI grant reserve to reflect a change in the treatment of this grant by Government from quarterly payments until 2016-17 to a final lump sum settlement;
 - (c) Corporate Support & Performance Management portfolio paragraph 3.2.9.2, transfer of £1.042m to a new KPSN development reserve to fund the re-phased upgrades to core IT infrastructure; and,
 - (d) Finance portfolio paragraph 3.2.10.1, transfer of £6.8m to the Economic Downturn reserve for potential aborted capital costs.
- (vii) that £3.346m of capital re-phasing from 2010-11 be added into 2011-12 and later years, as detailed in Appendix 3 of the Cabinet Report and the 2011-12 Capital Programme be adjusted to reflect other 2010-11 variances as reported in the outturn.
- (viii) Note the final monitoring of the key activity indicators for 2010-11 as detailed in Appendix 4 of the Cabinet Report,

(viii) the final financial health indicators for 2010-11 be noted as detailed in Appendix 5 of the Cabinet report be noted. .

(ix) the final monitoring of the prudential indicators for 2010-11 be noted as detailed in Appendix 6 of the Cabinet report.

(x) the impact of the 2010-11 provisional revenue budget outturn on reserves be noted, as detailed in section 3.6 of the Cabinet report; and,

(xi) it be noted that the schools' revenue and capital reserves had reduced by some £3.417m with the reasons for that being detailed in the Cabinet report.

39. Approval of the Annual Governance Statement

(Item 5– Report by Mr John Simmonds, Cabinet Member for Finance & Procurement; and Mr Andy Wood, Acting Corporate Director of Finance and Procurement) (Mr David Tonks, Head of Audit and Risk was present for this item)

(1) The Annual Governance Statement explains how the Council had complied with its Code of Corporate Governance and identified any gaps in control or significant weaknesses that may have arisen in year. The completed statement was included within the Council's Annual Accounts that are subject to external audit. A report on this matter would also be submitted to the Governance and Audit Committee at its meeting on 30 June.

Cabinet resolved to:

- (a) agree the overall wording of the Annual Governance Statement, including the description of the Governance Framework and the significant weaknesses disclosed; and.
- (b) Agreed that the statement can be approved by the Leader on behalf of the County Council.

40. KCC's Performance Management Framework

(Item 6 – Report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform; and Ms Katherine Kerswell, Managing Director)

(1) Mr Gough said as part of the restructuring through 'Change to Keep Succeeding' and the launch of the Council's medium term plan, Bold Steps for Kent, the opportunity had been taken to review the current officer performance arrangements and to introduce an improved performance management framework that will enable effective briefing of Cabinet and into Scrutiny.

(2) Ms Kerswell referred to paragraph 2 of the report which set out the overall objectives of the Council's new performance management framework and spoke of the importance of developing the new framework through the involvement of staff at all levels and the links the framework would have to members through the scrutiny process.

(3) Cabinet resolved

(a) to note the key elements of the performance management framework as set out in the Cabinet report and that this would be further refined over time. In the meant time the new Corporate Management Team and Performance Assurance Team arrangements would come into effect during June and the arrangements with regard to the Delivery Assurance Team would follow in July; and.

(b) to note the framework for delivering the strategic priorities in Bold Steps would be developed further using feedback from the POSC workshops held during May and would be reported to June/July Policy Overview and Scrutiny Committees and then onto Cabinet and the County Council for approval in July. The first quarterly performance report using the single performance framework would be available for Quarter 1, 2011/12 and would go to the September meeting of Cabinet and POSCs.

41. Core Monitoring Report

(Item 7 - Report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform; and Katherine Kerswell, Managing Director)

(1) This report provided Cabinet with information on the key areas of performance and activity across the authority. Mr Gough referred in particular to the issues raised in the report regarding the retention of young employees while the monitoring of sickness levels continues to show good progress. Mr Sweetland said the 'red' status of the Kent Freedom Pass was a reflection of its success but that in turn had resulted in a budget pressure. Mr Fitzgerald said for situations like that in the future it may be better to have some disaggregation so that service delivery and any related budget issues are rated separately. Mr Carter supported this approach and also spoke of the importance of ensuring key core monitoring information continues to be reported to members under the revised arrangements described in the previous item.

(2) Cabinet resolved to note the report.

42. Children's Services Improvement Plan

(Item 8 - Report by Mrs Jenny Whittle, Cabinet Member for Specialist Children's Services; and Mr Malcolm Newsam, Interim Corporate Director, Families & Social Care)

(1) This report provided Cabinet with the first Ministerial report from Liz Railton the independent chair of the Kent Safeguarding and Looked after Children Improvement Board.

(2) Mrs Whittle said the report from the Improvement Board showed that significant progress was being made in respect of the targets which had been set. However there was no room for complacency and the Council remained fully focused on the targets and actions which had been identified in the Improvement Plan. Mrs Whittle placed on record her thanks to all staff involved in this area for their hard work and commitment. Mr Newsam said the report showed the Council was taking the right approach and the actions taken were those which the Improvement Board were

looking for. He also said that it would take time before these actions took full effect. Mr Carter spoke of the need to recruit the right social work staff with the right competencies. He also spoke of the Council's commitment to achieving the objectives of the Improvement Plan.

(3) Resolved that the first ministerial report of the independent chair of the Improvement Board be noted.

43. Proposal for the alignment of PCT public health staff to KCC and associated Memorandum of Understanding

(Item 9– Report by Mr Graham Gibbens, Cabinet Member for Adult Social Care and Public Health; Mr Roger Gough – Cabinet Member for Business Strategy, Performance & Health Reform; and Meradin Peachey, Director of Public Health) (Mr B Sweetland made a personal declaration of interest in that he is a non executive Director of Kent Community Health NHS Trust).

(1) Mr Gibbens said that with the proposal to transfer responsibility for public health from the NHS to local authorities, a Memorandum of Understanding (MOU) had been drawn up between KCC and the Kent PCT's designed to facilitate the alignment of PCT staff to KCC management. The proposals would not see any changes to staff terms and conditions of employment or the accountabilities of the PCTs, which would remain responsible for public health until 2013. Mr Gibbens also spoke of the important role which the Health and Wellbeing Board would have in the future delivery of public health.

(2) Following further discussion Cabinet resolved to note the alignment of the PCT staff and posts to KCC management structures under the terms of the Memorandum of Understanding as detailed in the Cabinet report and noted this matter would now be reported to the County Council.

44. Proposals to Change the Discretionary Elements of Home to School Transport Provision

(Item 10– Report by Mrs Sarah Hohler, Cabinet Member for Education, Learning & Skills; and Mr Andy Roberts, Interim Corporate Director for Education, Learning & Skills) (Mr Scott Bagshaw Head of Admissions and Transport was present for this item)

(1) This report informed Cabinet on the outcomes from the consultation on proposals to remove the discretionary elements of home to school transport provision. The report included an analysis on the impact of the proposals and put forward recommendations for the future provision of home to school transport.

(2) Mrs Hohler said that this wide consultation had demonstrated there was a general acceptance there needed to be changes to the current arrangements. The changes which were needed not only reflected the need to reduce expenditure on the discretionary elements of home to school transport but also to make the system fairer as the existing arrangements perpetuated an inequality in provision which was appropriate to address. Kent was not alone in taking this stance. Some local authorities had already made changes to their pattern of provision whilst others had changes under active consideration. Mrs Hohler also said that at some point in the

future the County Council would need to undertake a further review to reflect likely changes in future transport policies and how those may impact on parental preferences for schools.

(3) Whilst the County Council was looking to stop discretionary transport subsidy for children going to selective or denominational schools from September 2012 this would not apply to those in receipt of free school meals or Looked After Children. Mr Hill raised concerns that children in some of the non selective areas would not be able to access transport to grammar schools because they do not live in selective areas. On this point Mr Carter suggested KCC should write to Mr Michael Gove to see if the selective and non selective schemes can simply be abolished and Kent have a single county wide admissions scheme of education. Mr Roberts said officers would explore this further and prepare an appropriate letter to Mr Gove.

(4) At the conclusion of discussion Mr Lynes said, and it was agreed, that for the purpose of being clear as to which group of pupils this policy would refer to, the word "current" be inserted in line four of paragraph 9 (iii) of the recommendations between the words of and statutory. .

(5) Cabinet resolved

(a) that from 1 September 2012, Kent County Council would not provide home to school transport provision on denominational or selective grounds other than where there is a statutory requirement to provide transport.

(b) For children of low income families where the child is defined as an "eligible child" by schedule 35B of the Education Act 1996 (e.g. entitled to Free School Meals) and is resident in a selective area of education and aged between 11 and 16 years; Kent County Council would fund transport to the nearest grammar school provided that the child had met the entry requirements of the school and had been offered a place and it was the nearest school of that type to the child's home at a distance between 2-15 miles. This discretionary provision would align an element of selective transport policy with the statutory provision afforded to children from low income families who wish to attend a denominational school."

(c) Any pupil in receipt of transport assistance on denominational or selective grounds prior to September 2012 would continue to retain that entitlement until they leave their current school, are no longer of current statutory school age or had moved house and, following a transport assessment, were found not to be eligible under the revised policy.

(d) In light of the many variable outcomes resulting from the changes in transport policy and how this may or may not impact on parental preferences for schools, a further review of transport will be needed in the future.

(e) it be noted that a letter will be sent to the Secretary of State on the issues raised during the course of discussion as set out in paragraph 32 (3) above.

45. Draft Apprenticeships Strategy and Action Plan 2011-2014

(Item 11– Report by Mr M Hill, Cabinet Member for Communities; and Amanda Honey, Managing Director Communities) (Wayne Gough, Interim SIP Manager and Lucy-Ann Bett, Project Manager SIP and Anna Davis, who is on the KCC Apprenticeship Programme were present for this item.

(1) Mr Hill said the primary objective of the Apprenticeship Strategy was to increase the number of Apprenticeships that are undertaken by young people in Kent during what is a challenging time. Whilst the programme had made significant progress over the past 4 years more needed to be done and the Strategy and Action Plan identified ways in which that would be achieved. Ms Bett said the Council was working in partnership with a number of organisations both internal and external to KCC, promoting the benefits of Apprenticeships but also filling gaps in delivery such as helping employers, particularly small employers overcome the hurdles of recruiting Apprentices. Anna Davies a KCC Apprentice spoke about how this scheme was helping her to gain valuable training leading to a recognised qualification and work place experience.

(2) Mr Sweetland said that through the newly let Highways Term Contract KCC had insisted the contractor took an active part in providing apprenticeship places. Mr Carter said the Council should be active in promoting the scheme in innovative ways such as using the Looked after Children Improvement Plan as a way of highlighting apprenticeship opportunities. It was also said links could be made through the Public Service Board and by linking with other sectors such as the NHS.

(3) Cabinet Resolved to agree the draft Apprenticeship Strategy and Action Plan 2011-2014.

46. Follow up Items and Decisions from Cabinet Scrutiny Committee - 1 June 2011 (To follow)

(Item 12– report by Mr Alex King – Deputy Leader and Mr Peter Sass - Head of Democratic Services)

The Chairman declared consideration of this item to be urgent as it was not available at the time of the despatch of the main agenda because there was insufficient time following the last meeting of the Cabinet Scrutiny Committee for the Cabinet Member responses to be formulated and agreed.

(1) Mrs Whittle referred to paragraph 3 of the item on Putting Children First and said the Council was being very open in its reporting and the Improvement Plan had been made available to members of the Council at the earliest opportunity. The Improvement Plan had also been widely discussed at meetings of the Specialist Children Services POSC, Cabinet and the Council.

(2) Resolved that the comments and actions detailed in the report be noted.

Exempt Reports

The following are the unrestricted minutes and records of decisions of matters which were declared exempt pursuant to the provisions of the Local Government Act 1972

47. Knole Academy
(Item 14)

KENT COUNTY COUNCIL

DECISION TAKEN BY Cabinet 20 June 2011	DECISION NO. 10/01478
Unrestricted	
<p>Subject: Knole Academy, Sevenoaks</p> <p>Item 14 on the Cabinet Agenda - report by Mrs Sarah Hohler, Cabinet Member for Education, Learning & Skills, Mr Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform, Mr Andy Roberts, Interim Corporate Director, Education, Learning & Skills and Mr David Cockburn, Corporate Director of Business, Strategy & Support</p> <p>(1) This report sought approval to submit the Feasibility study for Knole Academy to Partnership for Schools to progress to the next stage and to issue a Future School Notice to the preferred bidder for Batch 2 Academies to develop a proposal for the Academy.</p> <p>(2) The Knole Academy was formed following the amalgamation of Bradbourne School (Girls) and Wildernesse School (Boys) in September 2010. The Academy is currently located on the sites of the two former Schools but it is the intention that capital funding would be used to allow the Academy to consolidate on to one site. The development of this academy was put on hold while the funding available was reconsidered and following visits by the Department for Education (DfE) and the adoption of a new approach to calculating the funding, there was a significant reduction in the funding available. The original funding would have allowed a complete new build of the school facilities but there is now a reduced budget and therefore revised plans have been developed and the proposal was therefore being taken forward on that basis.</p> <p>(2) Cabinet resolved to:</p> <ul style="list-style-type: none">(i) authorise the submission of the Feasibility study for Knole Academy to Partnership for Schools and the DfE.(ii) authorise the issuing of a Future School Notice to the preferred bidder for Batch 2 Academies to develop a proposal for the	

Academy within the affordability parameters and to progress through to the next stage of the process the development of detailed designs, progress the planning application and to finalise contracts: and, .

(iii) to note that the BSF, PFI and Academies Board will be updated on progress and final approval to enter into contracts will be sought from Cabinet

Any Interest Declared when the Decision was Taken:
None

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

As set above and in the Cabinet report

Background Documents: none

48. Wilmington Academy
(Item 15)

KENT COUNTY COUNCIL

DECISION TAKEN BY Cabinet 20 June 2011	DECISION NO. 11/01716
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Unrestricted

Subject: Wilmington Academy

Item 15 on the Cabinet agenda – report by Mrs Sarah Hohler, Cabinet Member for Education, Learning & Skills, Mr Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform, Andy Roberts, Interim Corporate Director, Education, Learning & Skills and David Cockburn, Corporate Director of Business, Strategy & Support

1. This report sought approval to submit the Feasibility study for Wilmington Academy to Partnership for Schools to progress to the next stage and to issue a Future School Notice to the preferred bidder for Batch 2 Academies to develop a proposal for the Academy.

2. The Wilmington Academy was formed on 1st September 2010 from the former Wilmington Enterprise Academy. The lead Academy sponsor is the Leigh Academies Trust, with the trust's two university sponsors, Universities of Kent and Greenwich. The Academy is part of a hard federation with Leigh Academy and Longfield Academy. The development of this academy was put on hold while the funding available was reconsidered and following visits by the Department for Education

(DfE) and the adoption of a new approach to calculating the funding, there was a significant reduction in the funding available. The original funding would have allowed a complete new build of the school facilities but there is now a reduced budget. However revised plans have been developed and the proposal was therefore being taken forward on that basis.

3. Before KCC can enter into a contract with the preferred bidder a final Business Case will be submitted to Partnership for Schools to confirm that will be funding the scheme. It is estimated that it will take at least six months for the preferred bidder to develop the scheme to the level required to enter into the contract. However that could take longer if the planning process should become complicated. However the current target is to sign contracts in early 2012 so that construction can be completed in late summer 2013.

4. Cabinet Resolved to

(i) authorise the submission of the Feasibility study for Wilmington Academy to Partnerships for Schools and the DFE.

(ii) authorise the issuing of a Future School Notice to the preferred bidder for Batch 2 Academies to develop a proposal for the Academy within the affordability parameters and to progress through the next stage of the process to develop detailed designs, progress the planning application and finalise contracts.

(iii) to note that the BSF, PFI and Academies Board will be updated on progress and final approval to enter into contracts will be sought from Cabinet

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

To: CABINET – 18 July 2011

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

REVENUE & CAPITAL BUDGET MONITORING EXCEPTION REPORT 2011-12

1. Introduction

- 1.1 This is the first exception report for 2011-12 and the first report for the new KCC structure. This report reflects the position for each of the new directorates. The budget is currently being re-cast to reflect the new portfolio structure and this will be reported in the first full monitoring report to Cabinet in September.
- 1.2 This report identifies a number of significant pressures that will need to be managed during the year if we are to have a balanced revenue position by year end, but also confirms the commitment from the Cabinet and Corporate Management Team to deliver a balanced budget by year end.
- 1.3 The forecasts show the vast majority of the £95m savings are on track to be delivered; this is a promising position at this stage of the year. There are a small number of projected variances against the savings plan, although plans remain in place to achieve the original target. Where delivery proves to be unlikely, equivalent savings elsewhere within the relevant directorate have been/will be recommended to Cabinet as appropriate.
- 1.4 The net £4.909m pressure shown in table 1 below is before the implementation of management action. At this stage, most of the pressures are within Children's Services and are well known. Directorates are currently working to identify options to reduce these pressures with a commitment to delivering a balanced budget position by 31 March 2012. Details of management action plans will be reported in the first full monitoring report to Cabinet in September.
- 1.5 The 2010-11 final outturn report considered by Cabinet on 20 June 2011, agreed to keep £2.128m of the 2010-11 underspend to help offset the emerging pressures in 2011-12. This report recommends and assumes that this £2.128m will be allocated to the Families & Social Care Directorate.
- 1.6 It is by no means unusual to have a forecast overspend of this size at this stage of the year. In the context of a savings requirement of £95m, increasing demands for services, and the need to deliver the Children's Services Improvement Plan, the ask this year to deliver a balanced budget is severe, but as stated above, every effort will be made to balance the budget and avoid any overspend at year end.
- 1.7 Details of issues faced within the capital programme are provided in section 3.

2. 2011-12 REVENUE MONITORING POSITION

- 2.1 A summary of the forecast revenue pressures and savings, excluding schools, is shown in table 1 below:

Table 1: 2011-12 Revenue Pressures and Savings:

	£m	Pressure/Saving
Education, Learning & Skills	0	A savings target of £0.444m on the Education legal budget is proving difficult to achieve; YPLA withdrawal of Education Business Partnership funding and a short delay in the implementation date of part of the directorate restructure resulting in a delay in staffing savings are partially offset by the ongoing impact of savings experienced in 2010-11 on Home to School Transport (mainstream & SEN), additional SEN Recoupment income, use of one-off unallocated DSG, contract variations and some vacancies.
Families & Social Care	7.909	Full year effect of increased demand for Children's related services experienced in the last quarter of 2010-11 and a continuation of the 2010-11 pressure on the Asylum service. Use of agency staff in order to deliver the improvement plan as a result of the Ofsted report due to continued difficulties in recruiting to social work posts. Continuation of the trends in 2010-11 relating to adult services demographic pressures where pressures on physical disability, learning disability and mental health residential care and direct payments are largely offset by savings on domiciliary care and older people residential and nursing care.
Enterprise & Environment	0	A pressure on waste contract prices is expected to be offset by savings as a result of lower than budgeted waste tonnage.
Customer & Communities	0.050+	Delays in achieving income targets within the Registration Service and Kent Scientific Services are being managed by accelerating the savings within Trading Standards. In addition there are increased body removal costs within the Coroners Service due to the forthcoming closure of the Kent & Sussex hospital. Savings targets for Communications and Contact Kent will not be fully delivered in 2011-12 as the delivery plans have had to be revisited, however the quantum of the shortfall cannot be accurately estimated at this stage and therefore is not reflected in the current forecast.
Business Strategy & Support	-0.050	Vacancy savings within Finance
Public Health	0	
Financing Items	-3.000	£0.487m relating to 2011-12 write down of discount saving from 2008-09 debt restructuring but as planned this will be transferred to the Economic Downturn reserve. In addition there are treasury savings as a result of deferring borrowing in 2010-11 due to the re-phasing of the capital programme and no new borrowing has been taken so far in 2011-12. Also, due to the re-phasing of the capital programme in 2010-11, it is likely that fewer assets became operational than expected and therefore we are anticipating a saving on Minimum Revenue Provision (MRP).
Total	4.909+	

2.2 Education, Learning & Skills:

A balanced position is forecast; however this comprises a number of variations:

- 2.2.1 +£0.444m Legal Services – the Education legal budget was offered up as a saving through the 2011-13 MTFP process with the option to redirect costs to managers. This saving is proving difficult to achieve and whilst the Directorate is considering alternative options, at this stage it is prudent to reflect this as a pressure.
- 2.2.2 +£0.255m Connexions - the Young Peoples Learning Agency (YPLA) announced on 29 March 2011 that the Education Business Partnership funding was being withdrawn on 31 March 2011. This funding is paid to Connexions via a contract and we cannot renegotiate the contract until the end of August at the earliest. Renegotiations have commenced with Connexions, but until these negotiations have concluded a pressure of £0.255m is anticipated.
- 2.2.3 -£1.000m Mainstream Home to School Transport - this forecast reflects the full year effect of 2010-11 outturn after fully covering 2011-12 savings, and continuing to support pupils eligible for extended rights to free transport. It should be noted that this is a provisional forecast outturn variance based solely on the previous year's outturn, and there are many factors that could alter this during the year, particularly in September e.g. pupil numbers, contract renegotiations.
- 2.2.4 -£0.400m Special Education Needs (SEN) Home to School Transport - this forecast reflects the full year effect of 2010-11 outturn after fully covering 2011-12 savings. Again this should be treated as a provisional forecast outturn variance based on last year's outturn and there are many factors that could alter this during the year.
- 2.2.5 -£1.200m SEN Recoupment – this forecast reflects the fact that in 2010-11 and the previous year, the recoupment income exceeded the set budget due to demand for places from other Local Authorities. The position in 2011-12 is likely to be the same.
- 2.2.6 -£0.250m Contract Variations – this reflects management action to introduce in-year variation to existing contracts.
- 2.2.7 -£1.000m Unallocated DSG – there is some £1.000m of one-off DSG funding rolled forward that ELS should be able to use to re-badge existing base expenditure and deliver a saving in the current year.
- 2.2.8 +£3.400m Shortfall on various savings targets on staffing within ELS - As part of the 2011-12 budget setting process, the Directorate offered up a number of savings related to staffing. Some of these were specifically linked to the cessation or reduction of specific grant funding, whilst others were as a result of the wider KCC restructure and the implementation of Bold Steps for Kent e.g. reduction in management structures. In total, £4.827m of the 2011-12 ELS saving relates to staffing, with a much larger staffing saving required in the 2012-13 and 2013-14 financial year (c. £13.5m in total). The initial plan had been to treat these two savings as separate exercises but we are now aiming to achieve these through a Directorate wide restructure later this year. When the MTFP was drawn up, the plan had been to achieve the full £4.827m from September 2011, however due to the level of work required to achieve a successful restructure the implementation date for the overall Directorate restructure has moved to April 2012, although the major restructure of the Schools Standards & Improvement part of ELS has been brought forward from the original date of September 2012, is already underway and will be completed in November 2011. The restructure of the senior management of the ELS Directorate will also take place earlier and will be underway shortly. Based on a straight forward pro-rata of the £13.5m (full year effect), it is anticipated that this will achieve a saving in the region of £1.400m, leaving a balance of around £3.400m of the original savings target unachieved in year, but balanced off by the underspending reported above.
- 2.2.9 Whilst all of the above would leave the ELS Directorate with a shortfall of £0.249m, it is anticipated that this will be more than covered through vacancies that already exist and are being held as the Directorate moves into the various restructure processes. A small underspend may be achievable but it would not be prudent to forecast this until all the detailed work on costing the new structures has been completed.

2.3 **Families & Social Care:**

2.4.1 The initial forecast indicates a pressure of £10.037m against the original budget, however it is assumed that this will be offset by the £2.128m residual underspend from 2010-11 set aside in the Economic Downturn reserve to deal with the emerging pressures in 2011-12, leaving a net pressure of £7.909m. Detailed forecasts are currently being worked through, to ensure that the report to Cabinet in September reflects the very latest activity levels. Over the forthcoming months, the Corporate Director of Families & Social Care (FSC) will be working with the Acting Corporate Director of Finance & Procurement to look at strategies to manage the pressures and deliver a balanced budget at year end. Finance teams, alongside their respective Performance Teams are also currently reviewing all cash limits and affordable levels of activity in light of the 2010-11 outturn and any changing trends in activity that have become apparent since the 2011-12 budget was set. Alongside the validation work associated with the restructuring of budgets, requests for virement or for realignment of gross and income cash limits will be submitted as part of the first full monitoring report to Cabinet in September.

The main reasons for the forecast pressure are detailed below:

2.4.2 **Adult Related Services +£0.097m variance**

2.4.2.1 -£0.478m Older People Residential/Nursing Care – early indications in the financial year are that the activity trend experienced during April appears to reflect an increase, which is different from the last few months of the old year. However an underspend is still forecast at this stage.

2.4.2.2 -£1.845m Older Persons/Physical Disability Domiciliary – the trend of the number of clients receiving domiciliary care appears to continue to decrease even though the intensity of care appears to be increasing. This trend is similar to 2010-11.

2.4.2.3 +£0.792m Physical Disability Residential – this is due to a higher than anticipated level of activity against the affordable budget.

2.4.2.4 +£1.289m Physical Disability Direct Payments – this reflects both the full year effect of 2010-11 clients, coupled with the assumption that the activity growth will be similar to that experienced in 2010-11.

2.4.2.5 +£2.245m Learning Disability Residential – this forecast includes the known transition cases transferring from Education.

2.4.2.6 -£0.342m Learning Disability Domiciliary – a decreasing activity trend experienced during 2010-11 has been replicated within this initial forecast.

2.4.2.7 -£0.569m Learning Disability Supported Accommodation – activity in 2010-11 was below the affordable level and this forecast reflects a continuation of this trend, offset by both an increase in known transition cases transferring from Education and an estimate for anticipated additional Ordinary Residence cases.

2.4.2.8 +£0.700m Learning Disability Direct Payments – this reflects the full year effect of both current clients and the assumption of similar growth as experienced in 2010-11.

2.4.2.9 +£0.675m Mental Health Residential Care - the continuing high costs associated with both current clients and more recent forensic clients, results in a continuation of the pressure experienced in 2010-11. Forensic clients are a group of service users who have Mental Health needs and have been processed through the Criminal Justice System. Forensic services are often used as an alternative to Prison.

2.4.2.10 -£0.164m Mental Health Domiciliary Care – this forecast reflects the full year effect of current clients.

2.4.2.11 +£0.148m Mental Health Supported Accommodation - this forecast reflects the full year effect of current clients.

2.4.2.12 +£0.123m Mental Health Direct Payments – this forecast assumes similar growth to that experienced during 2010-11.

2.4.2.13 -£0.450m Mental Health Assessment & Related – replication of a similar variance to that experienced during 2010-11.

- 2.4.2.14 -£1.545m - to be prudent the Directorate had decided to hold £1.545m of budget to offset the initial forecast pressure on Adult Services pending the final 2010-11 activity levels. This will now be allocated to the relevant budget lines.
- 2.4.3 **Children's Related Services +£7.812m variance** (net of £2.128m residual underspend from 2010-11)
- 2.4.3.1 +£0.625m Residential Care – reflecting the full year effect of the pressure against independent sector services of the increased demand experienced in the last quarter of 2010-11. This pressure has been slightly offset by only one client currently being placed and forecast for, in secure accommodation, although the budget allows for two placements. Clearly this situation may change as the year progresses.
- 2.4.3.2 +£2.355m Fostering - the majority of the pressure is in respect of the full year effect in 2011-12 of 2010-11 children placed in Independent Fostering, as well as slight increase in new placements in 2011-12. New legislation that came into effect on the 1st April 2011 requires Local Authorities to pay reward payments to related foster carers. Currently Kent's policy is that related carers only receive the maintenance element, whereas non-related carers receive both a maintenance and a fee element. The outcome of the recent Manchester City Council judgement regarding this legislation was ambiguous, so legal advice is currently sought. As a precaution, £0.680m has been included in the forecast for 2011-12 for this.
- 2.4.3.3 +£0.711m Preventative & Support Services - the majority of the pressure is in relation to children requiring lodgings, coupled with provision pending the outcome of a future Southwark judgement, which considers how local authorities support homeless 16 & 17 year olds. The forecast also includes an increase in day care services, which replicates the 2010-11 level.
- 2.4.3.4 +£0.800m Asylum – this pressure relates to the costs incurred in continuing to support young people over 18 years old who are not eligible under UKBA's grant rules. We are assuming that we will have an average of 110 young people who do not qualify under the grant rules mainly because they are Appeal Rights Exhausted, or are naturalised but not able to claim benefits. Under the Leaving Care Act, we continue to have a duty of care to support these young people. In addition the grant rules exclude the first 25 eligible young people.
- 2.4.3.5 +£0.374m Safeguarding – additional safeguarding posts have been required following the Ofsted inspection, however this decision was made after the 2011-13 MTFP and budget process was complete and therefore this is identified as a pressure.
- 2.4.3.6 +£1.156m Legal Costs – this forecast is based on the 2010-11 outturn position and assumes no further growth.
- 2.4.3.7 +£3.500m Staffing – this pressure reflects the use of agency staff as a result of recruitment difficulties of social work staff to respond to the improvement plan as a result of the Ofsted report. Detailed work is underway to substantiate this forecast through to year end, and to ensure that the costs of the established staff numbers are fully budgeted for with no vacancy rate.
- 2.4.3.8 +£0.419m Improvement Plan – in addition to the children's base budget there is £3.491m available for the Improvement Plan. Latest estimates, which are included within the forecast, are that this will be exceeded by £0.419m
- 2.4.3.9 This initial forecast pressure has been calculated assuming that all current placements continue unless known otherwise. This does however mean that the forecast at this stage assumes that some of the savings in relation to the high cost placements and out of county placements will not be achieved. Work is on-going with the function to ensure that accurate tracking of progress can be made against each saving on a monthly basis. It is also anticipated that pressures will reduce as savings are made.
- 2.4.3.10 The £7.812m Children's Services pressure is a combination of increasing pressures in the current financial year and the fact the pressures in the final months of 2010-11 exceeded the budgeted growth built into the 2011-12 budget.

2.4.4 **Forecast Risks**

- 2.4.4.1 There are significant savings to be made by FSC, and although it is anticipated that in most cases these savings will be achieved, these need to continue to be applied and monitored rigorously during the year.
- 2.4.4.2 These initial forecast pressures have in the main been calculated by Finance based on latest performance and activity information. Meetings are currently underway with all budget holders within FSC to ensure that the next forecast submitted will be reconciled to managers' assumptions.
- 2.4.4.3 The forecast for Children's Related Services assumes little increase in future demand, despite the previous increases. This situation will be monitored on a monthly basis.
- 2.4.4.4 As with any restructure, there is a risk that financial issues may not be as easily understood by new managers. Finance is working with all of those managers to try and alleviate this risk to ensure that robust forecasts are provided.

2.5 **Enterprise & Environment:**

Although a balanced position is forecast at this stage, there are significant offsetting variances within the waste budget:

- 2.5.1 The budgeted waste tonnage for 2011-12 is 760,000 tonnes. It is likely that outturn tonnage will be lower than this but it is very early in the year to be confident of the final figure. The "spike" in tonnage in March, reported in the 2010-11 outturn may indicate a return towards the higher waste levels previously experienced, so a cautious forecast needs to be made at this stage. However, a reasonable assumption at this point in the year would be that tonnage will not exceed 745,000 tonnes, which would give an underspend of around £1.1m at an average cost per tonne of £73.
- 2.5.2 The underspend from outturn tonnage at this level, will be sufficient to cover the price pressures being experienced in the service. As reported during last year's monitoring, many waste contracts are linked to specific price indices, with Allington, the largest of these contracts, linked to the April Retail Price Index (RPI). RPI for April and other indices were much higher than the budget allocations in the MTFP. The exact mix of tonnages that will go through each of these contracts will be refined during the year but current estimates are that this will increase prices over budget by about £1.1m.
- 2.5.3 The waste service is looking hard at improving contracts, diverting waste from the more expensive disposal options and increasing income from recycle, in order to improve the breakeven position.

2.6 **Customer & Communities:**

- 2.6.1 A net pressure of £0.050m is forecast but this excludes two services, Communications and Contact Kent, that have significant savings targets that may not be fully delivered in-year, but the quantum of the pressure cannot yet be accurately calculated at this stage. Further details are provided below:
- 2.6.2 **-£0.150m Trading Standards** – this service has a savings target of £0.500m within the current MTFP, with the profile of savings to be achieved £0.250m in 2011-12 and £0.250m in 2012-13. Given the pressures noted below, the service has brought forward the key milestones of the project in an attempt to maintain a balanced position across the directorate. The service – aided by significant vacancy management in 2010-11 – has accelerated the key milestones of the project and is forecasting in-year savings of £0.400m, therefore producing a one-off underspend of £0.150m.
- 2.6.3 **+£0.100m Registration** – as part of the MTFP, the service was allocated an income generation target of £0.100m to be achieved through collaborative working with other local authorities. Due to delays in negotiations and the implementation of said schemes, this income target will not be achieved in 2011-12.
All efforts will be made in order to realise this saving in 2012-13, as well as a part year effect in 2011-12, but we have prudently disclosed the non-achievability of this saving in full and accelerated the saving within Trading Standards to compensate.

- 2.6.4 +£0.045m Kent Scientific Services - the service has included an increased income target of £0.050m in each of the past two years as part of MTFP savings and this was the third year such a target was set. These targets were allocated to the service as a result of an expectation that other local authority laboratories were systematically closing year on year and that additional income could be generated accordingly. This anticipated closure programme has not occurred in line with expectation and instead of increasing income and market share, the customer base has not declined but the number of samples that customers are commissioning has reduced and therefore the contribution towards fixed costs has been adversely affected.
A budget pressure has been forecast accordingly, although this pressure is offset by the acceleration of the Trading Standard review for 2011-12, and the service will concentrate its efforts on increasing income or reducing costs in order to identify a base solution to reducing the overall cash limit for this service.
- 2.6.5 +£0.055m Coroners - Despite additional funding in excess of £100k being allocated to the service in the MTFP, there is already an unforeseen pressure in relation to post mortem costs. Maidstone & Tonbridge NHS Trust has served notice with regard to the provision of post mortem and body storage facilities at the Kent & Sussex Hospital. This has led to the need to look for interim arrangements and efforts have been made to secure these for an initial term of 6 months but this has led to body removal costs in excess of those budgeted as the funeral directors now have further to travel to deposit and collect bodies prior to and subsequent to the post mortem. This pressure, over and above the post mortem pressure reported last year due to increases levied by the Gravesham and Dartford NHS, has accelerated the authority's plans to investigate the possibility of a KCC Mortuary. As options are appraised, Cabinet will be updated accordingly.
- 2.6.6 Communications & Contact Kent - these two units were both allocated significant savings targets within the MTFP of £2m and £0.844m respectively, with the 2011-12 elements of each saving being £1.5m and £0.406m.
Both of these savings had design principles and a proposal on how to achieve the cash limit reduction but these plans have had to be revisited, meaning that the full saving may not be deliverable in the profile assumed in the MTFP.
- 2.6.6.1 In relation to the communications saving, previous proposals of how the £1.5m was to be achieved has been reconsidered following the centralisation of all communications related services into the Communications, Consultation and Community Engagement ("CCCE") division within the Customer and Communities Directorate.
A revised proposal is currently being formulated and whilst there will be a part-year effect in 2011-12, the quantum of the saving that will be achieved cannot be defined at this juncture. Progress against this saving will be included within the monthly monitoring process.
- 2.6.6.2 The Contact Kent saving was predicated on a number of similar communication channel shift strategies being provided by the Contact Centre, where synergies and economies of scale would enable a cost reduction to be achieved.
The transfer of three services into the Contact Centre is still planned within 2011-12, the first of which transferred in during April 2011, but the service has experienced an increased level of demand – over and above expected levels of existing and new services – which has to be taken into account when aiming to deliver these significant savings, as well as maintaining key performance indicators.
Similar to the Communications saving, the quantum that can be achieved in 2011-12, in the context of this increased demand, cannot yet be determined and will be closely monitored throughout the year.
- 2.6.7 Management Action:
Given the pressures reported above, the directorate has already imposed significant vacancy targets in order to mitigate emerging pressures and is already curtailing any non critical spend accordingly. A dedicated project team – including those from the service and from finance – has been established for each of the targets in order to maximise the potential saving that can be achieved in 2011-12. This team will review the current proposals, devise accelerated options and monitor the implementation to ensure that the budget pressures within the directorate, and therefore the authority, are mitigated where possible.
In relation to the income targets which may not be delivered, alternative plans are being devised in order to deliver some increased income – or reduced costs – within 2011-12 and this management action can be reviewed through the monitoring process with the aim that these pressures will reduce throughout the year.

2.7 **Business Strategy & Support:**

- 2.7.1 A net saving of £0.050m is forecast, which is due to holding vacancies within the Finance Group ahead of a major restructure.
- 2.7.2 The Finance Support Team is currently investigating all of the budgets and corresponding commitments which have been transferred in to the directorate for the support functions in order to determine whether there are any underlying issues which will require management action. This work will be completed for the first quarter's full monitoring return.

2.8 **Financing Items:**

A net saving of £3.0m is forecast, which is due to:

- 2.8.1 -£0.487m relating to the write down in 2011-12 of the £4.024m discount saving on the debt restructuring undertaken at the end of 2008-09. (£3.378m was written down over the period 2008-11, therefore leaving a further £0.159m to be written down in 2012-13).
- 2.8.2 +£0.487m as the write down of the discount saving earned from the debt restructuring in 2008-09, will be transferred to the Economic Downturn reserve, as planned
- 2.8.3 -£3.0m saving on the treasury budgets as a result of deferring borrowing in 2010-11 due to the re-phasing of the capital programme and also no new borrowing has been undertaken so far in 2011-12. In addition, the re-phasing of the capital programme in 2010-11 is likely to provide a saving on Minimum Revenue Provision (MRP) as it is likely that fewer assets became operational than anticipated. As reported in 2010-11, we have adopted the asset life method of calculating MRP. This method provides authorities with the option of applying MRP over the life of the asset once it is in operation, so for assets that are not yet operational and still under construction we effectively have an "MRP holiday". However, once these assets do become operational we will incur MRP in the following year. MRP is based on capital expenditure incurred in the previous year and therefore cannot be calculated until the previous year's accounts have been finalised and audited. It is unlikely therefore that this very complex calculation will be completed until after the quarter 1 report. Further details and confirmation of the level of saving will be provided in future reports.

3. **2011-12 CAPITAL MONITORING POSITION**

- 3.1 There have been a number of cash limit adjustments since the published 2011-12 budget book, some of which have already been reported, full details below:-

Table 2: Capital Cash Limit changes:

	£000s	£000s
	2011-12	2012-13
1 As published 2011-12 Budget Book exc PFI	305,448	258,868
2 Previously reported cash limit changes:		
Kent Thameside Delivery Board - Regen portfolio	-480	-480
Frittenden Primary School - EL&S portfolio	340	50
Edenbridge Community Centre - C&C portfolio	9	
Sheerness Gateway - C&C portfolio	350	
Victoria Way Phase 1 - E&E portfolio	1,042	
Safety Camera Partnership - E&E portfolio	40	
Workplace Transformation - BS&S portfolio	-180	
Re-phasing as agreed at Cabinet 2nd February	1,654	333
Re-phasing as agreed at Cabinet 4th April	24,227	107
Re-phasing as agreed at Cabinet 23rd May	10,134	5,564
	342,584	264,442
3 PFI	22,000	
	364,584	264,442

3.2 The current forecast capital position, is shown in table 3 below.

Table 3: 2011-12 Capital Variances:

	Variance
	This month
	£m
Education, Learning & Skills	0.484
Families & Social Care	-0.484
Enterprise & Environment	0.000
Customer & Communities	0.000
Business Strategy & Support	0.286
Total (excl Schools)	0.286
Schools	0
Total	0.286

This month there is a real variance of -£0.816m. The main movements this month are detailed below:

3.3 **Education, Learning & Skills**

The forecast has moved by +£0.484m. Projects subject to re-phasing and overall variances affecting 2011-12 are:

- BSF Wave 3 Unit Costs (+£0.484m): the pressure relates to BSF compensation due to previously unidentified asbestos issues, this was reported in the March exception report. A saving against Children's Centres and Early Years programme has been identified to offset the pressure, which is detailed in paragraph 3.4 below. Members are asked to agree the use of the saving.

3.4 **Families & Social Care**

The forecast has moved by -£0.484m. Projects subject to re-phasing and overall variances affecting 2011-12 are:

- Children's Centres and Early Years Programme (-£0.534m): it has become apparent over the last few months that a saving was achievable on this programme but the level of the potential saving was dependent on enough expenditure being incurred in 2010-11 to enable the time limited Department for Education (DfE) grant to be fully applied and this would not be known until outturn. Pressures have been identified in the capital programme it is requested that the saving is used as follows:
 - i) BSF Wave 3 Unit Costs +£0.484m, as detailed in paragraph 3.3 above.
 - ii) Ashford Multi Agency Specialist Hub +£0.050m
- Transforming Shortbreaks for Families with Disabled Children (+£0.050m): the pressure relates to Ashford Multi Agency Specialist Hub.

3.5 **Business Strategy & Support**

The forecast has moved by +£0.286m. Projects subject to re-phasing and overall variances affecting 2011-12 are:

- Margate Eastern Seafront (+£0.114m): the pressure relates to the inclusion of fees in connection with the public realm works at the Margate Eastern Seafront. These costs are met by grant funding.
- Rendezvous Site – Margate (+£0.085m): this pressure relates to public realm works for Turner Harbour View and is met from a revenue contribution.

Overall there is a residual balance of +£0.087m on other projects which is met from external funding and revenue contributions.

4. RECOMMENDATIONS

Cabinet is asked to:

- 4.1 **Note** the initial forecast revenue and capital budget monitoring position for 2011-12.
- 4.2 **Agree** that the uncommitted balance of £2.128m from the 2010-11 underspend be drawn down from the Economic Downturn reserve and allocated to the Families and Social Care Directorate.
- 4.3 **Agree** that £0.534m of savings on the Children's Centres and Early Years Programme is used to meet the pressures of £0.484m on BSF Wave 3 Unit Costs and £0.050m on Transforming Shortbreaks for Families with Disabled Children.

By: Paul Carter, Leader of the County Council
Katherine Kerswell, Managing Director

To: Cabinet – 18 July 2011

Subject: 'Bold Steps for Kent' Delivery Framework

Classification: Unrestricted

SUMMARY

We have developed the framework for delivering 'Bold Steps for Kent' which will go to County Council for approval on 21 July.

This report attaches the final draft of the framework for consideration by Cabinet prior to its submission to County Council for approval on 21 July.

FOR INFORMATION AND DECISION

1. Introduction

- 1.1 As part of the development of the delivery framework for 'Bold Steps for Kent' two workshops were held for Policy Overview & Scrutiny Committee (POSC) Members during May.
- 1.2 We used the feedback from the workshops to help develop the delivery framework. We sought feedback on an early draft at the POSC meetings in June/July and will be seeking approval to the final framework by County Council on 21 July.
- 1.3 This paper attaches the final draft of the delivery framework which will go to County Council on 21 July.

2. POSC Workshops

- 2.1 We held two structured workshops with POSC members during May to help develop the delivery framework for 'Bold Steps for Kent' by seeking their views on the following areas for each of the strategic priorities set out in 'Delivering Bold Steps':
 - The success factors i.e. what we will have needed to deliver by March 2015
 - The key milestones
 - How we will measure performance. This is not just quantitative PI data but will include the use of qualitative data as well as formal evaluation of the outcomes delivered towards the end of the four year term of 'Bold Steps' for some key projects.

- 2.2 A copy of 'Delivering Bold Steps' was circulated to all POSC members in advance of the workshops. POSC members were offered a choice of two dates to attend and were invited to come to one of them. The events were well attended with around 15 members at each plus two different Cabinet Members on both days.
- 2.3 The purpose of the workshop was made clear at the start of each one. The workshops were structured to allow members to choose two themes out of the four and to spend at least 45 minutes at each round table discussing the priorities in those themes.
- 2.4 Two officers were at each round table to help facilitate discussion and provide some background knowledge on the priorities being discussed on the table.
- 2.5 There was some useful feedback. Much of this related to the boxes entitled 'By 2014/15 we will have delivered' (now called 'By 2014/15 our aim is'). Some was also provided on the key milestones and measures. A copy of the feedback from the two workshops was sent to POSC members.

3. Development of the Framework

- 3.1 We used the feedback from the two POSC workshops to help finalise both the milestones and measures for each of the 'Bold Steps for Kent' priorities. We sought POSC members' views on the draft list of measures and milestones at their June/July meetings. We did more work to refine the delivery framework with Cabinet Members as well as alongside officers in directorates to ensure the performance indicators would be robust and collectable.
- 3.2 The delivery framework for 'Bold Steps for Kent' will go to County Council for approval on 21 July.
- 3.3 Consideration of the comments made by POSC members on the boxes called 'By 2014/15 we will have delivered' was a particular focus. On the whole POSC members were in broad agreement with what was stated but at their workshops they offered views on some of the specific words as well as what else they wanted to see included. The wording in these boxes and the comments from POSC members were considered by Cabinet Members on 1 July and resulted in some revised wording. This has been added to the milestones and measures to encompass the whole delivery framework for 'Bold Steps for Kent' which is being presented to County Council for approval on 21 July.
- 3.4 Where they are clearly stated within current business plans the milestones in the attached delivery framework include dates. For those milestones currently without dates, we will ensure that they are included within future year business plans to ensure delivery.

4. Recommendations

- 4.1 To NOTE the arrangements for developing the delivery framework for 'Bold Steps for Kent'.
- 4.2 To RECOMMEND the final draft of the delivery framework for 'Bold Steps for Kent' to County Council for approval on 21 July 2011.

Appendices

Appendix 1: 'Bold Steps for Kent' Delivery Framework

Officer contact details:

Sue Garton,
County Performance & Evaluation Manager,
Business Strategy,
BSS, 01622 221980

David Whittle,
Policy Manager,
Business Strategy,
BSS, 01622 696969

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Delivering Bold Steps:

Delivery Framework for Bold Steps for Kent: The Medium-Term Plan until 2014/15

July 2011





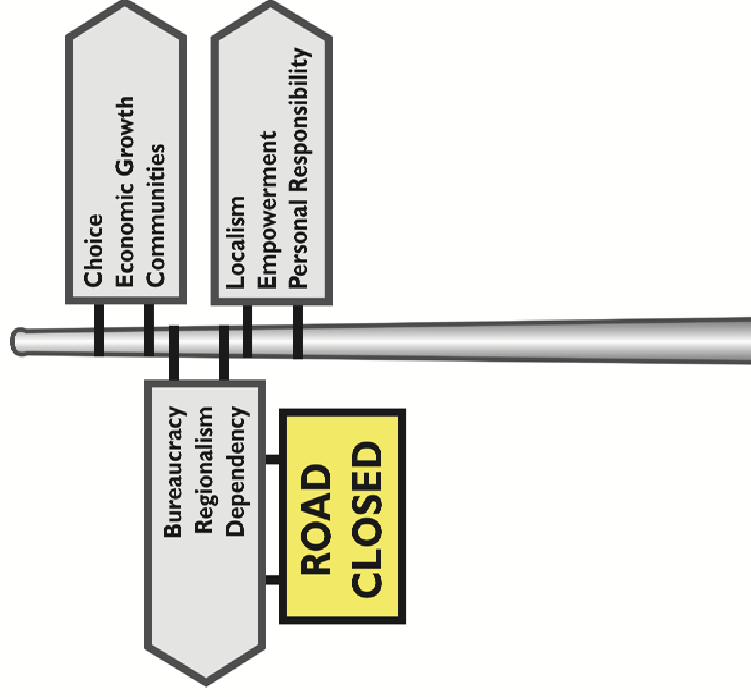
Introduction by Paul Carter Leader Kent County Council

Welcome to *Delivering Bold Steps*, Kent County Council's (KCC) delivery framework for meeting the ambitious agenda set out in Bold Steps for Kent, our medium term plan for the next four years.

Bold Steps for Kent is a very different plan for the challenging financial times we all face. It charts our ambition to radically transform how KCC delivers services for the people of Kent whilst achieving significant financial savings – through embracing localism and new ways of working – and at the same time delivering our three overriding ambitions:

- To Help the Kent Economy to Grow
- To Tackle Disadvantage
- To Put the Citizen in Control

This Delivery Framework sets our top 16 priorities for Kent County Council to focus on in order to achieve the vision set out in Bold Steps for Kent. It identifies what we would like to have achieved at the end of the four year period, the key project and delivery milestones for the organisation to meet and the performance measures we will monitor on a regular basis to assure ourselves, and the Kent public, of the progress we are making.



Bold Steps for Kent

The Medium Term Plan to 2014/15



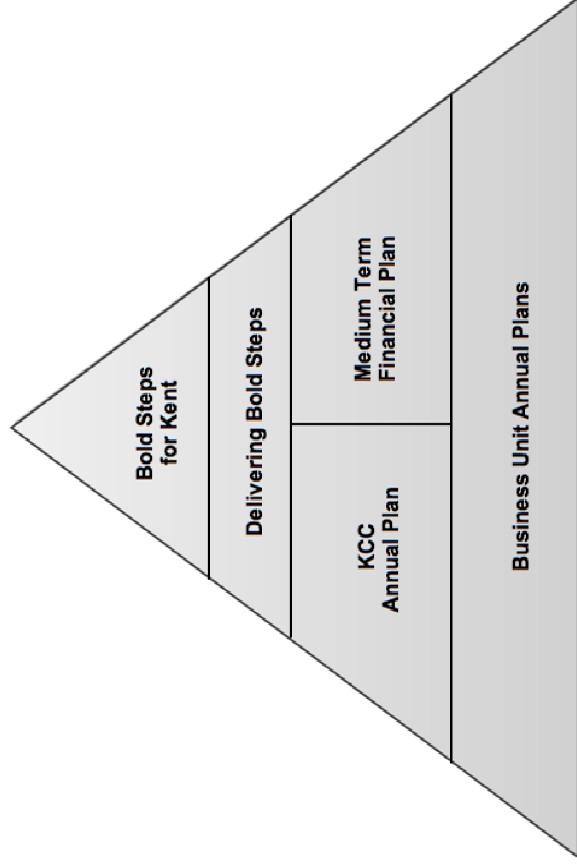
December 2010

How it fits together:

As a public authority with a gross revenue budget of £2.3billion, getting financial and business planning right is critically important to delivering effective and efficient services. Diagram 1 shows the hierarchy of business and financial planning documents within Kent County Council, and where Delivering Bold Steps fits into this structure:

- **Bold Steps for Kent** is the medium term plan and strategic statement for Kent County Council and was approved in December 2010. It sets the strategic direction of travel for the organisation for the next four years.
- This document, **Delivering Bold Steps**, is the delivery framework for Bold Steps for Kent and covers the same four-year timeframe. The priorities, milestones and performance measures set out in this document will be the focus of the annual financial and business planning processes for the whole organisation.
- KCC will produce an **Annual Plan** sitting alongside the **Medium Term Financial Plan** (which operates on an annual rolling three-year basis), to set out the activity, budget and financial position for each KCC Directorate for the next financial year. The County Council considers both documents alongside the annual budget at a full meeting each February.
- **Business Unit Annual Plans**, produced by the teams directly providing or commissioning KCC services are developed to deliver the annual priorities for each individual service, and are approved by Cabinet Members in April/May each year. Business Unit Annual Plans flow from the Annual Plan.

Diagram 1: Hierarchy of Business and Financial Planning within KCC:



Monitoring and reporting progress:

The performance measures set out in Delivering Bold Steps will form the basis - alongside a range of business management indicators – of a balanced scorecard reported quarterly to KCC's Cabinet. KCC will also report progress each year through its Annual Report.

The quarterly performance monitoring, annual report and all business and financial planning documentation is freely available to view and inspect online at www.kent.gov.uk

Priority 1: Improve how we procure and commission services

Bold Steps for Kent Ambition: **To Help the Kent Economy to Grow**

By 2014/15 our aim is:

To have developed a new strategic relationship with the voluntary and community sector, moving from the provision of direct grant to commissioning more services on a competitive basis, and seeking to evidence greater social value through our contracts. Our procurement processes will be open, transparent and proportionate to reduce barriers to entry for small to medium sized enterprises and social enterprises. District based Locality Boards will be an emerging local presence, influencing and shaping service delivery across a range of local services.

Milestones:

- Establish Locality Boards by July 2012
- Publication of Procurement and Commissioning Register for all services by April 2012

Key Performance Measures:

- Percentage of contracts awarded to Small and Medium sized enterprises (including social enterprises) for KCC goods and services
- Percentage of KCC spend to Kent based suppliers

Priority 2: Support the transformation of health and social care in Kent

Bold Steps for Kent Ambition: **To Put the Citizen in Control**

By 2014/15 our aim is:

To have improved patient experience of health and social care by delivering care closer to home, which people prefer, and foster greater choice through developing greater diversity of provision from social enterprises and the voluntary and community sector. The new Kent Health and Wellbeing Board will ensure that services meet the needs of the people of Kent with greater integration of health and social care services, and we will have seen a 5% shift in NHS budget in Kent from acute to community and primary health care. We will have reduced health inequalities by focusing on those communities with the poorest health outcomes.

Milestones:

- Full Shadow Health and Wellbeing Board for Kent established by April 2012
- Health and Wellbeing Strategy agreed by April 2012
- An Integrated Health and Social Care Commissioning Strategy agreed by 2013

Key Performance Measures:

- Percentage of NHS and Social Care budget commissioned jointly by KCC and Clinical Commissioning Groups
- Improved health outcomes for those communities most at risk from poor health
- Patient/client satisfaction with access to, and experience of, health and social care provision

Priority 3: Ensure all pupils meet their full potential

Bold Steps for Kent Ambition: **To Help the Kent Economy to Grow**

By 2014/15 our aim is:

To support a school system with greater choice and fair access for all pupils and families and which improves attainment, particularly at primary level, with performance moving above the national average. The attainment of the lowest performing students and schools will be closer to the performance of the best. Schools will have greater control of their own budgets and our school trading arm – EduKent – will be successfully competing in the market for school support services. The Kent Association of Schools will be a strong advocate for all schools in Kent, helping to shape education policy in the county, whilst providing a network of support and sharing of best practice across all schools in Kent.

Milestones:

- Introduction of the Kent Challenge
- Establish EduKent by September 2011
- Kent Association of Schools established by September 2011
- Agreement on increased delegation of DSG from KCC to schools

Key Performance Measures:

- Primary school results achieving national average
- Attainment of children receiving Free School Meals, with Special Education Needs or who are Looked After Children at primary and secondary level
- Number of Schools below national floor targets at Key Stage 4
- Percentage of pupils receiving their 1st choice of school at primary and secondary level

Priority 4: Shape education and skills provision around the needs of the Kent economy

Bold Steps for Kent Ambition: **To Help the Kent Economy to Grow**

By 2014/15 our aim is:

Working with schools and Further and Higher Education providers in Kent, deliver a 14-24 Strategy that equips young people with the academic, vocational and life skills required to succeed in the 21st century economy, with learning and training options that meet the needs of both the private and public sector. More apprenticeships and work-based training will be available across Kent, with KCC delivering at least 350 additional apprenticeships and more gap year placements for Kent graduates. Adult Education provision will provide clear progression routes to further learning including gaining skills for employment, retraining and career progression.

Milestones:

- 14-24 Strategy launched
- Bid to transfer functions to KCC from National Apprenticeship Service submitted to Government by April 2012

Key Performance Measures:

- Number of apprenticeships provided by Kent Success Apprenticeship Scheme
- Number of apprentices in Kent
- Percentage of Kent residents with level 3 and level 4 qualifications
- 16-24 year old unemployment claimant count
- Number of 14-16 year old pupils accessing at least one vocational option as part of curriculum
- Percentage of Kent businesses reporting skills gaps in the Kent economy

Priority 5: Deliver the Kent Environment Strategy

Bold Steps for Kent Ambition: **To Help the Kent Economy to Grow**

By 2014/15 our aim is:

Kent will use public sector resources more efficiently, and KCC will be working with our partners to further reduce energy, waste and the costs of waste disposal. Leading by example, KCC will have established a Kent 'Green Deal' enabling the retrofitting of homes and the development of micro renewable energy generation to create vibrant low carbon, energy and water efficient communities. A targeted package of low carbon business support will stimulate the development of the green economy in Kent, with a specific focus on East Kent. The county will have increased resilience to the impacts of climate change, with the public sector, business and local communities proactively responding to emerging risks and opportunities. We will have further promoted greater biodiversity to support Kent's local landscape and special character.

Milestones:

- Established a Kent 'Green Deal'
- Delivered a targeted package of low carbon business support
- Established functional habitat areas and wildlife networks in Biodiversity Opportunity Areas

Key Performance Measures:

- KCC carbon footprint
- Percentage of renewable energy generated in Kent
- Residual waste per household in Kent

Priority 6: Promote Kent and enhance its cultural and sporting offer for residents

Bold Steps for Kent Ambition: **To Put the Citizen in Control**

By 2014/15 our aim is:

To have delivered a successful legacy for Kent from the 2012 London Olympic Games and the Cultural Olympiad with continued support for the Kent School Games. Kent will increasingly be identified both nationally and internationally as a cultural destination, attracting new visitors and supporting a thriving cultural sector, which is delivering a high rate of new economic growth within the sector itself but also more broadly across other key sectors of the Kent economy. We will have inspired more residents, both children and adults, to actively participate in sports, arts and music opportunities, so they can enjoy a higher quality of life and benefit from all that Kent has to offer.

Milestones:

- Kent School Games delivered in 2012 and 2014
- Opening of the Marlowe Theatre in October 2011
- Paralympics cycling event at Brands Hatch in September 2012
- Turner Contemporary 1st year visitor numbers

Key Performance Measures:

- Employee growth in creative industries in the Kent economy
- Resident participation in the sport, music and arts
- Evaluation of wider benefit to local economies from key cultural projects

Priority 7: Build a strong relationship with key business sectors across Kent

Bold Steps for Kent Ambition: **To Help the Kent Economy to Grow**

By 2014/15 our aim is:

To have in place a programme of support to help the Kent economy grow faster than both the national and regional average. Through developing a strong and ongoing dialogue with Kent businesses through 'sector conversations' we will ensure our economic development role is focussed on practical issues where the County Council can add real value to support business growth. We will be working to address concerns raised by the Kent business community in the first sector conversations about broadband availability and speed. Our Connected Kent strategy will deliver projects to secure better broadband provision across Kent, whilst influencing the market to ensure that Kent businesses have access to the fastest broadband.

Milestones:

- Programme of 'sector conversations' completed with actions identified and taken forward
- Kent Rural PLC established and adding value to Kent economy
- Establish a regular Kent Business Survey
- 15 innovative projects to deliver superfast broadband to rural communities underway
- Broadband Development UK (BDUK) bid funded at an agreed level and actions underway

Key Performance Measures:

- Rate of growth in Kent economy compared to national and regional average
- Employment growth in key sectors (inc. advanced manufacturing, renewable/environmental, tourism, rural, creative industries)

Priority 8: Respond to key regeneration challenges working with our partners

Bold Steps for Kent Ambition: **To Help the Kent Economy to Grow**

By 2014/15 our aim is:

Working with our partners in the Local Enterprise Partnership (LEP) and the Kent Economic Board on a shared understanding of Kent's regeneration priorities, we will help Kent remain an attractive and competitive location for inward investment. We will have maximised opportunities from the Pfizer site at Sandwich, and have unlocked key sites in the Thames Gateway and other growth points across Kent, which will provide new homes and commercial opportunities. A focus on coastal regeneration across the LEP area will drive solutions to the underpinning causes of social and economic deprivation in these communities.

Milestones:

- Programme of development commenced at Manston Park and Eurokent in Thanet
- Town centre regeneration schemes in Dartford, Sittingbourne, Folkestone and Dover underway
- Development of the Commercial Quarter in Ashford, adjacent to the Station

Key Performance Measures:

- Inward investment into key regeneration areas and growth points in Kent (increased job numbers)
- New housing and commercial starts in the Thames Gateway and other growth points across Kent

Priority 9: Support new housing growth that is affordable, sustainable and with the appropriate infrastructure

Bold Steps for Kent Ambition: To Help the Kent Economy to Grow

By 2014/15 our aim is:

Through the Kent Forum Housing Strategy new housing growth will have been delivered intelligently with the right infrastructure in place through Local Development Frameworks to provide a high quality of life for Kent residents. New investment in the private rented sector, new models of home ownership and better use of public land assets will have improved affordability and housing choice in Kent. New infrastructure and regeneration schemes will have been funded through new financial mechanisms such as Tax Increment Financing, the Community Infrastructure Levy and business rate retention.

Milestones:

- At least 100 homes brought back to use in Thanet and Dover through the No Use Empty campaign
- Establishment of Kent and Medway Investment Fund
- 1,000 homes built on publicly owned land by 2015
- Establish Kent Local Authority Mortgage Housing scheme

Key Performance Measures:

- Number of new homes completed in Kent
- Number of first time buyers assisted by Kent Local Authority Mortgage Housing scheme

Priority 10: Deliver 'Growth without Gridlock'

Bold Steps for Kent Ambition: To Help the Kent Economy to Grow

By 2014/15 our aim is:

To have a fully costed package of strategic transport infrastructure projects as set out in *Growth without Gridlock* to promote greater economic growth. Working with the Local Enterprise Partnership (LEP), we will have influenced the Department for Transport (DfT) decision on the location and funding package for a third lower Thames Crossing and the early delivery of the DfT's short-term capacity improvements such as free flow tolling. We will have developed an affordable solution for Operation Stack and the overnight lorry parking problems along the Channel corridor. We will have developed a cost effective scheme to dual the A21 between Tonbridge and Pembury and influenced the DfT to bring the scheme forward in the national roads programme for delivery by KCC. The Rail Action Plan for Kent will have positively influenced a new rail franchise agreement, improving rail services for passengers. Working with Network Rail, funding will be agreed for line speed improvements between Ashford and Ramsgate, and a business case developed for a Thanet Parkway station.

Milestones:

- Support the DfT in finalising the location and funding package for a Lower Thames Crossing
- Kent Rail Action Plan has influenced new Integrated Kent rail franchise commencing in April 2014

Key Performance Measures:

- Regular evaluation of the progress of *Growth without Gridlock* projects to improve Kent's transport infrastructure

Priority 11: Improve access to public services and move towards a single initial assessment process

Bold Steps for Kent Ambition: **To Put the Citizen in Control**

By 2014/15 our aim is:

To improve access to public services through delivering a range of options for residents, including telephone and web access, with residents and customers increasing interacting and accessing services online. There will be a single initial assessment process for a range of KCC and other public services allowing residents to quickly understand their entitlements and signpost them to additional help and support. We will have expanded the use of the Kent Card beyond social service provision into areas such as transport and libraries to provide more seamless access to KCC services.

Milestones:

- Publication of Customer Services Strategy
- Kent Card rolled out to new service areas
- Single initial assessment process established

Key Performance Measures:

- Percentage increase in customer satisfaction with access to services
- Percentage growth in customer transactions /engagement online

Priority 12: Empower social service users through increased use of personal budgets

Bold Steps for Kent Ambition: **To Put the Citizen in Control**

By 2014/15 our aim is:

To have a social care model which maximises the use of Personal Budgets by social care clients, giving them greater choice and control to commission and purchase services. There will be an increasingly competitive social care market providing greater choice for clients. Increased use of enablement services will provide intensive support so older persons discharged from hospital regain independence as quickly as possible and can be cared for at home. Telehealth and telecare will be assisting more older people to live independently in their own homes. Assessment of care need will be increasingly integrated with health services, and a greater range of preventative services will be provided by the social and voluntary sector.

Milestones:

- Roll out of additional Enablement Services by April 2012
- Additional investment in telecare and telehealth solutions through NHS integration grant by April 2012

Key Performance Measures:

- Number of clients accessing enablement services
- Percentage of social care clients with a personal budget
- Number of clients using telecare / telehealth to support independent living
- Percentage of social care users satisfied with their choice and control over how services are delivered

Priority 13: Establish a Big Society Fund to support new social enterprise in Kent

Bold Steps for Kent Ambition: **To Put the Citizen in Control**

By 2014/15 our aim is:

For the Fund to have made an active contribution to developing the social, voluntary and community sector in Kent as it responds to the Big Society agenda. It will have provided over £5m funding for new social ventures that support new employment opportunities across Kent. The Kent Big Society Fund will have leveraged in additional contributions from sources such as the Government's Big Society Bank. Loans made by the Kent Big Society Fund will be repaid allowing it to become recyclable and sustainable in the long-term.

Milestones:

- Establish Fund
- Kent Big Society Fund bid to Big Society Bank
- Leverage an additional £5m into Kent Big Society Fund

Key Performance Measures:

- Number of applications made to the Big Society Fund
- Number of new social ventures supported by the Fund
- Number of new employment opportunities created as a result of the Big Society Fund

Priority 14: Ensure the most robust and effective public protection arrangements

Bold Steps for Kent Ambition: **To Tackle Disadvantage**

By 2014/15 our aim is:

To have a public protection model for vulnerable adults and children that ensures any referral from the public or our partner agencies is assessed quickly and appropriately, with swift intervention where necessary. We will be recognised as an employer of choice for social workers in the South East, with low vacancy rates, manageable caseloads and the right number of experienced social workers using their professional judgment and expertise to protect vulnerable children and adults in Kent.

Milestones:

- Revised establishment and structure for children's social care in place during 2011
- Integrated access arrangements for public protection enquiries in 2012
- A quality assurance programme in place for the safeguarding of children and adults by 2012
- New Integrated Children System (ICS) in place by 2012

Key Performance Measures:

- Improvement Plan targets for Children's Social Services met in full
- Audits of safeguarding for adults consistently demonstrates good practice
- Ofsted reporting 'significant progress' following expected unannounced inspection 2011
- Ofsted report 'satisfactory rating' for announced inspection of safeguarding and Looked After Children

Priority 15: Improve services for the most vulnerable people in Kent

Bold Steps for Kent Ambition: **To Tackle Disadvantage**

By 2014/15 our aim is:

To have reduced the number of children in care through new innovative preventative services and an increase in the number of children adopted, with specialist social worker teams overseeing better care planning. Educational outcomes for Looked After Children will have improved compared to the national average, and there will be greater stability in foster care placements. Fewer children with Special Education Needs will be excluded from school. There will be improved arrangements with the NHS to secure timely and appropriate treatment or social care support for children and adults requiring mental health services.

Milestones:

- Specialist Looked After Children (LAC) teams in place by September 2011
- Integrated Community Child and Adolescent Mental Health Services (CAMHS) in place by September 2012
- Supported Boarding pilot established September 2011
- Independent report by Martin Narey into Kent Adoption published September 2011
- Number of Looked After Children reduced to under 1200

Key Performance Measures:

- Number of Looked After Children
- Number of children adopted
- Stability of foster care placements
- Attainment of Looked After Children at Key Stage 2 and 4
- Time between referral and treatment to CAMHS
- Delivery of the KCC / Kent and Medway NHS and Social Care Partnership Trust (KMPT) improvement plan
- Percentage of children with Special Educational Needs and Additional Educational Needs excluded from school

Priority 16: Support families with complex needs and increase the use of community budgets

Bold Steps for Kent Ambition: **To Tackle Disadvantage**

By 2014/15 our aim is:

To have rolled out the Community Budget pilot for families with complex needs to more communities across Kent. This will be driving greater use of multi-disciplinary teams and pooled funding arrangements across the public sector, reducing duplication and delivering better outcomes at lower cost to the taxpayer. The Community Budget concept will have been adopted across a range of other priorities, with Locality Boards increasingly responsible for the oversight of performance and delivery of Community Budgets within their local area.

Milestones:

- Roll out of Community Budget for Families with Complex Needs to more communities
- Three new Community Budgets identified across Kent public services
- Locality Boards integrated into Community Budget governance arrangements

Key Performance Measures:

- Evaluation of the savings delivered for Kent public services and the improved outcomes for families in Community Budget pilot



This document is available in alternative formats and can be explained in a range of languages. For details please call on 01622 694027.

By: Jenny Whittle, Cabinet Member for Specialist Children's Services
Roger Gough, Cabinet Member for Business Strategy, Performance & Health Reform
Peter Bole, Director of Information and Communication Technology

To: Cabinet Meeting – 18 July 2011

Subject: ICS Programme Update and Strategy

Classification: Unrestricted.

1. Introduction

Following assessment by OfSTED areas for improvement were identified related to the Integrated Children's System ("ICS") in use by the Council and partner organisations.

The Council has initiated a wide-ranging programme of activity to address the concerns raised in the OfSTED report including the ICS Programme to improve the contribution of technology to the work of Children's Services.

This report describes:

- The work done to date and improvements implemented by the ICS programme;
- The roadmap for the ICS Programme, outlining a strategy for refreshing technology solutions deployed in support of Children's Services.

2. Relevant priority outcomes

- The ICS programme was tasked with addressing issues raised by OfSTED who made a number of observations relating to the ICS system, highlighting the lack of integration between multiple systems and identifying opportunities to deliver: improved records management; better support for business processes; and an enhanced experience for system users. It was recommended that a detailed review of the ICS system should be carried out and works undertaken to ensure that it is fit for purpose.
- Following a competitive procurement process the council engaged PriceWaterhouseCoopers (PwC) to undertake the review, using experience and cost as the basis for the selection of this company ahead of other bidders.
- The findings of the subsequent PwC review indicated that the council's current ICS solution is unlikely to meet the transformation requirements

for the Directorate and the wider needs of the Council in the long term unless significant development were undertaken by the supplier.

The report also recommended that a number of improvements around change management, business procedures and process definition be implemented irrespective of future system requirements. Such changes were identified as the most pragmatic means of addressing the immediate concerns raised by OfSTED, while informing future system requirements.

Two separate workstreams were established in response:

- The first workstream, referred to as the Tactical Plan, has focussed on short term improvements to build confidence in the system by responding to areas identified as high priority and providing staff with a mechanism to engage and see improvements coming from their contribution. Areas of focus include:
 - Addressing system capacity, specifically improved performance and reliability, followed by enhancements to functionality;
 - Reinforcing guidance about the processes and systems to be used; providing leadership support and ensuring consistent application across all teams;
 - Refreshing and formalising the governance arrangements to realise maximum benefit from improvement initiatives;
- The second workstream has assessed areas for strategic improvement and concentrated on future solutions that will allow the council to build on the benefits being derived from the current improvement programme. This includes:
 - Reviewing business processes to inform a robust requirements specification, service level definition and functionality demands of systems to support of further service improvement and productivity;
 - Reviewing the organisational structure and operating model required to deliver maximum return on investment against both service and best value criteria;
 - Market testing to determine the most appropriate IT solution for the future.

The two work streams have formed the core of the ICS Programme, which is part of the wider improvement programme for Children's Services in Kent.

3. Financial Implications

The initial workload has been funded from within existing corporate funding including the CSS Improvement Budget. Implementation of a replacement system capable of supporting the next stage of service improvement will require additional capital expenditure.

The project will be funded by seeking approval to an amendment to the prudential borrowing in the 2011/12 capital programme, as soon as we

have robust financial estimates of the cost. Precise costs are as yet unknown but indicative figures show the costs will be between £1m and £1.5m. For each £1m of borrowing, the implication on the revenue budget in 2011/12 will be approximately £15k, reflecting interest only costs on borrowing as it occurs during the year. No provision will need to be made for repayment of the principal sum in this year.

This £15k will be met from the forecast under spend on capital financing. The full year impact on the revenue budget will be approximately £180k per year for a period of seven years, for each £million borrowed. This will be factored in to the overall financing of the capital programme in the 2012/13 revenue budget build.

4. Legal Implications

There are no specific legal implications known at this time.

5. Main body and purpose of report

Progress to Date

The opportunities for service improvement are complex and interdependent - there are no quick fixes. Significant progress has been made in the workstreams, which allow the programme of system replacement to be initiated

The following sections describe the main areas where progress has been made to implement a sustainable mechanism for delivering further improvement moving forward.

a) Governance

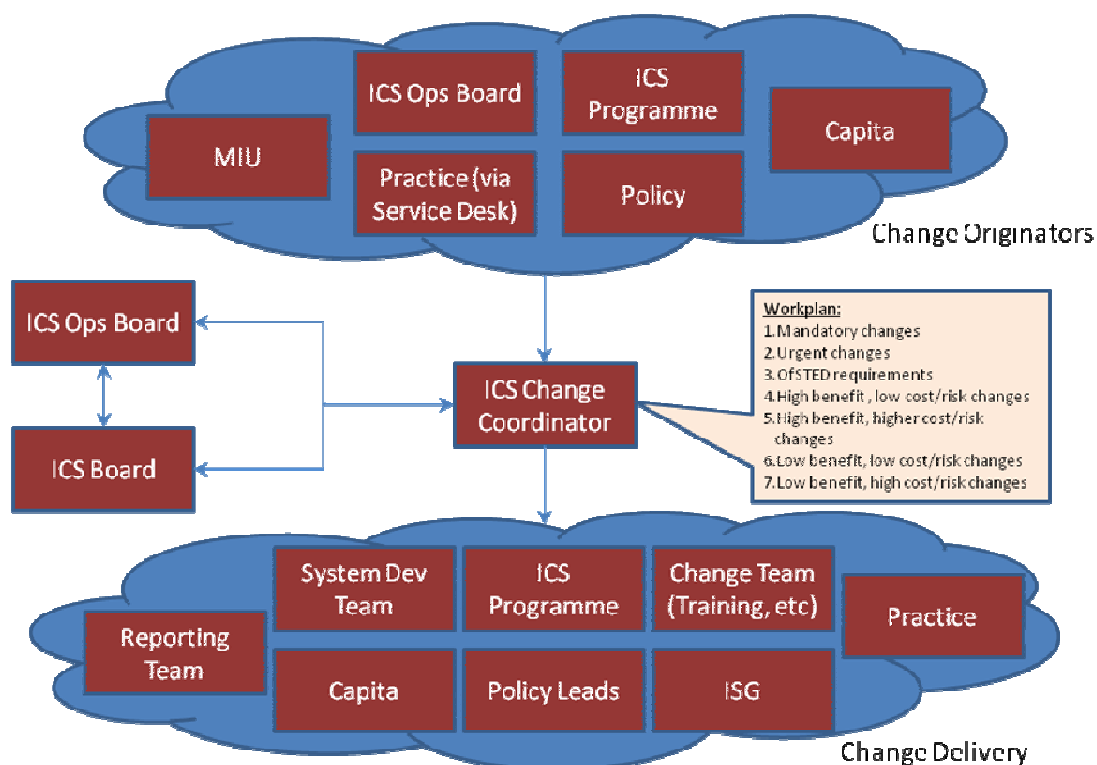
A robust governance structure, critical to the effectiveness of any system implementation, has been established and tested through delivery of improvements and change to existing systems.

This is integrated with the wider structures of the improvement programme and users have clear escalation routes for issues and decision-making. The arrangements are now fully operational.

In practice this is proving effective and providing a good framework for making decisions with appropriate senior management engagement to provide strategic guidance and ensure that both business and technical issues are considered.

b) System Management

A new mechanism has been developed to act as a coordination point for all changes as shown in the following diagram.



The role of the ICS Change Coordinator has been established and a single list of all proposed changes collated which considers the requirements of each area of the business. This list has been considered by the ICS Board who have:

- Assessed whether the change is cost effective and offers real business benefit;
- Agreed the proposed solution once it has been demonstrated that this is the most appropriate approach for the business and does not have any adverse effects;
- Agreed the priority of the change so the teams that implement changes can focus on areas that deliver most relevant enhancements.

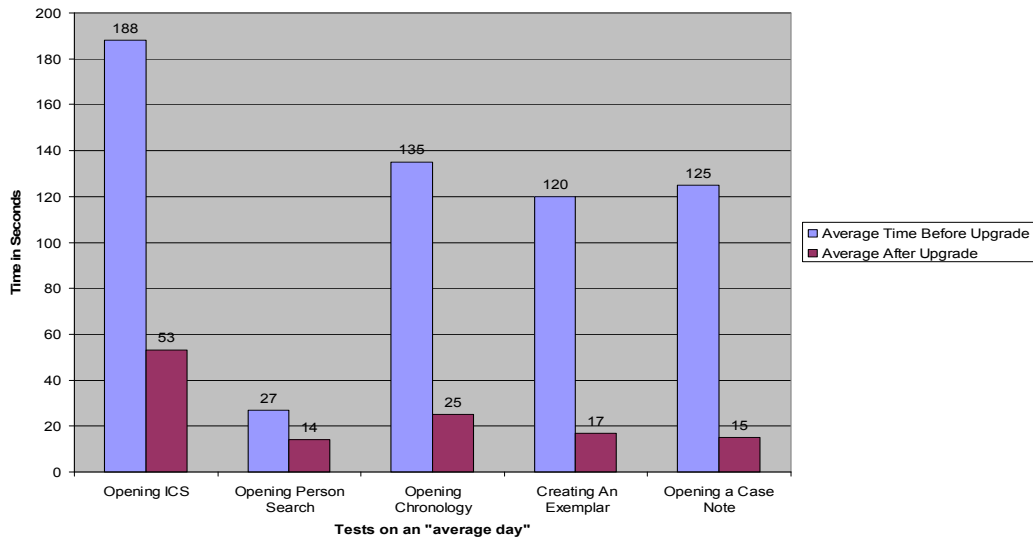
The resulting work plan is now the backbone of the improvement work for the current ICS system, with policy, practice, data quality and ICT engagement to ensure that all areas are aligned to deliver the appropriate changes.

c) Technical

The work of the ICS Programme to date has focused on improving system performance:

- . The graph below shows the difference for users at Montague House following upgrades being applied to computers. Similar upgrades have either been progressed or are scheduled for all sites where children's teams are based.

Performance Results - Montague House



- The network has been analysed to identify bottlenecks that impinge on performance at specific sites and where required upgrades have been identified, approved and orders placed;

This analysis has been important to ensure that a value for money solution is introduced which addresses the root causes of poor technical performance.

d) Storage Solution

Informed by best practice, a project has been undertaken with practitioners to assess the options available to the Council for the short and long-term storage of information with the following outcomes:

- In the short-term the current paper record storage is being consolidated and tidied up to ease the migration to the long-term solution;
- Implementation of an entirely electronic storage system for all documents, etc that cannot be stored in ICS. This system will be fully integrated into the long-term ICS system to ensure it is simple to use and secure.

The programme has also delivered or contributed to a number of critical projects, including:

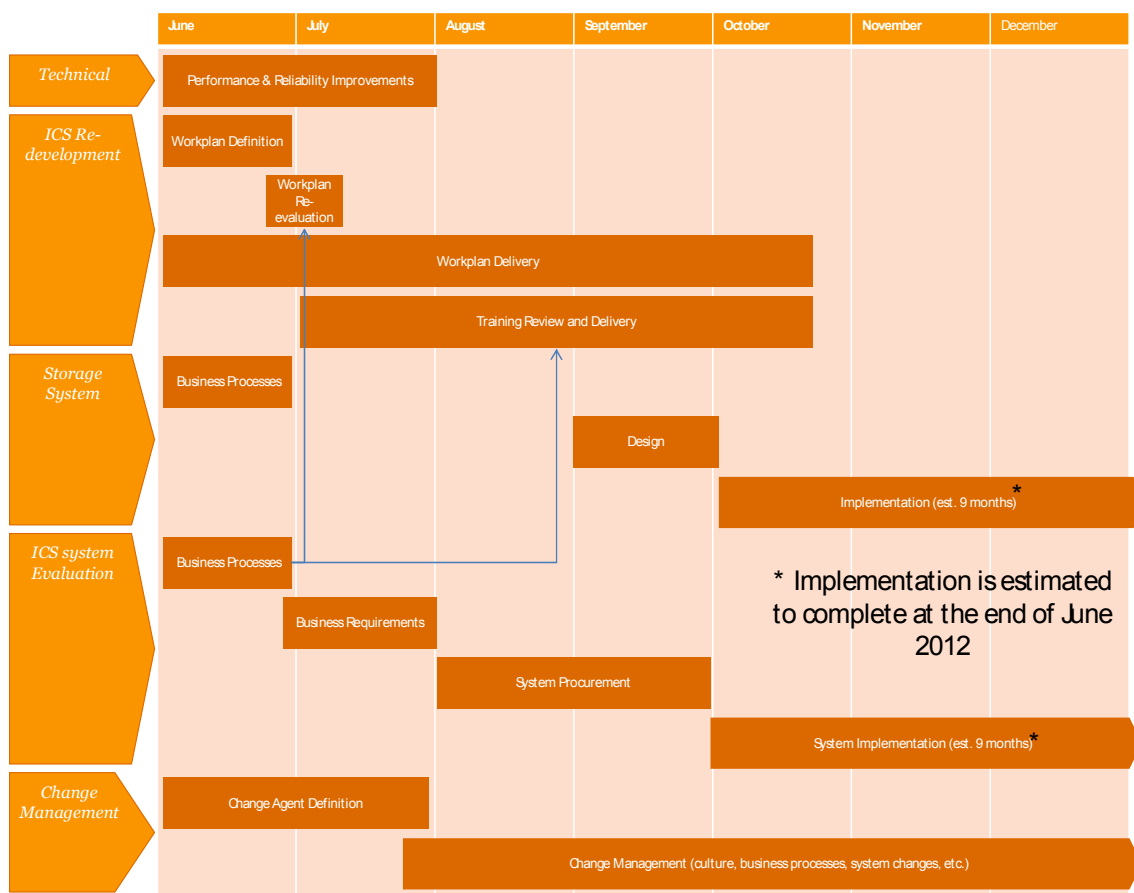
- Electronic sign-off for a number of key exemplars in the system;
- Domestic Violence notification functionality;
- Work to support new case holder roles and new teams such as the peripatetic team;
- Changes to the Family Group Conferencing exemplar;
- The development of a new Duty Case Tracker report.

Future Roadmap

As outlined above, work to date has been focused on:

- Addressing the immediate needs of the users and delivery of OfSTED recommendations to ensure that social workers can operate effectively;
- Putting in place a governance and management framework that will enable Kent to deliver future change supporting continuous improvement; and
- Identifying the business processes to inform the future ways of working in the Directorate.

The following diagram outlines, at a high level, the roadmap for the future work of the ICS Programme.



As the diagram shows, several strands of current work will continue, including:

- Technical improvements;
- The delivery of agreed changes and business improvements using the current system, where this is relevant to the design specification of the future system
- The work to design the most appropriate storage solution, to be implemented once the decision on future ICS solution is made as this will need to be capable of being fully integrated;

Also included in the workplan for the current ICS system is a project to review the training needs and approach for users as this will need to be redeveloped to train users on the business processes and replacement system.

The tasks completed to date have provided a sound baseline and framework within which to continue a cycle of continuous and sustainable improvement. With the framework complete, the programme has been able to move on to plan the procurement and implementation of ICS for the longer term, as shown in the roadmap above, including:

- Documentation of the business demands required of a future ICS system, using the consistent and agreed business processes across Kent as a starting point;
- Work to document the organisational structure, roles and responsibilities a workflows for ICS, using the refined business processes as a guide; and
- Market assessment of suppliers and products, using the business processes and business requirements to procure the most appropriate ICT solution for the needs of practitioners and management.

The combination of interim activities focussed on business procedure, process and requirements, together with the market research that has been completed now forms the basis of the procurement exercise for a replacement ICS solution. The required notice of the intention to procure a new solution was placed in the Official Journal of the European Union on the 1st July.

On cabinet approval of the strategy for systems replacement identified in this report, the next step of the procurement process will be to proceed to a pre qualification questionnaire followed by an invitation to quote by qualified suppliers. Under the procurement process the earliest the council may be in a position to award contract would be September 2011.

6. Consultation and Communication

This approach and future roadmap has been discussed with the ICS Board members, practitioners, technical staff of the Council and the CSS programme and Improvement board members.

7. Risk and Business Continuity Management

The scale of the improvement programme places significant demands on professional social work staff. Commencing the work to evaluate potential systems and suppliers together with the subsequent implementation programme will further increase this workload.

- Business requirements need to be built on a consistent and agreed method of working to ensure they are acceptable to all areas of the service and tie into the way in which the business operates. These then form the basis for evaluating systems;

- Without effective governance and system management, any system will suffer from implementation issues, whereby changes are introduced without user engagement and business buy-in. Also, councils without sound governance and control often implement unnecessary changes which add complexity and cost to the system making it progressively less effective and sustainable in the long-term.

The framework put in place in the initial stages of the programme to improve management of the existing solution will provide mitigation against these identified risks. The governance process has already identified that full engagement of professional staff will be required throughout. This will demand coordination of release and backfill of professional staff during both procurement and implementation.

8. Sustainability Implications

An ICS system must support effective services to vulnerable children across Kent. As such, it is critical that the right system and associated processes and controls are in place to safeguard children and deliver the needs of the community.

The improvements completed in the early stages of the programme ensure that the council is now in a far better position to procure and implement an appropriate long-term ICS system, than was the case immediately following the OfSTED report and subsequent PwC review.

9. Conclusion

The framework to provide a sustainable mechanism for delivering effective systems in support of the long-term objectives of Children's Services has been implemented.

The Council can now consider its future requirements and procure and implement an appropriate long-term system to support the future ambitions of the service.

10. Recommendations

That the overall strategy be endorsed so the programme can:

- Continue to deliver against the immediate needs of Children's Services;
- Having put in place a framework for the sustainable delivery of ongoing changes to the ICT system, practice and policies in use by Children's Service commence the procurement and implementation of a suitable long-term ICT solution.

11. Background Documents

None.

Contact – Peter Bole, Director of Information and Communication Technology

01622 696174

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

To: Cabinet - 18 July 2011

Subject: **JOINT COMMISSIONING OF INTEGRATED COMMUNITY CHILD AND ADOLESCENCE MENTAL HEALTH SERVICES**

Classification: Unrestricted

Summary: To seek agreement from Cabinet to proceed with the joint commissioning of emotional wellbeing and CAMHS services with the Kent and Medway Primary Care Trusts (PCTs) and Medway Council and agree that Kent's contribution to the Integrated Community CAMHS should be the full amount of the current CAMHS grant i.e. £2.4 million.

Introduction

1. (1) Good mental health is an essential part of delivering Kent County Council's vision for children and young people. Mental health problems in children and young people are associated with under achievement, family disruption, disability, offending and anti-social behaviour, placing demands on social services, schools and the youth justice system as well as expensive specialist health services. Untreated mental health problems create distress not only for the child or young person themselves, but also for their families and carers, continuing into adult life and affecting the next generation.

(2) Mental health services in Kent were significantly scrutinised in late 2010. The National Support Team for Child and Adolescent Mental Health visited and made a series of recommendations, including a complete redesign of the emotional wellbeing and mental health system. Significant failings were identified in mental health services in both Ofsted and CQC inspections. Waiting times for specialist services do not compare well to other areas.

(3) At present, the Kent and Medway PCTs, Kent County Council and Medway Council each have specific budgets and commission Child and Adolescent Mental Health Services separately. It is proposed that a community based CAMHS model is procured and commissioned jointly, which will deliver a system of comprehensive services to be flexible in relation to the needs of children and young people, their families and carers.

(4) To assure this arrangement, a Procurement Partnership Agreement with the PCTs will be put in place. This agreement would enable all parties to align budgets, the resource and management and allow for the joining up of commissioning for existing or new services. Medway will be linked into the process through the alignment of the re-commissioning of their specialist services. Medway will continue to commission its primary health and emotional wellbeing services through its current arrangements. Following the procurement process, a Delivery Partnership Agreement will need to be in place.

Policy context

2. (1) All children's services, as well as many adult services, have a role to play in promoting children's mental health and wellbeing. This means that the relevant statutory and policy framework is a broad one.

Development of a new service model

3. (1) Currently, services in Kent in relation to children and young people's mental health are commissioned by KCC and by the NHS and provided by a range of statutory and voluntary sector providers. Specialist health services are provided across Kent by Kent & Medway NHS & Social Care Partnership Trust (KMPT) in West Kent and by East Kent Hospitals Foundation Trust in East Kent (EKHUFT). Primary Care services are provided by NHS Kent Community Trust. Emotional wellbeing services are provided by a range of providers, many of which are in the Voluntary Sector.

(2) Prior to OfSTED and NST, Kent had already set in progress significant consultation with clinicians and children and young people to redesign services, undertaken by Dr Alex Hassett (Senior Consultant in CAMHS). Following the NST visit the work was extended to review and learn from national models of implementation. This model is now complete and has been consulted on with the providers of current services. In addition, over the last 3 months, NHS and KCC commissioners have worked together to align the resource from both organisations in order to deliver an integrated community CAMHS service. This will connect the emotional wellbeing and early intervention services that KCC commission, with the community CAMHS services that the NHS will commission. This will result in better value for money, through better targeted services with clearer specifications and monitoring arrangements, and most importantly will link a pathway of care for children and young people. It will enable children and young people to be identified earlier and to receive interventions from services in schools and universal settings, rather than always needing specialist interventions. It is intended to commission an integrated community based CAMHS (primary and specialist health) with a clear referral pathway to emotional wellbeing services and vice versa with a refocus on targeted interventions in localities, with greater levels of support available for universal services. Investment will shift over time towards early intervention.

(3) The integrated Community CAMHS model (see Appendix 1) aims to:

- Ensure children and young people are as healthy as possible
- Focus on prevention, early diagnosis and early intervention to sustain health, wellbeing and independence
- Deliver support as locally as possible
- Provide the most effective treatment and cure
- Provide the right, high quality support for children and young people
- Make best use of resources and provide value for money
- Ensure children, young people and families have a say and influence
- Improve the interface between primary and specialist services and emotional wellbeing
- Improve the transition from child to adult services (18+)

- (4) The key objectives of the Community CAMHS are to:
- (a) Treat children, young people and their carers with respect and dignity, ensuring they are appropriately **safeguarded** and are enabled to contribute to planning their care, enabling choice and care that is **personalised** wherever possible.
 - (b) Ensure that all **looked after children**, where clinically prioritised, can access CAMHS within 18 weeks up until 18 years of age. The ambition is to reduce access times for all children and young people to much less than 18 weeks, in line with other Counties.
 - (c) Ensure that all **staff** working directly with children and young people have sufficient knowledge, training and support to promote the psychological well-being of children, young people and their families and to identify **early indicators** of difficulty and can support the appropriate engagement of children and young people in the development of services.
 - (d) Ensure that **protocols for referral**, early intervention and support are agreed and understood between all agencies and to simplify the system for parents and carers, leading to a decrease in waiting times for referral as well as treatment times.
 - (e) Ensure that child and adolescent mental health professionals provide a balance of direct and indirect services and are **flexible** about where children, young people and their families are seen in order to improve access to high levels of CAMHS expertise.
 - (f) Ensure that there is an equitable provision of **advice for staff** supporting children and young people with complex psychological or emotional problems, who may otherwise not be judged as appropriate for the involvement of specialist services.
 - (g) Ensure that staff understand and practice **safeguarding policies** in line with statutory requirements and with links to the Local Safeguarding Children Board.
 - (h) Ensure that children and young people are able to receive **urgent mental health care** when required, leading to a specialist mental health assessment where necessary within 24 hours.
 - (i) Ensure that children and young people with both a **learning disability and a mental health disorder** have access to appropriate child and adolescent mental health services.
 - (j) Ensure that children and young people in care receive direct access to a range of Children and Adolescent Mental Health services that are **appropriate to meet their needs**.
 - (k) Establish **clear service responsibilities, accountabilities and integrated working arrangements** between partner agencies including mutually agreed decisions when joint work is undertaken. Providers will work with Commissioners to contribute to the design and development of care pathways and joint working protocols.

- (l) Ensure that children and young people within **Youth Offending Services** receive access to a comprehensive range of mental health services appropriate to their needs.
- (m) Ensure that children and young people who have mental health difficulties due **substance misuse** receive access to a comprehensive range of mental health services appropriate to their needs.
- (n) Ensure that the needs of children and young people with **complex, severe and persistent** behavioural and mental health needs are met through a multi-agency approach.
- (o) Ensure that arrangements are in place to ensure that specialist NHS **multi-disciplinary teams** are of sufficient size and have an appropriate skill-mix, training and support to function effectively.
- (p) **Reduce admissions** to inpatient care through ensuring that appropriate services are available closer to home.
- (q) Ensure that when children and young people are discharged from in-patient services into their community and when young people are transferred from child to adult community services, their **continuity of care** is ensured, by application of the appropriate community transition protocols.
- (r) Ensure that the **holistic needs** of children and young people (who are receiving CAMH services) are met through a range of health promoting activity e.g. smoking cessation, nutrition, exercise, substance reduction and sexual health.
- (s) Ensure that **transition from child to adult services** is smooth through the implementation of a transition protocol between service providers.

(5) These objectives will be achieved by procuring a Community CAMHS and Emotional Wellbeing Services that:

- are based on an assessment of need and have a clear interface between early intervention, primary health and specialist services, providing a seamless service which supports the transition of children and young people between services, including transition to adult services
- are rigorously performance managed
- have clear criteria for early intervention, primary health and specialist services and clear and effective pathways through services
- have a single point of referral and access resulting in improved waiting and treatment times and earlier and more appropriate intervention for children and young people
- are jointly commissioned with health with an aligned budget to promote more effective integrated working and the reduction of duplication and waste.

Need

4. (1) The Health Advisory service estimated that 15% of the total population of young people (aged 5-18) is likely to come into the category of needing a greater level of support from a comprehensive CAMHS service (In Kent this would be around **34,293** young people).

(2) The table below, taken from the Draft Needs Assessment, outlines the expected number of children and young people in Kent with a treatable mental health problem accessing services in Kent.

Tier	Provision	Estimated % & expected number of children with a treatable mental health problem accessing services in Kent	
1	Practitioners working in universal services such as GPs, health visitors, school nurses, teachers, social workers, youth justice workers and voluntary agencies.	15% of all children	34,293
2	CAMHS specialists working in community and primary care settings in a uni-disciplinary way (although many will also work as part of Tier 3 services).	58% of the 34,293 (15%) in need	20,195
3	Multi-disciplinary team or service working in a community mental health clinic or child psychiatry outpatient service, providing a specialised service for children and young people with more severe, complex and persistent disorders.	10% of the children in need	3401
4	Tertiary level services for children and young people with the most serious problems, such as day units, highly specialised outpatient teams and in-patient units.	1.87% of the 15% needing CAMHS	634

(3) It is important to understand that neither services nor children fall neatly into tiers. Many practitioners work in both tier 2 and tier 3 services. Children tend to move between tiers as their needs change, and many children use services from more than one tier concurrently. The intention is to commission a single managed care pathway for children and young people's emotional and mental health needs which could involve more than one provider.

(4) In Kent there is a wide range of providers for each tier over and above the 'specialist' service. How these services understand, relate and refer to each other will be crucial in meeting children and young people's needs e.g. universal services need to have a greater understanding of their role in helping (rather than simply referring) the child is a step towards an integrated CAMHS service model. Currently, the large geographical boundary of Kent and the multiple health providers existing within the County has resulted in a patchwork of commissioned services which are not all operating within one consistent framework. The PCTs have been addressing these issues and notably have commissioned a dedicated Kent Tier 4 service starting in 2011. This addresses those in

acute need (level 4) who require high levels of resource and intensity and may require their needs to be met urgently. As a child or young person moves down the model they require less intense intervention until their needs can be met by universal services. Levels of need are not rigid boundaries – they often overlap – and resources need to be deployed within the model to ensure that early intervention helps to prevent more serious problems.

Governance arrangements

5. (1) It is proposed that in the first instance budgets will be aligned and governance will be through a Partnership Agreement to be approved by KCC's legal services. The PCT will lead the procurement process for the Community CAMHS and KCC for the Emotional Wellbeing Services. The PCTs will hold the contract and contract manage the Community CAMHS services and KCC will hold the contract and contract manage the emotional wellbeing/early intervention services.

(2) FSC SMT has asked for a further report on the procurement plan and governance in July.

Role of the Voluntary and Community Sector (VCS)

6. (1) The VCS has an important part to play in improving the mental health and wellbeing outcomes for children and young people. Within the proposed model the VCS will be able to tender to deliver emotional and wellbeing services.

(2) Discussions have already taken place with some of the umbrella voluntary organisations (Kent CAN and KCFN) with regard to the development of the model. A "meet the market" event in the county has been planned for 7 July 2011.

(3) It is also proposed that a percentage of the budget allocated for early intervention will be set aside to operate as a 'community chest' for which the VCS will have access to at a local level to provide early intervention projects.

Personnel Implications

7. (1) Early discussions with Personnel have taken place to assess the potential impact for staff employed by KCC. Secondments may be appropriate in some cases for KCC staff in KCC provider services. Consultation with affected staff will take place at the appropriate time. An initial audit of KCC services funded through the CAMHS grant indicates that the maximum number affected will be 17 fte. but work is still being undertaken to identify existing services that will be incorporated into the Community CAMHS model.

Financial Implications

8. (1) Putting service users first requires the integration of services and organisations around the needs of the individual, personalising services wherever possible. Pooling or aligning budgets can help achieve these aims.

- A pooled budget can achieve economies of scale, integration and quicker decision making. It can take time to put in place but is appropriate where organisational boundaries are hindering the achievement of outcomes

- An aligned budget can achieve the same objectives. Budgets remain separate but are used for a jointly agreed purpose. This can be underpinned by a formal written agreement.

(2) KCC has a £2.4 million grant for CAMHS. The majority is spent on emotional wellbeing services, predominantly early intervention, although some expenditure is made on primary and specialist health services. The PCTs currently spend circa £14m. It is proposed at this stage that approximately £500 000 will be directed to support emotional wellbeing services. It is proposed that the total amount for the CAMHS grant is aligned.

(3) Under the terms of the Partnership Agreement there would be no commitment on either side to a given level of contribution to the aligned budget in any one year. Contributions would be agreed each year in the light of overall KCC / PCT budget plans. The allocation of funding from the aligned budget to particular service areas would be agreed through the Partnership Agreement. Therefore, there is no risk to the implementation of agreed budget plans for the areas of Kent County Council service covered by the agreement.

(4) The work associated with developing the agreement will be a demand on resources for FSC as will associate strategic and service commissioning and procurement work.

(5) It is possible that once GP consortia become responsible for the commissioning of NHS funded services, they would become parties to the agreement, replacing the PCTs. NHS commissioners will be further engaging and consulting with GP consortia leads in June to ensure that there is GP approval. Approval for the model in the current structure will follow through the Kent and Medway NHS Cluster Board in July 2011.

(6) Partnership and multi-agency working can be challenging. There is a need for transparency and buy in at a strategic level to ensure:

- Decommissioning existing services and ensuring the welfare of children and young people is a priority. Transition of existing service providers to new providers including moving clients who are particularly vulnerable, to new facilities or arrangements.
- Continuation of service during transition period.

Customer Impact Assessment

9. A CIA will be undertaken as part of the de-commissioning of services, and the completion of consultation as part of the procurement process.

10. **Timetable for procurement of a CAMHS Tier 2 & 3 Community Service**

May – July	Development of specification
July	Approval for aligned budget sought from KCC Members and PCTs
1st August	Advertise and Pre Qualification Questionnaire
1st September	Notice of end of contract for all services going into the aligned budget
End of September	Invitation to Tender
October /November	Tender Submitted
January	Approval for award of contract from KCC Members and PCT Boards
1st April 2012	New service starts

Recommendations

11. Cabinet is asked:

- a) To NOTE the contents of the report and
- b) AGREE to the joint commissioning with the Kent and Medway Primary Care Trusts (PCTs) of an Integrated Community Child and Adolescence Mental Health Service (CAMHS)
- c) To APPROVE in principle to the alignment of the Kent County CAMHS funding and a Partnership Agreements with the PCT for the provision and delivery of CAMHS
- d) To CONSIDER the level of KCCs contribution to the integrated CAMHS and confirm whether this should be at the level of the current CAMHS grant of £2.4 m.
- e) AGREE (as notified in the forward plan) to proceed to procurement stage, in line with the proposed timetable.

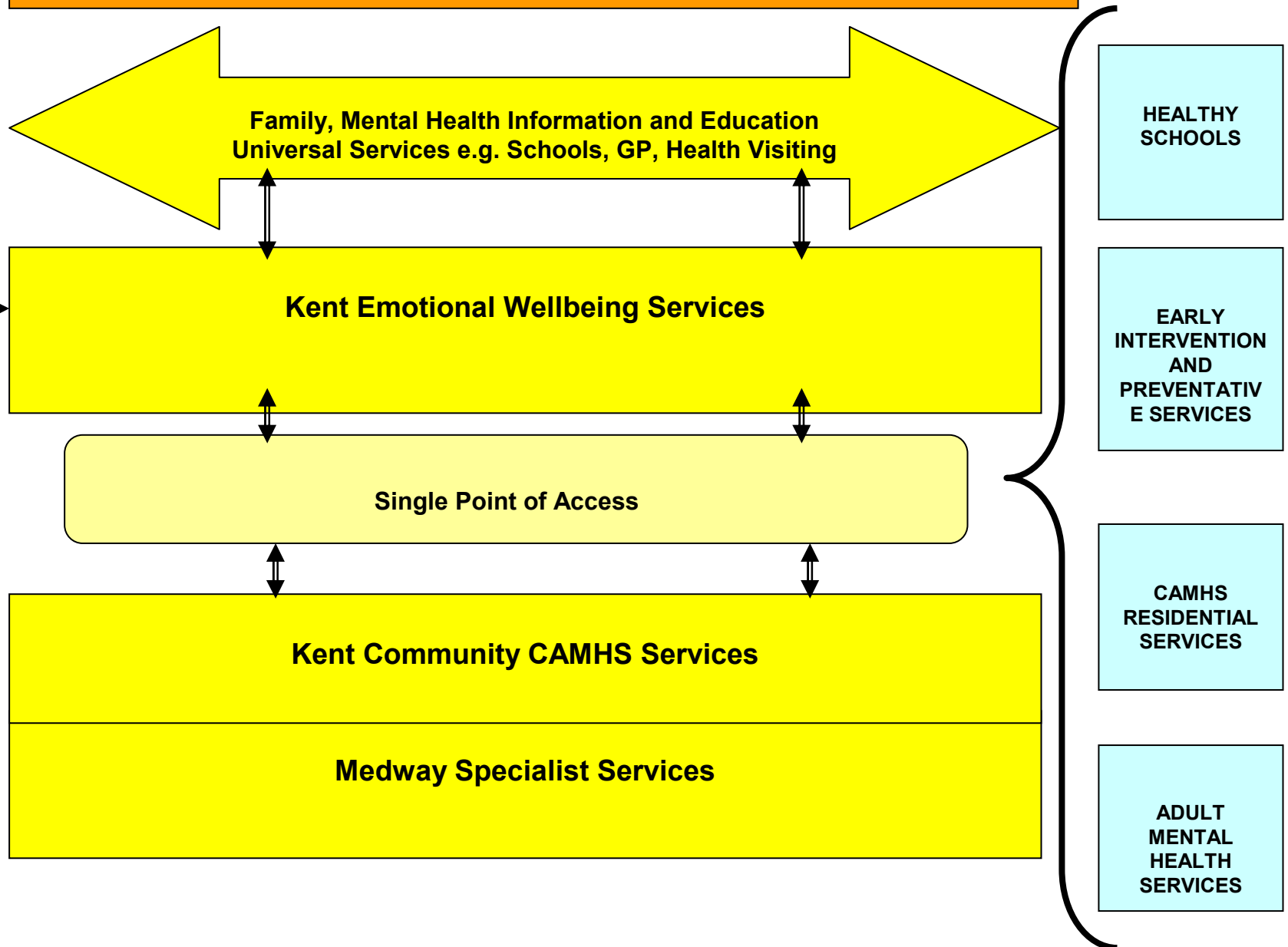
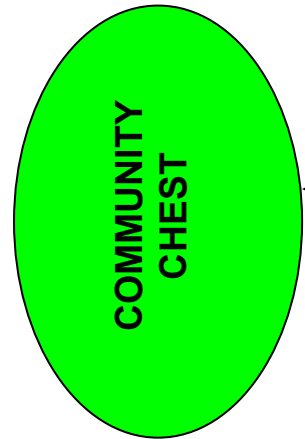
Lead Officer/Contact: Helen Jones, Head of Commissioning, Families and Social Care
 Tel No: 01622 696682
 e-mail: helen.jones@kent.gov.uk

Background Information:

Ofsted Inspection
 Care Quality Commission Inspection
 National Support Team Inspection
 CAMHS Needs Assessment
 Canterbury Christchurch University – CAMHS Pathway Project

INTEGRATED COMMUNITY CHILD AND ADOLESCENT MENTAL HEALTH SERVICES

Appendix 1



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

To: Cabinet – 18 July 2011

Subject: Kent Youth Service
Commissioning Model Public Consultation

Classification: UNRESTRICTED

Introduction

1. (1) The attached proposal for consultation outlines the vision for the transformation of Kent Youth Service and the innovative model of service delivery. This new approach combines excellence in direct delivery with commissioned, local providers to deliver creative approaches for young people to engage in youth work opportunities in their communities.
- (2) The decision to move to a Commissioning Model will have a twofold impact: first, the model will involve a significantly different method of delivery for youth work activities in Kent and second, the proposed model will realise approximately £1m reduction in spend on Youth Service budgets. This new model will impact upon a large number of young people and their communities by creating an environment in which enterprising local people or groups can take the opportunity to manage and shape their youth services.

Relevant priority outcomes

2. (1) 'Bold Steps for Kent' outlines the medium term plan for Kent County Council for the next four years; one of its three aims is to 'put the citizen in control':

"...power and influence must be in the hands of local people and local communities so they are more able to take responsibility for their own community and service needs, such as creating new social enterprise".

- (2) In line with this aim, the attached Service Transformation Proposal seeks to commission a range of providers to deliver youth work within local communities. The proposal sets out the intended outcomes for young people and the communities in which they live as the core of the commissioning process.

Financial Implications

- 3. (1)** The process of changing the model of delivery to a new commissioning approach will contribute significantly to the £1.4m savings identified in the Medium Term Plan for Youth and Youth Offending Services. The 2011/12 budget book identifies the Youth Service net budget as £6.096m; the net budget for the Youth Offending Service is £3.592m.
- (2)** The increase in commissioning is being funded through a reduction in direct delivery of £1.7m and increasing the existing Partnership Awards funding by more than £800k; the other £900k will make the bulk of the Youth Service contribution to the £1.4m identified above, with the remainder coming from management and efficiency savings. The final result will be a total commissioning budget for youth work of approximately £1.2m.
- (3)** The remainder of savings to be made from the Youth Service and Youth Offending Service (£500k) under the Medium Term Plan are to be found through a process of integrating senior management and support functions.
- (4)** KCC Youth Centres are required to raise a certain amount of income from the letting of rooms, fees and charges to cover full running costs (including premises, service delivery and equipment hire). An excess of almost £500k has been accumulated and this sum has been used to create a new reserve which has been committed to the development and capacity building of the voluntary youth sector and the implementation of pilot projects in order to support the development of commissioned youth work provision.

Legal Implications

- 4. (1)** The Education and Inspections Act 2006 (Section 6) places a duty on local authorities to provide for young people aged 13-19 (and up to 24 for those with learning difficulties and/or disabilities) sufficient recreational and educational leisure time activities and facilities for the improvement of young people's well-being and their personal and social development.
- (2)** The completion of an appropriate Equality Impact Assessment (EIA) and effective consultation with affected communities is essential risk management as well as good practice. Policy changes in other local authority areas have been subject to challenge through Judicial Review; for example, the London Councils' reduction in voluntary sector funding has been required by Mr Justice Calvert-Smith to recommence a full consultation process with all affected community organisations after being judged to have carried out an inadequate EIA process.

(3) The EIA initial screening took place in April 2010 and as a result, due to the size and scale of the transformation process, a full EIA will be required. The consultation element of the full screening will take place alongside the public consultation of the Service Transformation Proposal in order to ensure that communities are able to respond to local issues.

(4) The process of transformation may be subject to issues arising from the Localism and Decentralisation Bill, both the Community 'right to challenge' and the Community 'right to buy'. The former will give communities the right to run local authorities, whilst the latter allows the bidding for local assets deemed of value to the local community.

Main body and purpose of report

5. (1) This paper follows on from the 'Kent Youth Service: Service Transformation report' which received support at Cabinet on the 14th March 2011.

(2) Cabinet requested that a full proposal of the proposal for the Commissioning Model be submitted for endorsement. The Service Transformation Proposal is included at Appendix A and is based on the principle of a radical and innovative model for the future delivery of youth work in Kent – this Commissioning Model will involve considerably less direct delivery with an increased emphasis on the process of intelligent, outcome based, commissioning from an increased range and style of providers. As such, the new model provides greater opportunities for citizens to engage with and manage the delivery of their local youth services whilst maintaining the necessary strategic infrastructure to ensure sustainability.

(3) The proposed commissioning model will have some impact on staff, services users, partners and stakeholders. It is therefore a requirement to consult these groups over 90 days as part of the process of service transformation. The consultation is proposed to take place for all of the affected groups in parallel from 1st August 2011 to 29th October 2011, full details of the process, consultation materials and groups to be consulted are included at Appendix E.

(4) Further, due to the proposed impacts on KCC staff the HR implications and processes are included at Appendix C

Consultation and Communication

6. (1) This paper requests Cabinet endorsement for staff and public consultation on the attached Youth Service Transformation Proposal. As the proposal involves a significant reduction in staffing establishment, there will be a formal [90 day] consultation with staff and unions. At the same time, a consultation with partners and affected communities will be carried out. To further maximise this opportunity, the EIA will run concurrently.

Risk and Business Continuity Management

7. (1) Kent County Council has a national reputation for the delivery of high quality and effective Youth Services as recognised by Ofsted and the National Youth Agency. There is a significant risk to the quality and capacity of service delivery at the outset of the new Commissioning Model. It is intended to mitigate this risk through a process of supporting organisations within the Voluntary and Community Sector to develop to a position where they can competitively tender for contracts.
- (2) During the process of reducing direct delivery and increasing commissioning, decisions will need to be taken on a case-by-case basis on the use of existing KCC-owned youth centres. Whilst the potential for these properties to continue to be used for youth work and community purposes is a positive, it requires the retention of a certain capital risk for the local authority. A corporate approach to enable transfer of assets to communities will need to be developed to support this process following the results of consultation.
- (3) The transition period from directly delivered provision to a range of commissioned providers will require careful management to ensure that quality of provision is not adversely affected and that relationships with the local community continue to be supported.
- (4) Whilst considerable work is planned to support and develop capacity amongst local youth work providers, there remains a risk that the market will not be strong enough to commence full delivery at the date the new Commissioning Model comes into effect.
- (5) The timescales highlighted in Appendix A raise the risk of not being able to meet the required full year savings in the 2012/13 financial year. This risk can be mitigated in 2 ways: firstly, the directly delivered element can be reduced six weeks before the commissioned element commences giving a skeleton service during the summer holidays and therefore recouping some savings. Secondly, the Service would need to identify alternative funds to support the initial element of commissioned provision and therefore offset unachieved savings.

Sustainability Implications

8. (1) The ability to provide a mixed economy of high quality youth opportunities for young people to engage in youth work is crucial to meeting the diverse needs of all people in existing and future communities, and is proven to promote personal well-being, social cohesion and inclusion.

Conclusion

9. (1) This paper and its appendices set out the vision and operational model for a radical new way for KCC to continue to support positive outcomes for the young people of Kent and the communities in which they live. Following the endorsement of Cabinet, a full consultation of the public and staff will commence. Upon completion of this process and the incorporation of the findings of consultation, a Cabinet Member decision will be taken on the new delivery model within an overall structure of Integrated Youth Services in the county.

Recommendation

10. (1) This paper seeks the endorsement of Cabinet Members for a 90 day staff and public consultation on the attached proposal which contains the details for the transformation of Kent Youth Service from a directly delivered model to one combining commissioning and direct delivery. As a result of the consultation process, the Service Transformation Proposal will be reworked where required and will be followed by a Cabinet Member decision to proceed with the Service transformation and concurrent restructuring and tendering processes.

Background Documents

11. **Appendix A:** Service Transformation Proposal (including timescales)
- Appendix B:** Needs Analysis and Outcomes Framework for the Commissioning of youth work in Kent (including area-based appendices)
- Appendix C:** Service Transformation Personnel and HR Implications (including Job Descriptions and Structure Charts)
- Appendix D:** EIA Initial Screening
- Appendix E:** Service Transformation Consultation Plan

Director:
Angela Slaven
Director of Service Improvement
Telephone: 01622 221696
Email: angela.slaven@kent.gov.uk

Contact Officer:
Nigel Baker
Head of Integrated Youth Services
Telephone: 01622 696569
Email: nigel.baker@kent.gov.uk

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Appendix A

KENT YOUTH SERVICE:

SERVICE TRANSFORMATION PROPOSAL

1. Executive Summary

- 1.1** Public services are changing, and the opportunities to do things differently with the increased participation of local communities have grown substantially. It is in this climate that Kent County Council's Youth Service has developed a vision for a new model of service delivery. This new approach combines excellence in direct delivery with commissioned, local providers to deliver creative approaches for young people to engage in youth work opportunities in their communities.
- 1.2** This Service Transformation Proposal (including its supporting documents) sets out a new model for the delivery of Kent County Council's Youth Service. It has been developed following a review of the current service and provides the basis for consultation on the future of Kent Youth Service on both the principle of the new model and how it is implemented in the 12 boroughs/districts of Kent.
- 1.3** The consultation process begins on 1st August 2011 and ends on the 29th October 2011 and is seeking responses from young people, local communities, KCC staff and all of those who have an interest in the provision of services for young people. Following the consultation period, responses will help to shape the final model and the future of youth service delivery in Kent and it is proposed that this will take full effect from September 2012.
- 1.4** The main proposal is to change the way that youth services are delivered and managed to ensure that high quality youth services can continue long into the future. The new model opens up opportunities for local communities to have a greater role in shaping and even running their youth services.
- 1.5** Rather than Kent County Council continuing to run all youth services in-house it is proposed that each District/ Borough area will have a core KCC offer comprising a 'Hub', one street-based project and one or more school-based youth worker. This will be enhanced by providing local groups to deliver their own youth work through the process of commissioning.
- 1.6** To enable this new model to be put into place, this Service Transformation Proposal sets out an approach to reducing KCC youth service delivery. This will result in a necessary saving, with the remainder being used to fund commissioned projects.

- 1.7 Importantly, and in addition to describing the overall approach, the Service Transformation Proposal sets out how this could work for each of the 12 District/Borough areas so that each local area can be understood and consulted upon.
- 1.8 The Service Transformation Proposal does not include any changes to a number of existing county-wide youth services including Outdoor Education Centres, Duke of Edinburgh's Award and support for Youth Participation [including Kent Youth County Council].
- 1.9 Other aspects of the Youth Service and Youth Offending Service will be subject to further review in light of the merging of the two services into one Integrated Youth Service since June 2011. The first stage of this review will directly affect the senior management teams of both services during the remainder of 2011/12.

2. Introduction and Rationale

- 2.1 This paper sets out the Service Transformation Proposal for a new operating model for the delivery of Kent County Council's Youth Service. It has been developed to secure the future sustainability of positive outcomes for young people in Kent.
- 2.2 The vision for youth work in Kent remains the ability to support young people through adolescence as they make the transition from childhood to adulthood and from dependence to independence. As such, the intention when creating the new delivery model is to retain a strong *universal* service which any young person can access. At such times as young people need additional support, this universal service will be supplemented by more *targeted* youth work interventions and a targeted approach to commissioned resources.
- 2.3 The proposed changes have been developed as a result of wider transformations in Kent County Council:
 - (a) The changing relationship between citizen and state, allowing local communities to take greater control of their services;
 - (b) Unlocking the potential of Kent's local communities to grow their economy through the development of social enterprises;
 - (c) The need to make financial savings across all services.
- 2.4 The Service Transformation Proposal therefore puts forward a new approach to service delivery based upon a model that moves from predominantly in-house provision to one which combines significantly reduced direct delivery by KCC with extensive commissioning via a range of external providers.
- 2.5 The aim of changing the model of service delivery is to encourage a wide range of local providers who will have the opportunity and flexibility to develop new and innovative methods of working with young people which are relevant to local contexts.

3. Towards a New Business Model for Kent Youth Service

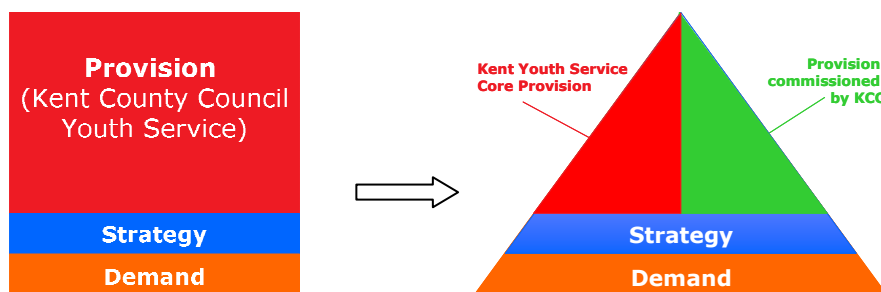
The Current Service

- 3.1** Kent Youth Service is committed to supporting the personal and social development of young people through the provision of high quality youth work activities which allows a process of informal education to take place. Traditionally, the Service has carried out this role through the direct delivery of youth work at over 90 locations across Kent through a variety of methods including youth centres, street-based projects, school-based work and Community Youth Tutors. The large majority of this work has been delivered directly by in-house KCC teams.
- 3.2** In addition, the Youth Service also currently supports a range of Voluntary and Community Sector groups with Partnership Awards Grants. As a result, more than 35 local groups are part-funded to directly deliver youth work in Kent and/or to provide support to member groups who do so (e.g. Kent Scouts, Kent Council for Voluntary Youth Services).
- 3.3** Kent Youth Service has a proven track record in the delivery of high quality services for young people which has been evidenced by two very good Ofsted reports in 2003 and 2008, the achievement of the National Youth Agency's Quality Mark for Youth Services in 2009 and two 'Learning Outside the Classroom' awards for its Outdoor Education Centres in 2010. The Service is able to maintain this level of quality through the application of a robust Quality Assurance framework and the regular production and update of effective curriculum resources.
- 3.4** Kent Youth Service also provides county-wide services such as Kent Youth County Council and other mechanisms for young people's democratic participation, and also acts on behalf of KCC as the Operating Authority for the Duke of Edinburgh's Award across the county. These will continue to be delivered and will be unaffected by the change of delivery model.
- 3.5** The Youth Service's Outdoor Education portfolio has been the subject of a separate review process and will continue to be directly delivered at this time. The following elements of service delivery are dependent upon a range of external funding sources and will continue to be delivered for the length of the respective funding arrangements:
- Cookham Wood YOI Youth Worker
 - 16plus Youth Worker
 - Foundation Learning
 - House on the Move
- 3.6** The Youth Service will also continue to support the development of young people through a process of becoming senior members and volunteers and is currently developing an apprenticeship scheme for youth work which is again externally funded and will run for the period of the funding arrangements.

The Proposed Service Model

- 3.7** Following an extensive review during 2010/11, a radical and innovative model has been developed for the future delivery of youth work in Kent – this Commissioning Model will involve considerably less direct delivery with an

increased emphasis on the process of intelligent, outcome based, commissioning from an increased range and style of providers. The diagram below illustrates the change in models of service delivery:

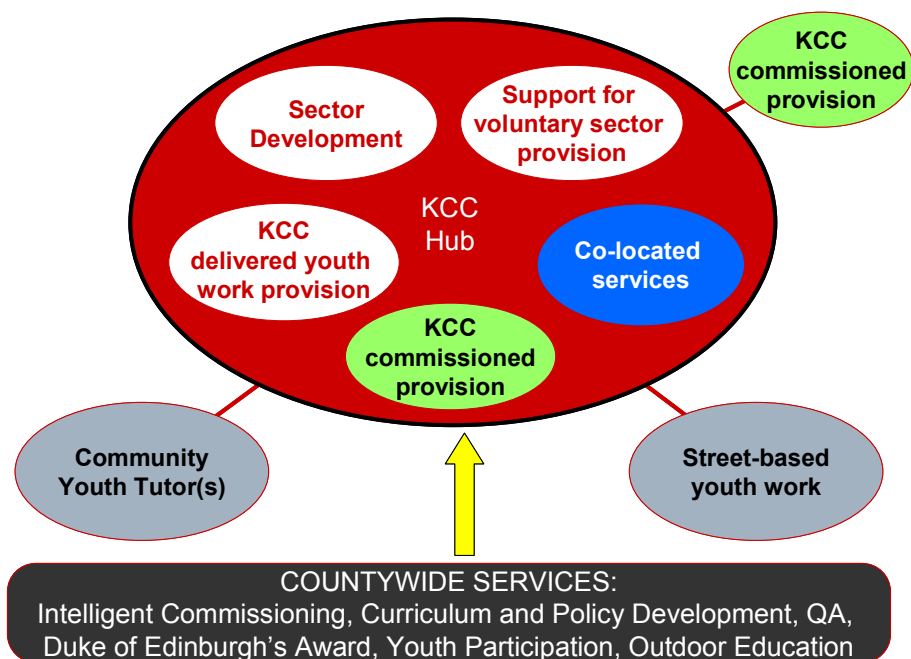


- 3.8** The diagram represents a change in methodology and is not intended to represent scale; the key fact is a reduction in youth service delivery of £1.7m and an increased (by a little over £800k) commissioning of local youth work providers to an amount of £1.2m.
- 3.9** The development of a commissioning budget means that the existing network of Partnership Award Grants will need to cease to allow for the increased delivery through a commissioning framework. This process will take place in line with the Kent Partners Compact for working with the voluntary & community sector and will be timed to cease current delivery immediately before the new model comes into place to ensure maximum financial protection for existing providers.
- 3.10** The new Commissioning Model is geographically based on the twelve districts/boroughs of Kent. In order to ensure that a mixed economy of youth work provision creates the maximum possible local opportunities for young people to engage, each of these areas will have the following elements:
- A directly delivered **Youth Hub**. Centrally placed within the District/Borough, the Hub will be a youth centre and is crucial to the successful delivery of the Commissioning Model. It will be a focal point for local youth work delivery - whether directly delivered or commissioned - and will also support the local area with workforce development, quality assurance and curriculum development. The Hub will also accommodate local managers and offer potential co-location opportunities for key partners including Youth Offending Service and Connexions;
 - At least one **Community Youth Tutor** delivered with a partner school, dependent on need and the availability of participating schools. This model is jointly funded with host schools to employ a youth worker who delivers activities during the school day as well as extended services and youth work activities within the local community during evenings, weekends and school holidays;

- A directly delivered **Street-Based Project** which will operate at locally agreed sites across the district/borough working with specific communities of young people. These projects will retain the ability to respond flexibly to local needs and engage with young people who would not choose to, or be able to, access fixed provision;
- **Commissioned Youth Work** activities which will be selected through an outcomes-based process. These would be delivered by a range of larger local providers who have an established presence in the community who may deliver in a range of locations alongside some small local community providers in order to maintain a mixed economy of providers.

3.11 The role of the hub and its lead member of staff are to ensure the development of a centre of youth work excellence within each district as well as supporting the development of high quality, issue based youth work delivered by commissioned providers. The support offered to commissioned providers will include training and workforce development for staff and volunteers, regular visits aimed at supporting quality of youth work and assisting in the development of curriculum and issue based youth work. Youth Service partners will also be co-located within the hub and joint delivery of services for young people may take place within some hubs.

3.12 The diagram below demonstrates how the Hub aligns with the other elements of youth work delivery and allows the support of local relationships and local decision-making around service delivery issues:



3.13 Delivery of services for young people in the hubs will primarily focus on curriculum-based positive activities which can be found in well structured youth provision such as creative arts, cookery, physical activities and sports, music and performing arts, issue-based fun activities, life skills development, health and relationships awareness, volunteering and accredited skills development. In addition to this core offer the hubs will work in partnership with other agencies to deliver services such as access to sexual health

information and support, smoking cessation, drugs and alcohol misuse interventions.

- 3.14** Dependent on local need the hubs could also support the joint delivery of services such as foundation learning to support young people gaining qualifications, programmes aimed at preventing young people entering the Youth Justice system, offer information, advice and guidance, welfare rights information, housing advice and support as well as targeted work for more vulnerable young people. All of the hubs will provide a key gateway into countywide services such as young people's participation, Outdoor Education and the Duke of Edinburgh's Award.

4. Service and Financial Impacts of the Commissioning Model

- 4.1** In order to create the budget and the opportunity for an increase in commissioned delivery, the Youth Service will need to cease direct delivery in 24 youth clubs and street-based projects. It is imperative to continue offering high quality youth work in the localities covered by these existing projects and it is envisaged that this be done in a range of ways:

- Where existing provision is no longer delivered by Kent Youth Service employees, delivery at that location could be continued through newly commissioned providers. In this eventuality, options for the use and maintenance of properties owned by Kent Youth Service [KCC] will need to be examined and will require support from the local authority's corporate property management team.
- New and innovative services would be developed in local areas by commissioned providers; this could include delivery from alternative locations to existing provision and using different methodologies.
- Existing provision will no longer be delivered to the same level but a reduced provision may be supported by a local Community Youth Tutor as part of their out-of-school work.

- 4.2** Whilst the changes in delivery offer the advantages of a transition from fixed to variable costs for the Service, and also increase the opportunities for engagement of local youth work providers, it is unknown at this stage how many newly commissioned projects will replace those which are no longer delivered directly following consultation. It is, however, anticipated that a greater number of smaller projects will replace the current delivery pattern.

- 4.3** The commissioning framework for the new service model will be specific to each district/borough to recognise local needs and will ensure access to *universal* provision whilst including elements of *targeted* provision and deploying commissioning resources in areas of highest need. A breakdown of the local need is included in the 12 district/borough appendices to the Needs Analysis and Outcomes Framework document (Appendix B).

- 4.4** To ensure the Commissioning Model operates effectively, it is critical to provide the opportunity to deliver youth work in a range of ways that allows young people to access services through a diverse group of providers. In order to do this, it is likely that capacity development within the Voluntary and Community Sector will be required as well as providing support for the

development of new social enterprises, possibly by staff who would no longer be employed by Kent Youth Service. This process may require access to Kent's Big Society Fund and other sources for newly created social enterprises.

- 4.5** The development of local social enterprise models, including community interest companies and mutuals, will need to take into account the relevant elements of the Localism and Decentralisation Bill such as the Community 'right to challenge' and the Community 'right to buy'. The former will give communities the right to run local authority services, whilst the latter allows the bidding for local assets deemed of value to the local community.
- 4.6** The ability to effectively commission services at a local level is dependent upon excellent local knowledge. It is envisaged that the Service will be able to draw upon the existing framework of Youth Advisory Groups and Locality Boards in order to do this. There will need to be a close working relationship with the newly established Local Children's Trust Boards as well as partnership working with each of the District/Borough Councils in order to develop area specific models of delivery. It will be crucial to examine how any Youth Service allocation of budgets to commission services can be aligned with other local commissioning and other locally desired outcomes.
- 4.7** It is proposed that the commissioning of services be undertaken in an outcomes focused manner, where providers are invited to tender innovative methods for meeting these outcomes which will lead to the contracting of services. The outcomes described have been designed to align with current priorities of other KCC commissioning as well as those of future Integrated Youth Service provision. (See appendix B for the proposed outcomes framework for the commissioning of youth work).
- 4.8** As noted above, the new service model requires the creation of a £1.2m allocation for commissioning from existing Kent Youth Service resources. Once created, the proposed allocation is intended to offer flexibility to allow for the commissioning of infrastructure organisations to provide support services to other organisations such as sector development, affiliation, CRB checks, etc where there is an evidenced need. It is anticipated that this will be necessary to ensure the continued growth and development of the Voluntary and Community Youth sector including newly commissioned organisations and those which receive no direct funding from Kent County Council.
- 4.9** An element of the work of infrastructure organisations is the development of potential new local delivery organisations through advice, training and support with finding funding. These functions have previously been partially delivered by Kent Youth Service's Voluntary Organisation Field Officers; however, these posts will be deleted with a view to fully commissioning these functions.
- 4.10** The major part of the commissioning allocation is to be spent on the provision of direct youth work delivery activities from a range of providers. There are many possible ways in which this allocation can be distributed; however the proposed method for allocating this resource is to consider the distribution of the youth population [13-19 years] of each of the 12 district/boroughs of Kent, along with the relative levels of deprivation and previous levels of school attainment. These last two indicators provide an objective, proxy measure of the general likelihood of a young person having positive outcomes later in life

based on where they live. Importantly, levels of deprivation for each area have been calculated based on where young people live rather than where they attend school on the basis that the provision being commissioned is intended to be primarily evening and weekend provision rather than during the school day.

- 4.11** Although the allocation of resources is proposed to be done at a District/Borough level this is not intended to restrict the development of work across administrative boundaries where opportunities exist. The amount of £1.2m for the commissioning of youth work activities is intended to be a basic amount which is spent on these activities. This should be understood as only the starting point as it is intended that by working more closely with partners both countywide and at a local level other resources which are intended to meet similar outcomes for young people could support integrated responses to the provision of activities for young people. In this way, there will be greater opportunities for high quality, local service delivery and administrative efficiencies.

5. Needs Analysis and Commissioning Outcomes

- 5.1** In order to ensure the new model of service delivery continues to create the best possible outcomes for young people by engaging in youth work activities, Kent Youth Service has developed a needs analysis which attempts to identify the generic needs of young people across the county and also highlights some specific area based issues.
- 5.2** Following on from the needs analysis, a set of outcomes which should be achieved from young people's engagement in any youth provision have been developed. These identify both generic outcomes and also some more targeted issues which are examined in more detail at a district/borough level.
- 5.3** The attached document 'Needs Analysis and Outcomes Framework for Commissioning Youth Provision in Kent' (Appendix B) gives full details, and it is proposed that this document forms the basis for the commissioning of youth work provision within the new service model.
- 5.4** Commissioned services will be required to comply with the four tiers for procurement values exclusive of value added tax:
- Below £8,000 a preferred supplier may be directly commissioned
 - Between £8,001 and £49,999 at least three written quotation must be sought from appropriate suppliers
 - Between £50,000 and £156,441 full competitive tendering process must be followed
 - Commissioning above a value of £156,442 (for goods and services) and £3,927,260 (for works) requires full Official Journal of the European Union (OJEU) tendering process.

6. Kent County Council Staffing Implications

- 6.1** In order to make the requisite savings and create an allocation for commissioning, the Youth Service will reduce by approximately 64.5 FTE

(Full Time Equivalents) from a staffing level of 233.73 FTE at the start of the service transformation.

- 6.2** Although it is not possible to give exact figures until after a period of consultation and recruitment, or to identify which posts and staff members will be affected, the proposals recommend the cessation of direct delivery in 27 different projects. These projects include 25 full time staff, a number of part-time cleaning staff equivalent to 5.5 FTE and a further 29 FTE which comprises a significant number of part-time youth support worker contracts.
- 6.3** The attached document 'Service Transformation, HR Implications and Process' (Appendix C) gives fuller details of how the processes of selection and diminution will be managed during the transformation from direct delivery to Youth Hubs and commissioning. This document also includes all relevant job descriptions and structure charts for the new structure.
- 6.4** The most crucial element of the Youth Hubs - and critical to their successful development - is the lead youth worker role. This post will retain the name of Senior Youth Work Practitioner (but will be substantively different to the current role) and will be carried out by suitably qualified youth work professionals with a demonstrable experience of delivering successful youth work, partnership activities, training and also of being a leader in the local community.
- 6.5** The Senior Practitioner role will involve local management and development responsibilities both within and outside of the hub, and therefore this role will be supported by a second JNC youth worker working on a 0.5FTE contract (replacing the current 12 hour unqualified backfill arrangement), whose key focus will be the delivery of youth work activities within the hub supported in turn by a team of part-time youth support workers.
- 6.6** Proposed changes to the Senior Youth Work Practitioner role include:
- the responsibility to support and deliver local workforce development for KCC and partner agency staff,
 - ensuring the delivery of a high quality, issue based, curriculum of youth work both in the hub and amongst commissioned providers,
 - supporting the delivery of youth work amongst local commissioned providers,
 - the removal of specific responsibility as a diversity champion as this will be expected of all staff.

A job description for the Senior Practitioner role can be found in the HR Implications document.

- 6.7** The current Senior Youth Work Practitioner job description has a dedicated requirement for the post holder to promote and develop diversity issues in their area of work and amongst their colleagues. This has been an essential element of the development of the Youth Service in supporting a wide range of young people. As the development of Youth Hubs require a change in the Senior Youth Work Practitioner role it is more crucial than ever to ensure that every member of the service actively promotes diversity and equality through their work. In addition commissioned providers will be required to evidence how they promote diversity and equality through the delivery of services.

- 6.8** The 0.5FTE Youth Worker in the Youth Hub is primarily a role focused on the delivery of face to face youth work in a universal setting; this role will also include an element of support for local youth fora. A job description for this role can be found in the HR Implications & Process document.

7. Property

- 7.1** The new model of service delivery for Kent Youth Service is heavily dependent on the successful implementation and management of 12 Youth Hubs, one per district/borough. These hubs are crucial to the successful delivery of the directly delivered youth work activities and also as a key point of support for local commissioned providers. As such the hubs will become a focal point for local integrated youth provision and will also support the local area with workforce development, quality assurance and curriculum development.

- 7.2** Whilst less important than qualified and experienced staff who are able to build relationships with young people, it is still important that the Hub building itself is of suitable quality for the delivery of youth work activities, accommodation for local managers, and training and development for professionals and volunteers.

- 7.3** In some districts/boroughs, the proposal for a hub is more straightforward due to a restriction in the number of suitable premises to choose from, whilst other areas have either several potential buildings to choose from or no suitable premises at all. In order to make the decisions on suitable locations for the hubs, buildings were assessed to see if they were fit for purpose against the following criteria:

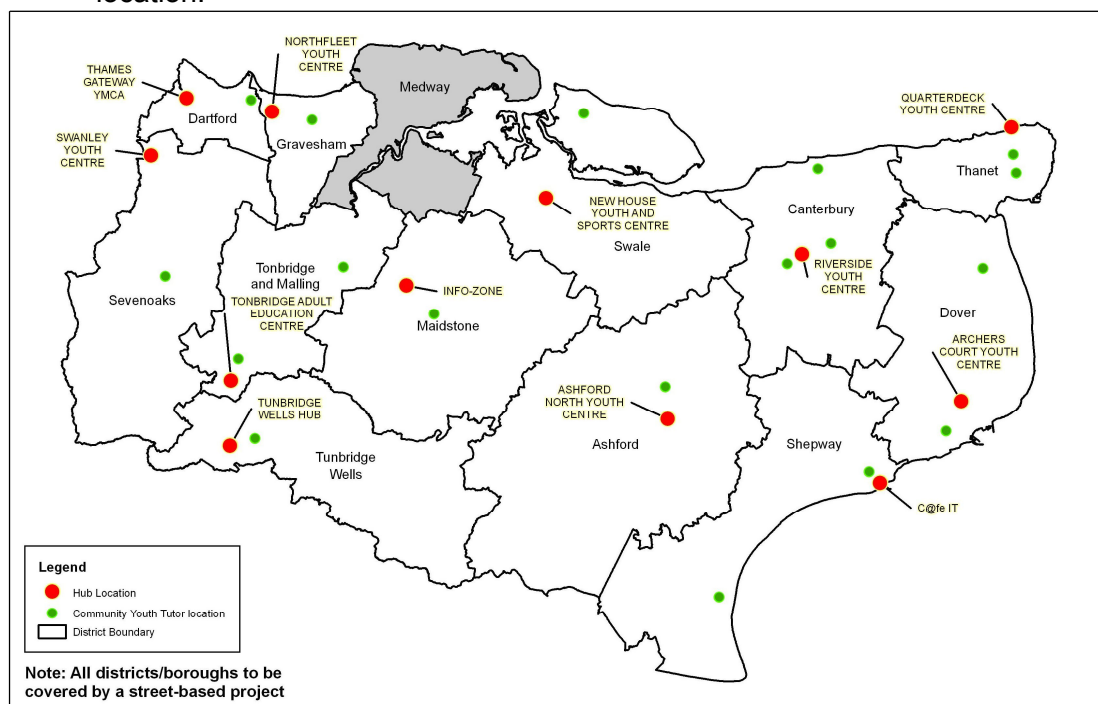
- The availability and quality of youth work space – this is to ensure that the buildings are able to deliver a range of activities meeting a range of needs of young people;
- The availability and quality of space for training - this is to ensure that the buildings are able to offer training and support, not just to KYS staff but also to a range of local partners and youth work providers;
- The accessibility of the building – this covers a range of issues e.g. physical access to the building including suitability to work with disabled members of the community, geographical location of the building relative to local population and local partners, ease of access to the building via public transport and other issues such as access to parking;
- The availability and quality of office space – in order to host both KYS and other multi-agency staff where required;
- Whether the building already has an existing network of local partners / multi agency provision;
- The ownership and running costs of the building and the potential for future income generation through hiring and lettings.

7.4 In some situations it is felt that the most appropriate building in a district or borough is not an existing Youth Service provision. Where this has been the case, preliminary discussions have been had with relevant local organisations about the inclusion of their premises in this consultation process, the potential outcomes of which would be a joint venture to establish a hub in that location.

7.5 As a result of the above processes, the following buildings have been identified as the potential 12 hubs for the new model of service delivery:

Ashford	Ashford North Youth Centre
Canterbury	Riverside Youth Centre
Dartford	Thames Gateway YMCA
Dover	Archers Court Youth Centre
Gravesham	Northfleet Youth Centre
Maidstone	InfoZone
Sevenoaks	The Junction, Swanley
Shepway	Café IT
Swale	New House Youth Centre
Tonbridge & Malling	Avebury Ave, Adult Education Centre
Thanet	Quarterdeck Youth Centre
Tunbridge Wells	Town Centre Retail Space [TBC]

7.6 The map below illustrates the directly delivered aspect of the new model for service delivery, showing the proposed Hub locations and Community Youth Tutor locations. The Street-based projects for each district are shown as an indicative location on the map as these will not be delivered from a fixed location.



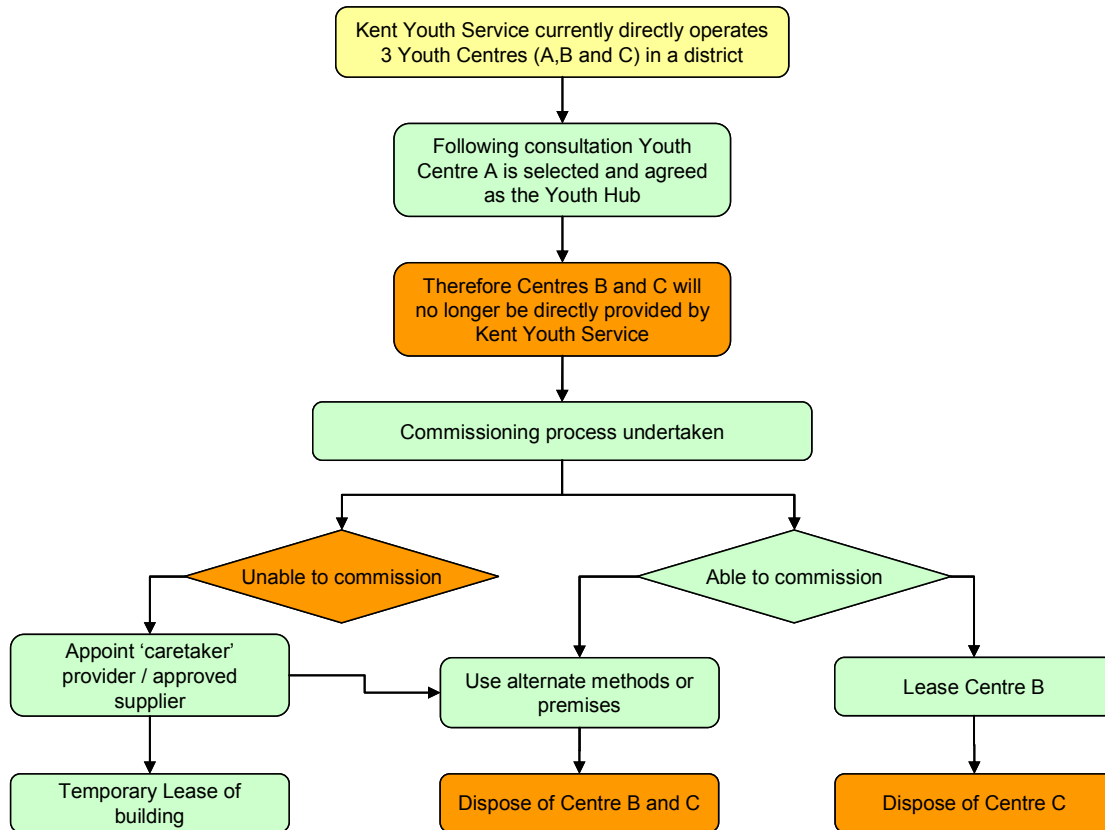
- 7.7 As a result of the new service model, some existing KCC Youth Service buildings will no longer be required for direct delivery purposes. However, under the commissioning model this provides those wishing to offer youth work in their locality with a range of opportunities. Those buildings that, subject to agreement on a case by case basis, may become available for commissioned youth work are listed in the table below.

Ashford	XC Youth Centre Sk8side Youth Centre	<p>These buildings may be available for delivery of provision under the commissioning framework which will have a resource allocation for activities in each area. Future usage would be dependant on lease agreements agreed on a case by case basis.</p> <p>N.B. Not all of these buildings are KCC facilities – some are leased from or operated in partnership with other agencies and therefore any future use would involve negotiation with the landlord/owner.</p>
Canterbury	Whitstable Youth Centre	
Dartford	The Bridge Youth Arts Centre	
Dover	Linwood Youth Centre Aylesham Youth Centre	
Gravesham	Miracles Youth Centre The Gr@nd	
Maidstone	Shepway Youth Centre Lenham Youth Centre	
Sevenoaks	Edenbridge Community Centre (opening 2012)	
Shepway	Hythe Youth Centre Folkestone Youth Project	
Swale	Sheerness County Youth Centre Faversham Youth Centre	
Tonbridge & Malling	SAMAYS Youth Centre	
Thanet	Concorde Youth Centre Artwise Youth Centre	
Tunbridge Wells	Mascalls Youth Centre	

- 7.8 Buildings unaffected by the process of identifying Youth Hubs are those which are currently run by Community Youth Tutors. Therefore, no significant change is proposed to the existing provision at Parklife Centre in Herne Bay or to Phase II Youth Centre in New Romney.
- 7.9 The proposal is that buildings no longer used directly by Kent Youth Service will first be made available to local youth work providers during a commissioning process as potential locations for the delivery of activities for young people. The details of how this could take place would be included in the commissioning process.
- 7.10 Some buildings may no longer be used for youth work provision as a result of providers not showing an interest because other methods and/or locations have been developed locally. If this is the case, these buildings will be

disposed of through a process led by KCC Facilities Management. The diagram below sets out an indicative process.

Example process for KCC facilities



8. Timescales

8.1 The table below demonstrates the projected timescales for the change in delivery model for the Youth Service:

Milestone		Date
Public and Staff Consultation	Commence	1 st Aug 2011
	End	31 st Oct 2011
Consultation analysis and final paper prepared		Nov 2011
Cabinet Member Decision		Dec 2011
Flexibility to allow for scrutiny/appeal processes		Jan 2012
Project Implementation – Recruitment and selection to new model		Feb/Mar 2012

Project Implementation – Tendering process	Feb-Apr 2012
Project Implementation – Delivery ends in provision no longer run by KYS	Jul 2012
Project Implementation – Hub provision commences	Jul 2012
Partnership Award Funding ceases	31 st Aug 2012
Full New Model Delivery (Hub and Commissioned delivery)	Sep 2012

Appendix B

KENT YOUTH SERVICE:

NEEDS ANALYSIS AND OUTCOMES FRAMEWORK FOR THE COMMISSIONING OF YOUTH WORK PROVISION IN KENT

1. Introduction

- 1.1** The publication 'Bold Steps for Kent' outlines the medium term plan for Kent County Council for the next four years; one of its three aims is to 'put the citizen in control':

"power and influence must be in the hands of local people and local communities so they are more able to take responsibility for their own community and service needs, such as creating new social enterprise".

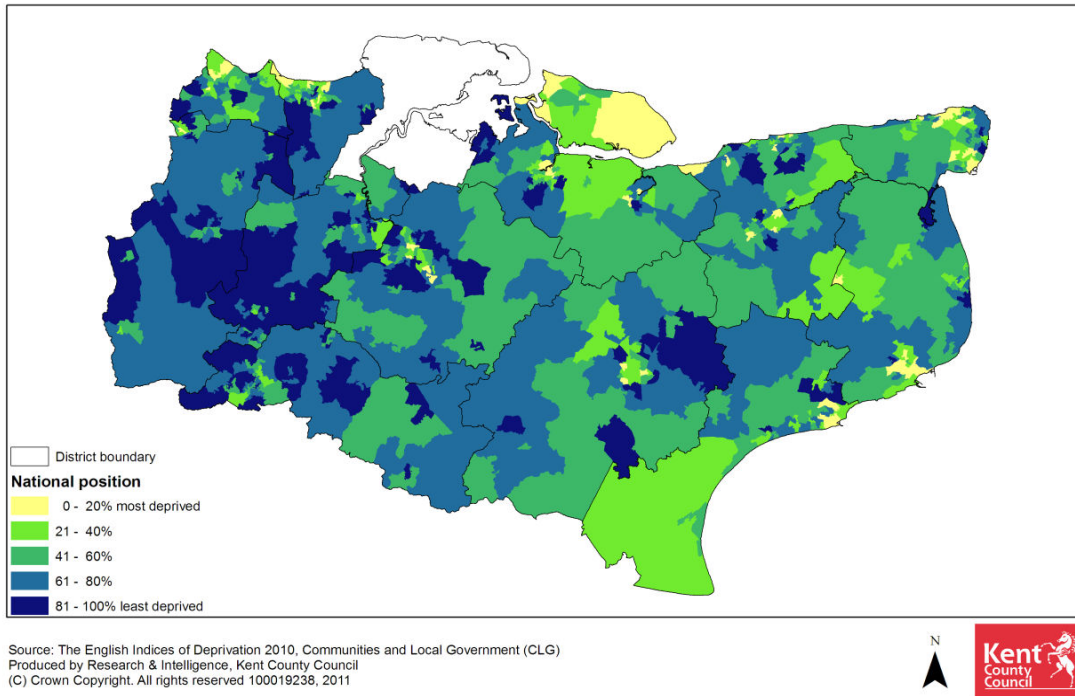
In line with this aim, Kent Youth Service is seeking to commission a range of providers to deliver youth work within local communities. This document lays out the intended outcomes for young people and the communities in which they live as a result of this commissioning process.

2. Service Context

- 2.1** The Education and Inspections Act 2006 (Section 6) places a duty on local authorities to provide for young people aged 13-19 (and up to 24 for those with learning difficulties and/or disabilities) sufficient recreational and educational leisure time activities and facilities for the improvement of young people's well-being and their personal and social development.
- 2.2** The focus on the ages 13-19 reflects the fact that these ages are commonly understood to represent a transition period for young people during which the engagement in positive leisure time activities as described in the Education and Inspection Act 2006 can offer significant benefits to young people. The statutory guidance for this duty states that local authorities should be clear that they are able to secure access to positive activities in order to accommodate individuals with early or delayed transitions.

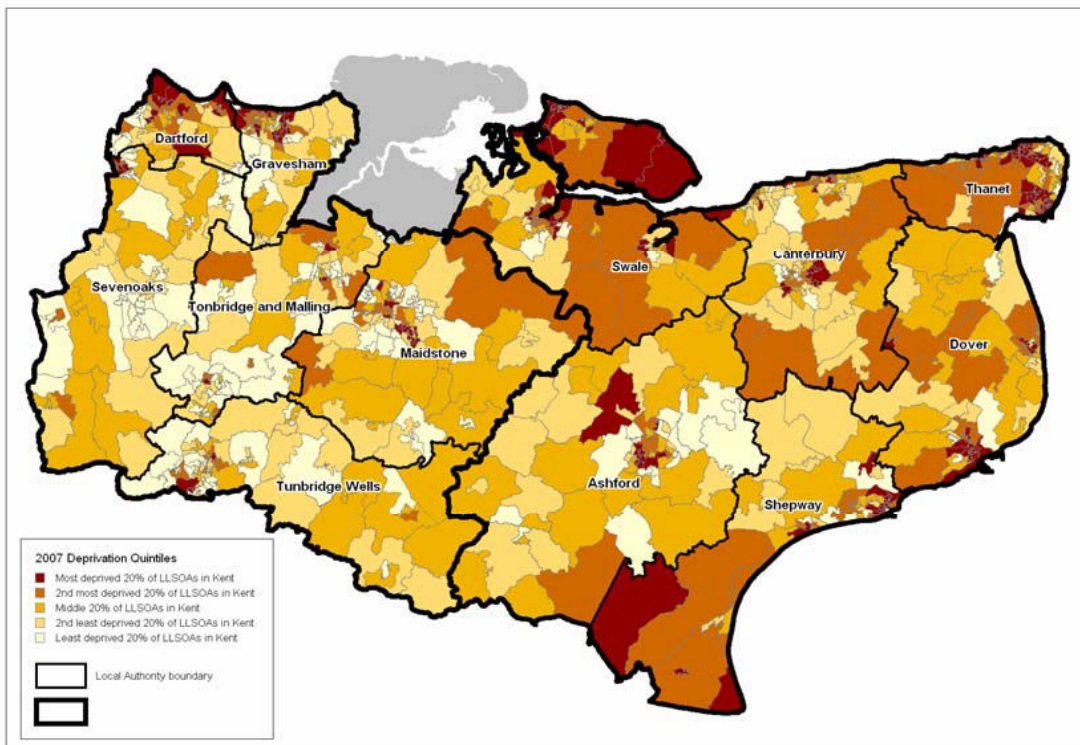
- 2.3** The statutory duty also requires the local authority to involve young people in the planning and decision making around the delivery of positive activities. The guidance is clear that the local authority and its partners should take into account the needs of groups of young people most at risk of negative outcomes and whose access to and engagement in positive activities is often limited.
- 2.4** The guidance also states that local authorities should consider the benefits of securing access to activities resulting in recorded and accredited outcomes, which young people can use to demonstrate competencies and access further opportunities.
- 2.5** Kent County Council covers an area including 12 districts/borough which have a combined 13-19 population of 131,030 young people (based on mid-2009 population estimates) located across a large number of urban population centres, with a significant number also living in more isolated rural communities.
- 2.6** Kent Youth Service has traditionally delivered positive activities to these young people through a network of Youth Centres, schools based youth work and a variety of street-based projects, all supplemented by a Partnership Awards process which supported youth work delivered through annual grants to the voluntary and community sector.
- 2.7** A geographical area the size of Kent naturally covers a wide range of socio-economic situations of local citizens and, whilst there are some relatively affluent areas of Kent, there are also areas with very high proportions of people with very low socio-economic status.
- 2.8** Whilst the mapping of areas of concentrated deprivation and therefore service need is important, the Joint Strategic Needs Assessment for Children in Kent identifies that young people and their families who live in relative deprivation in the most prosperous parts of Kent risk being isolated and have a strong likelihood of social exclusion.
- 2.9** Map 1 below shows the distribution of Indices of Multiple Deprivation within Kent on a national scale of deprivation whilst Map 2 ranks each of the Lower Level Super Output Areas (LLSOAs) for Kent into quintiles highlighting areas where there are significant concentrations of households living in relative deprivation.

Indices of Multiple Deprivation 2010



Map1

Rank of Index of Multiple Deprivation Scores for LLSOAs in Kent



Map 2

3. Needs Analysis

- 3.1** Kent Youth Service is committed to the delivery of a high quality range of youth work opportunities which develop the confidence and self esteem and is accessible to all young people, but which also offers specific support and guidance to young people during more vulnerable periods in their lives and therefore contribute to the Preventative Strategy through supporting positive life choices amongst young people.
- 3.2** In order to ensure the intended outcomes meet the appropriate needs of the wide range of young people throughout Kent, this document draws on a range of existing data sets and needs assessments such as the mid 2009 Population Estimate; the Joint Strategic Needs Assessment for Children in Kent; The Kent Children's Trust Strategic Planning Framework to Support Positive Outcomes for Children and Young People; The Pattern of Deprivation in Kent; The Equality and Diversity Profile for Kent; District and Borough Youth Strategies and the Local Children's Trust Board Children and Young People's Plans as well as local and national research into young people's development and engagement in activities.
- 3.3** The Strategic Planning Framework to Support Positive Outcomes for Children and Young People indicates seven key areas of need for all young people, of which three are particularly pertinent to outcomes for young people achieved through youth work. Each of the outcomes described in Section 4 below will in some way contribute to these three areas of need:
- Adolescent Engagement: Young people will be emotionally healthy with positive aspirations, equipped and informed in order to make healthy life choices, including developing healthy relationships, not misusing alcohol or drugs and not offending.
 - Emotional Wellbeing and Mental Health: Children and young people are equipped with emotional skills to build on success and deal with life's challenges.
 - Safeguarding: Children and young people are nurtured and protected in their families and are safe at school and in their communities.
- 3.4** Responses from young people in the 'Kent Youth Service, A Study of Engagement' demonstrates the value placed on existing provision. The outcomes achieved by young people through their attendance highlight the importance of safe places to socialise with friends and the ability to meet new people and take part in new and challenging activities.
- 3.5** The importance of appropriate spaces for young people to socialise and take part in positive activities is recognised at a local and national

level: research with teenagers and parents suggests that the lack of local, non-commercial spaces where teenagers can spend time together off the streets, contributed to reported levels of boredom and subsequent trouble among teenagers. (NACRO 2000).

- 3.6** The provision of universally accessed positive activities in a range of settings has proven to be effective in reducing the level of anti-social behaviour amongst young people and provides a positive pro-social environment which promotes the active personal and social development of the young person. (Tired of Hanging Around – Audit Commission 2009)
- 3.7** The Joint Strategic Needs Assessment for Children in Kent (after Cassen et al 2009) defines resilience as positive adaptation in the face of adversity and highlights the importance of promoting resilience in young people in order to increase the likelihood of achieving positive outcomes despite being at high risk for poor outcomes from a range of factors.
- 3.8** The provision of challenging positive activities and positive social environments can provide all young people with ways of developing some of the protective factors identified by Best and Witton (2001), most notably in developing the kind of self-esteem and pro-social relationships which are recognised by young people in the Kent Youth Service Study of Engagement - where 82.9% of young people (from a sample of 1176) indicated they have increased in personal confidence by taking part in youth work and 64% indicated they had made new friends.
- 3.9** Whilst the need to invest in the personal and social development of all young people is recognised by Kent Youth Service and reflected in the outcomes below, the need to give additional support and therefore targeted services for some is recognised where young people may be temporarily experiencing increased risks of negative outcomes (such as periods of familial breakdown, leaving education or employment or transition periods) or who are subject to ongoing and multiple risk factors (such as parental substance misuse, domestic violence, low socio-economic status).
- 3.10** The number of young people who live in Kent and are from Black and Minority Ethnic backgrounds is lower than the average across the UK; however, there are concentrations of particular communities in various locations throughout the county. Allied to this, the population estimates are based on 2001 estimates and therefore may not reflect recent migration patterns both into and out of Kent due to changes in public policy and economic conditions, particularly in the last few years.
- 3.11** The Children and Young People of Kent Survey 2009 (NFER 2010) identified that 8% of young people feel sad and depressed on most days. Whilst this is a reduction from the 2008 survey, it still represents

a significant minority of young people who may need support with mental wellbeing (as per the young person's own perception as there is no empirical link drawn here to diagnosed mental health conditions).

- 3.12** The incidence of poor self-perception of mental health increases significantly amongst more vulnerable young people. For example young people who are eligible for free school meals have a higher incidence of feeling sad or depressed most days and Looked After Children respond twice as highly as the average (16% rather than 8%). The need to support all young people to achieve the emotional skills to deal with life's challenges is recognised in the Strategic Planning Framework. These groups may therefore justify additional resources to support them.
- 3.13** The Joint Strategic Needs Assessment recognises that problematic risk-taking behaviours amongst young people are more strongly associated with social deprivation; for example, a strong class gradient exists between teenagers in the lowest income groups who are the heaviest smokers and those from families with professional backgrounds who are the lightest smokers.
- 3.14** Not only does education play a critical link between childhood disadvantage and adult disadvantage but also young people who are not engaged in education, employment and/or training are more likely to become involved in problematic risk taking behaviours as described above.
- 3.15** The same correlation between social deprivation and drug and alcohol misuse is more complex as there is no strong association between the use of cannabis and amphetamines and social deprivation, whilst highly problematic drug and alcohol use remains strongly linked to social deprivation. Therefore the use of positive activities to inform and influence all young people's choices around alcohol and drug use is important additional resource, and justified in supporting those from lower socio-economic backgrounds in their choices.
- 3.16** The prevalence of outcomes such as teenage pregnancy, early school leavers, poor employment prospects and becoming a lone parent all have strong links to young people who begin having sexual intercourse at an early age, as well of course as a increased likelihood of contracting STI's. As such, the use of positive activities to inform and influence young people's healthy life choices is paramount.
- 3.17** 'Kent Youth Service, A Study of Engagement' demonstrated relatively high levels of participation amongst young people who identified themselves as disabled, from a Black and Minority Ethnic background or Lesbian, Gay or Bisexual. As each of these groups is recognised as including young people who are potentially more vulnerable to negative outcomes, they justify continued allocation of resource to ensure an

ongoing high level of participation and access to personal and social development opportunities.

- 3.18** When a young person enters the youth justice system it is clear that the risk of negative outcomes later in life significantly increases; furthermore, the higher the number of engagements the higher the likelihood of negative outcomes. Therefore, the need to engage with young people to prevent entry and minimise involvement in the Youth Justice System is of considerable importance. In 2010, 68% of First Time Entrants were young men, an increase from 63% in 2009.
- 3.19** The needs identified above will directly influence the desired outcomes for the young people of Kent through engaging in youth provision. These outcomes are described in detail in section 4 below. Each district or borough has an appendix where specific identified needs relevant for more targeted approaches or groups of young people have been identified.

4. Outcomes

- 4.1** Kent Youth Service is committed to the provision of high quality youth work activities for the young people of Kent and in order to do this has identified a set of outcomes which young people should be able to achieve through their engagement with services. The following outcomes are generic which should be provided regardless of location. Each district or borough has an appendix which identifies any outcomes which may be linked to geographical or local strategic issues.
- 4.2** Young people should have access to dedicated spaces over which they are able to exercise a degree of ownership. These spaces should be suitable for a range of educational and recreational leisure activities as described in the Education and Inspections Act 2006. These spaces should primarily be available for positive activities during the hours of 6pm and 10pm weekday evenings and during the weekend. These dedicated spaces could be supplemented by the delivery of positive activities in a range of locations suitable to the local community context of the young people.
- 4.3** Provision of educational and recreational leisure activities should be delivered in an inclusive manner which allows young people from a variety of socio-economic and demographic backgrounds and varied ability to engage.
- 4.4** Provision of these activities should be gender, age, culture, ability and sexual identity specific as required by the local context but overall providing an equal offer for male & female, all ages, black and minority ethnic groups, disabled young people and lesbian, gay and bisexual young people.

- 4.5** Educational and recreational leisure time activities delivered should be both fun and challenging, enabling young people the opportunity to develop positive relationships with each other (including other young people they would otherwise not meet) and with appropriately skilled adults leading to an increased level of personal, social and emotional skill.
- 4.6** Young people should have access to a range of challenging outdoor education and residential activities both in the UK and overseas in order to provide key life milestones and increased opportunities for developing confidence, new skills and interpersonal relationships.
- 4.7** Educational and recreational leisure time activities should be delivered across a broad youth work curriculum activities including, but not exclusively, information and advice about sexual health, smoking cessation, drug and alcohol misuse and activities which challenge prejudice. In addition, more vulnerable young people should be able to access clear pathways to more intensive health interventions as and when they require it.
- 4.8** The emotional well-being and mental health of young people is paramount to their ability to cope with transition periods in adolescence, and educational and recreational leisure time activities should have a strong focus on developing young people's resilience and emotional well-being. In addition, more vulnerable young people should be able to access clear pathways to more intensive support as and when they require it.
- 4.9** Young people will have the opportunity to develop a range of skills in a variety of performing arts and sports with the opportunity to celebrate these skills at local and regional young people's events in order to both increase confidence and self-esteem and promote a positive image of young people.
- 4.10** Young people should have the opportunity to take part in educational and recreational activities which offer routes to skills development in both locally and nationally recognised accreditation frameworks and support their continued engagement in wider education or employment.
- 4.11** Young people will have a range of opportunities provided to them to engage in volunteering to support both their own development and also to enable them to take an active part in their local communities.
- 4.12** Young people should be fully involved in a decision making process about the design, delivery and evaluation of any educational and recreational leisure activities in order to ensure it directly meets their needs and allows the development of personal and social skills.

4.13 Young people should be supported to take part in local and regional participation activities in order to support their political understanding and development as citizens.

4.14 Educational and recreational activities should work to prevent or minimise the levels of engagement of young people at vulnerable periods in their lives with the Youth Justice System.

5. Commissioning Resources

5.1 Following a reduction in direct delivery, Kent Youth Service will redirect resources to the commissioning of youth work activities across Kent. The amount allocated for commissioning is expected to be £1.2 million. It is proposed to allocate this amount between organisations which directly deliver youth work and organisations which provide infrastructure services, i.e. the support for small direct delivery organisation through sector development, affiliation and CRB processing.

5.2 It is proposed that the commissioning budget will be distributed according to a resource allocation model which can take into account the local population, local levels of deprivation and the previous levels of attainment of an area, recognising that these combined factors are indicative of the likelihood of young people achieving positive outcomes.

5.3 Whilst commissioning allocations may be proposed on a district/borough basis this is not intended to prevent the development of work across boundaries where relevant.

5.4 The amount of £1.2m for the commissioning of youth work activities is intended to be a basic amount which is spent on these activities. This should be understood as only the starting point as it is intended that by working more closely with partners both countywide and at a local level other resources which are intended to meet similar outcomes for young people could support integrated responses to the provision of activities for young people. In this way, there will be greater opportunities for high quality, local service delivery and administrative efficiencies.

6. Local Context

6.1 In addition to the Service context in Section 2 and the general needs analysis in Section 3, the 12 appendices below give more detailed information from a range of sources on each of the districts and boroughs.

- 6.2** Each appendix includes a Children's Wellbeing Index (CWI) Score, this is a figure provided by the Department for Communities and Local Government (2009). Like the Indices of Multiple Deprivation score, the CWI scores provide a relative ranking of areas across England according to their level of deprivation but with reference to children specifically; higher scores indicate higher levels of deprivation.
- 6.3** Whilst some local demographic information is available, figures for the number of Lesbian, Gay, Bisexual or Transgender (LGBT) young people within the population are not available in any data set. Stonewall, the lesbian gay and bisexual charity currently states that the government's estimate of 5-7% of the population is reasonable. This estimate can safely be assumed to apply across the districts/boroughs.

Appendix 1: Youth Provision, Ashford

Local level of need:

The Borough of Ashford has a 13-19 population of 10,100 young people placing it joint seventh in the county for this age group. The area has a further 10,100 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The Children's Wellbeing Index (CWI) Score for Ashford is 118.7 which places it 5th amongst Kent area.
- On national Indices of Deprivation, Ashford has moved from being ranked 206 in 2007 to 198 in 2010. Whilst it remains ranked 8th out of 12 for KCC, it does indicate that it has become relatively more deprived than other areas in England. Ward level deprivation is demonstrated on the map below.
- 5.4% of all residents are from BME communities (Kent average 6.3% England average 11.8%). BME children and young people aged 0-15 comprise 8% of the local population.
- 3% of young people aged 0-24 in Ashford claim disability living allowance; 1.2% of secondary school children have a statement whilst a further 19.8% have additional needs but no statement. From this it is possible to estimate that between 2000 and 2250 young people could benefit from additional support through youth provision.
- There are 239 Looked After Children in Ashford Borough 130 of which are other LA children placed in Kent.
- 106 young people were First Time Entrants to the Youth Justice System in 2010, down from 165 in 2009.
- The under 18 Conception rate for 2007/09 was 39.9 per 1000; the target rate for 2009/11 is 25.6.
- In February 2011 3.92% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.17% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Ashford Youth Framework to 2013 highlights 7 priority outcomes and strategic actions which include ensuring young people are involved in the consultation processes for future development, well connected to job opportunities, represented positively and are able to access a broad range of provision.

Local level of provision:

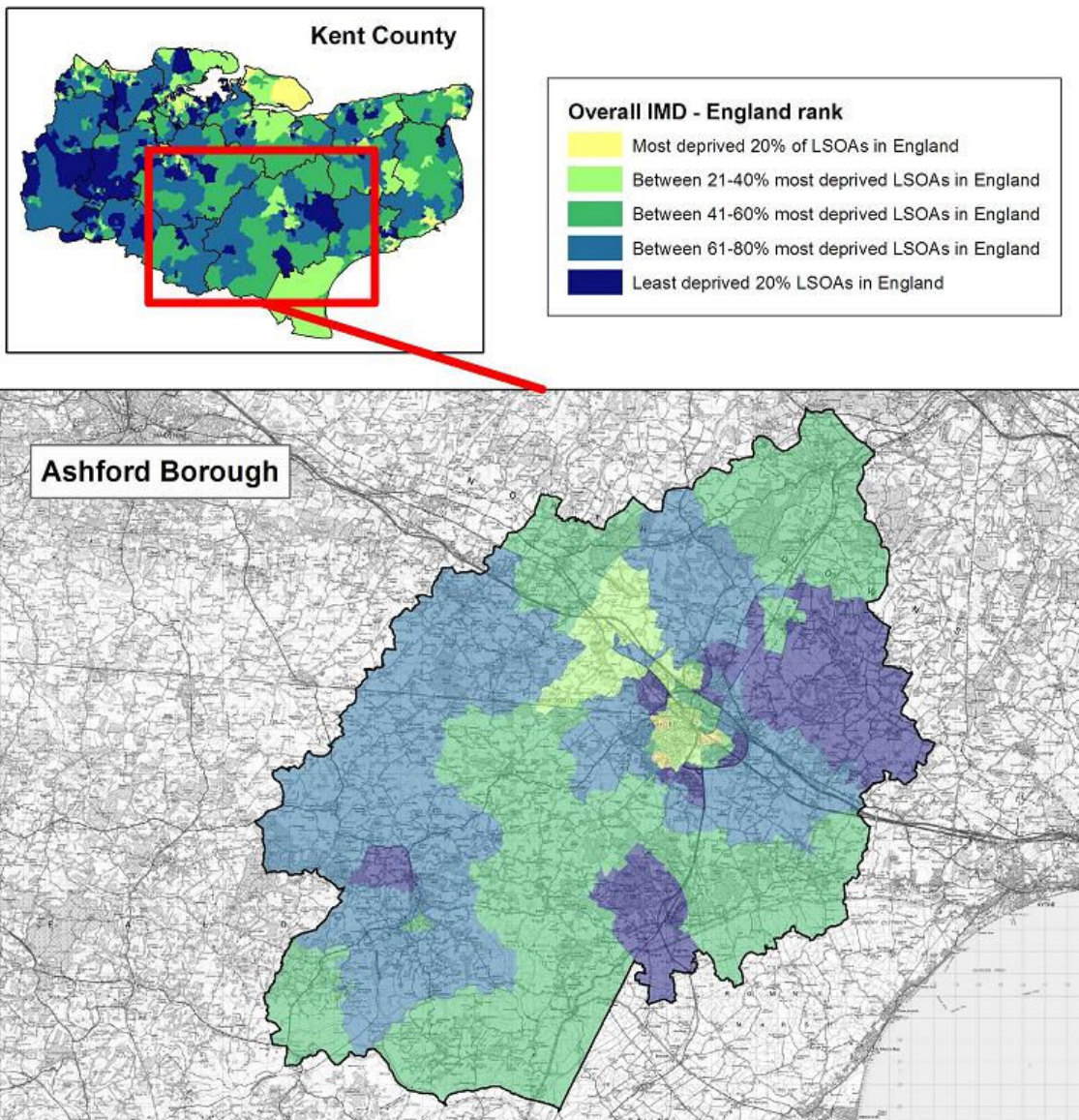
The proposed new model of service delivery for Kent Youth Service in Ashford will consist of direct delivery through:

- a Youth Hub at the existing Ashford North Youth Centre;
- the Community Youth Tutor based at the Towers School;
- the development of an Ashford Borough Detached Project.

This means that the facilities currently used for the XC Youth Centre at John Wallis Academy and Sk8side would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery, Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Ashford based on the Index of Multiple Deprivation 2010



Ashford is ranked 198th out of 326 authorities in England. A rank of 1 is the most deprived. This places Ashford in England's least deprived half of authorities.

Stanhope has the highest level of deprivation in Ashford, followed by Aylesford Green and Victoria.

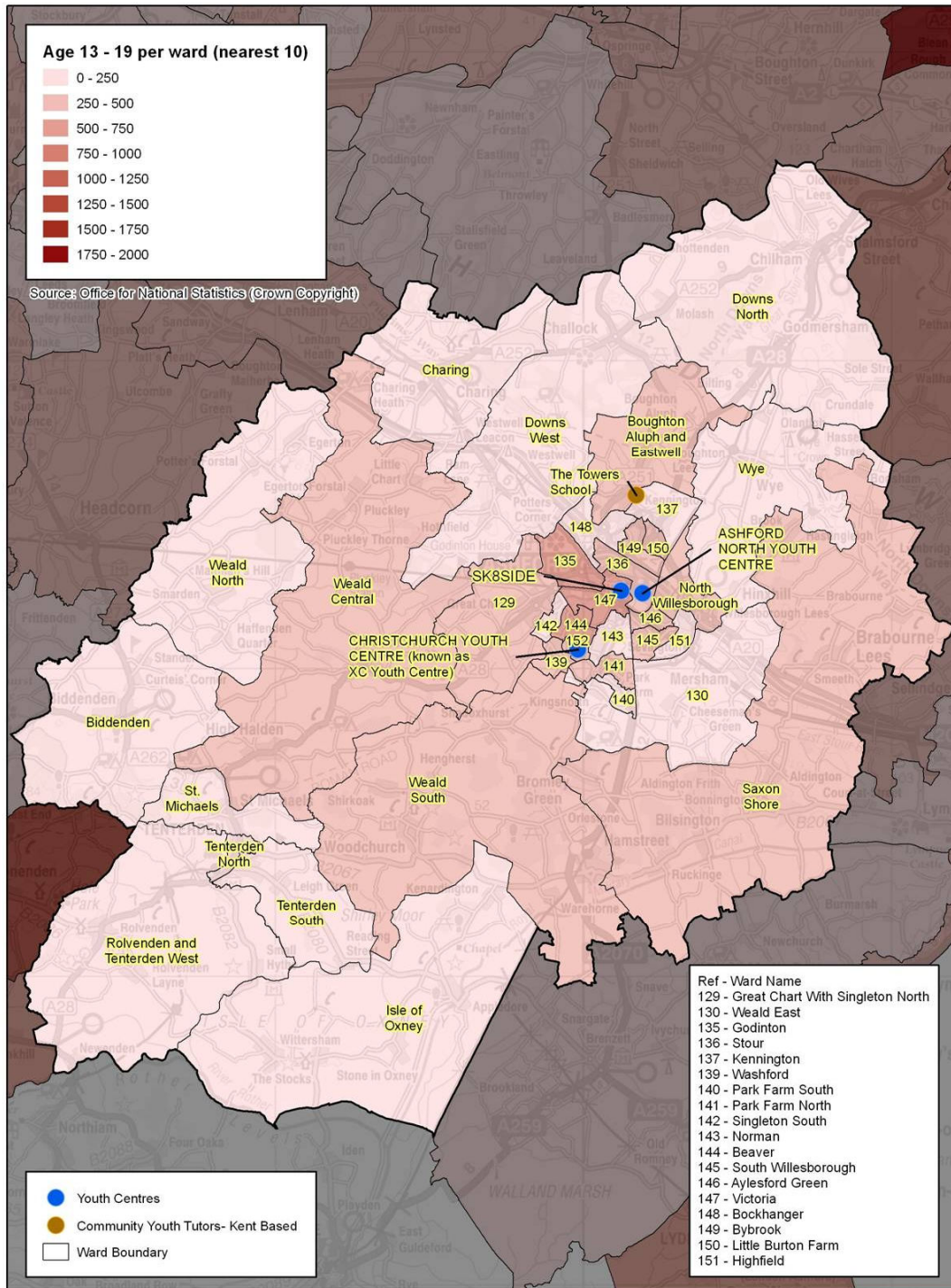
Ashford LSOAs	Number	%
Within England's top 20% most deprived	4	5.7%
Within South East's top 20% most deprived	15	21.4%
Within Kent's top 20% most deprived	10	14.3%

Out of a total of 70 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Ashford (with existing provision)



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Ref: ma1810_F0925351_Ashford

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Appendix 2: Youth Provision, Canterbury

Local level of need:

Canterbury has the highest 13-19 population with 16,300 young people; however, this may be slightly skewed due to the increased number of 18-19 year old residents in the area studying at the University located in the city. The area has a further 21,100 young people between the ages of 11-25 with a similar distortion likely at the higher end of this range. The population density of the 13-19 population is demonstrated on the map below, the distortion caused by student residents evident through the high density of Blean Forest ward within which the halls of residence are located.

- The overall Children's Wellbeing Index (CWI) Score for Canterbury is 123 which places it 6th in the county.
- On the national Indices of Deprivation, Canterbury has moved from being ranked 180 in 2007 to 166 in 2010, and has moved from being the 7th most deprived area of KCC to the 6th which indicate that it has become relatively more deprived than some other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 7.8% of residents are from BME communities (Kent average 6.3% England average 11.8%). BME children and young people aged 0-15 comprising 8% of the local population.
- 3% of young people aged 0-24 in Canterbury claim disability living allowance; 1.6% of secondary school children have a statement whilst a further 20.6% have additional needs but no statement. From this it is possible to estimate that between 2750 and 3000 young people could benefit from additional support through youth provision.
- There are 280 Looked After Children in the Canterbury over 150 of which are other LA children placed in Kent.
- 112 young people were First Time Entrants to the Youth Justice System in 2010, down from 156 in 2009.
- The under 18 Conception rate for 2007/09 was 31.1 per 1000; the target rate for 2009/11 is 19.8.
- In February 2011 6.16% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.60% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The local Canterbury district Youth Strategy 2008 – 2012 outlines four key themes so that services in the area can work closely together to improve outcomes: things to do places to go; active citizens; advice and guidance; intensive support.

Local level of provision:

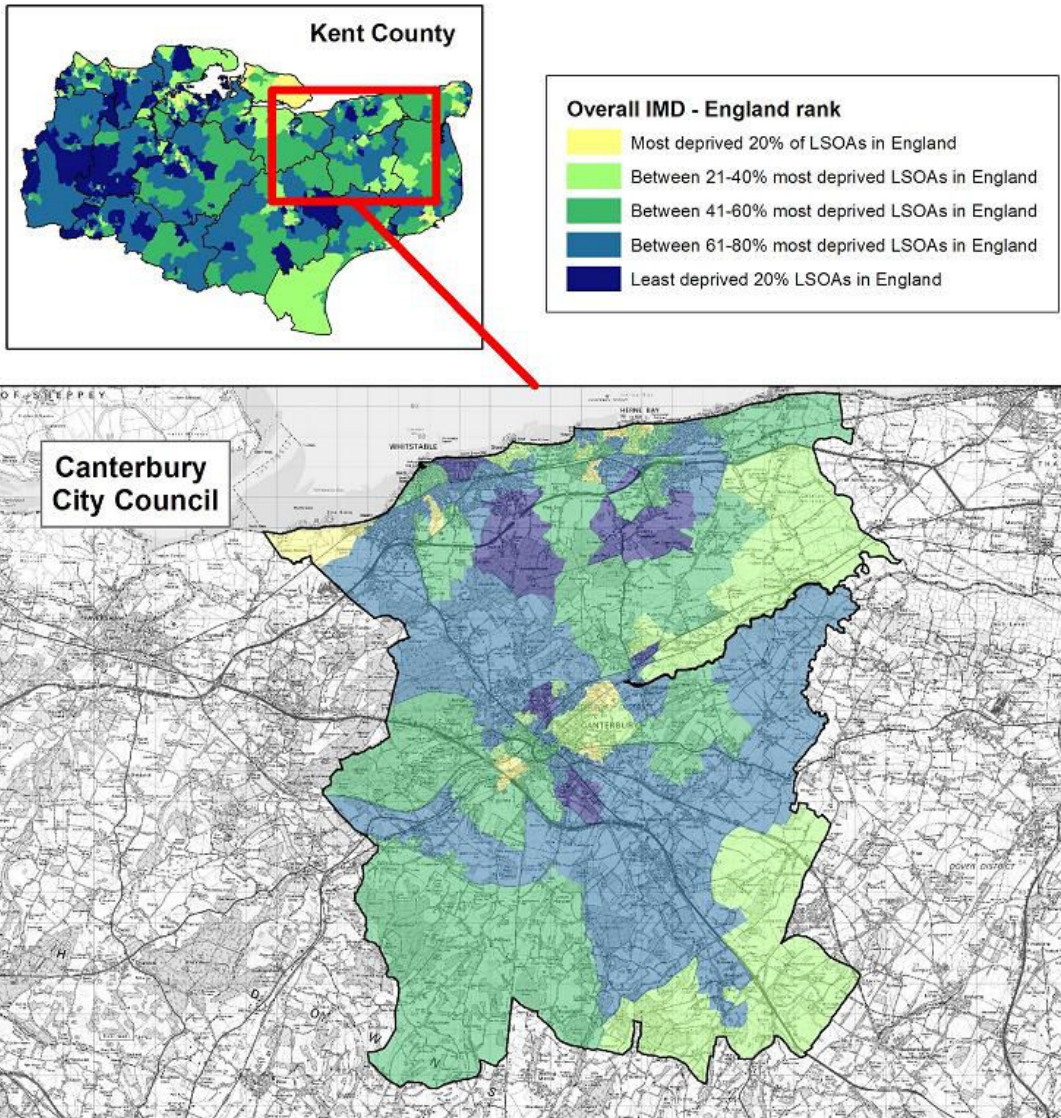
The proposed new model of service delivery for Kent Youth Service in Canterbury will consist of direct delivery through:

- A Youth Hub at the existing Riverside Youth Centre;
- the Community Youth Tutors based at the Canterbury Academy, Herne Bay High School and Spires Academy;
- the development of a Canterbury Detached Project;
- the Community Youth Tutor based at Herne Bay High School continuing to manage and deliver youth work at the Parklife Centre in Herne Bay.

This means that the facilities currently used for Whitstable Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Canterbury based on the Index of Multiple Deprivation 2010



Canterbury City council is ranked 166th out of 326 authorities in England. A rank of 1 is the most deprived. This places Canterbury in England's most deprived half of authorities.

Correll has the highest level of deprivation in Canterbury, followed by Heron and Wincheap.

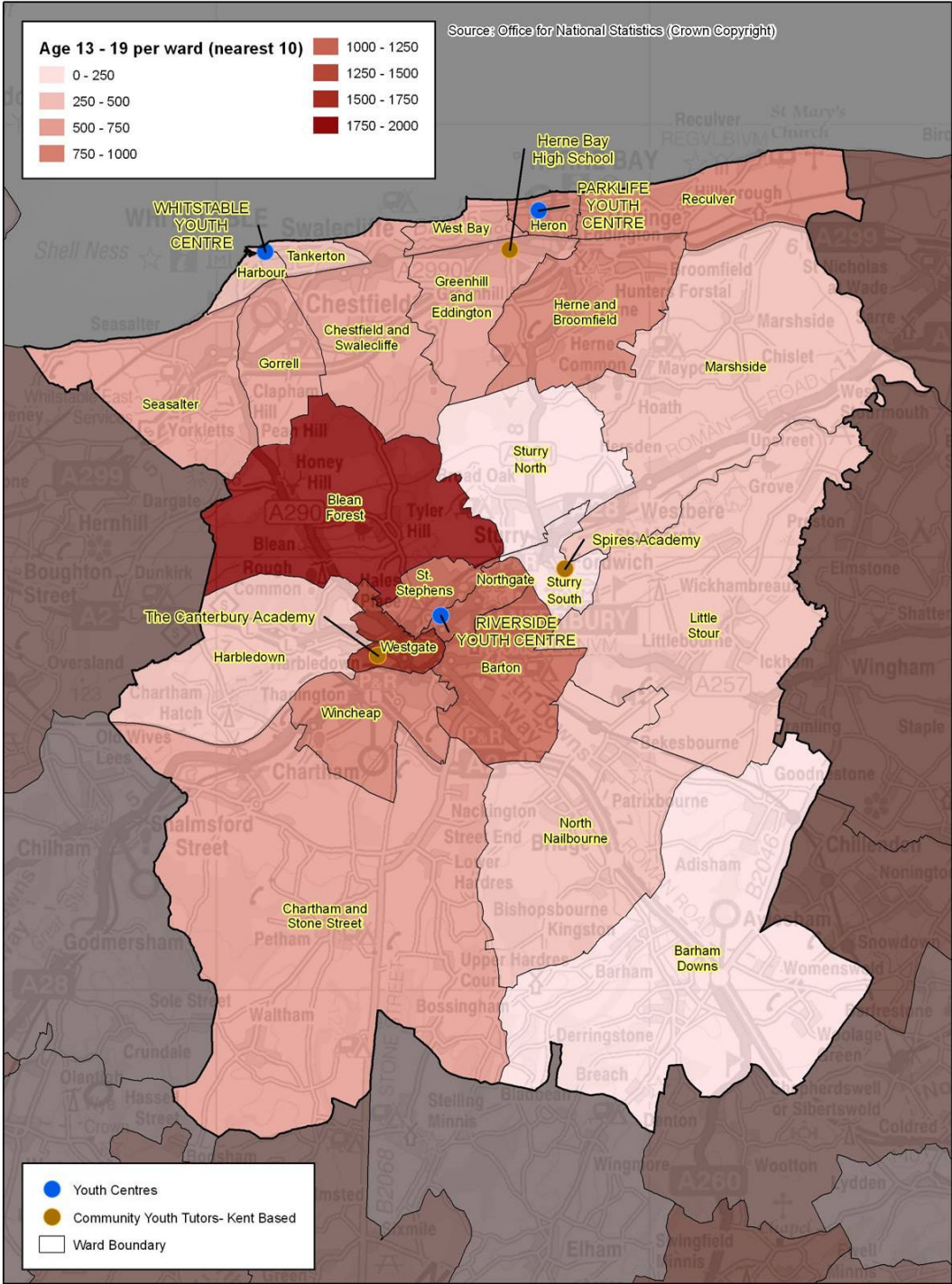
Canterbury LSOAs	Number	%
Within England's top 20% most deprived	8	8.9%
Within South East's top 20% most deprived	21	23.3%
Within Kent's top 20% most deprived	16	17.8%

Out of a total of 90 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Canterbury (with existing provision)



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Appendix 3: Youth Provision, Dartford

Local level of need:

Dartford has the joint smallest 13-19 population with 8,400 young people, the area has a further 9,400 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Dartford is 126.2 which places it 7th in Kent.
- On the national Indices of Deprivation, Dartford has moved from being ranked 180 in 2007 to 166 in 2010, and has moved from being the 7th most deprived area of KCC to the 6th which indicate that it has become relatively more deprived than some other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 9.6% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 12% of the local population.
- 3% of young people aged 0-24 in Dartford claim disability living allowance; 1.3% of secondary school children have a statement whilst a further 14.1% have additional needs but no statement. From this it is possible to estimate that between 1200 and 1400 young people could benefit from additional support through youth provision.
- There are 330 Looked After Children across Dartford and Sevenoaks over 200 of which are other LA children placed in Kent.
- 85 young people were First Time Entrants to the Youth Justice System in 2010, down from 134 in 2009.
- The under 18 Conception rate for 2007/09 was 36.1 per 1000; the target rate for 2009/11 is 19.6.
- In February 2011 6.20% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.92% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

Under the theme of Adolescent Engagement the Draft Local Children's Trust Board Children and Young People's Plan 2011 - 2014 for Dartford identifies the need to: engage young people in local decision making; create targeted resources for healthy lifestyle choices and sexual health; help young people achieve skills which allow them to take an active part in society.

Local level of provision:

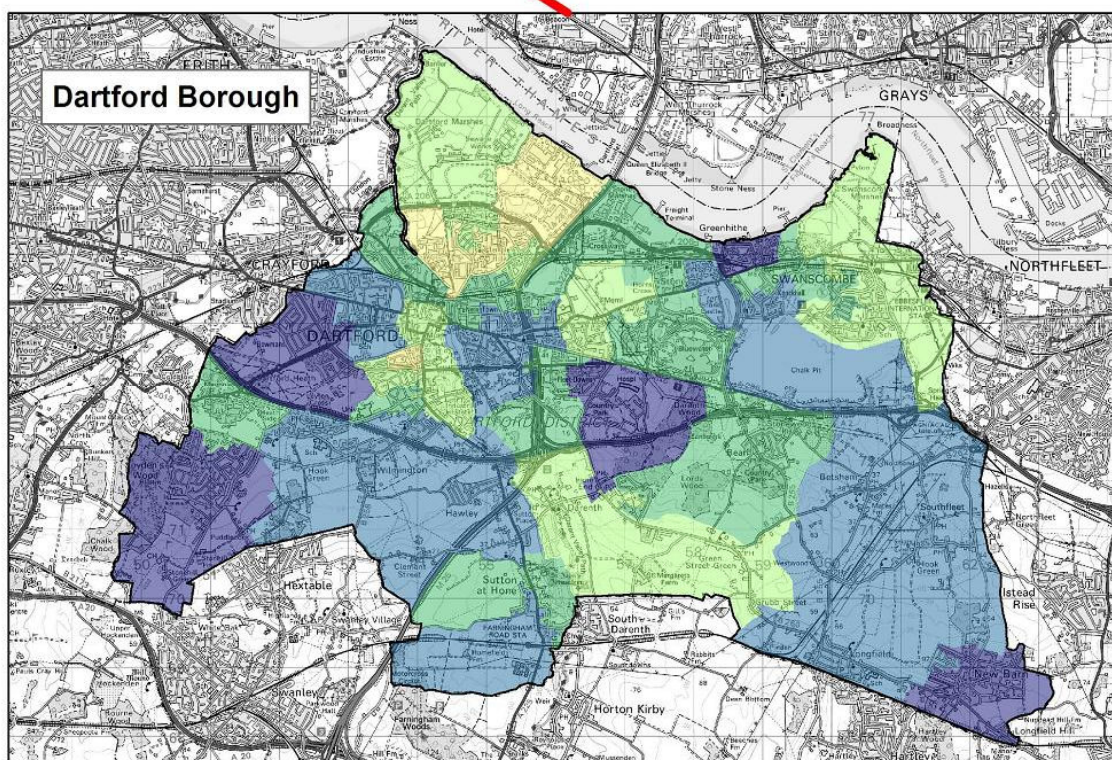
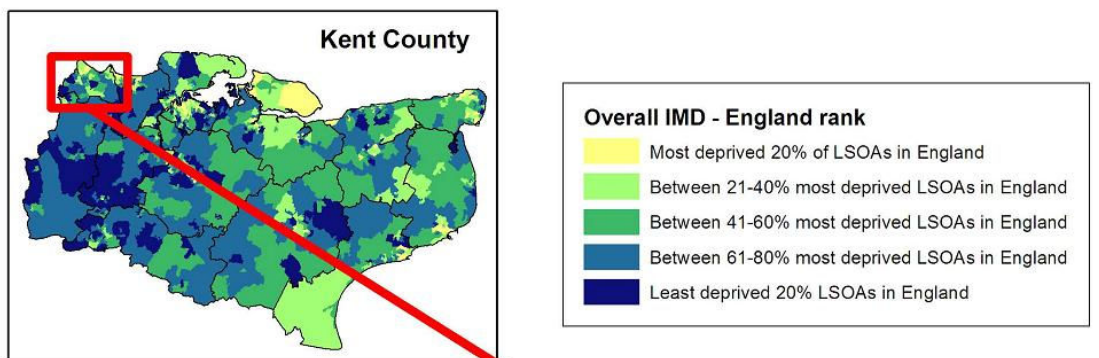
The proposed new model of service delivery for Kent Youth Service in Dartford will consist of direct delivery through:

- A Youth Hub by developing a partnership approach with Thames Gateway YMCA at the Dartford Hub;
- developing a Community Youth Tutor based at Swan Valley School;
- the development of a Dartford Borough Detached Project.

This means that the facilities currently used for The Bridge for Young People would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Dartford based on the Index of Multiple Deprivation 2010



Dartford is ranked 175th out of 326 authorities in England. A rank of 1 is the most deprived. This places Dartford in England's least deprived half of authorities.

Littlebrook has the highest level of deprivation in Dartford, followed by Joyce Green and Princes.

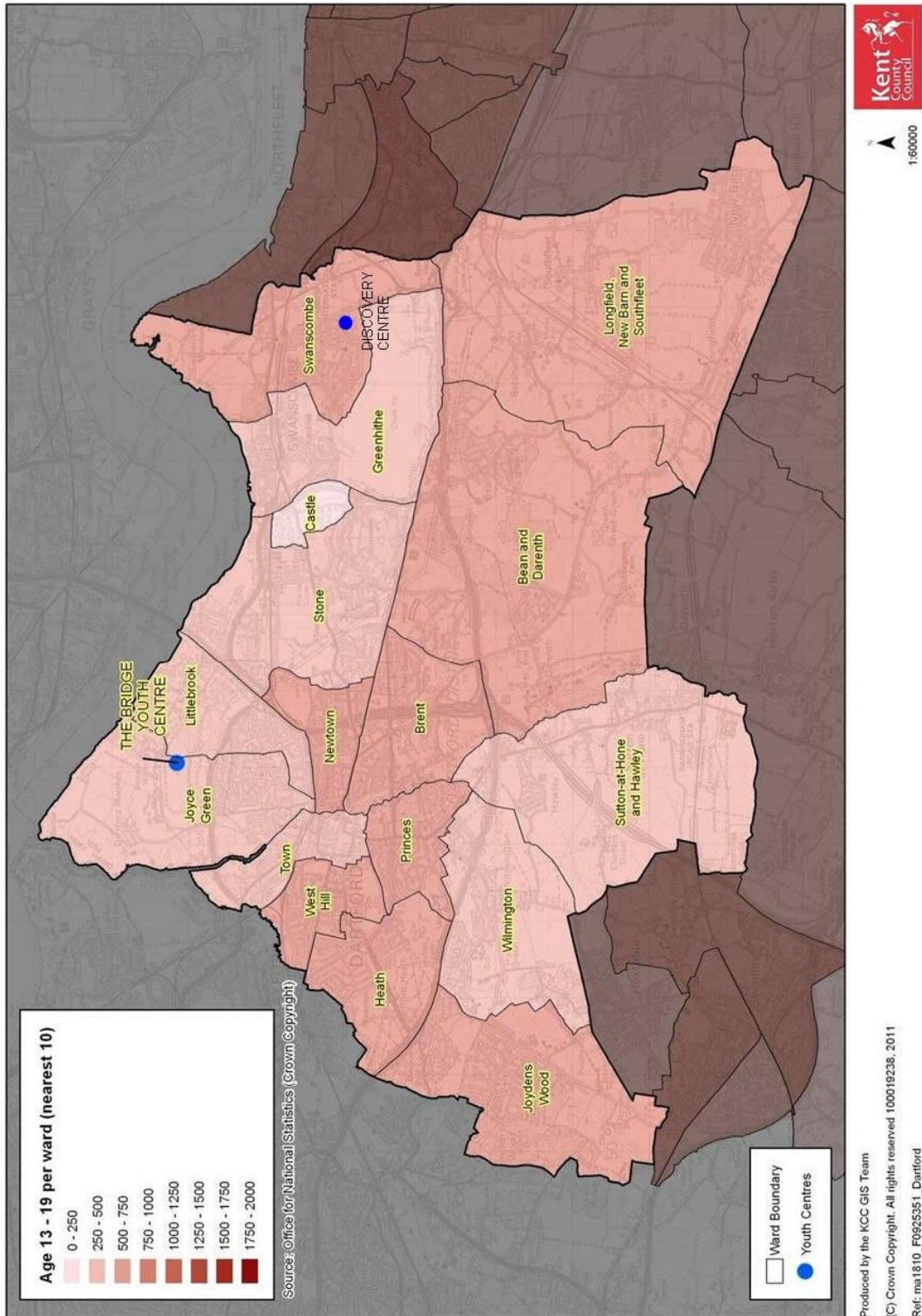
Dartford LSOAs	Number	%
Within England's top 20% most deprived	3	5.2%
Within South East's top 20% most deprived	12	20.7%
Within Kent's top 20% most deprived	8	13.8%

Out of a total of 58 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Dartford (with existing provision)



Appendix 4: Youth Provision, Dover

Local level of need:

The District of Dover has a 13-19 population of 10,100 young people placing it joint seventh in the county for this age group, the area has a further 8,800 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Dover is 137.7 which places it 8th in Kent.
- On the national Indices of Deprivation Dover has moved from being ranked 142 in 2007 to 127 in 2010, and has moved from being the 5th most deprived area of KCC to the 4th which indicates that it has become relatively more deprived than some other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 3.6% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children & young people aged 0-15 comprise 5% of the local population.
- 4% of young people aged 0-24 in Dover claim disability living allowance; 1.7% of secondary school children have a statement whilst a further 22% have additional needs but no statement. From this it is possible to estimate that between 2100 and 2300 young people could benefit from additional support through youth provision.
- There are 164 Looked After Children across Dover over 70 of which are other LA children placed in Kent.
- 138 young people were First Time Entrants to the Youth Justice System in 2010, down from 203 in 2009.
- The under 18 Conception rate for 2007/09 was 36.4 per 1000; the target rate for 2009/11 is 23.6.
- In February 2011 4.89% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 1.88% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The local Youth Strategy for Dover District 2008 – 2012 identifies 55 separate aims under the Every Child Matters themes along with a specific focus on Disabled Young People.

Local level of provision:

The proposed new model of service delivery for Kent Youth Service in Dover will consist of direct delivery through:

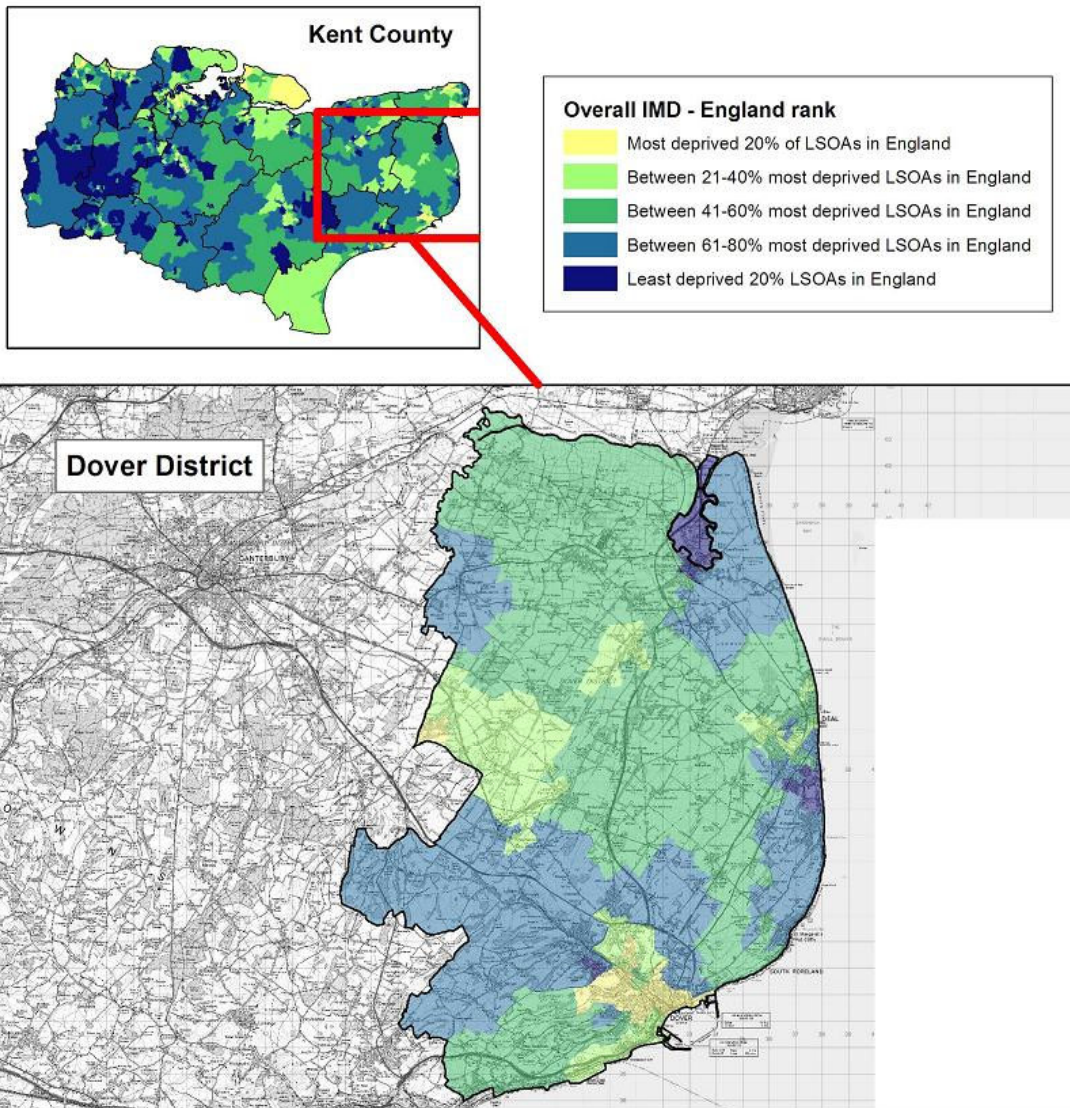
- A Youth Hub at the existing Archers Court Youth Centre;

- the Community Youth Tutors based at Sandwich Technology School and Harbour/St Edmunds RC Schools;
- the development of a Dover District Detached Project.

This means that the facilities currently used for Aylesham Youth Centre and Linwood Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Dover based on the Index of Multiple Deprivation 2010



Dover is ranked 127th out of 326 authorities in England. A rank of 1 is the most deprived. This places Dover in England's most deprived half of authorities.

St.Radigunds has the highest level of deprivation in Dover, followed by Buckland and Tower Hamlets.

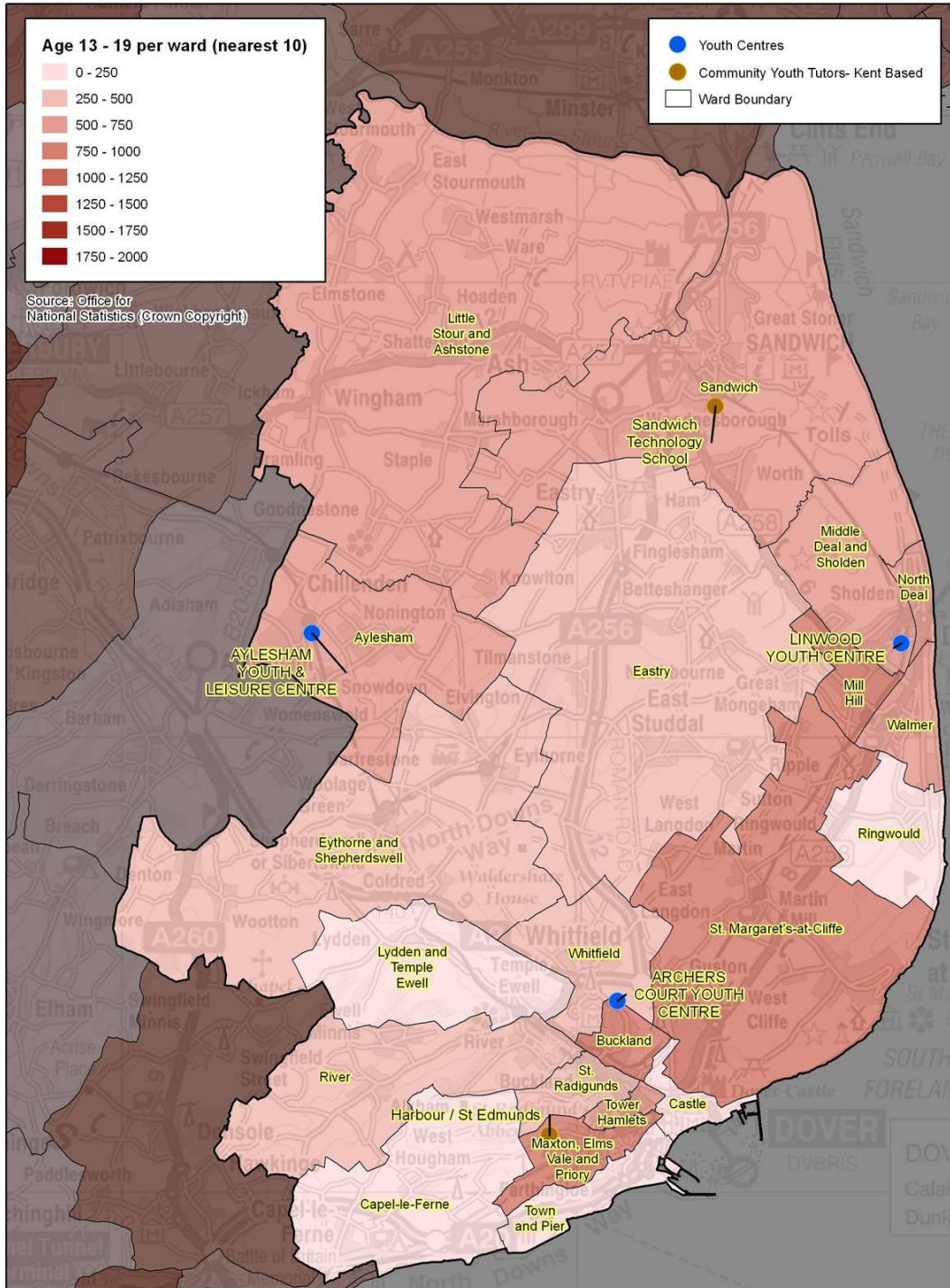
Dover LSOAs	Number	%
Within England's top 20% most deprived	11	16.4%
Within South East's top 20% most deprived	21	31.3%
Within Kent's top 20% most deprived	15	22.4%

Out of a total of 67 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Dover (with existing provision)



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Appendix 5: Youth Provision, Gravesham

Local level of need:

The Borough of Gravesham has a 13-19 population of 9,300 young people placing it 10th in the county for this age group, the area has a further 9,700 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Gravesham is 146.8 which places it 9th in Kent.
- On the national Indices of Deprivation Gravesham has moved from being ranked 134 in 2007 to 142 in 2010, and has moved from being the 4th most deprived area of KCC to the 5th which indicates that it is one of the few that has become relatively less deprived than other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 12.9% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 15.4% of the local population.
- 3.8% of young people aged 0-24 in Gravesham claim disability living allowance; 1.5% of secondary school children have a statement whilst a further 22.1% have additional needs but no statement. From this it is possible to estimate that between 2000 and 2200 young people could benefit from additional support through youth provision.
- There are 199 Looked After Children across Gravesham over 100 of which are other LA children placed in Kent.
- 144 young people were First Time Entrants to the Youth Justice system in 2010, down from 153 in 2009.
- The under 18 Conception rate for 2007/09 was 38.1 per 1000; the target rate for 2009/11 is 21.6.
- In February 2011 5.17% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.45% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Draft Local Children's Trust Board Children and Young People's Plan 2011 - 2014 for Gravesham identifies the teenage conception rates, sexual health issues, higher than average numbers of entrants in to the Youth Justice system and the engagement of participation of young people as key issues under the theme of Adolescent Engagement.

Local level of provision:

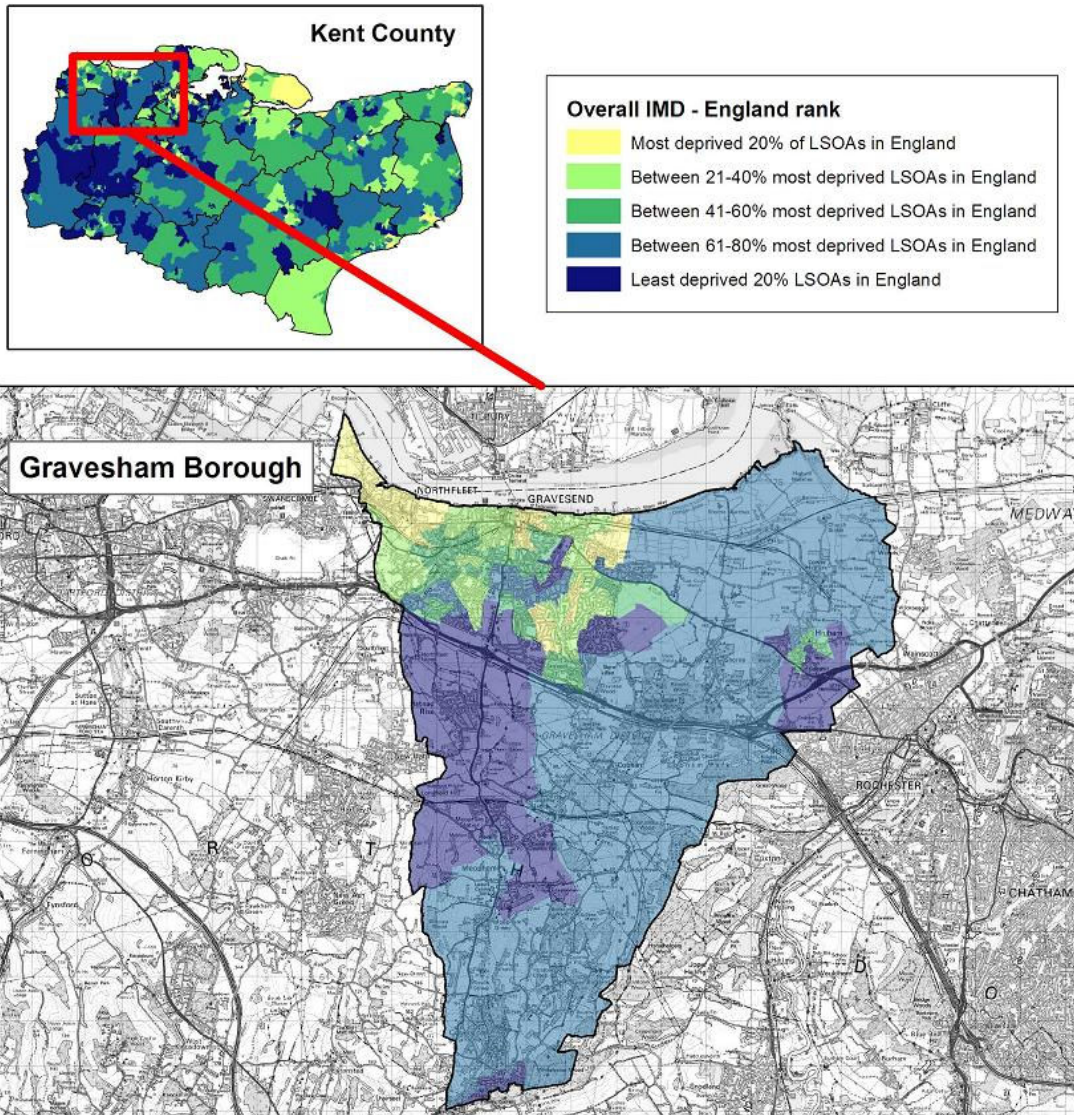
The proposed new model of service delivery for Kent Youth Service in Gravesham will consist of direct delivery through:

- A Youth Hub at the existing Northfleet Youth Centre;
- the Community Youth Tutor based at Thamesview School;
- the development of a Gravesham Borough Detached Project.

This means that the facilities currently used for the Miracles Youth Centre and The Gr@nd would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Gravesham based on the Index of Multiple Deprivation 2010



Gravesham is ranked 142nd out of 326 authorities in England. A rank of 1 is the most deprived. This places Gravesham in England's most deprived half of authorities.

Singlewell has the highest level of deprivation in Gravesham, followed by Northfleet North and Central.

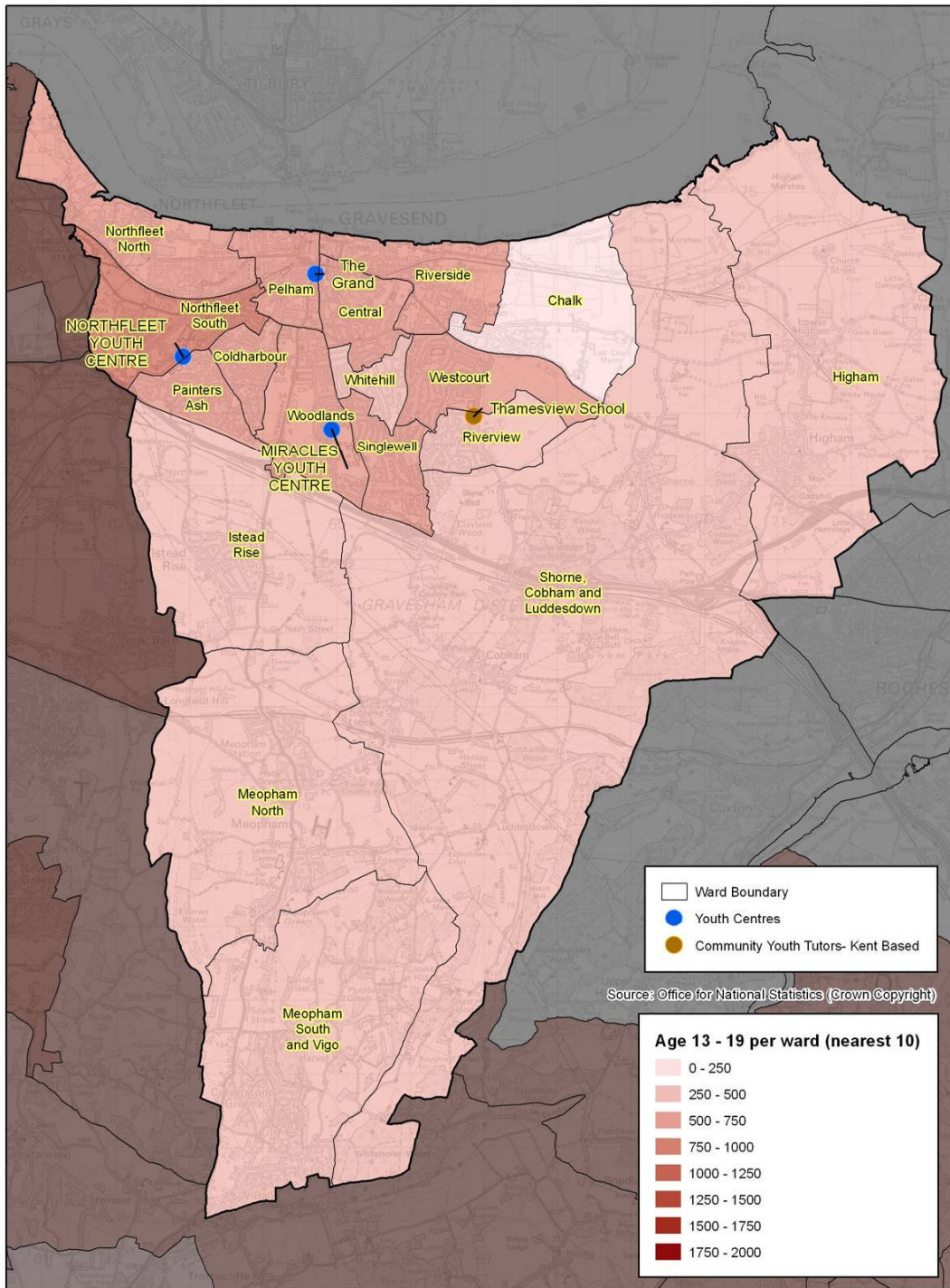
Gravesham LSOAs	Number	%
Within England's top 20% most deprived	8	12.7%
Within South East's top 20% most deprived	22	34.9%
Within Kent's top 20% most deprived	14	22.2%

Out of a total of 63 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Gravesham (with existing provision)



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Appendix 6: Youth Provision, Maidstone

Local level of need:

The Borough of Maidstone has a 13-19 population of 12,400 young people placing it joint second in the county for this age group, the area has a further 13,300 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Maidstone is 105.7 which places it 4th in Kent.
- On the national Indices of Deprivation Maidstone has moved from being ranked 225 in 2007 to 217 in 2010, and has remained at 8th on the list of deprived areas of KCC but it has become relatively more deprived than some other areas in England. Ward level deprivation is demonstrated on the map below.
- 5.4% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 7% of the local population.
- 3% of young people aged 0-24 claim disability living allowance; 1.1% of secondary school children have a statement whilst a further 19.3% have additional needs but no statement. From this it is possible to estimate that between 2250 and 2500 young people could benefit from additional support through youth provision.
- There are 160 Looked After Children across Maidstone over 50 of which are other LA children placed in Kent.
- 124 young people were First Time Entrants to the Youth Justice system in 2010, down from 214 in 2009.
- The under 18 Conception rate for 2007/09 was 35.7 per 1000; the target rate for 2009/11 is 15.6.
- In February 2011 6.01% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.44% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Draft Local Children's Trust Board Children and Young People's Plan 2011 - 2014 for Maidstone identifies the rate of teenage conception, the proportion of NEETs and the engagement of young offenders in suitable education and training as key issues under the theme of Adolescent Engagement.

Local level of provision:

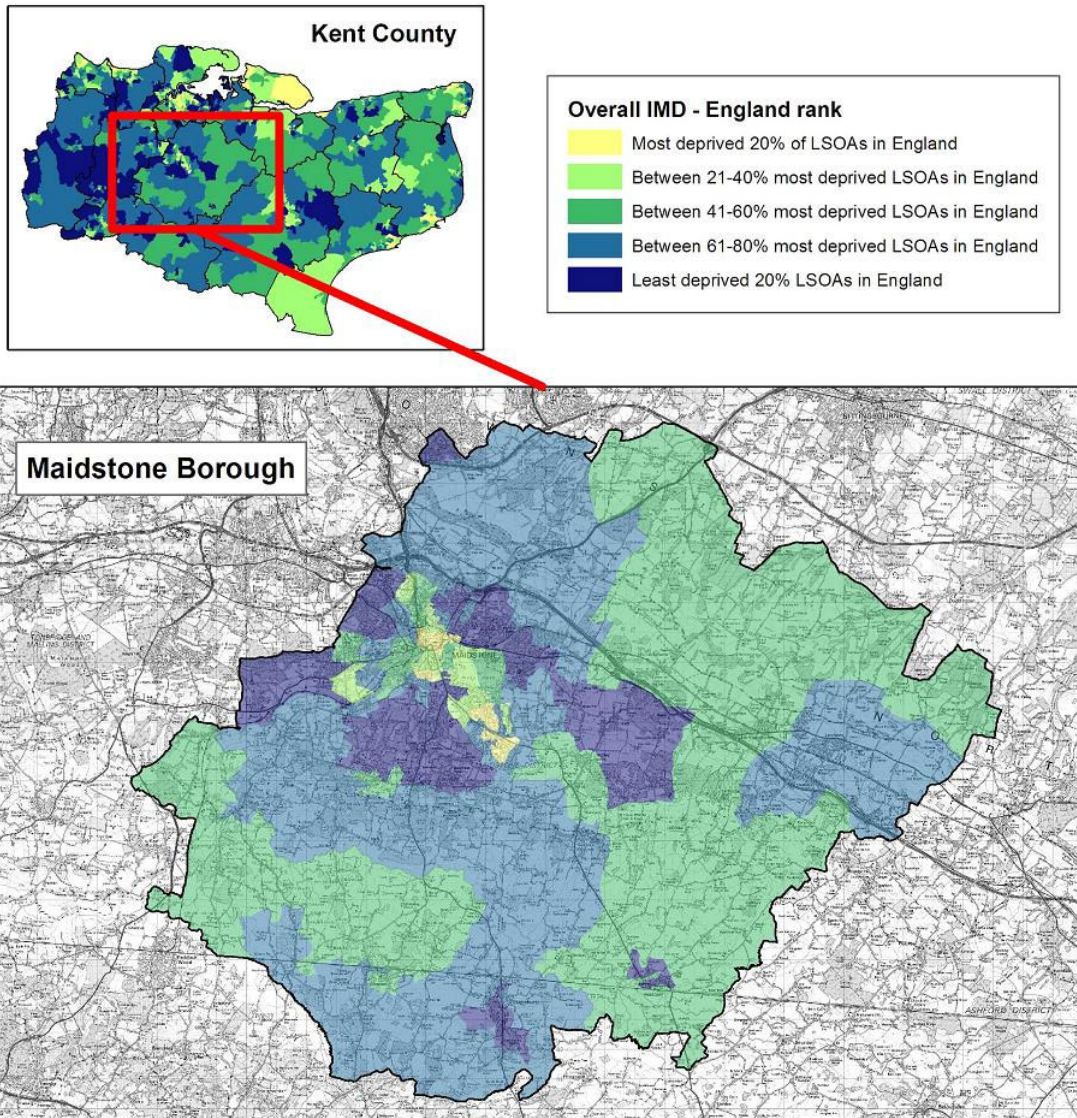
The proposed new model of service delivery for Kent Youth Service in Maidstone will consist of direct delivery through:

- A Youth Hub at the existing InfoZone Youth Centre;
- the Community Youth Tutor based at Valley Park Academy;
- the development of a Community Youth Tutor at the Senacre Community Skills Centre
- the development of a Maidstone Borough Detached Project.

This means that the facilities currently used for Shepway Youth Centre and Lenham Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Maidstone based on the Index of Multiple Deprivation 2010



Maidstone is ranked 217th out of 326 authorities in England. A rank of 1 is the most deprived. This places Maidstone in England's least deprived half of authorities.

Park Wood has the highest level of deprivation in Maidstone, followed by High Street and Shepway South.

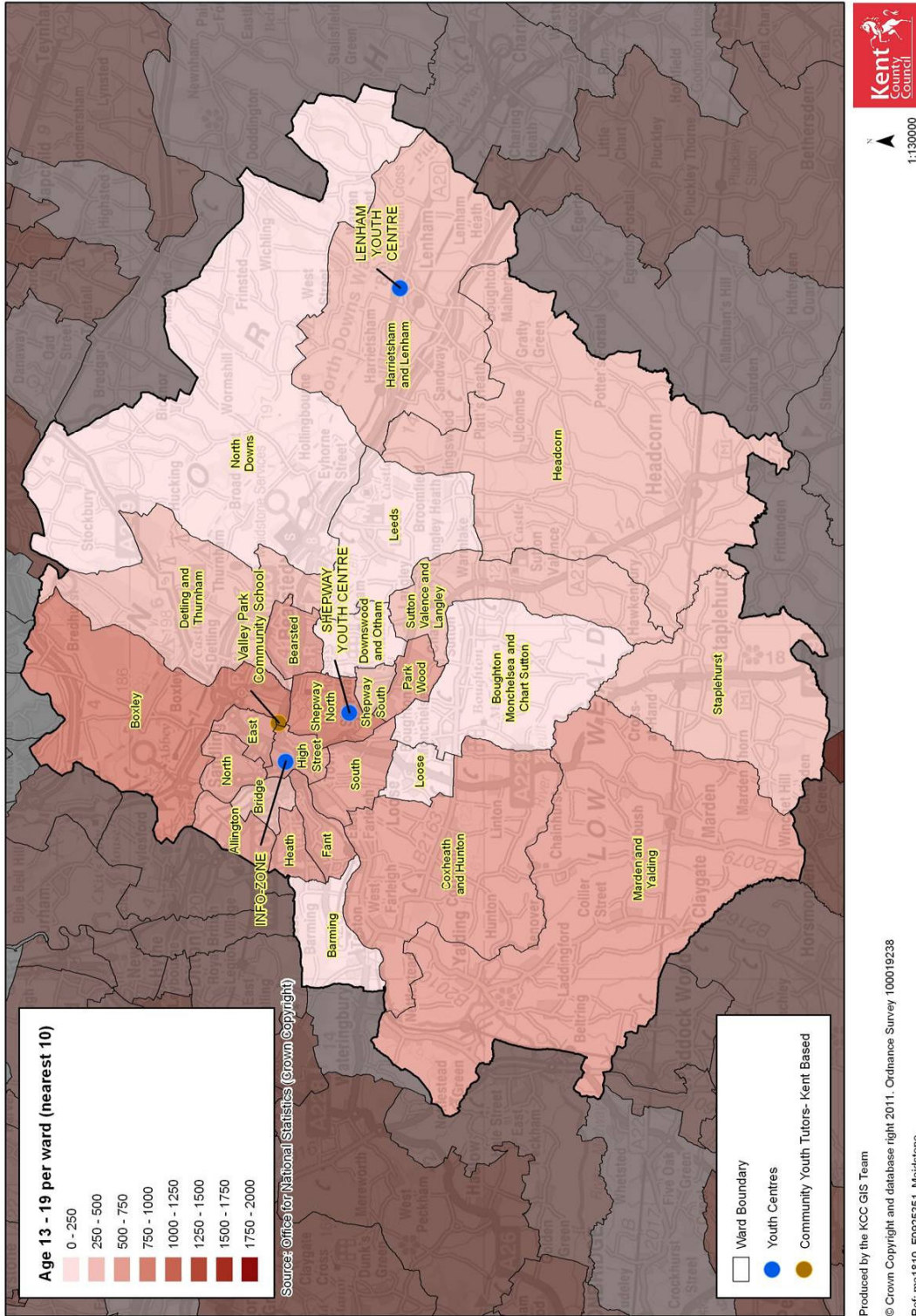
Maidstone LSOAs	Number	%
Within England's top 20% most deprived	6	6.5%
Within South East's top 20% most deprived	15	16.3%
Within Kent's top 20% most deprived	10	10.9%

Out of a total of 92 LSOAs

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13-19 Population Density, Maidstone (with existing provision)



Appendix 7: Youth Provision, Sevenoaks

Local level of need:

The District of Sevenoaks has a 13-19 population of 9,800 young people placing it ninth in the county for this age group, the area has a further 8,500 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Sevenoaks is 84.7 which places it 3rd in Kent.
- On the national Indices of Deprivation Sevenoaks has moved from being ranked 270 in 2007 to 276 in 2010, and has remained as the least deprived area of KCC and has also become relatively less deprived than some other areas in England. Ward level deprivation is demonstrated on the map below.
- 6.1% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 9% of the local population.
- 3% of young people aged 0-24 claim disability living allowance; 2.0% of secondary school children have a statement whilst a further 32.8% have additional needs but no statement. From this it is possible to estimate that between 2800 and 3000 young people could benefit from additional support through youth provision.
- There are 330 Looked After Children across Dartford and Sevenoaks over 200 of which are other LA children placed in Kent.
- 69 young people were First Time Entrants to the Youth Justice System in 2010, down from 122 in 2009
- The under 18 Conception rate for 2007/09 was 25.7 per 1000; the target rate for 2009/11 is 15.7.
- In February 2011 3.87% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.60% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The local Sevenoaks District Young People's Action Plan 2009 – 2012 identifies 12 key outcomes for young people in the area including better information about health issues, improving self-esteem, feeling safer in the community and community involvement and celebration of achievements.

Local level of provision:

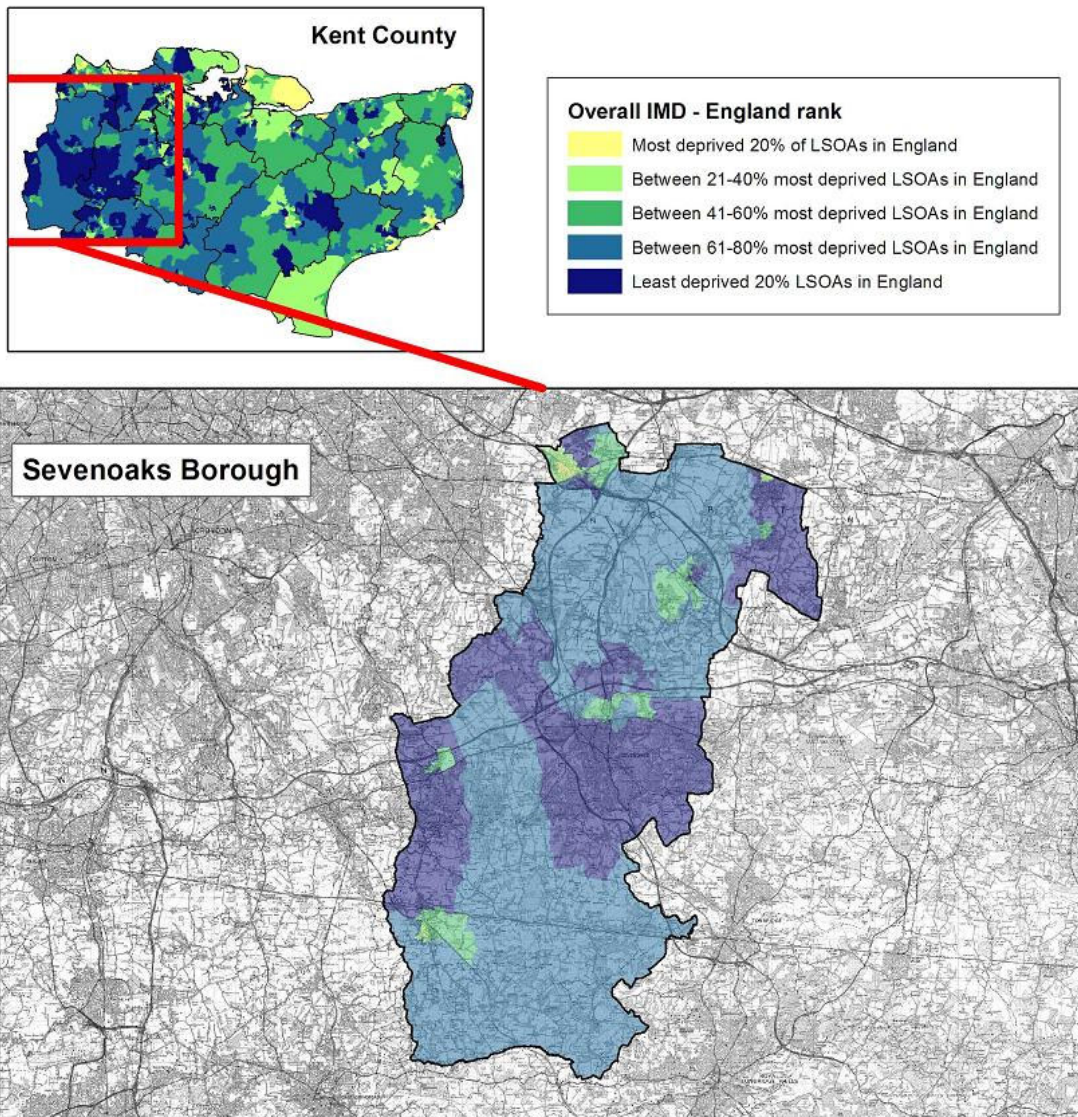
The proposed new model of service delivery for Kent Youth Service in Sevenoaks will consist of direct delivery through:

- A Youth Hub at the existing Swanley Youth Centre (The Junction);
- the development of a Community Youth Tutor at Knole Academy;
- the development of a Sevenoaks District Detached Project.

Kent Youth Service currently has no other fixed facilities in the Sevenoaks area. The Edenbridge Community Centre is expected to be open from 2012.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Sevenoaks based on the Index of Multiple Deprivation 2010



Sevenoaks is ranked 276th out of 326 authorities in England. A rank of 1 is the most deprived. This places Sevenoaks in England's least deprived half of authorities.

Swanley St.Mary's has the highest level of deprivation in Sevenoaks, followed by Swanley White Oak and Hartley & Hodsoll Street.

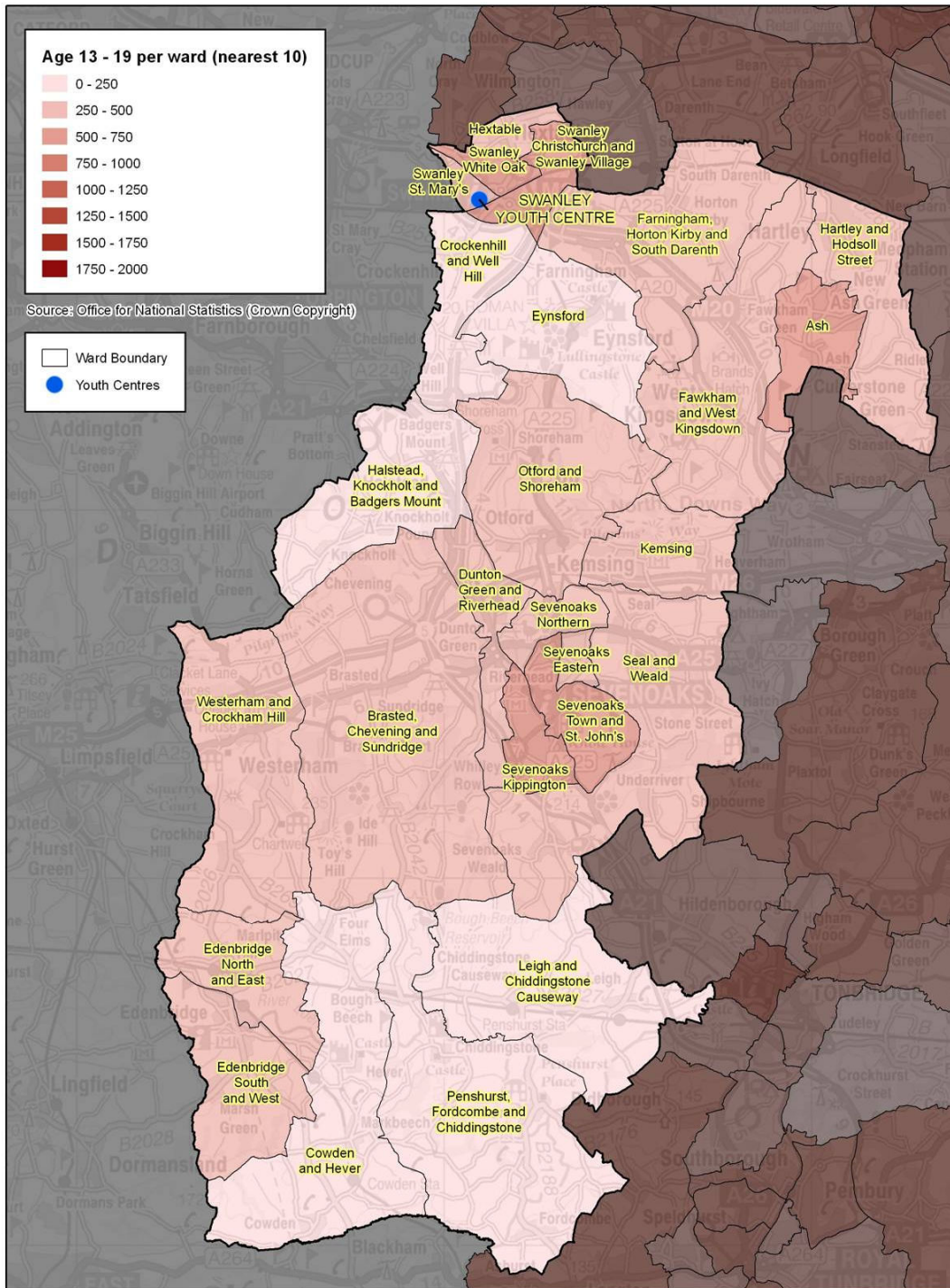
Sevenoaks LSOAs	Number	%
Within England's top 20% most deprived	1	1.4%
Within South East's top 20% most deprived	5	6.8%
Within Kent's top 20% most deprived	3	4.1%

Out of a total of 74 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Sevenoaks (with existing provision)



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Appendix 8: Youth Provision, Shepway

Local level of need:

The District of Shepway has a 13-19 population of 8,400 young people making it the lowest in the county for this age group, the area has a further 8,600 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Shepway is 168.5 which places it 10th in Kent
- On the national Indices of Deprivation Shepway has moved from being ranked in 114 2007 to 97 in 2010, and has moved from being the 3rd most deprived area of KCC to the 2nd which indicate that it has become relatively more deprived than some other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 5.7 % of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME young people comprise 7% of the local population.
- 4% of young people aged 0-24 in Shepway claim disability living allowance; 1.4% of secondary school children have a statement whilst a further 28.1% have additional needs but no statement. From this it is possible to estimate that between 2250 and 2500 young people could benefit from additional support through youth provision.
- There are 227 Looked After Children across Shepway over 85 of which are other LA children placed in Kent.
- 152 young people were First Time Entrants into the Youth Justice System in 2010, down from 185 in 2009.
- The under 18 Conception rate for 2007/09 was 46.6 per 1000; the target rate for 2009/11 is 31.5.
- In February 2011 5.33% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.88% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Draft Local Children's Trust Board Children and Young People's Plan 2011 - 2014 for Shepway District highlights a number of issues for young people under the headings of mental and emotional health and adolescent engagement. These issues include the provision of positive activities, young people having a voice at school and in the community and the level of alcohol misuse amongst young people.

Local level of provision:

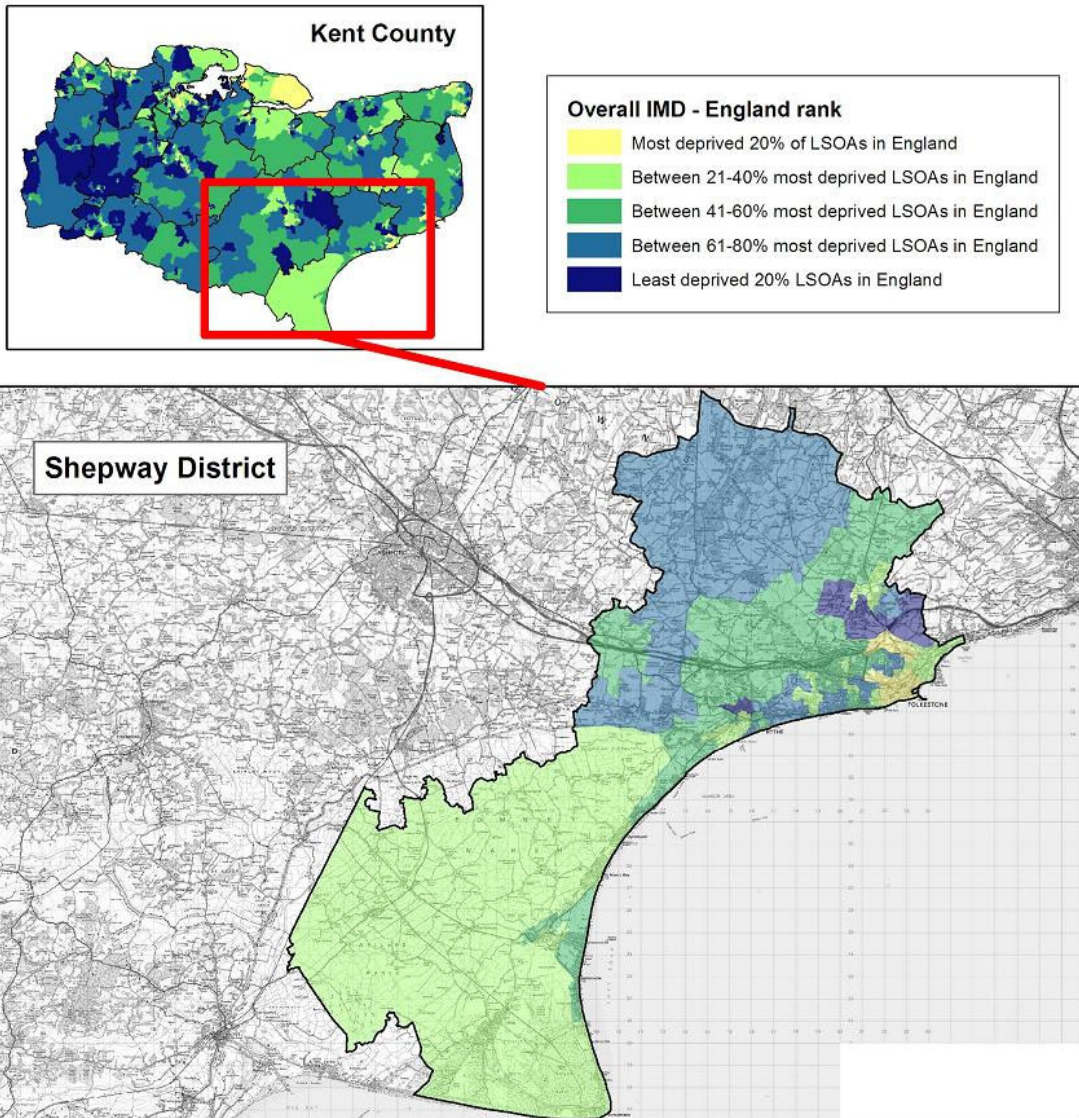
The proposed new model of service delivery for Kent Youth Service in Shepway will consist of direct delivery through:

- A Youth Hub at the existing Café IT Youth Centre;
- the Community Youth Tutors based at Folkestone Academy and Marsh Academy;
- the development of a Shepway District Detached Project.
- The Community Youth Tutor at The Marsh Academy will continue to manage and deliver youth work at the Phase II Youth Centre.

This means that the facilities currently used for Hythe Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Shepway based on the Index of Multiple Deprivation 2010



Shepway is ranked 97th out of 326 authorities in England. A rank of 1 is the most deprived. This places Shepway in England's most deprived half of authorities.

Folkestone Harvey Central has the highest level of deprivation in Shepway, followed by Folkestone Harbour and Folkestone East.

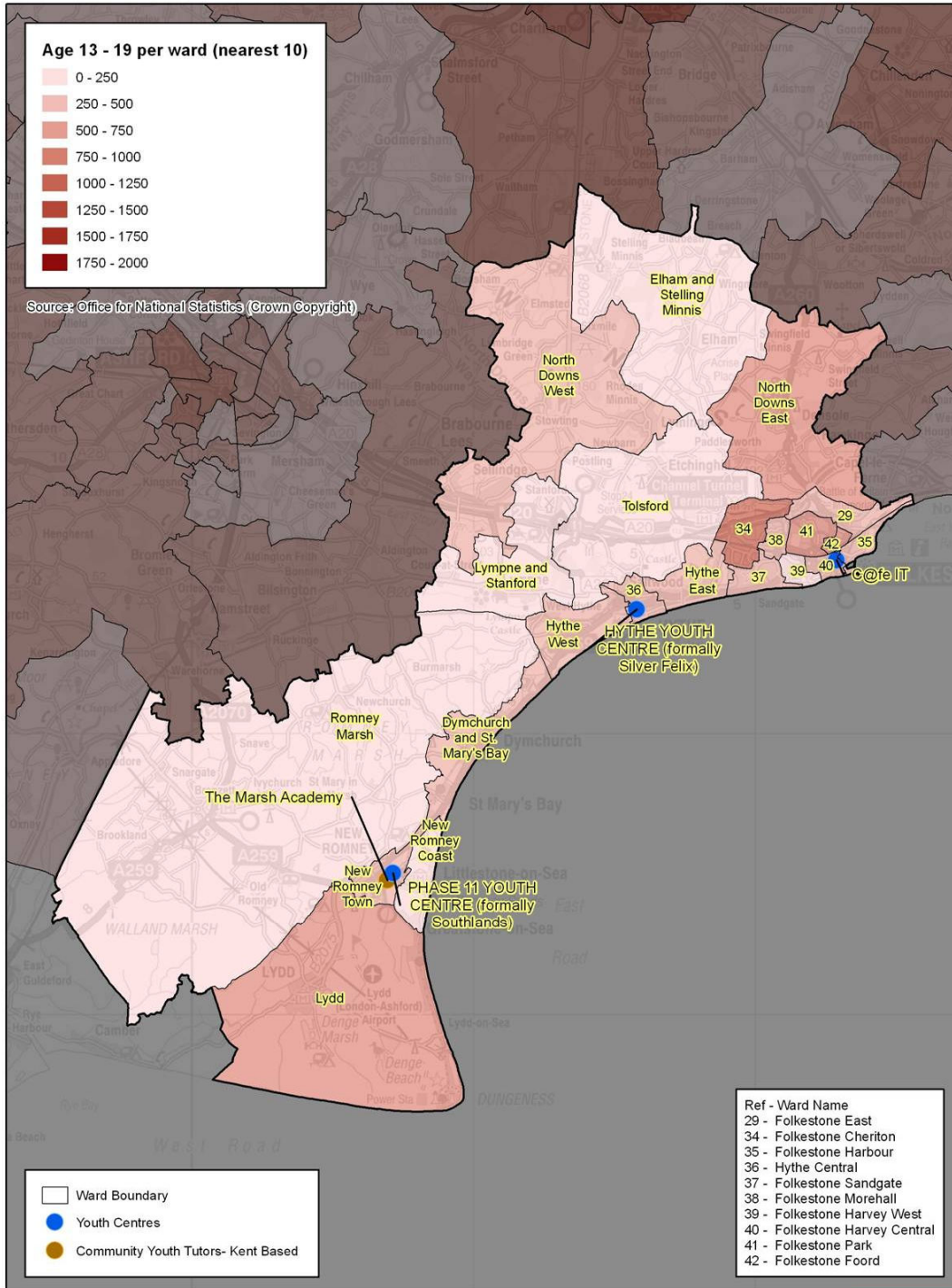
Shepway LSOAs	Number	%
Within England's top 20% most deprived	11	16.9%
Within South East's top 20% most deprived	29	44.6%
Within Kent's top 20% most deprived	20	30.8%

Out of a total of 65 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Shepway (with existing provision)



Produced by the KCC GIS Team

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Appendix 9: Youth Provision, Swale

Local level of need:

The Borough of Swale has a 13-19 population of 12,300 young people placing it third in the county for this age group, the area has a further 12,500 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Swale is 177.6 which places it 12th in Kent.
- On the national Indices of Deprivation Swale has moved from being ranked 108 in 2007 to 99 in 2010, and has moved from being the second most deprived area of KCC to the third which indicates that it has become relatively more deprived than some other areas in England but has been 'overtaken' by Shepway District. Ward level deprivation is demonstrated on the map below.
- 5.7% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 7% of the local population.
- 5% of young people aged 0-24 claim disability living allowance; 1.7% of secondary school children have a statement whilst a further 30.4% have additional needs but no statement. From this it is possible to estimate that between 3750 and 4000 young people could benefit from additional support through youth provision.
- There are 344 Looked After Children across Swale over 220 of which are other LA children placed in Kent.
- 196 young people were First Time Entrants to the Youth Justice system in 2010, down from 248 in 2009.
- The under 18 Conception rate for 2007/09 was 46.7 per 1000; the target rate for 2009/11 is 22.5.
- In February 2011 5.18% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.59% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Swale District Youth Strategy 2006-2009 was created around the themes of: facilities for young people; healthy lifestyle choices; information and advice; a voice for young people; understanding and respect; crime and anti-social behaviour. Following the end of this strategy the primary focus has been on the development of the Swale Youth Forum and working alongside Local Children's Trust Board plans.

Local level of provision:

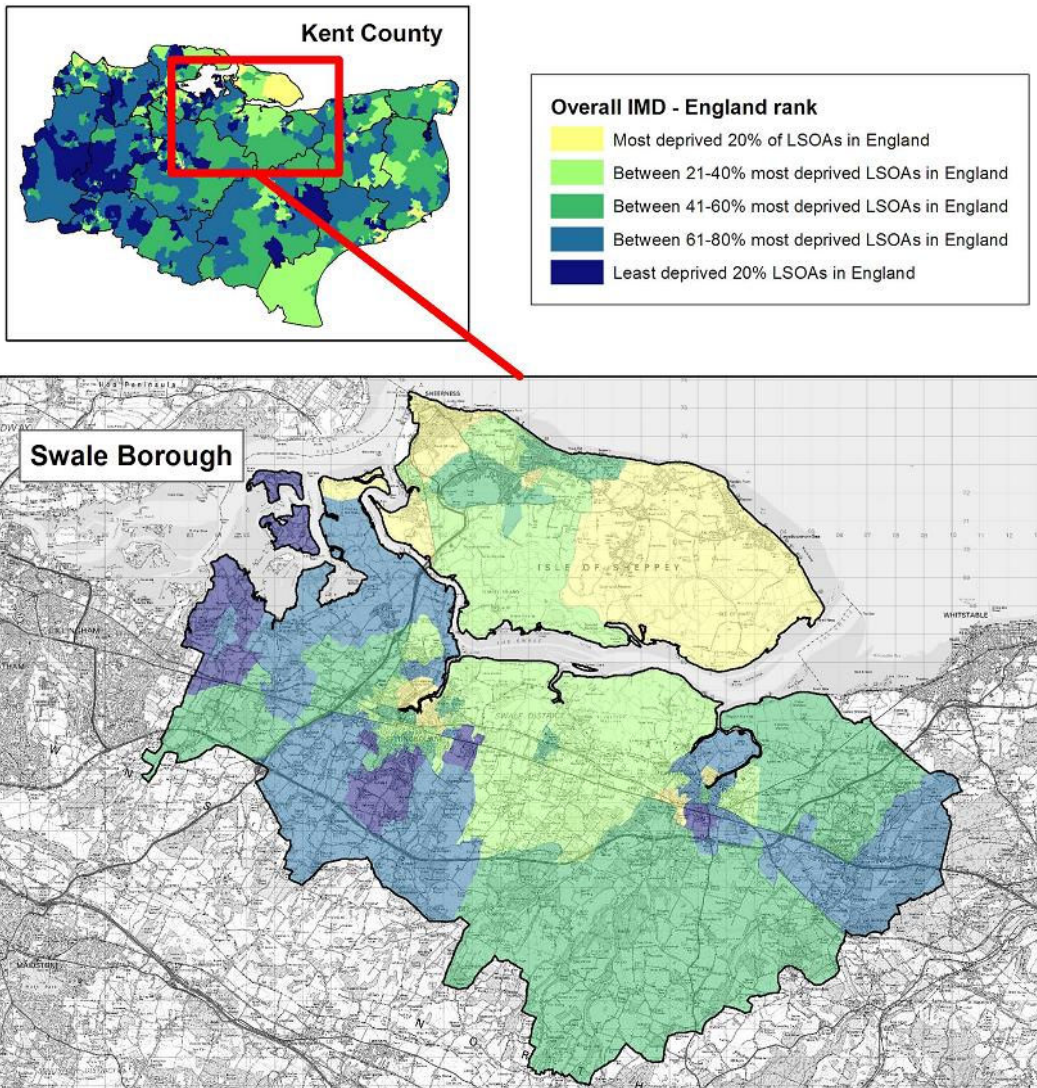
The proposed new model of service delivery for Kent Youth Service in Swale will consist of direct delivery through:

- A Youth Hub at the existing New House Youth Centre;
- the Community Youth Tutor based at The Isle of Sheppey Academy;
- the development of a Swale Borough Detached Project.
- The Community Youth Tutor at The Isle of Sheppey Academy will continue to manage and deliver youth work at Minster youth club.

This means that the facilities currently used for Sheerness County Youth Centre and Faversham Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Swale based on the Index of Multiple Deprivation 2010



Swale Borough is ranked 99th out of 326 authorities in England. A rank of 1 is the most deprived. This places Swale in England's most deprived half of authorities.

Sheerness East has the highest level of deprivation in Swale, followed by Murston and Leysdown & Warden.

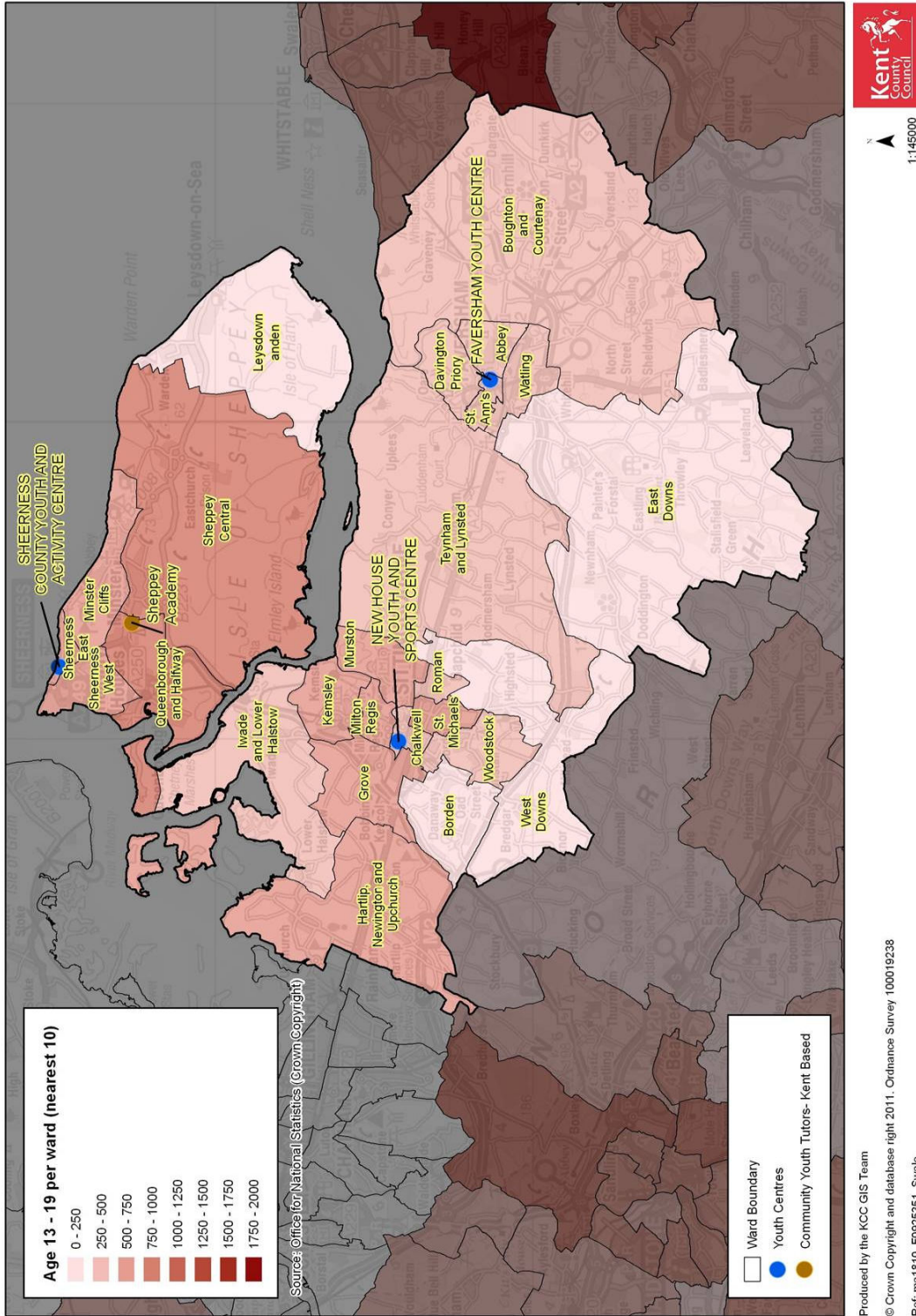
Swale LSOAs	Number	%
Within England's top 20% most deprived	17	20.7%
Within South East's top 20% most deprived	32	39.0%
Within Kent's top 20% most deprived	25	30.5%

Out of a total of 82 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Swale (with existing provision)



Appendix 10: Youth Provision, Thanet

Local level of need:

The District of Thanet has a 13-19 population of 12,200 young people placing it fourth in the county for this age group, the area has a further 12,000 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Thanet is 176.3 which places it 11th in Kent.
- On the national Indices of Deprivation Thanet has moved from being ranked 60 in 2007 to 49 in 2010, and has remained as the most deprived area of KCC whilst it has become relatively more deprived than other areas in England. Ward level deprivation is demonstrated on the map below.
- 5.6% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 7% of the local population.
- 5% of young people aged 0-24 claim disability living allowance; 2% of secondary school children have a statement whilst a further 27.8% have additional needs but no statement. From this it is possible to estimate that the between 3250 and 3500 young people could benefit from additional support through youth provision.
- There are 470 Looked After Children across Thanet over 220 of which are other LA children placed in Kent.
- 179 young people were First Time Entrants to the Youth Justice System in 2010, down from 226 in 2009.
- The under 18 Conception rate for 2007/09 was 51.0 per 1000; the target rate for 2009/11 is 29.6.
- In February 2011 7.50% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.62% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Thanet Youth Strategy Action Plan 2011/12 has 23 aims under the headings of: Poverty; Resilience & Health; Parenting; Housing; Vulnerable children; Things to do; Engagement & Achievement and Safety.

Local level of provision:

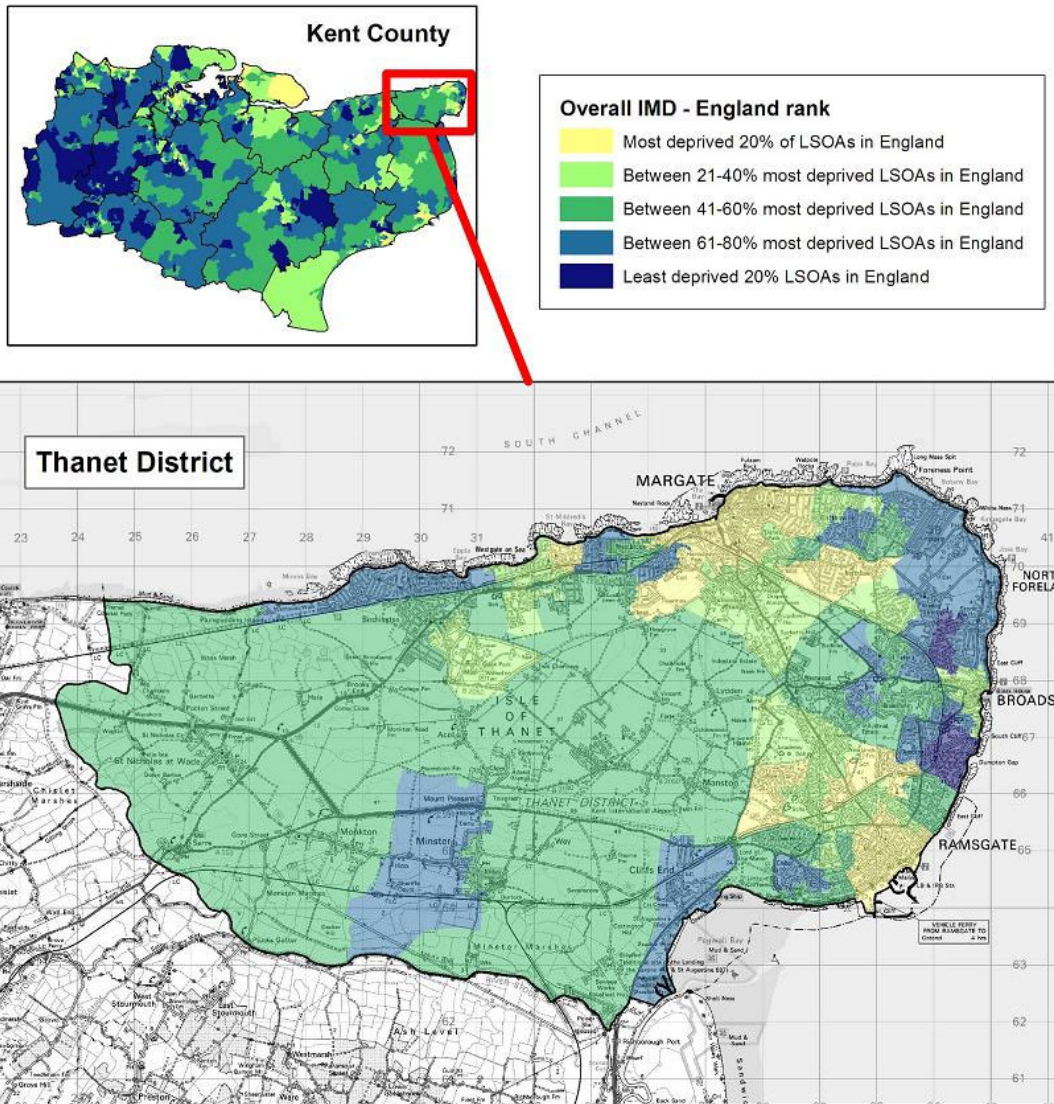
The proposed new model of service delivery for Kent Youth Service in Thanet will consist of direct delivery through:

- A Youth Hub at the existing Quarterdeck Youth Centre;
- the Community Youth Tutor based at Marlowe Academy;
- the development of a Community Youth Tutor at the Thanet Skills Centre;
- the development of a Thanet District Detached Project.

This means that the facilities currently used for Concorde Youth Centre and Artwise Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Thanet based on the Index of Multiple Deprivation 2010



Thanet is ranked 49th out of 326 authorities in England. A rank of 1 is the most deprived. This places Thanet in England's most deprived half of authorities.

Margate Central has the highest level of deprivation in Thanet, followed by Cliftonville West and Eastcliff.

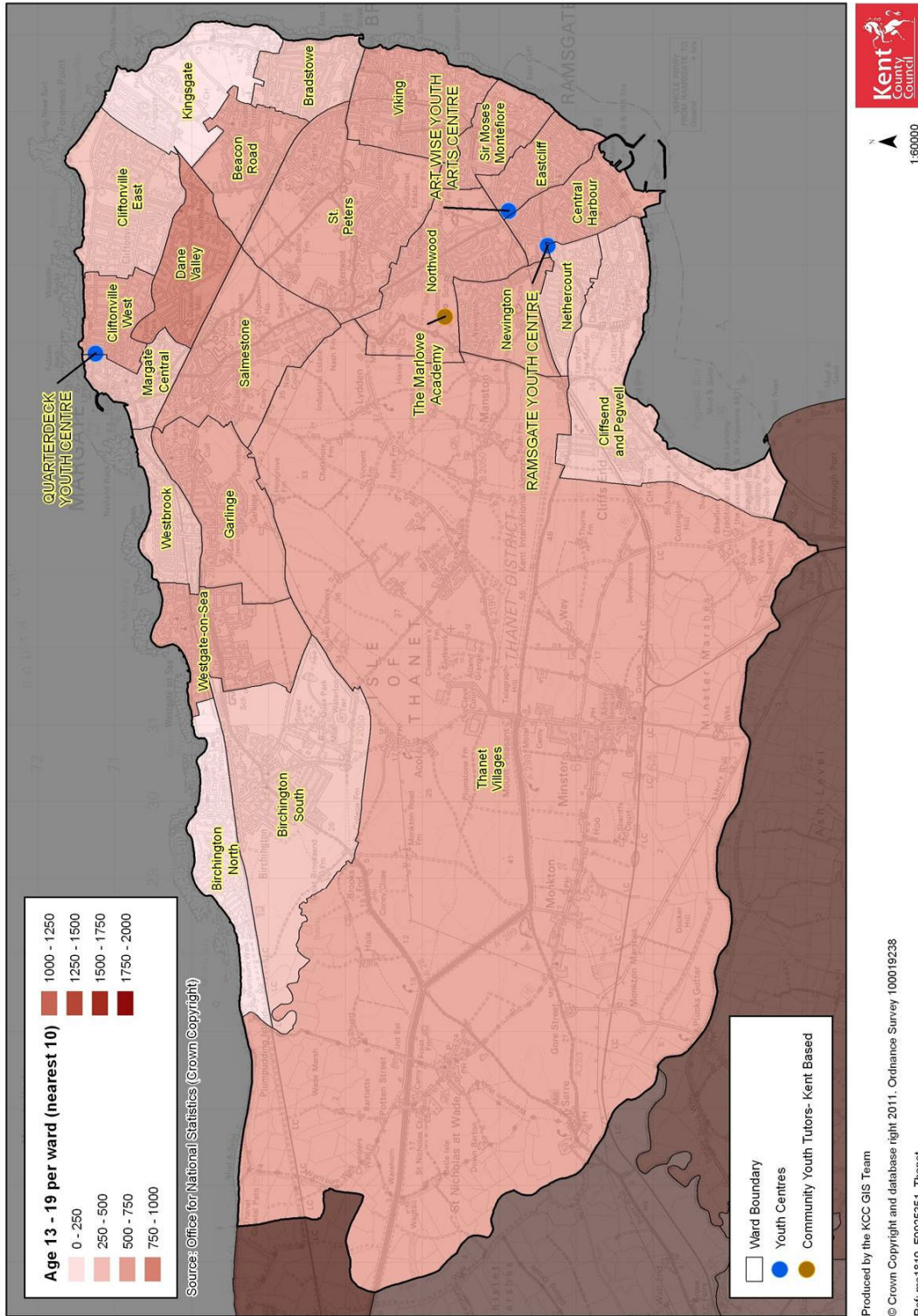
Thanet LSOAs	Number	%
Within England's top 20% most deprived	25	29.8%
Within South East's top 20% most deprived	44	52.4%
Within Kent's top 20% most deprived	33	39.3%

Out of a total of 84 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Thanet (with existing provision)



Appendix 11: Youth Provision, Tonbridge & Malling

Local level of need:

The Borough of Tonbridge & Malling has a 13-19 population of 11,200 young people placing it joint fifth in the county for this age group, the area has a further 9,600 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Tonbridge & Malling is 82.0 which places it 1st in Kent.
- On the national Indices of Deprivation Tonbridge & Malling has moved from being ranked 256 in 2007 to 268 in 2010, and has remained as the second least deprived area of KCC whilst becoming relatively less deprived than other areas in England. Ward level deprivation is demonstrated on the map below.
- 4.8% of the all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 7% of the local population.
- 3% of young people aged 0-24 claim disability living allowance; 2% of secondary school children have a statement whilst a further 19.7% have additional needs but no statement. From this it is possible to estimate that between 2000 and 2250 young people could benefit from additional support through youth provision.
- There are 109 Looked After Children across Tonbridge & Malling over 50 of which are other LA children placed in Kent.
- 127 young people were First Time Entrants into the Youth Justice System in 2010, down from 155 in 2009
- The under 18 Conception rate for 2007/09 was 28.8 per 1000; the target rate for 2009/11 is 16.6.
- In February 2011 4.70% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.49% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The local Tonbridge & Malling Youth Agreement 2010 – 2012 identifies 16 initiatives and targets intended to improve services for young people, these are themed under the headings inclusion, things to do and positive images.

Local level of provision:

The proposed new model of service delivery for Kent Youth Service in Tonbridge and Malling will consist of direct delivery through:

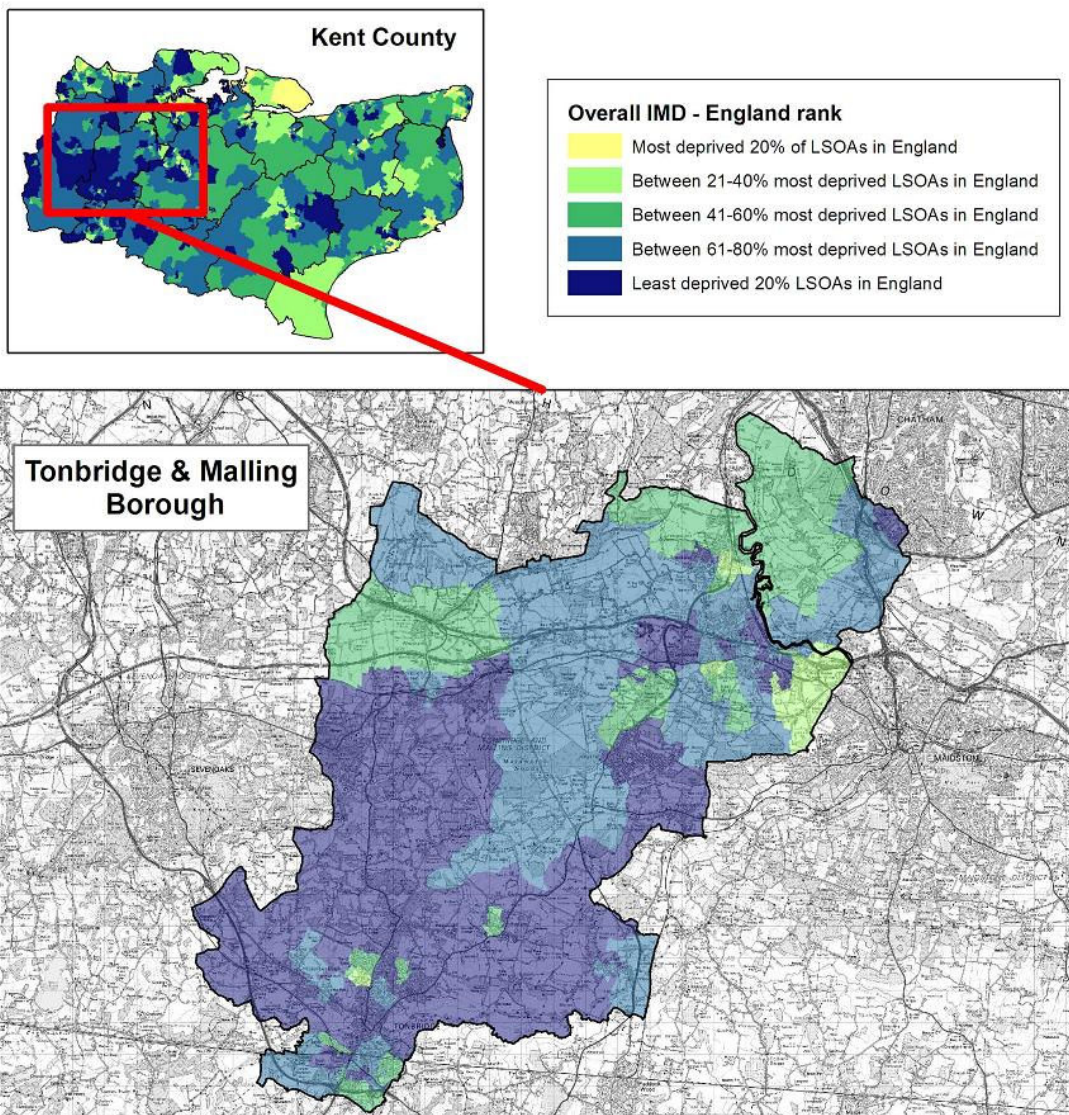
- A Youth Hub developed in partnership with the Borough Council;

- the Community Youth Tutors based at Ridgeview School and The Malling School;
- the development of a Tonbridge and Malling Borough Detached Project.

This means that the facilities currently used for SAMAYS Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Tonbridge & Malling based on the Index of Multiple Deprivation 2010



Tonbridge & Malling is ranked 268th out of 326 authorities in England. A rank of 1 is the most deprived. This places Tonbridge & Malling in England's least deprived half of authorities.

East Malling has the highest level of deprivation in Tonbridge & Malling, followed by Trench and Snodland East.

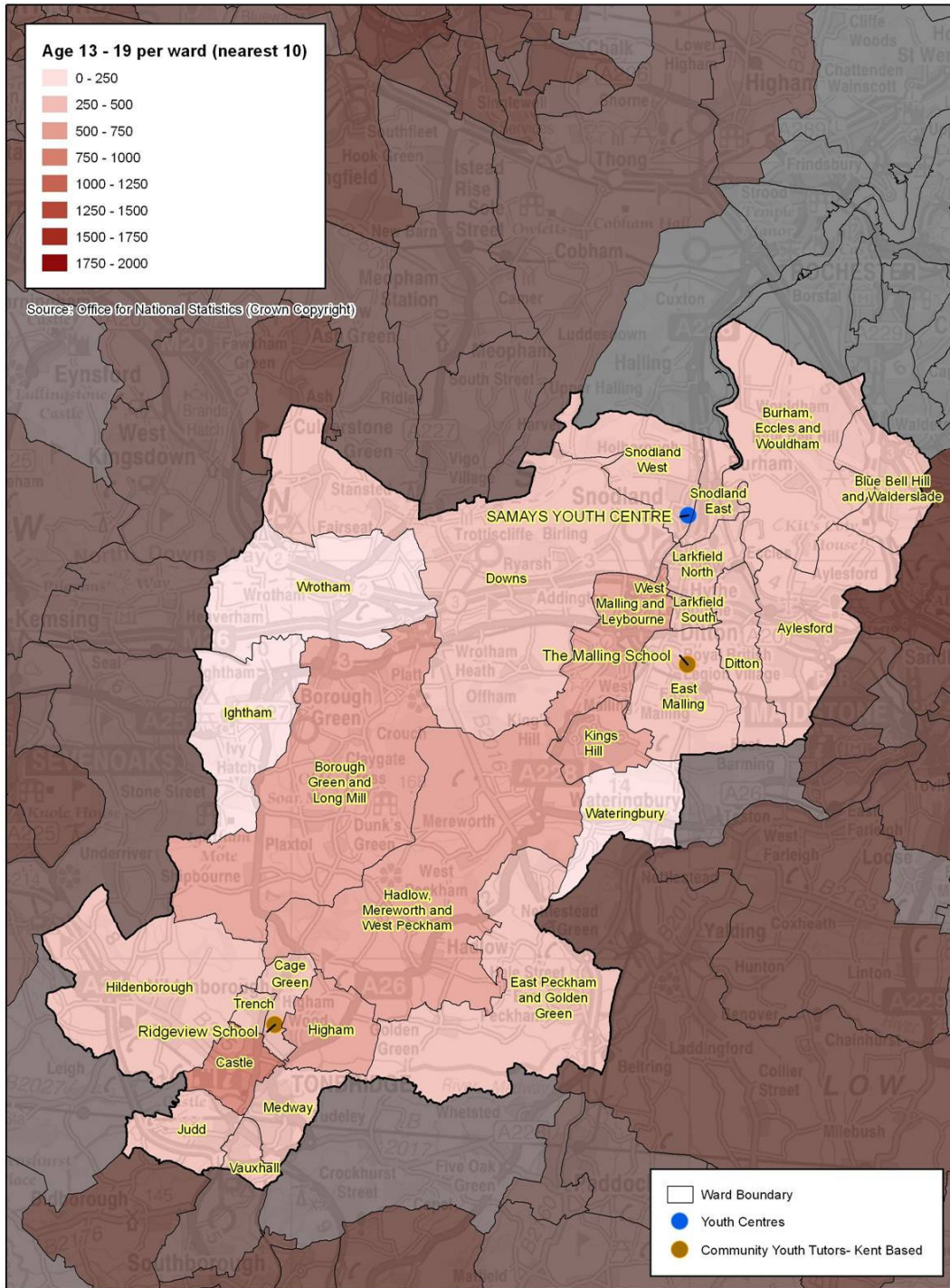
Tonbridge & Malling LSOAs	Number	%
Within England's top 20% most deprived	0	0.0%
Within South East's top 20% most deprived	4	5.7%
Within Kent's top 20% most deprived	3	4.3%

Out of a total of 70 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Tonbridge & Malling (with existing provision)



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Appendix 12: Youth Provision, Tunbridge Wells

Local level of need:

The Borough of Tunbridge Wells has a 13-19 population of 10,500 young people placing it sixth in the county for this age group, the area has a further 7,700 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Tunbridge Wells is 84.4 which places it 2nd in Kent.
- On the national Indices of Deprivation Tunbridge Wells has moved from being ranked 250 in 2007 to 249 in 2010, and has remained the 10th most deprived area of KCC indicating that it is largely unchanged relative to other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 5.4% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children & young people aged 0-15 comprise 8% of the local population.
- 3% of young people aged 0-24 claim disability living allowance; 1% of secondary school children have a statement whilst a further 16.8% have additional needs but no statement. From this it is possible to estimate that between 1600 and 1800 young people could benefit from additional support through youth provision.
- There are 80 Looked After Children across Tunbridge Wells of which 12 are other LA children placed in Kent.
- 82 young people were First Time Entrants to the Youth Justice System in 2010, down from 104 in 2009.
- The under 18 Conception rate for 2007/09 was 21.6 per 1000; the target rate for 2009/11 is 14.4.
- In February 2011 3.57% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.64% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Tunbridge Wells Borough Youth Strategy 2008 – 2011 has 5 key aims which include: helping young people realise their potential; ensure equality of opportunity; enabling young people to have a voice; ensuring young people can contribute to the development of their communities; partners working together more effectively.

Local level of provision:

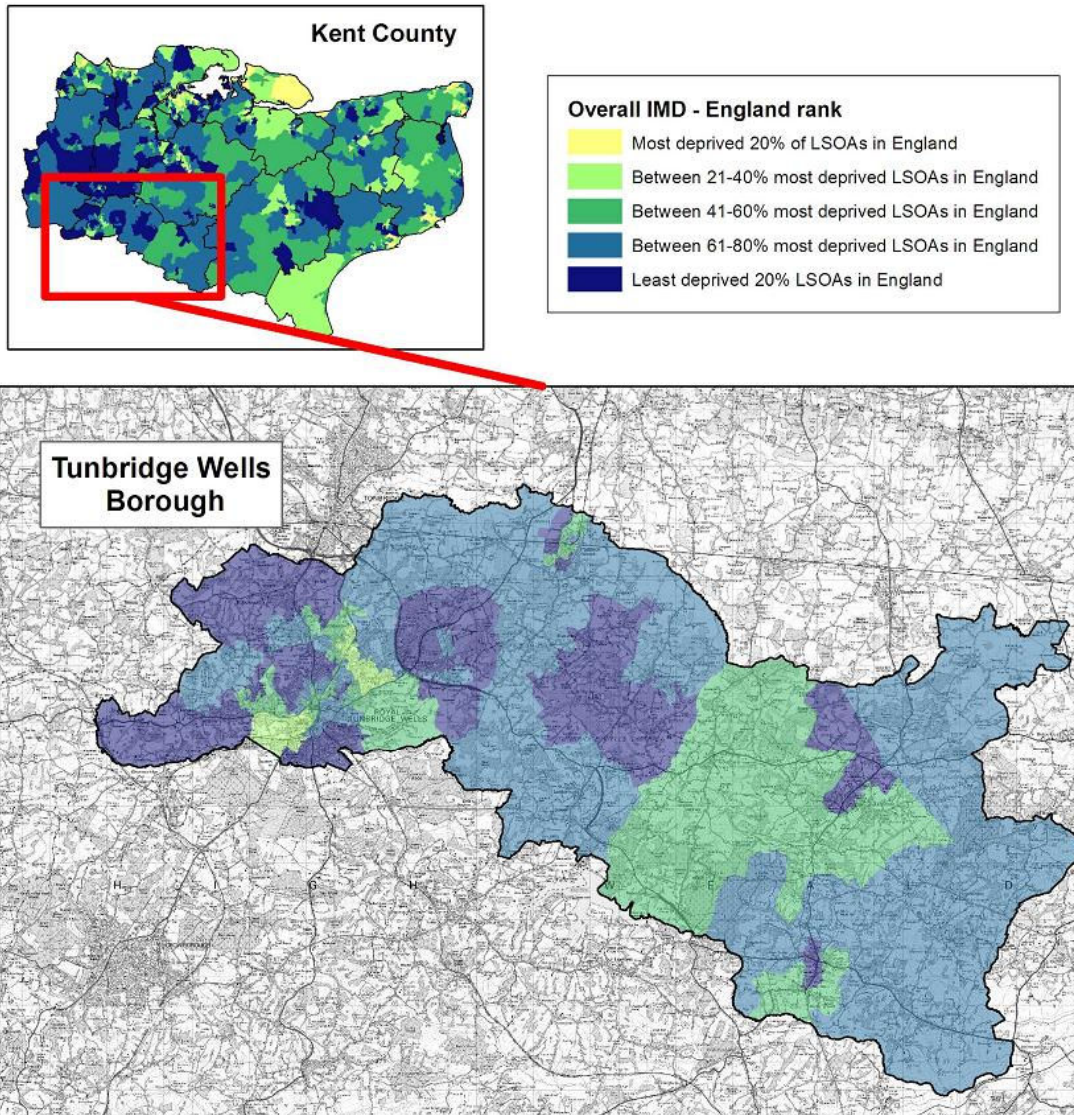
The proposed new model of service delivery for Kent Youth Service in Tunbridge Wells will consist of direct delivery through:

- A Youth Hub to be developed in partnership with Tunbridge Wells Borough Council;
- the Community Youth Tutor based at Oakley School,
- the development of a Tunbridge Wells Borough Detached Project.

This means that the facilities currently used for Mascalls Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Tunbridge Wells based on the Index of Multiple Deprivation 2010



Tunbridge Wells is ranked 249th out of 326 authorities in England. A rank of 1 is the most deprived. This places Tunbridge Wells in England's least deprived half of authorities.

Sherwood has the highest level of deprivation in Tunbridge Wells, followed by Broadwater and Southborough & Highbrooms.

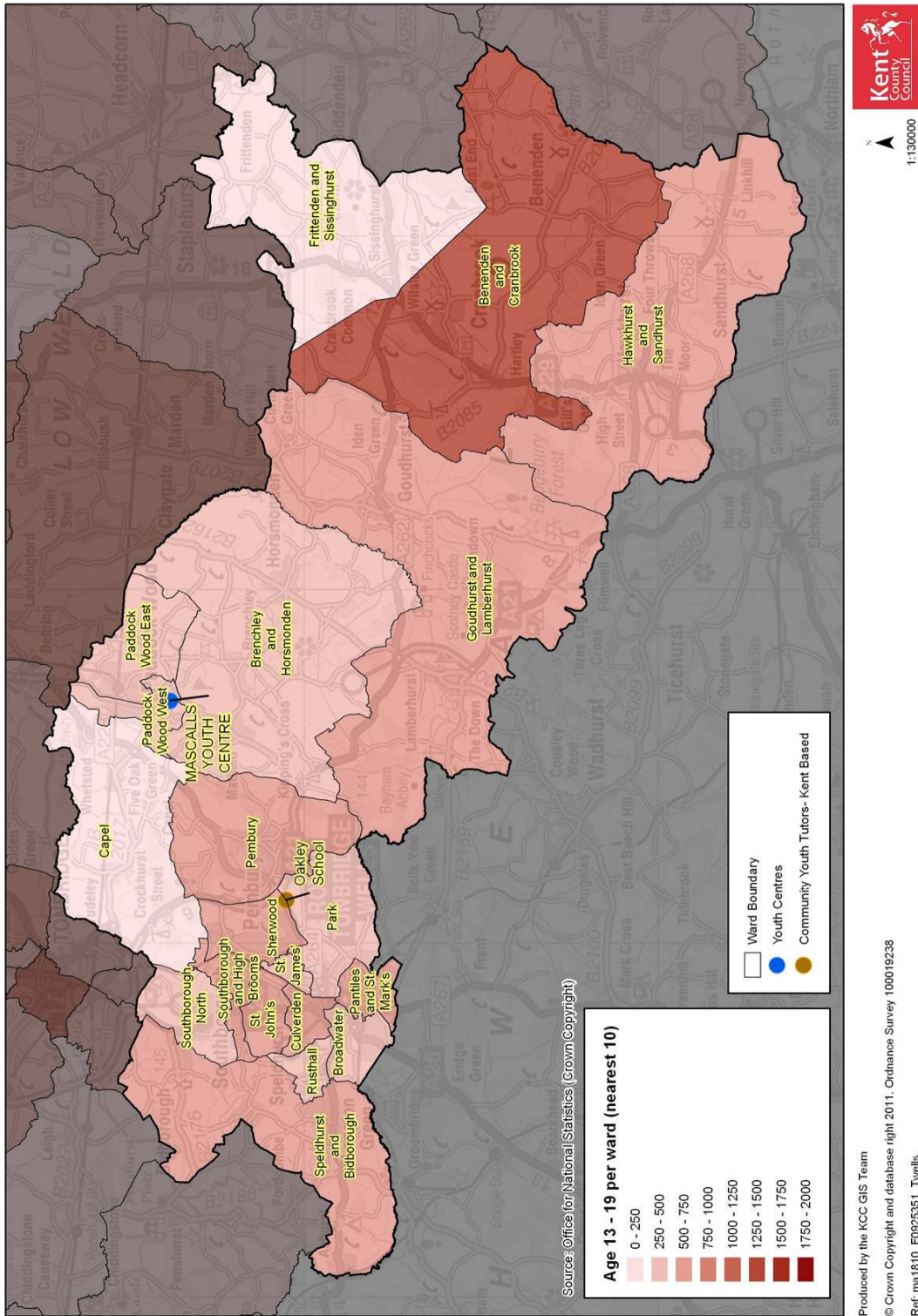
Tunbridge Wells LSOAs	Number	%
Within England's top 20% most deprived	0	0.0%
Within South East's top 20% most deprived	6	8.8%
Within Kent's top 20% most deprived	6	8.8%

Out of a total of 68 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Tunbridge Wells (with existing provision)



Appendix C

KENT YOUTH SERVICE:

SERVICE TRANSFORMATION – HR IMPLICATIONS & PROCESS

1. Introduction

This paper sets out the HR implications and processes arising from the Youth Service Transformation project. This piece of work will be supported by advice and guidance from the HR Business Support Team. Managers leading this piece of work will be advised and guided by HR Business Support to ensure that due process is followed and that KCC's agreed process for managing change is adopted.

2. Proposed Timetable

Proposals available on www.kent.gov.uk website	8 July 2011
Proposals published and discussed at Cabinet	18 July 2011
Start of formal consultation period	1 August 2011
Staff briefing sessions	3 August 6 and 8 September 2011
Close of formal consultation period	29 October
Evaluation of consultation responses	November 2011
Decision on whether to proceed with proposal	December 2011
Confirm slotted staff	January 2012
Diminution and recruitment process to commence	February 2012
Potential Redundancy Notices issued	April 2012

3. Explanation of Processes

Consultation – Formal consultation with staff and trade unions will be required. Given the scale of the proposals, a 90-day consultation will take place.

Q&A – To deal with issues raised, a Q&A document will be maintained by the Youth Service. This will be available on KNet, although consideration must be given to those who do not have access to KNet. Questions should be submitted to the generic mailbox kysconsultation@kent.gov.uk

Staff Briefing Sessions – A series of staff briefing sessions are arranged for Wednesday 3 August and then following the summer break on Tuesday 6 and Thursday 8 September 2011.

Support for staff during and after consultation – support on a 1:1 basis will be offered during the consultation period. Following consultation, any staff that are formally 'at risk' will be part of the redeployment process and will receive support in searching for alternative roles within KCC.

End of consultation – once consultation has closed, a formal decision on whether to proceed with the proposal will be taken. All comments and counter-proposals will be considered and responded to either directly or via a collective response.

Slotting – Employees may be 'slotted' (i.e. automatically placed) into the new structure if their own job is largely unaffected by changes implemented. For a post to be a possible 'slot' the following 3 conditions must apply:

- the job must be the same grade as before the re-organisation,
- there must be the same number of jobs (or more) as job holders
- the job is deemed 75% the same type of work in term of job accountabilities, activities and broad objectives

Diminution process – This will apply where there is a requirement to reduce the number of posts, but where there is no change to the role being undertaken (i.e. fewer of the same type of role). Where this is necessary, selection criteria will be drawn up with advice from HR and in consultation with the appropriate trade unions. The criteria will be clear, objective (based on the future needs of the Service), free from any discriminatory factors and fairly applied.

Interviews will apply for all appointments to new roles within the structure and will be ring-fenced in the first instance to KYS staff that are at risk. Any roles which remain vacant after this will be advertised to the wider KCC and if appropriate externally.

'At risk' status and redeployment support – once all job opportunities are exhausted within KYS, individuals will be placed at risk of redundancy and will receive redeployment support which will include access to Priority Connect, the KCC job matching process.

Notice letters – once the processes of filling roles in the new structure is complete, formal notice of redundancy will be issued in line with KCC procedure. The greater of contractual or statutory notice will be given.

4. **Staff Groups Affected**

The following groups of staff are directly impacted up these proposals:-

Full Time Centre-based Youth Workers including Senior Youth Work Practitioners would, subject to the consultation process, be at risk as these roles are deleted from the proposed new structure.

Street-based Youth Workers would be reduced in number and in line with the proposed structure. Where more than one project exists within a district or borough this reduction would be managed through a process of diminution as described above within that district or borough. Where only one street-based project exists within a district the existing member of staff will be slotted.

Street-based Part Time Youth Workers would be reduced in number and in line with the proposed structure. Where more than one project exists within a district or borough this reduction would be managed through a process of diminution in line with that described above. Where only one street-based project exists within a district or borough the existing staff members will be slotted.

Project Based Part Time Youth Workers would, subject to the consultation process, be retained when working in a project which is retained as the Youth Hub but would otherwise be subject to deletion from the proposed new structure. This is because existing part-time roles in the projects which become hubs will not change under the new structure.

Community Youth Tutors would, subject to the consultation process, be slotted into the new structure as these roles will not change and existing locations would be unaffected.

Ancillary Staff including cleaners would, subject to the consultation process, be at risk as the roles are proposed as deleted from the structure. The exception to this would be those employed within the new Hubs, once confirmed; in this instance, ancillary staff would be slotted.

Voluntary Organisations Field Officers posts, subject to the consultation process, would be deleted under these proposals as they are not included within the new structures. The functions currently undertaken by these staff will be commissioned from voluntary and community sector providers.

Support Staff (Senior Support Officers and Support Officers) would not be affected during this transformation process, as the Service Review completed earlier this year has aligned these staff into an area based structure.

5. Managing Change

Managing Change Well Framework – KCC have adopted a framework to manage change well. The Managing Change Well Framework will improve KCC's ability to meet changing needs and performance requirements rapidly and effectively by managing change well.

The Framework includes six overarching principles to follow in change activity:

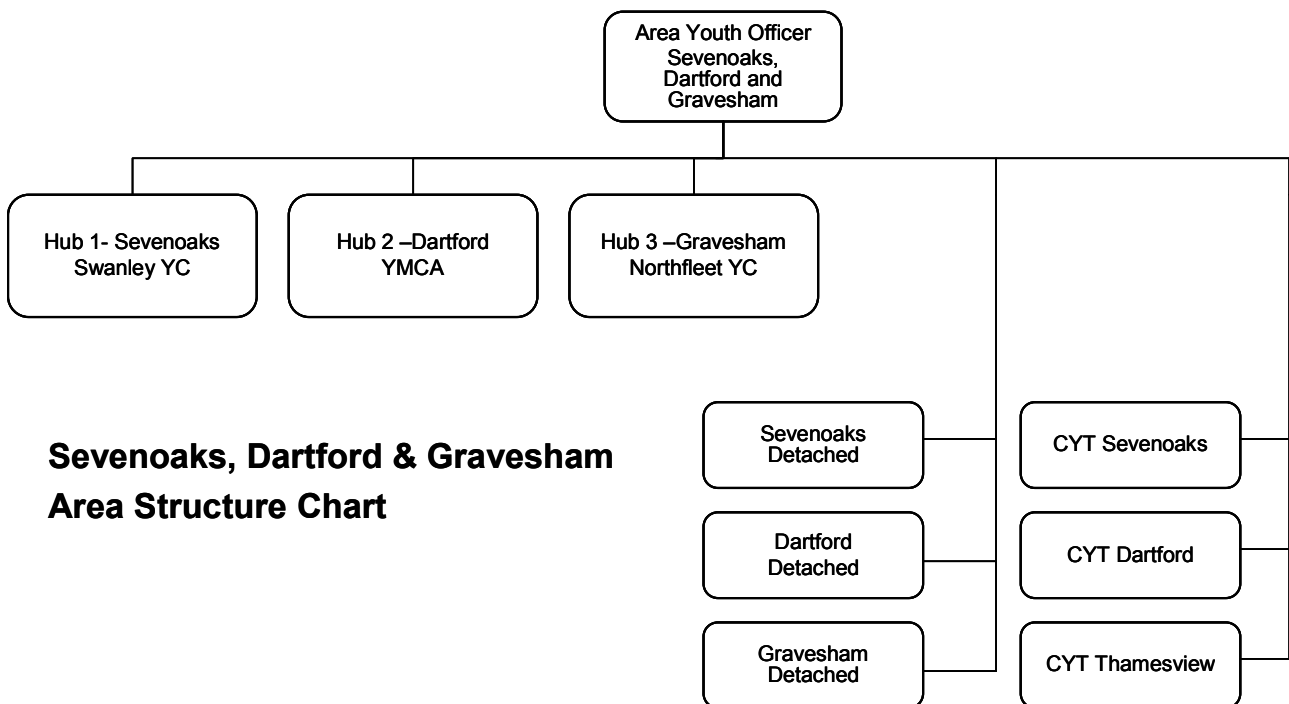
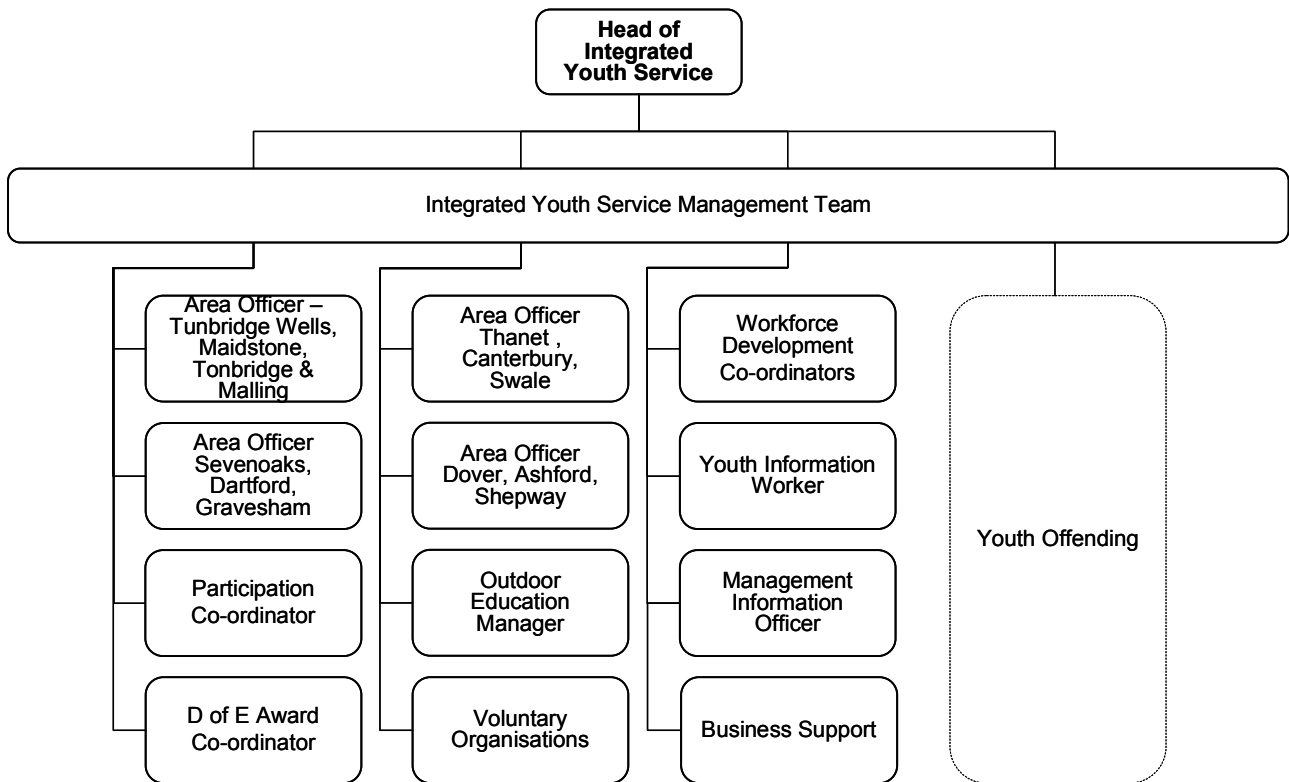


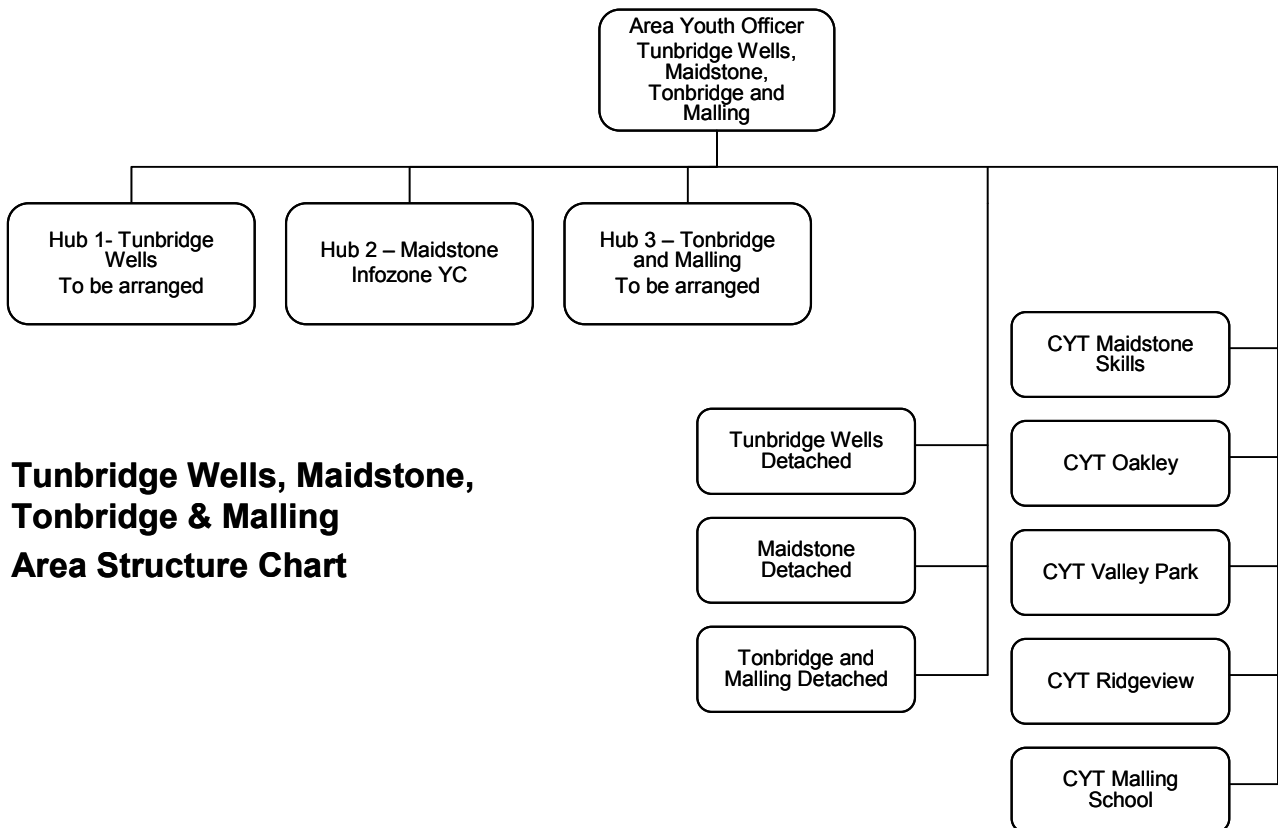
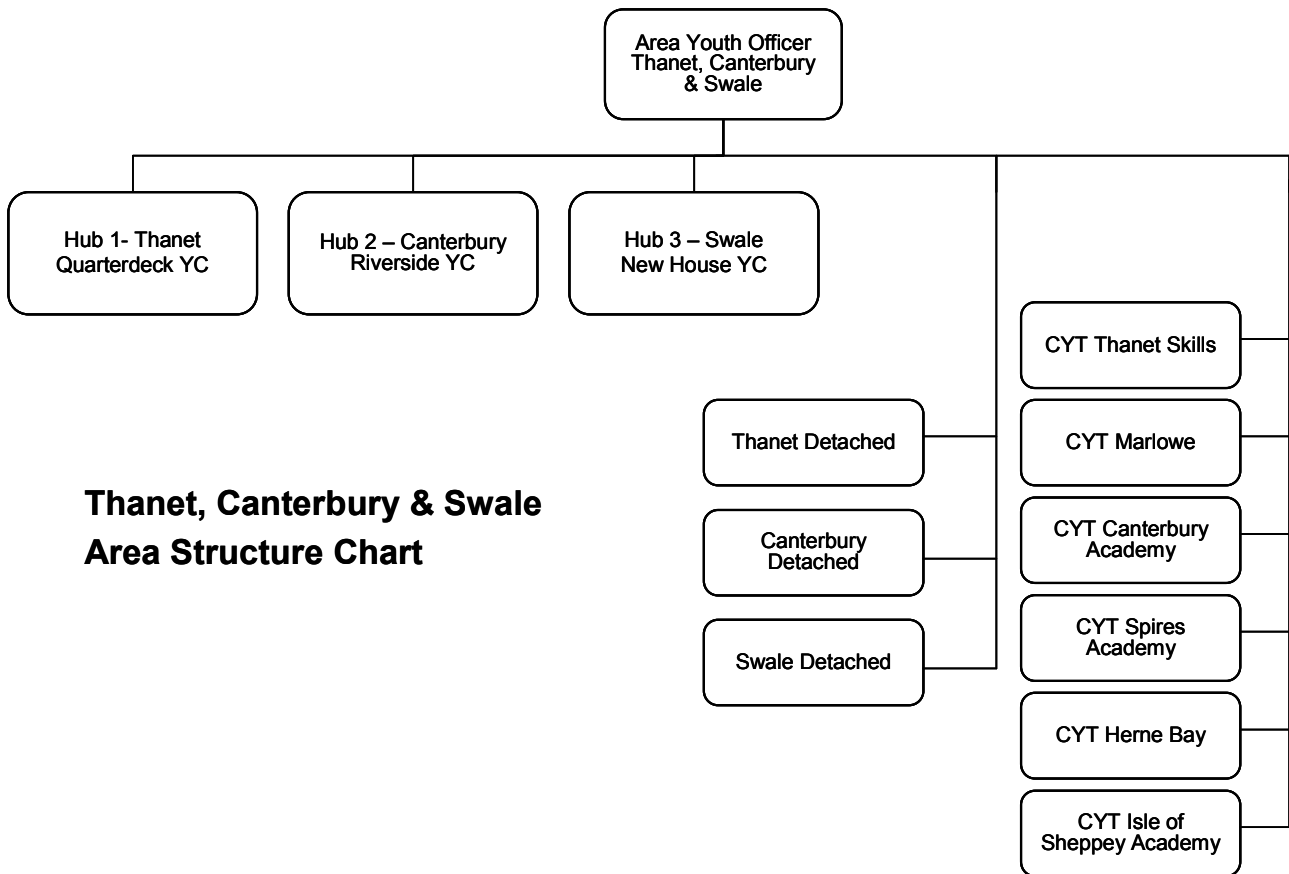
Aims of Managing Change Well in KCC – By equipping managers and staff to be competent and confident in responding to new organisational requirements and performance objectives, we expect that:

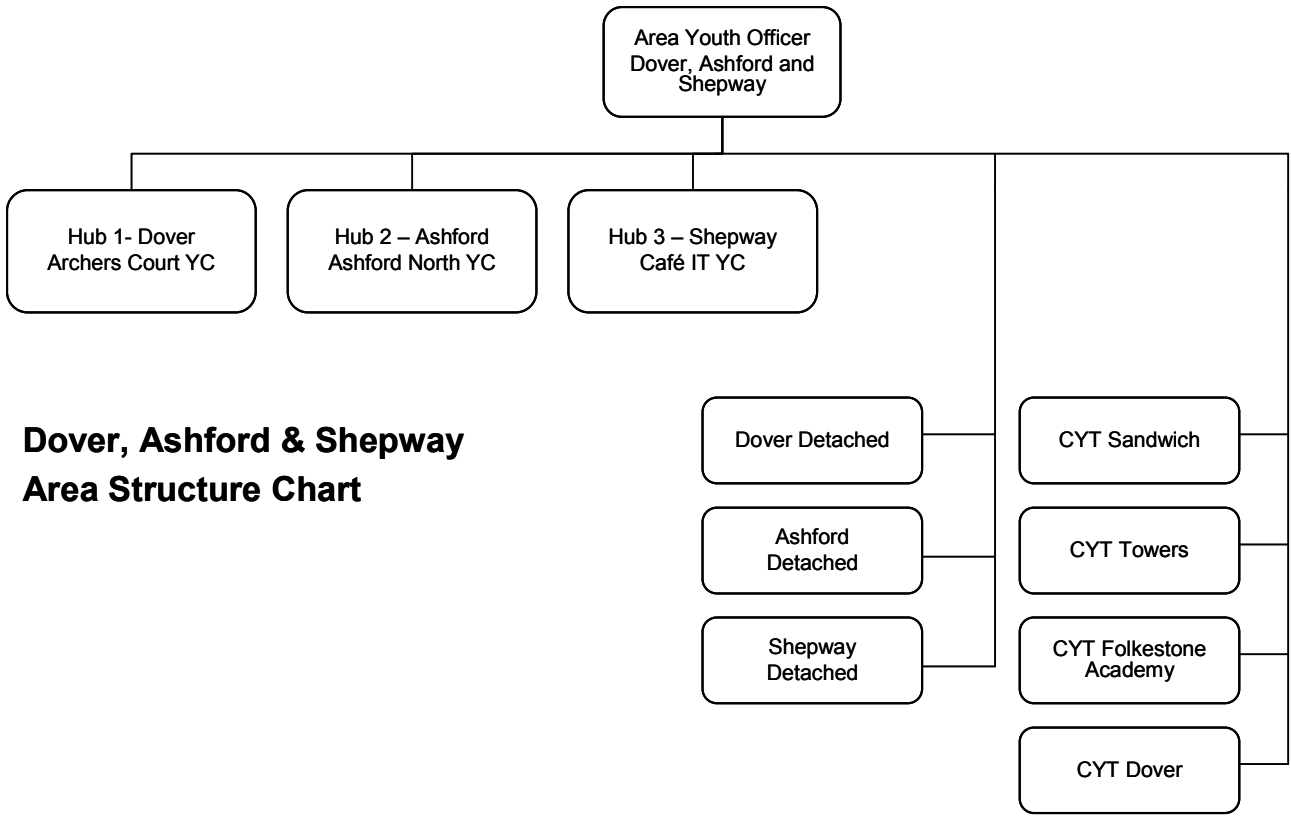
- KCC will proactively manage change, tackling difficult issues and circumstances within a managed risk approach
- The right change will be identified, implemented and will deliver the expected outcomes and benefits
- Customer satisfaction will be evidence following a change
- Performance and productivity will be improved
- Equality of opportunity will be promoted through fair and equitable change processes and outcomes, making use of feedback from Customer Impact Assessments

Change toolkit – Effective People Management – A toolkit is available on KNET which gives links to policies, procedures and guidance to assist managers and staff in managing the people elements of managing change within KCC. The link for further information is <http://knet2/staff-zone/wellbeing-in-kcc/wellbeing-in-action-in-kcc/managing-organisational-change-toolkit/>

6. Proposed Structure







7. Job Descriptions

Kent County Council

Job Description: ***Senior Youth Work Practitioner***

Directorate: Customer and Communities
Division: Service Improvement
Unit/Section: Integrated Youth Services (IYS)
Grade: JNC Professional Grade 27 – 30
Responsible to: Area Youth Officer

PURPOSE OF THE JOB:

- 1.1 The Senior Youth Work Practitioner (SYWP) holds the day-to-day management responsibility for a District Youth Work Hub and for the Street-based youth project (including full-time and part-time staff) operating across the district/borough
- 1.2 The SYWP will be a member of the Area Management Team, led by the Area Youth Officer (AYO); this group is responsible for the operational management for all directly delivered Youth Projects in the Area under the direction of the appropriate Assistant Head of Youth Service (Operations).
- 1.3 The SYWP will be responsible for a comprehensive face to face youth work curriculum delivery to young people at the District Youth Work Hub, supported by a 0.5 fte Youth Worker, ensuring that the Hub operates as a centre of excellence within the District / Borough.
- 1.4 Work with the AYO to ensure high quality standards of all youth work in the area is achieved in both directly delivered and commissioned projects; participate in county wide inspections as required.
- 1.5 As a member of the Area Management Team, work to ensure that the Service's Business Plan is developed, delivered, monitored and achieved as relevant to the locality.
- 1.6 The SYWP will be a member of the Area Team, led by the AYO.

MAIN DUTIES:

- 2.1 Supported by a Youth Worker, manage and oversee the delivery of an appropriate curriculum-led service to young people at the District Youth Work Hub and Street-based Project, maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people.

The curriculum offer must take account of the requirement to secure recorded and accredited outcomes for young people in line with Service targets.

- 2.2 Engage in regular face to face work with young people for a minimum of 50% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Line manage Youth Work staff in the Hub and Street-Based project. Arrange regular supervision meetings with those staff for whom the postholder is responsible, and support their work by clearly defining and monitoring targets, and conducting annual appraisals.
- 2.5 Undertake regular quality assurance visits to youth projects in the District / Borough as required, and complete Records of Advisory Support for feedback.
- 2.6 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work within all projects for whom the SYWP is responsible.
- 2.7 In conjunction with the Workforce Development Co-ordinator, develop and deliver training to support excellent services for young people and youth work, across the direct delivery, voluntary and commissioned sectors of the Area.
- 2.8 Promote the active participation of young people in the design, delivery and evaluation of the projects that the SYWP is directly responsible for, and with all partner agencies.
- 2.9 Establish and develop productive relationships and partnerships with other agencies and voluntary and commissioned youth organisations as appropriate.
- 2.10 Deputise at meetings for the AYO and IYS as appropriate.

FINANCIAL

- 3.1 Comply with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook and the Statement of Accountability for your budget.
- 3.2 Ensure that all staff for which the SYWP is responsible know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL

- 4.1 Comply with all KCC and IYS Policies; ensure all Area staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This Job Description is provided to assist the SYWP to know their principal duties. It may be amended from time to time in consultation with the post holder, but without change to the level of responsibility appropriate to the grading of the post.

Signature: _____ Date: _____
Senior Youth Work Practitioner

Signature: _____ Date: _____
Area Youth Officer

Person Specification: **Senior Youth Work Practitioner**

The following outlines the minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be short listed.



Applicants should describe and evidence in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	<p>JNC Qualified Youth Worker or equivalent degree-level professional qualification in working with young people.</p> <p>Management Qualification or willingness to study</p> <p>A1 Assessor qualification or willingness to study</p>
EXPERIENCE	<p>Experienced and skilled in working with groups at a face to face level in a range of youth work settings</p> <p>Experience of working effectively in partnership within a multi-agency setting.</p> <p>Experience of managing & supervising staff</p> <p>Experienced and skilled in positively addressing Diversity issues relevant in a youth and community work setting</p> <p>Experience of budget and resource management.</p> <p>Experienced and skilled in using Quality Assurance systems in a youth work setting</p> <p>Experience of positively promoting the views, rights and image of young people</p>
SKILLS AND ABILITIES	<p>Ability to work effectively with young people and colleagues at all levels and to build effective partnerships internally and externally</p> <p>Ability to plan, deliver and evaluate youth work programmes including recording and accrediting young peoples achievements</p> <p>Ability to design, deliver and evaluate training events for both young people and staff</p> <p>Ability to build relationships with young people on equal terms whilst maintaining professional boundaries</p> <p>Excellent interpersonal skills and a good team player</p>

	<p>Ability to effectively manage, motivate and develop full time and part time members of staff</p> <p>Ability to organise and prioritise workloads</p> <p>Able to work on own initiative</p> <p>Ability to manage budgets and buildings</p> <p>Show diplomacy when liaising with multi-agency partners</p> <p>Ability to act as a role model for youth work colleagues in the area</p> <p>Communicate effectively using a variety of methods including report writing to a high standard</p> <p>An ability to travel on a regular basis between sites across the county, at all times of the day and night</p>
<p>KNOWLEDGE</p>	<p>Of Health and Safety and Child Protection issues in youth work settings</p> <p>Of how adults and young people learn</p> <p>Of current legislation and policy trends affecting work with young people.</p> <p>Knowledge and understanding of the contemporary youth work curriculum</p> <p>Knowledge of diversity and equal opportunities issues in relation to both staff and young people</p>

Kent County Council

Job Description: ***Community Youth Tutor***

Directorate: Customer and Communities
Division: Service Improvement
Unit/Section: Integrated Youth Services (IYS)
Grade: JNC Professional Grade 22 – 25
Responsible to: Area Youth Officer

PURPOSE OF THE JOB:

- 1.1 The post will be based at the partner school and reflects the collaborative working between the partner school and Integrated Youth Services and will be part of the Area IYS Team.
- 1.2 40% of the Community Youth Tutor (CYT) time will be undertaken at the direction of the partner school and 60% with IYS when the (CYT) will be responsible for comprehensive face to face youth work curriculum delivery to young people, including after-school clubs and evening youth work.
- 1.3 The CYT will be a member of the Area IYS Team lead by the Area Youth Officer (AYO) and the teaching staff of the school.

MAIN DUTIES:

- 2.1 Manage and oversee the delivery of an appropriate youth work curriculum-led service to young people in the partner school and local community, maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people. The curriculum offer must take account of the requirement to secure recorded and accredited outcomes for young people in line with Service targets.
- 2.2 Undertake aspects of work within the partner school timetable under the direction of the relevant school manager.
- 2.3 Overall the CYT will engage in regular face to face work with young people for a minimum of 60% of work time.
- 2.4 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.5 Line manage Youth Work staff in the project. Arrange regular supervision meetings with those staff for whom the CYT is responsible, and support

their work by clearly defining and monitoring targets, and conducting annual appraisals.

- 2.6 Ensure effective communication links are developed and maintained with the school, the wider community and local partners, liaising with these groups to support the development of youth work in the local area.
- 2.7 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work within all projects for whom the CYT is responsible.
- 2.8 Promote the active participation of young people in the design, delivery and evaluation of the projects that the CYT is directly responsible for, and with all partner agencies.
- 2.9 Establish and develop productive relationships and partnerships with other agencies and voluntary and commissioned youth organisations as appropriate.

FINANCIAL

- 3.1 Comply with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook and the Statement of Accountability for your budget.
- 3.2 Ensure that all staff for which the CYT is responsible know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Support the ethos of the partner school in relation to its policies for teaching and learning.
- 4.3 The CYT will receive an annual performance appraisal jointly undertaken by the relevant school manager and the AYO.
- 4.4 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.5 This Job Description is provided to assist the post holder to know their principal duties. It may be amended from time to time in consultation with the post holder, but without change to the level of responsibility appropriate to the grading of the post.

Signature: _____ Date: _____
Senior Youth Work Practitioner

Signature: _____ Date: _____
Area Youth Officer

Kent County Council

Person Specification: **Community Youth Tutor**

The following outlines the minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be short listed.



Applicants should describe and evidence in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	JNC Qualified Youth Worker or equivalent degree-level professional qualification in working with young people.
EXPERIENCE	<p>Experienced and skilled in working with groups at a face to face level in a range of youth work settings</p> <p>Working in partnership with young people</p> <p>Working in partnership with other agencies</p> <p>Working with young people from diverse groups, cultures and lifestyles</p> <p>Experience of managing & supervising staff</p> <p>Experience of budget and resource management.</p> <p>Experience of positively promoting the views, rights and image of young people</p>
SKILLS AND ABILITIES	<p>Ability to work effectively with young people and colleagues at all levels and to build effective partnerships internally and externally</p> <p>Ability to plan, deliver and evaluate youth work programmes including recording and accrediting young peoples achievements</p> <p>Ability to build relationships with young people on equal terms whilst maintaining professional boundaries</p> <p>Excellent interpersonal skills and a good team player</p> <p>Ability to effectively manage, motivate and part time members of staff</p> <p>Ability to organise and prioritise workloads</p> <p>Able to work on own initiative</p> <p>Ability to manage budgets and resources</p>

	<p>Show diplomacy when liaising with multi-agency partners</p> <p>Communicate effectively using a variety of methods including report writing to a high standard</p> <p>Be aware of the specific needs of young people from minority communities; how their culture impacts upon them and the communities in which they live</p> <p>Demonstrate behaviours which promote a positive role model for colleagues and agencies within the area</p> <p>An ability to travel on a regular basis between sites across the county, at all times of the day and night</p>
<p>KNOWLEDGE</p>	<p>Of Health and Safety and Child Protection issues in youth work settings</p> <p>Of how adults and young people learn</p> <p>Of current legislation and policy trends affecting work with young people.</p> <p>Knowledge and understanding of the contemporary youth work curriculum</p> <p>Knowledge of diversity and equal opportunities issues in relation to both staff and young people</p>

Kent County Council

Job Description: ***Street-Based Youth Worker***

Directorate:	Customer and Communities
Division:	Service Improvement
Unit/Section:	Integrated Youth Services (IYS)
Grade:	JNC Professional Range 19 – 22
Responsible to:	Senior Youth Work Practitioner

PURPOSE OF JOB:

- 1.1 To deliver street-based youth work within the District / Borough.
- 1.2 In liaison with the Area Youth Officer (AYO) and Senior Youth Work Practitioner (SYWP), respond to the unmet needs of young people within the district / borough, working in partnership with voluntary and community sector partners as well as commissioned providers.

MAIN DUTIES:

- 2.1 Deliver an appropriate curriculum-led service to young people maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people. The curriculum offer must take account of the requirement to secure recorded and accredited outcomes for young people in line with Service targets.
- 2.2 Engage in regular face to face work with young people for a minimum of 70% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Line manage Youth Work staff in the Street-Based project. Arrange regular supervision meetings with those staff for whom the postholder is responsible, and support their work by clearly defining and monitoring targets, ensuring access to training and conducting annual appraisals.
- 2.5 In liaison with the SYWP, produce an annual updated community profile and action plan for the delivery of the work of the project. Review performance against this on a regular basis with the SYWP.
- 2.6 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work.

- 2.7 Promote the active participation of young people in the design, delivery and evaluation of the projects that the Street-based worker is directly responsible for, and with all partner agencies.
- 2.8 Establish and develop productive relationships and partnerships with other agencies as well as local voluntary and commissioned youth organisations as appropriate.
- 2.9 Build on existing established and developing specialist areas of work, relationships and partnerships, as appropriate and in consultation with the Area Management Team. This might include, but is not confined to, work with Community Safety Teams and Young People from Minority Ethnic Communities.

FINANCIAL:

- 3.1 Comply with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook and the Statement of Accountability for your budget.
- 3.2 Ensure that all staff for which the Street-based worker is responsible know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL:

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This job description is provided to assist the post holder to know their principal duties, which will require regular evening, weekend and school holiday working. It may be amended from time to time in consultation with the Street-based worker without change to the level of responsibility appropriate to the grading of the post.
- 4.4 This Job Description will be reviewed annually in order to evaluate working practices.

Signed (Job Holder) _____ Date _____

Signed (Line Manager) _____ Date _____

Job Description: ***Street-based Youth Worker***

The following outlines the Minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be shortlisted.



Applicants should describe in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	<p>JNC Qualified Youth Worker or equivalent degree-level professional qualification in working with young people.</p> <p>Evidence of continuing professional development</p>
EXPERIENCE	<p>Effective experience working directly with groups of young people delivering a curriculum based programme</p> <p>Working with young people from diverse groups, cultures and lifestyles</p> <p>Working in partnership with young people</p> <p>Working in partnership with other agencies</p> <p>Experience of positively promoting the views, rights and image of young people</p> <p>Experience of managing and supervising staff</p>
SKILLS AND ABILITIES	<p>Work with young people, especially young people from difficult or disadvantaged situations.</p> <p>Ability to plan, deliver and evaluate youth work programmes including recording and accrediting young peoples achievements</p> <p>Excellent interpersonal skills and a good team player</p> <p>Recruit, support and lead a team of part-time workers</p> <p>Ability to organise and prioritise own workload</p> <p>Able to work on own initiative</p> <p>IT literate</p> <p>Ability to communicate effectively in a variety of ways to a variety of audiences</p>

	<p>Work with other agencies including borough and parish councils, occasionally with senior officers or council members</p> <p>Show diplomacy when liaising with multi-agency partners</p> <p>Be able to build relationships with young people on equal terms whilst maintaining professional boundaries</p> <p>Be aware of the specific needs of young people from minority communities; how their culture impacts upon them and the communities in which they live</p> <p>Access various parts of the area, some of which are in rural locations, with limited public transport for both day and evening sessions.</p> <p>Demonstrate behaviours which promote a positive role model for colleagues and agencies within the area</p>
KNOWLEDGE	<p>Of current legislation and policy trends affecting work with young people.</p> <p>Of Health and Safety and Child Protection especially as it relates to street-based work</p> <p>Knowledge and understanding of the contemporary youth work curriculum</p> <p>Knowledge of diversity and equal opportunities issues in relation to both staff and young people</p>

Kent County Council

Job Description: ***Youth Worker***

Directorate:	Customer and Communities
Division:	Service Improvement
Unit/Section:	Integrated Youth Services (IYS)
Grade:	JNC Professional Range 17-20 pro rata 18.5 hours per week
Responsible to:	Senior Youth Work Practitioner

PURPOSE OF JOB:

- 1.1 To assist with the delivery of high quality youth work within the District Youth Work Hub.
- 1.2 In liaison with the Senior Youth Work Practitioner (SYWP), respond to the needs of young people within the district / borough, working in partnership with voluntary and community sector partners as well as commissioned providers.

MAIN DUTIES:

- 2.1 Assist in delivering an appropriate curriculum-led service to young people maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people. The curriculum offer must take account of the requirement to secure recorded and accredited outcomes for young people in line with Service targets.
- 2.2 Engage in regular face to face work with young people for a minimum of 80% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Deputise for the Senior Youth Work Practitioner in leading the staff team and running programmes at the Hub in their absence.
- 2.5 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work.
- 2.6 Actively promote the participation of young people in the design, delivery and evaluation of the project that the Youth Worker is directly involved in running.

- 2.7 Assist in the promotion and running of Youth Forums designed to encourage the active participation of young people, in collaboration with, and in support of, the District or Borough Council. Ensure that young people's voice is heard at Youth Advisory Groups and other meetings of influence.
- 2.8 Maintain productive relationships and partnerships with other agencies as well as local voluntary and commissioned youth organisations as appropriate.

FINANCIAL:

- 3.1 Comply with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook and the Statement of Accountability for any budget or resources you may control.
- 3.2 Ensure that all staff in the project know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL:

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This job description is provided to assist the post holder to know their principal duties, which will require regular evening, weekend and school holiday working. It may be amended from time to time in consultation with the Youth Worker without change to the level of responsibility appropriate to the grading of the post.
- 4.4 This Job Description will be reviewed annually in order to evaluate working practices.

Signed (Post Holder) _____ Date _____

Signed (Line Manager) _____ Date _____

Kent County Council

Person Specification: **Youth Worker**

The following outlines the Minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be shortlisted.



Applicants should describe in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	<p>JNC Qualified Youth Worker or equivalent degree-level professional qualification in working with young people.</p> <p>Evidence of continuing professional development</p>
EXPERIENCE	<p>Effective experience working directly with groups of young people delivering a curriculum based programme</p> <p>Working with young people from diverse groups, cultures and lifestyles</p> <p>Working in partnership with young people</p> <p>Working in partnership with other agencies</p> <p>Experience of positively promoting the views, rights and image of young people</p> <p>Experience of managing and supervising staff</p>
SKILLS AND ABILITIES	<p>Work with young people, especially young people from difficult or disadvantaged situations.</p> <p>Ability to plan, deliver and evaluate youth work programmes including recording and accrediting young peoples achievements</p> <p>Excellent interpersonal skills and a good team player</p> <p>Support and lead a team of part-time workers</p> <p>Ability to organise and prioritise own workload</p> <p>Able to work on own initiative</p> <p>IT literate</p> <p>Ability to communicate effectively in a variety of ways to a variety of audiences</p> <p>Work with other agencies including borough and parish councils, occasionally with senior officers or council members</p>

	<p>Show diplomacy when liaising with multi-agency partners</p> <p>Be able to build relationships with young people on equal terms whilst maintaining professional boundaries</p> <p>Be aware of the specific needs of young people from minority communities; how their culture impacts upon them and the communities in which they live</p> <p>Access various parts of the district, some of which are in rural locations, with limited public transport for both day and evening sessions.</p> <p>Demonstrate behaviours which promote a positive role model for colleagues and agencies within the area</p>
<p>KNOWLEDGE</p>	<p>Of current legislation and policy trends affecting work with young people.</p> <p>Of Health and Safety and Child Protection especially as it relates to youth work</p> <p>Knowledge and understanding of the contemporary youth work curriculum</p> <p>Knowledge of diversity and equal opportunities issues in relation to both staff and young people</p>

Job Description: ***Part-Time Youth Support Worker in Charge***

Directorate:	Customer and Communities
Division:	Service Improvement
Unit/Section:	Integrated Youth Services (IYS)
Grade:	JNC Range 9-12 (pro rata)
Responsible to:	Youth Worker in charge of Project

PURPOSE OF JOB:

- 1.1 To assist the Youth Worker in charge of the project with the development and delivery of a high quality youth work curriculum of activities.
- 1.2 To lead the part-time youth support worker teams in the delivery of youth work activities in the absence of the Youth Worker in Charge of the Project.

MAIN DUTIES:

- 2.1 Assist in delivering an appropriate curriculum-led service to young people maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people.
- 2.2 Engage in regular face to face work with young people for a minimum of 80% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Lead the Youth Work team in the preparation of activities, equipment and facilities as required and in the overall running of the provision.
- 2.5 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work.
- 2.6 Actively promote the participation of young people in the design, delivery and evaluation of the curriculum delivery within the project.
- 2.7 Where required line manage part-time Youth Support Work staff within the project, arranging regular supervision meetings and support their work by setting targets agreed with the Youth Worker in Charge of the project .

- 2.8 Undertake training as required for the job role.
- 2.9 Attend Project and Area staff meetings as required.

FINANCIAL:

- 3.1 Undertaking basic financial administration ensuring compliance with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook.
- 3.2 Ensure that all staff for which the Part-Time Youth Support Worker in Charge is responsible know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL:

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This job description is provided to assist the post holder to know their principal duties, which will require regular evening, weekend and school holiday working. It may be amended from time to time in consultation with the Youth Worker without change to the level of responsibility appropriate to the grading of the post.

Signed (Post Holder) _____ Date _____

Signed (Line Manager) _____ Date _____

Person Specification: ***Part-Time Youth Support Worker in Charge***

The following outlines the Minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be shortlisted.



Applicants should describe in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	<p>Level 2 Working with young people</p> <p>Leader in Charge training or willingness to study</p>
EXPERIENCE	<p>Experience of working with young people in a youth work setting</p> <p>Experience of delivering curriculum based youth work activities</p> <p>Experience of leading small teams of staff</p>
SKILLS AND ABILITIES	<p>Ability to develop positive relationships with young people from a range of backgrounds whilst maintaining appropriate boundaries</p> <p>Ability to plan and deliver engaging and fun youth work activities</p> <p>Ability to engage young people in activities which promote positive personal and social development</p> <p>Ability to work with young people sensitively and confidentially</p> <p>Ability to work with as part of a team</p> <p>Skills in a curriculum area such as sports, recreation, creative arts, personal development, IT or information and advice.</p>
KNOWLEDGE	<p>Understanding of current issues affecting young people</p> <p>Knowledge and understanding of other agencies engaged in work with young people</p> <p>Equality of opportunity and diversity within the local community</p>

Kent County Council

Job Description: ***Part-Time Youth Support Worker***

Directorate:	Customer and Communities
Division:	Service Improvement
Unit/Section:	Integrated Youth Services (IYS)
Grade:	JNC Range 1-4 (pro rata) if undertaking qualification JNC Range 5-8 (pro rata) on completion of qualification
Responsible to:	Youth Worker in charge of Project

PURPOSE OF JOB:

- 1.1 To assist the Youth Worker in charge of the project with the development and delivery of a high quality youth work curriculum of activities.

MAIN DUTIES:

- 2.1 Assist in delivering an appropriate curriculum-led service to young people maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people.
- 2.2 Engage in regular face to face work with young people for a minimum of 80% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Assist the Youth Work team in the preparation of activities, equipment and facilities as required and in the overall running of the provision.
- 2.5 Support the Youth Work team in the delivery of residential work and holiday programmes as required.
- 2.6 Actively promote the participation of young people in the design, delivery and evaluation of the curriculum delivery within the project.
- 2.7 Undertake training as required for the job role.
- 2.8 Attend Project and Area staff meetings as required.

FINANCIAL:

- 3.1 Undertaking basic financial administration ensuring compliance with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook.

GENERAL:

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This job description is provided to assist the post holder to know their principal duties, which will require regular evening, weekend and school holiday working. It may be amended from time to time in consultation with the Youth Worker without change to the level of responsibility appropriate to the grading of the post.

Signed (Post Holder) _____ Date _____

Signed (Line Manager) _____ Date _____

Kent County Council

Person Specification: ***Part-Time Youth Support Worker***

The following outlines the Minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be shortlisted.



Applicants should describe in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	Level 2 Working with young people, equivalent qualification or willingness to study
EXPERIENCE	None necessary, just a willingness to learn and develop
SKILLS AND ABILITIES	<p>Ability to develop positive relationships with young people from a range of backgrounds whilst maintaining appropriate boundaries</p> <p>Ability to engage young people in activities which promote positive personal and social development</p> <p>Ability to work with young people sensitively and confidentially</p> <p>Ability to work with as part of a team</p> <p>Skills in a curriculum area such as sports, recreation, creative arts, personal development, IT or information and advice.</p>
KNOWLEDGE	<p>Understanding of current issues affecting young people</p> <p>Knowledge and understanding of other agencies engaged in work with young people</p> <p>Equality of opportunity and diversity within the local community</p>

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Appendix D

KENT COUNTY COUNCIL

EQUALITY IMPACT ASSESSMENT

Directorate: Customer and Communities;
Kent Youth Service

Name of policy, procedure, project or service
Service Transformation, Kent Youth Service

Type

This Service Transformation is a time-limited project intended to radically change the delivery model of Kent Youth Service from one which predominantly involved direct delivery of youth work to one combining a range of commissioned providers. This new delivery model will deliver savings in excess of £1m for Kent County Council over a two year period whilst continuing to demonstrate a robust commitment to the delivery of youth work opportunities for the young people of Kent.

Responsible Owner/ Senior Officer

Nigel Baker, Head of Kent Youth Service

Date of Initial Screening

20th April 2011

Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	For clients: YES	For clients: YES	MEDIUM	UNKNOWN	<p>The service transformation project is intended to create a range of local services which are able to provide high quality positive activities, primarily for those aged 13-19 but also for 11 and 12 year olds and some aged up to 25 who are more vulnerable or have disabilities.</p> <p>This project has the potential to maintain a significant level of universal youth work service across Kent. Failing to commission effective services would have a detrimental effect on the ability of large numbers of young people to engage with positive activities.</p>
	For staff: NO	For staff: NO	NONE	NONE	<p>At this stage whilst it is estimated that around 60 FTE posts will be made redundant, including a significant number of part-time posts, the exact posts are not yet known as this will be a matter of consultation. However as these posts will reflect a range of roles and contracts it is highly likely that those staff affected by the service transformation process will reflect a range of ages and no element of the project has yet been identified which places any one group at a disadvantage.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Disability	For clients: YES	For clients: YES	MEDIUM	UNKNOWN	<p>Young people with disabilities are currently well represented within Kent Youth Service provision. The continuation of inclusive services which support the attendance of young people with disabilities as well as</p>

				<p>specialist provision will be a core element of both the youth hub delivery and of commissioned services.</p> <p>In addition the Youth Service is working with key partners within KCC to support the commissioning of a range of befriending services which will support young people with disabilities accessing and being included in mainstream services. At this stage the strength and depth of response to commissioning work with disabled young people from a youth service perspective is not accurately predictable but the Aiming High for Disabled Children pathfinder programme has done considerable work to develop capacity in this specialist sector.</p> <p>The service transformation project is recommending the retention of the current Community Youth Tutor posts, two and a half of which are located within special schools for young people with additional needs and will therefore continue high levels of support for these groups.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>
	For staff: NO	For staff: NO	NONE	<p>UNKNOWN</p> <p>Disability data for staff is given voluntarily and therefore risks not recognising all staff with disabilities. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>At this stage therefore it is not possible to suggest whether groups of staff with disabilities will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's</p>

					recently updated equality statement and policies.
Gender	For clients: YES	For clients: YES	MEDIUM	NONE	<p>Whilst the statistical picture differs from project to project as a whole Kent Youth Service has traditionally worked with more young men than young women. The change to a model comprising a range of commissioned providers allows the ability to recognise key areas which require an improved engagement with young women and engage providers appropriately to increase participation amongst young women.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>
	For staff: NO	For staff: NO	NONE	NONE	<p>At this stage whilst it is estimated that around 60 FTE posts will be made redundant, including a significant number of part-time posts, the exact posts are not yet known as this will be a matter of consultation. However as these posts will reflect a range of roles and contracts and no element of the project has yet been identified which places any one group at a disadvantage.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Gender identity	For clients: YES	For clients: YES	LOW	UNKNOWN	<p>There is currently limited provision within Kent Youth Service to give specialist support to young people regarding gender identity the ability to provide additional support through commissioned services delivered by local providers offers the ability to give additional support to this group.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent</p>

					County Council.
	For staff: NO	For staff: NO	NONE	UNKNOWN	<p>Gender identity data for staff is given voluntarily and therefore risks not recognising all staff. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>At this stage therefore it is not possible to suggest whether groups of staff with gender identity issues will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Race	For clients: YES	For clients: YES	UNKNOWN	UNKNOWN	<p>Kent Youth Service currently supports a significant number of young people from a range of ethnic backgrounds either through direct and targeted services or through inclusion into open access services. Although it is unknown yet which projects will be affected by the proposals some which support BME young people will no doubt be affected.</p> <p>The ability of the service to commission and/or deliver appropriate high quality youth work provision for BME young people will be paramount in ensuring a good service for these young people. Further information about specific needs of these groups will need to be collected during consultation.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>

	For staff: NO	For staff: NO	NONE	UNKNOWN	<p>Ethnicity identity data for staff is given voluntarily and therefore risks not recognising all staff. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>Currently therefore it is not possible to suggest whether groups of staff from any particular ethnic group will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Religion or belief	For clients: NO	For clients: NO	LOW	NONE	<p>Kent Youth Service provides services for all young people regardless of religion or belief and the service transformation project is intended to ensure the continued provision of these services either through direct provision and/or commissioned provision. At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>
	For staff: NO	For staff: NO	NONE	UNKNOWN	<p>Religion and belief data for staff is given voluntarily and therefore risks not recognising all staff. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>Currently therefore it is not possible to suggest whether groups of staff from any particular religious or belief group will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>

Sexual orientation	For clients: YES	For clients: YES	LOW	LOW	<p>Kent Youth Service currently offers some services specifically tailored for Lesbian, Gay and Bisexual young people and for those who are questioning their sexual identity. The ability to continue to either directly provide these services or to commission them from other providers will need to be fully examined during a consultation process.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>
	For staff: NO	For staff: NO	NONE	UNKNOWN	<p>Sexual orientation data for staff is given voluntarily and therefore risks not recognising all staff. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>Currently therefore it is not possible to suggest whether groups of staff from any particular group will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Pregnancy and maternity	For staff: NO	For staff: NO			<p>No adverse impact is expected on clients or staff who are pregnant or in a maternity period. Staff who may be on maternity leave will be kept fully informed of the processes involved in the restructure and supported appropriately.</p>

Part 1: INITIAL SCREENING

Context

During the past two years Kent Youth Service has made savings in excess of £800k, this has been done through the reduction of administrative support to managers, management posts, restructuring the support services to Youth Projects and reducing the level of officer support available to the service.

For the current Medium Term Financial Plan the Youth Service is required to contribute savings of £1.4m in conjunction with Kent Youth Offending Service of which £900k is discreet to the Youth Service transforming from a direct delivery model to one which combines direct delivery and a wider range of commissioned providers.

In order to meet this saving the Youth Service will reduce the resource directed to frontline delivery by approximately £1.7m and then subsequently re-invest more than £830k into an increased budget (totalling £1.2m) for securing services from a range of voluntary and community providers.

This change in delivery method will mean a significant number of Kent Youth Service projects will cease being delivered by Kent County Council staff and could either be delivered by staff from other organisations or a completely different local project could be established.

Aims and Objectives

Kent County Council remains committed to the delivery of high quality youth work opportunities for young people. This Service Transformation is intended to secure a 'universal' service for young people, that is, one open to any young person and offering a range of youth work opportunities which develop the confidence and self esteem of young people and therefore contributes to the Preventative Strategy through supporting positive life choices amongst young people.

Beneficiaries

The intended beneficiaries of this transformation project are primarily young people aged 13-19 with some service for those aged 11-12 and also provision for those aged 19-25 with additional needs. These groups of young people will continue to benefit from a broad range of youth work opportunities which offer different methods of engagement and additional support at those points at which the young people are more vulnerable.

Due to the diminishing resources available for the delivery of this work the transformation process from directly delivered youth provision to a combination of commissioned and directly delivered offers the ability to retain this broad service reach in a way that would not be possible under the existing service model.

Significant evidence exists that the provision of high quality youth work supports young people to make positive and healthy life choices and reduces both the amount of anti-social behaviour in local areas and also reduces the pressures upon more targeted provision, as such the successful implementation should be beneficial to the local communities of service users.

Consultation and data

The new model for service delivery will be subject to a 90 day public consultation which will consult on:

- the location of continued direct delivery;
- the job roles within continued direct delivery;
- the implications for projects and premises no longer directly delivered;
- the framework for commissioning outcomes at a county level;
- the framework for commissioning outcomes at a local level.

The new model for service delivery will also be subject to a 90 day staff consultation which will consult on the above and the consequent implications for potentially affected members of staff.

The consultation data will be analysed during the month after close of consultation and used to inform both the final direct delivery structure and also to create the commissioning framework for the tendering of services.

Potential Impact

Adverse Impact: The potential for adverse impact upon client groups is largely dependent on a combination of the framework for commissioning itself and also the management of any transition processes from direct delivery to commissioned services. If a commissioning process fails to recognise the needs of a specific group of clients or fails to procure appropriate service levels the group could be adversely affected. The mitigation for this adverse impact lies in a consultation process to determine the needs of client groups and ensure that they are reflected in the commissioning framework and also to consider the use of larger 'caretaker' organisations for a period of time if local organisations are not successful through the commissioning process.

The adverse impact on staff will be a considerable reduction in the number of Kent Youth Service staff which will result in a number of redundancies. This will impact each of these members of staff significantly as individuals but as of yet no adverse impact upon any protected characteristic group has been identified. The estimated number of redundancies is in the region of 60 Full Time Equivalent (FTE) posts; however this will be made up of approximately 24 full-time staff and a number of smaller part-time staff contracts to a total of 36 FTE.

Positive Impact: The successful implementation of a new model for service delivery for Kent Youth Service has the ability to continue to provide high quality services as noted above and also may provide opportunity to deliver an improved service for some particular groups of young people.

JUDGEMENT

Option 1 – Screening Sufficient

NO

Following this initial screening our judgement is that further action is required.

Justification: The initial screening demonstrates that there are considerable amounts of, as yet, unknown impacts upon the ongoing service to young people. Also as the final locations of posts which are to be made redundant are not known it is not possible at this time to conclude on the impact on any protected characteristics amongst staff teams.

The transformation project has elements of mitigation built in it for both of these issues through the development of a commissioning framework and KCC's existing commitments to ensuring both staff and clients are not disadvantaged as a result of their characteristics. However in order to ensure that there are no disproportionate negative impacts on any particular group of clients or staff it is necessary to carry out a full consultation process with potentially affected groups to fully understand the implications of the project and be able to respond appropriately and effectively.

Option 2 – Internal Action Required

YES

There is potential for impact on particular groups and we have found scope to ensure the proposal has the maximum ability to mitigate against any negative impacts. This will take the form of ensuring that specific groups are suitably reflected in both the outcomes framework for commissioning and also that the appropriate KCC policies are fully implemented during any redundancy and recruitment processes.

Option 3 – Full Impact Assessment

YES

As noted above it is necessary to conduct a consultation with affected service users and the communities in which they live and potentially affected staff members in order to gain a full understanding of the impacts of the transformation project.

A consultation plan will be created to ensure the engagement of potentially affected groups of staff and young people.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

Date:

Name:

Job Title:

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Disability, Gender Identity, Gender, Race, Religion or belief, Sexual Orientation	Significant levels of uncertainty around the overall impact of the project.	Undertake a consultation both with all affected groups and areas but also with some targeted groups of young people on the proposals within the project.	Clear understanding of impact and mitigating measures.	Nigel Baker	August – October 2011	Surveys Meetings Focus Groups Analysis
Disability, Gender Identity, Gender, Race, Religion or belief, Sexual Orientation	Provision for young people will be affected by the change in delivery method.	Ensure the production of a commissioning framework for the provision of youth work through a range of new providers which continues to champion inclusive approaches and also provides specialist support where required.	Continued or improved high quality provision of youth work for young people from the identified characteristic groups.	Nigel Baker	July 2011	N/A
All	Unknown levels of staff impact within protected characteristics	Undertake a consultation with staff on the proposed changes within the project. Ensure proper application of KCC equality and diversity policies and procedures during any recruitment stages of the project.	Clear understanding of affected groups. Equality of opportunity for any posts recruited,	Nigel Baker	August – October 2011 January – March 2011	Surveys Meetings Analysis N/A



Appendix E

KENT YOUTH SERVICE:

SERVICE TRANSFORMATION CONSULTATION PLAN

1. Introduction

1.1 This plan outlines the methodology and key milestones for the consultation on the Kent Youth Service Transformation Project which proposes a change from a primarily directly delivered service to a new model of service delivery involving a wide range of commissioned providers. The full details of the proposal are included in the Service Transformation Proposal.

1.2 The consultation has been designed to cover three key elements:

- consulting with young people, their communities and other stakeholders about the shape and location of future service delivery;
- consulting with staff about the consequent implications to job roles and posts available;
- undertaking an equality impact assessment of the proposals in order to understand the impact on particular groups or communities.

2. Consultation Mandate

2.1 Details of the elements to be consulted upon are included in the attached documents: Service Transformation Proposal; Needs Analysis and Outcomes Framework; HR Implications and Process.

2.2 In order to ensure the new model of service delivery continues to meet the needs of young people at a local level and offers high quality opportunities to engage with youth work opportunities the Youth Service is inviting comment on the following:

- The principle of the model of combining KCC in-house delivery with commissioned services;
- the Borough/District approach of Hub, Community Youth Tutor, Street-Based Project and Local Commissioning Budget model;
- the location and function of youth hubs;
- the job role of the lead and supporting youth workers in the hubs;
- future use of premises;
- the staffing structure for the new service model;
- priorities for youth work in the area;
- the framework for commissioning outcomes at a county level;
- the framework for commissioning outcomes at a local level;
- impact of changing delivery on staff groups;

- impact of changing delivery on young people and communities;
- allocation of resources.

2.3 The new model of service delivery which focuses around the direct delivery of a Youth Hub, detached work and Community Youth Tutor and a range of commissioned providers was proposed by County Council as part of the Medium Term Financial Planning process.

2.4 It is important to note that the question of the need to make savings is not part of this consultation as this has already been decided through the KCC Medium Term Financial Plan process for 2010/11.

2.5 Youth services that are delivered on a countywide basis (specifically Outdoor Education, Duke of Edinburgh's Award, Quality Assurance and Youth Participation) are not part of the present consultation as no changes are being proposed to these.

3. Consultation Methods and Timescales

3.1 Three primary methods will be used to undertake the consultation reflecting the needs of the different consultee groups:

- Formal KCC process for staff consultation as set out in the Service transformation Personnel and HR Implications paper.
- Electronic or paper questionnaire for all others. This will be supported by a wide range of meetings with the public and stakeholder groups to introduce the consultation and take questions.
- Detailed focus groups with target groups

3.2 The analysis of all consultation findings will be undertaken during November 2011 and will contribute to the final proposal with no further consultation in line with section 138 of the 2009 Duty to Involve, Consult and Inform.

3.3 The following groups will be consulted with using a range of methods including the production of electronic questionnaires, focus groups and information meetings:

- Staff groups
- Youth Advisory Groups
- Kent Youth County Council
- Local District/Borough Youth Fora
- Users of Kent Youth Service
- Kent Forum
- Kent Chief Officers Group
- Voluntary Youth Organisations
- Locality Boards
- Local Children's Trust Boards
- Minority Groups

By: Bryan Sweetland, Cabinet Member for Environment, Highways and Waste
Paul Crick, Director of Planning and Environment

To: Cabinet - 18 July 2011

Subject: Preliminary Flood Risk Assessment for Kent

Classification: Unrestricted

Summary KCC is required by the Flood Risk Regulations 2009 to produce a Preliminary Flood Risk Assessment (PFRA) by 19 August 2011. The PFRA summarises past flood events and future flooding potential from surface water, groundwater and ordinary watercourses in Kent. This is different from the Environment Agency's responsibilities, which are for the assessment of fluvial (main river) and coastal flooding.

The PFRA will be used to develop a strategy for managing the risks to properties from these sources of flooding as required by our Lead Local Flood Authority role (Flood and Water Management Act 2010).

Cabinet is asked to approve the PFRA for submission to the Environment Agency.

1 Introduction

- (1) The Preliminary Flood Risk Assessment (PFRA) has been prepared to meet our duties to manage local flood risk and deliver the requirements of the Flood Risk Regulations (the Regulations). The Regulations are a transposition into UK law of the EU Floods Directive (Directive 2007/60/EC).
- (2) The PFRA provides a high level overview of flood risk and identifies areas of significant flood risk that need to be investigated in subsequent stages of the Regulations.
- (3) Kent County Council is defined as a Lead Local Flood Authority (LLFA) under the Regulations. As such, Kent County Council was required to undertake the PFRA for local flood sources of surface water, groundwater and ordinary watercourses (all watercourses other than main river). The Environment Agency is responsible for the assessment of fluvial (main river) and coastal flood risks.
- (4) The PFRA has been produced in accordance with Environment Agency and Defra guidance, which requires KCC to report on:
 - (a) Areas of significant flood risk – defined by the Minister as towns or cities where 30,000 people or more are estimated to be at risk of surface water flooding;

- (b) Past flood events with significant harmful consequences – which are advised to be “an order of magnitude lower” than the significant flood risk criteria, i.e. approximately 3,000 people at risk of flooding; and
 - (c) Future flood risks – no advice is given on the scale of risk for reporting.
- (5) The Environment Agency’s national exercise to map areas at risk of surface water flooding has identified ten areas of significant surface water flood risk in England and none are located within Kent County Council’s administrative area.
 - (6) From this national exercise the county of Kent is estimated to have the highest risk from surface water flooding in England. Approximately 70,000 properties across Kent are estimated to be at risk during a severe rainfall event. As Lead Local Flood Authority, KCC will have to address this risk through appropriate flood risk management.
 - (7) The PFRA is attached. A summary of the risks in Kent can be found in the PFRA.

2 Financial Implications

- (1) The PFRA has been produced for approximately £5,000, funded by Defra.

3 Relevant priority outcomes

- (1) The PFRA shows areas vulnerable to surface water flooding. Its preparation has also highlighted a need to better understand the impact of flooding from groundwater and ordinary watercourses.
- (2) As Lead Local Flood Authority under the Flood and Water Management Act 2010 we have new duties to prepare a Local Flood Risk Management Strategy (the Local Strategy), which will set out how we will further our understanding of these risks and their consequences through Surface Water Management Plans.
- (3) The Local Strategy will also set out how we exercise our other duties under the Act, which are as follows:
 - (a) The duty to investigate flood incidents
 - (b) The duty to maintain a register of structures and features that may cause flooding
 - (c) The power to do works to manage surface water flooding
 - (d) The duty to approve and adopt SUDS
- (4) The Local Strategy will be funded through the new Lead Local Flood Authority element of the Local Services Support Grant from Defra.
- (5) The Local Strategy will have an impact on other areas of service delivery in KCC,
- (6) including Highways and Emergency Planning.

4 Consultation and Communication

- (1) The draft PFRA has been shared with KCC's Flood Risk Committee, who agreed the report and recommends it to Cabinet.
- (2) KCC's Emergency Planning, Highway Services and Water Resources teams have been consulted. The Kent Flood Partnership (a partnership of flood risk management authorities in Kent, including representatives from the Districts and Boroughs, the Environment Agency and Internal Drainage Boards) has also been consulted. No amendments or additions have been suggested.

5 Legal Implications

- (1) There are no legal implications from the PFRA when submitted in line with the timetable set out in section 1 (2).

6 Equality Impact Assessments

- (1) There are no equality impacts from the PFRA.

7 Sustainability Implications

- (1) The PFRA has no sustainability implications

8 Are there any Personnel or Health and Safety Issues which are relevant?

- (1) The PFRA raises no Personnel or Health and Safety issues.

9 Risk and Business Continuity Management

- (1) The PFRA will be made public. It highlights the flood risk that Kent faces from surface water flooding.
- (2) Our new role as Lead Local Flood Authority, under the Flood and Water Management Act 2010, along with our existing role as highway authority raises a potential reputational risk if we fail to satisfactorily address the issues outlined in the PFRA. This will be mitigated by the delivery of the Local Strategy.

10 Alternatives and Options

- (1) The PFRA is a statutory requirement of the Regulations. There is no alternative to publishing it.

11 Conclusion

- (1) KCC is required by the Flood Risk Regulations 2009 to produce a Preliminary Flood Risk Assessment (PFRA) by 19 August 2011. The PFRA summarises past flood events and future flooding potential from surface water, groundwater and ordinary watercourses in Kent. This is different from the Environment Agency's responsibilities, which are for the assessment of fluvial (main river) and coastal flooding.

- (2) The PFRA will be used to develop a strategy for managing the risks to properties from these sources of flooding as required by our Lead Local Flood Authority role (Flood and Water Management Act 2010).
- (3) Our new duties as Lead Local Flood Authority, under the Flood and Water Management Act 2010, will need to be well managed in order to address the flood risks highlighted by the PFRA.

12 Recommendations

- (1) That cabinet approve the submission of the PFRA to the Environment Agency.
- (2) Cabinet note the flood risk in Kent that we now have a strategic duty to oversee.

13 Background Documents

Ashford Borough Council (2006) Strategic Flood Risk Assessment

Defra (2006) Flood and Coastal Defence Appraisal Guidance, FCDPAG3 Economic Appraisal, Supplementary Note to Operating Authorities – Climate Change Impacts. October 2006.

Defra (2010) Surface Water Management Plan Technical Guidance

Defra / WAG (2010) Selecting and reviewing Flood Risk Areas for local sources of flooding – Guidance to Lead Local Flood Authorities.

Dover District Council (2007) Strategic Flood Risk Assessment

Environment Agency (2010) Flood Map for Surface Water – Property Count Method

Environment Agency (2010) Preliminary Flood Risk Assessment – Annexes to the Final Guidance (Report – GEHO1210BTHF0E0E).

Environment Agency (2010) Preliminary Flood Risk Assessment - Final Guidance (Report – GEHO1210BTGH0E0E).

Environment Agency (2011) Flood Risk Regulations – PFRA FAQs

Kent Thameside Delivery Board (2009) Water Cycle Strategy (incl. Strategic Flood Risk Assessment)

Maidstone Borough Council (2008) Strategic Flood Risk Assessment

Parliament (2010) The Flood and Water Management Act

Sevenoaks District Council (2008) Strategic Flood Risk Assessment for Local Development Framework

Contact details - Elizabeth Milne, Flood Risk and Natural Environment Team Leader; P&E, E&E, Invicta House; elizabeth.milne@kent.gov.uk; 01622 221487

Max Tant, Flood Risk Manager; Flood Risk and Natural Environment, P&E, E&E, Invicta House; max.tant@kent.gov.uk; 01622 221691

Kent County Council Preliminary Flood Risk Assessment

Draft
June 2011





Executive Summary

This Preliminary Flood Risk Assessment (PFRA) has been prepared to meet our duties to manage local flood risk and deliver the requirements of the Flood Risk Regulations (2009). The PFRA, comprising this document and the supporting spreadsheet are the first stage of the Regulations.

The PFRA is intended provide a high level overview of flood risk and identify areas of significant flood risk that need to be investigated in further stages of the Regulations.

Kent County Council is defined as a Lead Local Flood Authority (LLFA) under the Regulations. As a LLFA, Kent County Council must undertake a review of the risk from local flood sources, which include surface water, groundwater and ordinary watercourses. The Environment Agency will be responsible for delivering the assessment of fluvial and coastal flood risks.

The methodology for producing this PFRA has been based on the Environment Agency's Final PFRA Guidance and Defra's Guidance on selecting Flood Risk Areas, both published in December 2010. The PFRA should report:

- Areas of significant flood risk – defined by the Minister as areas where 30,000 people or more are estimated to be at risk of surface water flooding;
- Future flood risks – no advice is given on the scale of risk for reporting; and
- Past flood events with significant harmful consequences – which are advised to be 'an order of magnitude lower' than the significant flood risk criteria, i.e. approximately 3,000 people at risk of flooding.

The Environment Agency has undertaken a national exercise to map areas at risk of surface water flooding to help identify the future flood risk and significant flood risk areas across England and Wales.

Ten significant areas of surface water flood risk have been identified in England, of these ten areas, none are located within Kent County Council's administrative area. This has been reviewed as part of the PFRA and is not in dispute. As a consequence, Kent County Council will not be required to undertake the further stages of the Regulations.

However, that does not mean that Kent does not face significant risks from surface water flooding. In fact Kent is estimated to be the most at risk LLFA in England from surface water flooding. Approximately 70,000 properties are estimated to be at risk during a rainfall event with a 1 in 200 annual chance of occurring. The next highest LLFA is Hertfordshire with approximately 56,000 properties at risk.

A summary of the estimated risks to Kent from surface water flooding have been and presented in the PFRA for 48 'settlements' (based on groups of wards) that represent the whole of Kent. Appendix 1 contains a summary of



this risk information and a map showing the relative risk to each settlement determined by the number of dwellings flooded by surface water per square kilometre.

Kent also has significant flood risks from groundwater and ordinary watercourses, however the data available to assess these risks is less quantitative.

Information relating to approximately 2,500 flood events, caused by flooding from local sources, was collected from approximately 20 different local and national sources including the twelve district and borough councils, the Environment Agency, water companies, Internal Drainage Boards, emergency services and other risk management authorities.

Based on the evidence that was collected, no past flood events were considered to have had 'significant harmful consequences'. Therefore, no records of past flooding have been included in the PFRA, in accordance with the guidance.

The PFRA has been helpful to develop an overall understanding of the flood risk across Kent and highlight which areas are most vulnerable, which will be needed as we deliver other responsibilities required by the Flood and Water Management Act 2010, especially the Local Flood Risk Management Strategy.



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Glossary

Term	Description
AStSW	Areas Susceptible to Surface Water Flooding
Coastal Flooding	Flooding at the coast that is caused by a storm, high tide or other coastal process
CFMP	Catchment Flood Management Plan
Defra	Department for Environment, Food and Rural Affairs
DG5	Register of sewer flooding incidents that must be kept by Water Companies
EA	Environment Agency
EC	European Commission
Fluvial Flooding	Flooding from rivers
FMfSW	Flood Map for Surface Water
FWMA	Flood & Water Management Act 2010
IDB	Internal Drainage Board
Internal Drainage Board	Local boards established to manage areas of special drainage need
KCC	Kent County Council
LDF	Local Development Framework
LLFA	Lead Local Flood Authority
LRF	Local Resilience Forum
NRD	National Receptor Database
OA	Output Area
Ordinary Watercourse	Small watercourses managed by IDBs or District Councils
PFRA	Preliminary Flood Risk Assessment
PPS25	Planning and Policy Statement 25: Development and Flood Risk
RFCC	Regional Flood and Coastal Committee
RFDC	Regional Flood Defence Committee
RMA	Risk Management Authority
SFRA	Strategic Flood Risk Assessment
SUDS	Sustainable Drainage Systems
SWMP	Surface Water Management Plan
WAG	Welsh Assembly Government

1 Introduction

1.1 Scope

As the Lead Local Flood Authority (LLFA) for Kent county, Kent County Council (KCC) has been tasked with preparing a Preliminary Flood Risk Assessment (PFRA). The PFRA is a high level review of flood risk within Kent that is caused by local flooding. Local flooding is flooding that is caused by the following sources:

- **Surface water,**
- **Groundwater,**
- **Ordinary Watercourses¹.**

The Environment Agency is responsible for identifying the risks from main rivers and coastal flooding, the risks from these sources is not included in this report.

Kent County Council includes 12 district and borough councils:

- Ashford Borough Council,
- Canterbury City Council,
- Dartford Borough Council,
- Dover District Council,
- Gravesham Borough Council,
- Maidstone Borough Council,
- Sevenoaks District Council,
- Shepway District Council,
- Swale District Council,
- Thanet District Council,
- Tonbridge and Malling District Council,
- Tunbridge Wells Borough Council.

The study area of this report is shown in Figure 1.

As a separate LLFA, Medway Council are responsible for preparing a PFRA for the Medway Council area.

¹ Ordinary watercourses are watercourses that are not main rivers. Main rivers are managed by the Environment Agency, ordinary watercourses are managed by district councils or Internal Drainage Boards.

1.2 Background

The Flood and Water Management Act 2010 (the Act) creates Lead Local Flood Authorities (LLFAs) at the County or Unity Council level. LLFAs have a responsibility for the strategic management of local flood risk. Local flood risk is defined in the Act as flooding from surface water, groundwater and ordinary watercourses.

The PFRA is a report required by the Flood Risk Regulations (the Regulations), which itself is a transposition of the EU Floods Directive (Directive 2007/60/EC) into UK Law. The purpose of the PFRA is to identify areas of significant flood risk. Once areas of significant risk have been identified the Regulations require two further stages to be undertaken to map the risk in these areas and to prepare a strategy for managing the risk. A timetable for the Regulations is given in Table 1.

Table 1 Timetable for flood risk regulation deliverables

Deliverable	Due Date to EA	Due Date to EU
Preliminary flood risk assessment (PFRA)	June 2011	December 2011
Flood hazard and risk maps	June 2013	December 2013
Flood risk management plans	June 2015	December 2015
Periodic Review	Every 6 years	

The subsequent stages of the Regulations are only required for areas identified as at significant risk in the PFRA. Therefore the PFRA is a report that covers the whole authority, however any further stages of the Regulations that may be undertaken are for specific risk areas.

1.3 Objectives

The PFRA is a high level screening exercise to locate areas in which the risk of surface water and groundwater flooding is significant and warrants further examination through the production of maps and management plans.

The aim of this PFRA is to provide an assessment of local flood risk across the study area, including information on past floods and the potential consequences of future floods.

The key objectives are:

- Summarise the methodology adopted for the PFRA with respect to data sources, availability and review procedures.
- Assess historic flood events within the study area from local sources of flooding (including flooding from surface water, groundwater and ordinary watercourses), and the consequences and impacts of these events.



- Establish an evidence base of historic flood risk information, which will be built up on in the future and used to support and inform the preparation of Kent's Local Flood Risk Strategy.
- Assess the potential harmful consequences of future flood events within the study area.
- Review the provisional national assessment of indicative Flood Risk Areas provided by the Environment Agency and provide explanation and justification for any amendments required to the Flood Risk Areas.
- Describe arrangements for partnership and collaboration for ongoing collection, assessment and storage of flood risk data and information.

1.4 Flood risks

1.4.1 Surface water

Surface water flooding occurs when heavy rainfall exceeds the capacity of the ground and local drainage networks to absorb it. This can lead to water flowing across the ground and ponding in low-lying areas. This sort of flooding is typically caused by short intense rainfall events.

1.4.2 Groundwater

Groundwater flooding occurs as a result of water rising up from the underlying aquifer or from water flowing from ephemeral springs. This tends to occur after long periods of sustained high rainfall, and the areas at most risk are often low-lying where the water table is more likely to be at a shallow depth. Groundwater flooding is known to occur in areas underlain by major aquifers, although increasingly it is also being associated with more localised floodplain sands and gravels.

1.4.3 Ordinary watercourses

Ordinary watercourses are small watercourses that are not designated as main river. Main rivers are the responsibility of the Environment Agency, the responsibility for ordinary watercourses lies either with district or borough councils or with Internal Drainage Boards (IDBs) where they operate.

The flooding mechanism for ordinary watercourses is similar to flooding from rivers, but the small nature of these watercourses means that the flooding is often on a local scale. However, IDBs often cover areas with a high concentration of ordinary watercourses where drainage is difficult and one rainfall event can cause flooding on several ordinary watercourses simultaneously. Ordinary watercourse flooding is also often effected by water levels in nearby main rivers that the ordinary watercourses would otherwise discharge into.

1.4.4 Sewer flooding

Sewer flooding is caused by a volume of surface water entering the drainage network that exceeds the capacity of the network. The nature of the sewer

network means that the flooding may occur away from the source of the surface water. This type of flooding is particularly severe when a combined sewer floods as it causes effluent to be discharged that can have health and environmental consequences.

2 Local flood risk responsibilities

2.1 Risk Management Authorities

As well as defining county and unitary councils as the LLFA, the Act also defines Risk Management Authorities (RMAs) with responsibilities for delivering flood risk management functions. The RMAs are:

- District councils,
- Environment Agency,
- Water companies,
- Internal Drainage Boards (IDBs),
- Highways Authorities.

The Act requires all RMAs to cooperate and to work together to deliver strategic flood risk management.

2.2 Further responsibilities

The Act gives KCC as a LLFA a wide range of responsibilities for the strategic management of local flood risks besides just the PFRA. These responsibilities include:

- **Investigating flood incidents** – LLFAs have a duty to investigate and record details of significant flood events within their area. This duty includes identifying which authorities have flood risk management functions and what they have done or intend to do with respect to the incident, notifying risk management authorities where necessary and publishing the results of any investigations carried out.
- **Asset Register** – LLFAs also have a duty to maintain a register of structures or features which are considered to have an effect on flood risk, including details on ownership and condition as a minimum. The register must be available for inspection and the Secretary of State will be able to make regulations about the content of the register and records.
- **SUDS Approving Body** – LLFAs are designated the SUDS Approving Body (SAB) for any new drainage system, and therefore must approve, adopt and maintain any new sustainable drainage systems (SUDS) within their area.
- **Local Flood Risk Management Strategy** – LLFAs are required to develop, maintain, apply and monitor a local strategy for flood risk management in its area. The local strategy will build upon information



such as national risk assessments and will use consistent risk based approaches across different local authority areas and catchments.

- **Works powers** – LLFAs have powers to undertake works to manage flood risk from surface runoff and groundwater, consistent with the local flood risk management strategy for the area.
- **Designation powers** – LLFAs, as well as district councils and the Environment Agency have powers to designate structures and features that affect flooding or coastal erosion in order to safeguard assets that are relied upon for flood or coastal erosion risk management.

2.3 Local governance

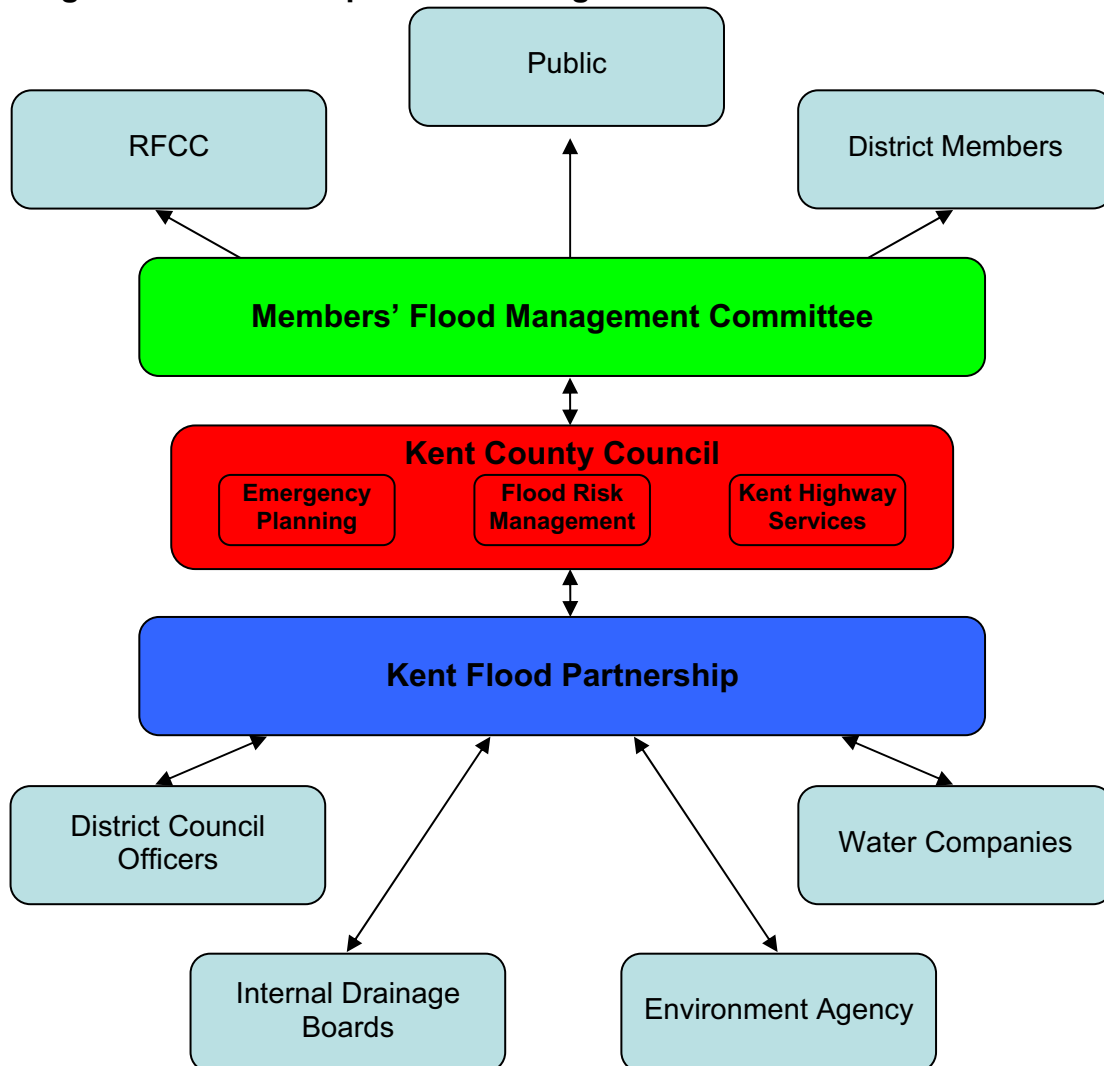
KCC is responsible for delivering the PFRA and for undertaking local consultation. To facilitate this and to help coordinate the delivery of other flood risk management responsibilities KCC has formed a members committee for flood risk management, the KCC Flood Risk Committee, and a pan-Kent group for officers from the Risk Management Authorities. Diagram 1 illustrates the role of these groups.

2.4 PFRA

The management of local flooding has previously been on a largely ad hoc basis with various authorities having responsibility for certain aspects with little or no duty to cooperate. Given this new task to coordinate local flood risk management, the PFRA represents an opportunity for us as a LLFA to understand the scale and geographic extent of local flood risk.

This will be particularly important in helping us to deliver the Local Flood Risk Management Strategy (the Local Strategy). The Local Strategy is a document that will set out our policy for the management of local flood risk in Kent. All RMAs are obliged to act consistently with the Local Strategy.

Diagram 1 Relationship of Risk Management Authorities in Kent



3 Methodology and data review

3.1 Introduction

The PFRA is a high-level screening exercise used to identify areas where the risk of flooding is considered to be significant and warrants further examination and management through the production of flood risk and flood hazard maps and flood risk management plans in the subsequent phases of the Regulations.

The approach for producing this PFRA was based upon the Environment Agency's PFRA Final Guidance, which was released in December 2010. The PFRA is based on readily available or derivable data.

There are three key deliverables as part of this PFRA:

- To identify historic local flooding events that have had recorded significant harmful impacts;

- To identify areas of potential future flood risk; and
- To identify indicative areas of significant future flood risk.

The definition of significant for the latter case is defined by the minister as areas where 30,000 people are at risk of flooding, these areas will then be taken forward in the further stages of the Regulations. At this scale the areas that are identified are ones where, should this scale of local flooding occur, it would be nationally significant news.

For the former case the definition of significant is left for local determination, although the guidance suggests that it should be approximately an order of magnitude lower than the national level of significance, i.e. approximately 3,000 people at risk. The guidance also specifies that there must be specific records of the harmful impacts of the flood incidents, anecdotal evidence is not sufficient.

3.2 Flood risk identification methodology

3.2.1 Data collection

The following authorities and organisations were identified and contacted to share data for the preparation of the PFRA: 12 district and borough councils, Southern Water, Thames Water, Kent Highways Services, Upper and Lower Medway Internal Drainage Boards, Romney Marshes Area Internal Drainage Board, River Stour Internal Drainage Board and the Environment Agency.

The Kent Fire and Rescue and parish councils were not routinely contacted for information. This is because previous experience has indicated that the records kept by these organisations are usually either hard to filter for specific flood risk incidents and causes (i.e. an incident recorded as a flood event may be a broken washing machine or it may be a river flood event) or they are only anecdotal. It was decided that only where other sources indicated a significant flood event would these organisation be approached as the date and source of the flooding would help to find the appropriate data, which could then be used to improve the existing records.

With this approach some small events that only these organisations are aware of may be missed, but no significant events would be missed as they would not be recorded by these organisations alone.

Table 2 describes the data that was collected from each of the RMAs.

Table 2 Datasets and data sources

Source RMA	Dataset	Description
Environment Agency	Areas Susceptible to Surface Water Flooding (ASStSW)	The first generation national mapping, outlining areas of risk from surface water flooding across the country with three susceptibility bandings (less, intermediate and more).



Source RMA	Dataset	Description
	Flood Map for Surface Water (FMfSW)	The updated (second generation) national surface water flood mapping which was released at the end of 2010. This dataset includes two flood events (with a 1 in 30 and a 1 in 200 chance of occurring) and two depth bandings (greater than 0.1 m and greater than 0.3 m).
	Flood Map (rivers and the sea)	Shows the extent of flooding from rivers with a catchment of more than 3 km ² from the sea.
	Areas susceptible to groundwater flooding	Coarse scale national mapping showing areas which are susceptible to groundwater flooding.
	National Receptors Dataset	A national dataset of social, economic, environmental and cultural receptors including residential properties, schools, hospitals, transport infrastructure and electricity substations.
	Indicative flood risk areas	Nationally identified flood risk areas, based on the definition of 'significant' flood risk described by Defra and WAG.
	Historic flood map	Attributed spatial flood extent data for flooding from all sources.
	Detailed river network	Map of watercourses with attributes describing watercourse type.
District and borough councils	Strategic Flood Risk Assessments (SFRA)	SFRAs may contain useful information on historic flooding, including local sources of flooding from surface water, groundwater and flooding from canals.
	Historical flooding records	Historical records of flooding from surface water, groundwater and ordinary watercourses.
Kent County Council	Highways Flooding Reports	Highways Flooding Reports for a number of locations within Kent, including details of the flood risk at each location.
	Demographic data	Maps of various demographic areas in Kent, for example Output Areas, wards, etc, including population estimates.

Source RMA	Dataset	Description
	Dover Surface Water Management Plan (SWMP) outputs	Maps from the SWMP undertaken for Dover.
Southern and Thames Water	DG5 Register for Southern Water areas	DG5 Register logs and records of sewer flooding incidents in each area.
	DG5 Register for Thames Water Utilities areas	DG5 Register logs and records of sewer flooding incidents in each area.

3.2.2 Assessing historic flood risk

Existing datasets and reports from the stakeholders listed above were collated and reviewed to identify details of past flood events and associated consequences including economic damage, environmental and cultural consequences and impact on the local population.

Where necessary and where sufficient information was available data that had no geographic referencing was geo-referenced so that it could be put onto maps. Some data that was collected could not be geo-referenced due to a lack of sufficient geographical data to determine the specific location.

3.2.3 Assessing future flood risk

Surface water flooding

To identify future flood risks predicted flood event data needs to be used. To fill the gap in LLFA data regarding the modelled impact of surface water flood events the Environment Agency has undertaken a national surface water modelling exercise. This exercise has produced two data sets of areas affected by surface water flooding: the Areas Susceptible to Surface Water Flooding (AStSW) Map and the Flood Map from Surface Water (FMfSW). This data is available to all LLFAs.

The FMfSW is divided into two risks categories according to the predicted depth of flooding: greater than 0.1 m and greater than 0.3 m. The greater than 0.3 m category has been used from this dataset, as this depth approximates to an average threshold level for most properties, therefore properties in this area are likely to experience internal flooding. Flooding up to 0.1 m is unlikely to flood many properties internally.

Additionally, to assess the impact of these areas identified as at risk, the Environment Agency has also provided a dataset of receptors the National Receptor Database (NRD), which gives the geographical location of properties and the property type (for example residential dwelling, shop, factory etc). This has been used to calculate the number and type of

properties at risk in a given area using Geographical Information Systems (GIS) software, according to the methodology given in Property Count Method (Environment Agency, 2010).

Using the NRD and other receptor datasets the risk to the following receptors has been assessed:

- Dwellings.
- Critical services (schools, hospitals, electrical substations etc).
- Non-residential properties (all properties that are not dwellings, including critical services).
- Length of roads and rail.
- Agricultural land.

Groundwater flooding

It is technically challenging to quantify the risk from groundwater flooding. At present there is no data available on the probability or depth of groundwater flood events. The Environment Agency has provided a relative risk map of areas susceptible to groundwater flooding. This map is based on areas that are topographically downstream of potential groundwater emergence areas. The estimate of risk in this map does not include any estimate of the likelihood or the volume of groundwater emerging.

Any flooding that occurs from groundwater will still affect the same areas as those indicated by the FMfSW, as this maps topographical flow routes and the groundwater will follow the same routes as surface water (as long as the property lies within or downstream of the emergence area). Therefore, areas identified as at risk of surface water that lie in the groundwater flooding susceptible areas *may* also be identified as at risk of groundwater flooding.

Ordinary Watercourse flooding

As with groundwater the risk from ordinary watercourses is not well documented on a national scale. The Environment Agency Flood Map, of coastal and fluvial flood risk, does include some ordinary watercourses. However the complex interrelationship between ordinary watercourses and main rivers in the most sensitive areas and the larger scale of the main rivers in comparison to the ordinary watercourses means that areas indicated by this map are dominated by the effects of the main rivers. It is impossible to disaggregate the risk of ordinary watercourses from that from main rivers, therefore using the Flood Map leads to an over estimate of the potential risk.

As an alternative indication of the ordinary watercourse flood risk the settlements that have a high concentration of ordinary watercourses within them are assumed to have a higher risk of flooding from this source, as the presence of many watercourses generally indicates that the land does not drain well. Measuring the length of ordinary watercourses per settlement and normalising this with the area of the settlement provides an indication of the

risk from this source. This methodology is crude as it does not indicate if there is any direct risk to properties, further work is required to quantify this risk.

3.2.4 Identifying indicative flood risk areas

The definition of indicative flood risk areas has been made by the Minister. It is set at towns or cities where 30,000 people or more are at risk of surface water flooding. This is calculated by measuring the number of dwellings affected by the 1 in 200 year greater than 0.3m FMfSW event and multiplying by an occupancy rate of 2.34 people per dwelling.

An initial screening of these indicative areas has been undertaken nationally by the Environment Agency, which has identified 10 areas in England. As part of the PFRA LLFAs must review any indicative flood risk areas in their authority and decide if they agree or if any other areas in their authority should be added to this. There are strict criteria for adding or removing an indicative risk area given in the guidance.

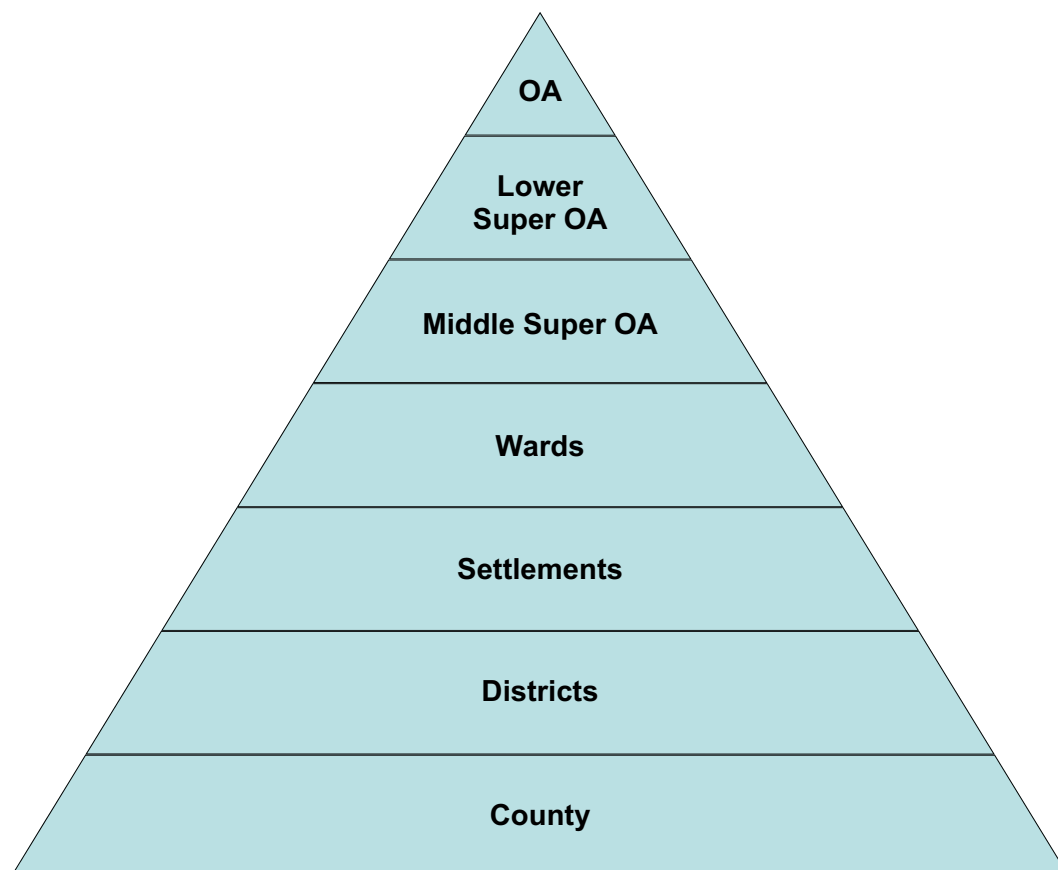
3.2.5 Data display

The county of Kent is large with many flood risks whilst the NRD and historic flood risk data is at a very small geographical level. In order to provide useful data at the county scale the numbers of properties at risk of flooding have been counted at various levels of reporting unit. The smallest level of unit that has been used is the Output Area (OA), once in these units the relevant OAs can be aggregated to give larger units. The hierarchy of reporting units is given in Diagram 2.

The advantage of using these areas to count and display the data is that population data is known for the units, which can be useful in assessing the impact of flooding, and that they broadly conform to areas of similar character, particularly at the lower levels where there are generally urban, suburban and rural units.

For the purposes of the PFRA the Settlement level has been chosen to count and display the risk. This is because at the county level this allows the areas to be distinguishable on one map and they are of recognised areas, as requested in the PFRA guidance. Figure 2 shows the settlements in Kent that have been used for the PFRA. KCC has the data that makes up these units and we are able to distinguish the flood risk for the constituent parts of these units, these have been chosen here for convenience.

Diagram 2 Hierarchy of reporting units



3.3 Data review

3.3.1 Historic flood data

Records of historic flood risk in Kent are inconsistent. Some organisations have a statutory requirement to record data, for example the water companies, however this requirement is for specific issues only and those organisations that record this data do not record all events. Some organisations that record flood incidents only record certain types of event, for instance some district councils record only flooding from ordinary water courses and not surface water. Some organisations do not have official records of flood events, only anecdotal information.

Some historic data does not have data on the geographical location or extent of the event. Where possible this has been added, however flooding that is referenced for a road, for instance, may flood a long stretch or only a short depression and it is difficult to estimate the extent of the impact from the records, this has only been done where the records are explicit.

Some data that is recorded with geographically specific data is only provided to us with very general geographical locations. This is the case for the DG5 register data from the water companies that is recorded with very specific location data but is only provided to us on a postcode basis. This obscures the data and in low density areas, in particular, makes the data ineffective as a verification tool for modelled outputs.

3.3.2 Future flood risk

The two surface water flood datasets, AStSW and FMfSW, are a significant improvement on no data, which is what would be available for the majority for Kent without these. However, the national mapping exercises that were undertaken to produce both these datasets had limitations that need to be understood and they should be used with caution.

The first dataset, AStSW, used a very simple model of estimated rainfall, a 1 in 200 year event, over a national terrain model and simulated the path of rainfall (after making adjustments for infiltration and surface roughness). This did not take any account of sewage infrastructure or of the presence of buildings.

The second dataset, FMfSW, was intended to improve upon the limitations of the AStSW, by including an estimate of the impact of sewers and the presence of buildings. However, the capacity of the sewers has been assumed nationally and this has been rendered in the model by reducing the rainfall by a set amount (to account for the assumed capacity of the sewers). In reality the capacity of sewers varies and the rainfall that runs into sewers is not lost (as this method would have it) but is still in the sewer network and can have an impact downstream as the cumulative effect of runoff in the sewers reduces the capacity, leading to increased flood risk in areas where there is a large upstream sewer catchment.

Figure 3 shows a comparison of the two Environment Agency surface water flooding datasets with modelling that has been undertaken in Dover for the Surface Water Management Plan (SWMP), which has included the sewers in the modelling. The FMfSW appears to be more accurate than the AStSW as it follows expected flow routes along roads etc. However, the FMfSW is clearly increasing the risk of flooding in uphill areas (the northwest of Dover) in comparison to the Dover SWMP modelling.

It should be noted that as there is no observational data for any surface water flooding on this scale in Dover, the assumed superior accuracy of the Dover SWMP modelling is only hypothetical, based on engineering judgement. The SWMP modelling includes more drainage infrastructure and more care has been taken over the representation of Dover, which is feasible on this local scale but difficult to replicate in a national mapping exercise. There is no recorded data to suggest that the Dover SWMP mapping is more accurate than the other two sources, or that the FMfSW is more accurate than AStSW, this has been assumed based on judgement.

The NRD used to count the properties at risk is also a source of inaccuracy. The NRD is a very useful dataset, however it is, to a degree, incomplete and inaccurate. Some areas do not have all the property types that are present, which is especially significant when looking at critical services for instance. Some properties are recorded in the wrong place or not at all or have the incorrect attributes. It has not been possible to quality assure or review this dataset for the whole county of Kent.

3.4 Data restrictions and recording

3.4.1 Data restrictions and confidentiality

Some of the data provided for this report has restrictions on its use that Kent County Council must adhere to. These restrictions are summarised in Table 3.

Table 3 Data restrictions

Data source	Data restriction
Environment Agency	The use of some data is restricted to Kent County Council for the preparation of its preliminary flood risk assessment, including topographic data and the national receptor database. The use of other data is unrestricted.
Southern Water	The use of provided data is restricted to Kent County Council for the preparation of its preliminary flood risk assessment.
Thames Water	Necessary precautions must be taken to ensure that all information given to third parties is treated as confidential. The information must not be used for anything other than the purpose stated in the agreement. No information may be copied, reproduced or reduced to writing, other than what is necessary for the purpose stated in the agreement.

3.4.2 Data recording

As mentioned above flood history data is recorded in an ad hoc and inconsistent manner. Kent County Council will work with the Risk Management Authorities to develop a consistent recording template for future flood events that will have broad access, be held centrally and be available to the public.

4 Past flood risk

Flood records across Kent were collected from the data sources discussed in Table 2. Records of approximately 2,500 historical flood events and flooding hotspots were collected across Kent County Council's administrative area. A summary map highlighting the locations of these past flood events is illustrated in Figure 4.

These flood events came from a range of flood sources, and in many cases the source of flooding was unknown or not recorded, therefore some of these events may represent flooding from sources that we are not concerned with in the PFRA.

The distribution of data in Figure 4 does not necessarily represent the distribution of flood risk, it more accurately represents the quality of data recording by other RMAs in Kent. Each individual event recorded may represent the flooding of any number of properties, very few records specify the scale of the flood event, or may only indicate that a road was flooded or sandbags were requested.

There are no flood records that record the flooding of more than 1,000 properties or anything that approaches that number, which is approximately the order of event that we should be reporting in the PFRA, as outlined in Section 3.1. The largest flood event that records are available for is the flooding of the Pent Stream in Folkestone in August 1996, which flooded approximately 400 properties. However, the Pent Stream is a main river, which is not the subject of this report and mitigation measures have been put in place since this event.

Due to this lack of records no historic flood events have been considered to have had 'significant harmful consequences' and therefore none will be recorded in Annex 1 of the Preliminary Assessment Spreadsheet.

This record of flood events will be kept by Kent County Council as an evidence base. This will be built up in the future with further details of flood events and will then be used to support and inform future PFRA cycles as well as the Local Flood Risk Management Strategy.

5 Future flood risk

5.1 Overview of flood risks

5.1.1 Surface water

Kent County has the highest surface water flood risk of any LLFA in England, according to the Environment Agency's national surface water mapping exercises. Table 4 shows the number of properties indicated to be at risk in the top five LLFAs in the 1 in 200 year greater than 0.3 m event.

The flood risk in Kent is not concentrated in one area. Surface water flood risk is generally worse in urban areas, due to the lower infiltration potential of the surface and the increased density of the population. The population distribution in Kent is fairly even with no settlements having more than 10% of the population of Kent. Therefore the distribution of surface water flood risks in Kent is fairly even, with each district having at least one settlement or conurbation identified as at risk. This leads to a total risk in Kent that is very high and the challenge as a LLFA to manage this risk is significant.

Table 4 Properties at risk from surface water flooding

LLFA	Estimated number of properties at risk of surface water flooding <i>(flooding to a depth of 0.3 m from an event with a 1 in 200 annual chance of occurring)</i>
Kent	70,074
Hertfordshire	56,669
Hampshire	53,880
Essex	51,614
Surrey	49,405

The whole of Kent has approximately 70,000 properties at risk of surface water flooding, of which in excess of 60,000 are residential dwellings (this does not include dwellings that would be inaccessible in a surface water flood event as a result of blocked roads etc). This is estimated to be approximately 117,000 people at risk (using the national occupancy rate of 2.34 people per dwelling).

This highlights the significant issue in Kent: that the flood risk from local sources is relatively evenly spread and the management of local flooding will require investment in many different studies and initiatives over a long time period, rather than one project.

The flood risk from surface water for each settlement has been reported in Annex 2². The guidance for reporting future floods in Annex 2 is less strict than for past floods in Annex 1; there are no thresholds for Annex 2. Therefore, given the relatively small number of settlements and the presence of some surface water risk in all of them they have all been reported in Annex 2. Annex 2 is summarised in Table 5 and Figure 5 shows the relative risk to dwellings for all settlements.

As stated in Section 3.2.5, data is available for areas within each settlement and the risk to smaller areas can be determined, but the settlements have been used for the purposes of this report for their convenience. Future flood risk management decisions will be based upon the most relevant data at the most relevant scale, not necessarily on the statistics given for these areas alone.

² The count method used in this PFRA is slightly different to the method used by the Environment Agency, due to the availability of the data. Therefore the total number of properties at risk reported in Annex 2 does not exactly match the Environment Agency's total.

Table 5 Summary of settlement flood risks from 1 in 200 year greater than 0.3 m surface water event (ranked by dwellings at risk)

Settlement	Total Area, km ²	Total Population	Dwellings at risk	Critical Services at risk	Non-residential properties at risk	Rail and Roads at risk, km	Agricultural Land at risk, ha	OW Length, km	Comments
Maidstone	84.59	106,980	4,988	62	488	23.046	147	48	
Gravesend/ Northfleet	23.18	78,555	3,790	23	359	14.436	18	12	
Dartford	53.96	83,585	3,530	62	617	23.230	68	38	
Folkestone	16.17	46,305	3,389	31	336	11.780	17	13	
Canterbury	36.59	49,040	3,109	55	437	14.866	74	44	
Sittingbourne	27.69	45,235	2,878	30	239	15.941	62	16	
Tunbridge Wells/ Southborough	55.96	65,640	2,792	26	345	6.587	129	100	
Sevenoaks rural	297.90	47,430	2,673	55	250	59.048	1,020	368	
Dover	48.07	39,335	2,613	98	626	21.369	95	7	
Margate	14.23	47,940	2,320	21	101	6.724	14	0	
Ramsgate	12.13	41,335	1,825	18	290	7.115	9	4	
Tonbridge & Malling rural area	167.29	45,930	1,710	26	233	23.018	509	216	Significant potential for Ordinary Watercourse flooding
Whitstable	29.99	32,435	1,672	18	144	11.425	81	76	Significant potential for Ordinary Watercourse flooding
Medway Gap	37.36	33,145	1,517	27	179	16.091	109	22	Significant potential for Ordinary Watercourse flooding
Ashford	54.06	70,865	1,459	35	179	9.139	160	93	Significant potential for Ordinary Watercourse flooding
Tonbridge	36.01	38,305	1,334	14	109	8.212	133	59	Significant potential for Ordinary Watercourse flooding
Herne Bay	31.06	38,045	1,215	17	100	11.457	58	81	Significant potential for Ordinary Watercourse flooding
Hythe	12.27	14,060	1,169	11	120	5.017	11	20	

Settlement	Total Area, km ²	Total Population	Dwellings at risk	Critical Services at risk	Non-residential properties at risk	Rail and Roads at risk, km	Agricultural Land at risk, ha	OW Length, km	Comments
Swanley	9.13	20,710	1,158	15	39	8.404	37	0	
Swale rural	244.52	28,720	1,157	27	155	32.585	753	172	Significant potential for Ordinary Watercourse flooding
Maidstone rural	284.90	35,340	1,101	30	123	29.743	750	429	Significant potential for Ordinary Watercourse flooding
Canterbury rural	211.44	29,575	1,071	24	165	24.004	662	262	Significant potential for Ordinary Watercourse flooding
Deal	17.02	28,995	1,011	6	79	3.830	17	43	Significant potential for Ordinary Watercourse flooding
Ashford rural	506.09	36,365	977	46	145	26.338	1,674	893	Significant potential for Ordinary Watercourse flooding
Dover rural	199.22	26,250	968	36	107	22.449	653	179	Significant potential for Ordinary Watercourse flooding
Sevenoaks	21.51	24,305	944	19	163	6.976	27	10	
Broadstairs	11.36	24,870	943	13	80	4.238	7	0	
Faversham	11.37	18,575	942	13	40	4.043	19	13	
Shepway rural	266.31	20,710	815	26	109	16.942	478	416	
Isle of Sheppey	91.26	39,335	749	21	149	3.468	131	199	Significant potential for Ordinary Watercourse flooding
Gravesham rural	65.86	15,785	682	16	53	13.690	190	18	
Birchington	7.33	10,095	439	2	18	1.395	17	7	
Tunbridge Wells rural	197.10	20,310	432	20	75	6.900	602	409	Significant potential for Ordinary Watercourse flooding
Dartford rural	18.81	10,015	391	8	54	4.982	78	5	
Paddock Wood	9.83	8,145	390	8	18	2.555	36	29	Significant potential for Ordinary Watercourse flooding
Thanet rural	58.38	6,650	323	6	66	3.518	136	99	
Meopham	9.98	4,485	310	3	5	2.431	25	0	

Settlement	Total Area, km ²	Total Population	Dwellings at risk	Critical Services at risk	Non-residential properties at risk	Rail and Roads at risk, km	Agricultural Land at risk, ha	OW Length, km	Comments
Edenbridge	22.02	8,635	302	6	60	2.010	96	41	
Hartley and New Ash Green	19.78	12,100	268	5	28	1.665	54	0	
Benenden and Cranbrook	54.09	7,565	210	6	65	1.033	120	133	
Tenterden	20.47	6,850	155	4	23	0.633	54	45	Significant potential for Ordinary Watercourse flooding
Sandwich	35.61	6,830	141	4	25	1.464	67	79	Significant potential for Ordinary Watercourse flooding
Pembury	14.34	5,900	102	4	6	0.872	32	21	
Aylesham	15.52	4,725	66	0	5	1.005	53	0	
Staplehurst	23.85	5,875	63	0	15	1.148	62	48	
Lydd	48.24	6,170	18	2	7	0.065	5	107	Significant potential for Ordinary Watercourse flooding
New Romney	6.41	6,975	12	1	12	0.144	2	12	Significant potential for Ordinary Watercourse flooding
Dymchurch and St. Mary's Bay	7.29	6,140	0	0	1	0.079	1	20	Significant potential for Ordinary Watercourse flooding

5.1.2 Groundwater

The potential risk from groundwater in Kent is significant. The chalk hills of the North Downs and the sandstones and greensands of the Weald represent potential sources of groundwater flooding.

The Environment Agency's areas susceptible to groundwater flooding map is shown in Figure 6. The groundwater data is only indicative and groundwater flooding is indicated to affect most settlements in Kent to some degree. Due to the widespread indicative risk given by this dataset and its inherent inaccuracy, no additional areas of future flooding have been identified based on groundwater flood risk. Groundwater flooding is a countywide risk.

5.1.3 Ordinary watercourses

Ordinary watercourses also pose a significant risk in Kent. The presence of four large IDBs (the Upper and Lower Medway, the Romney Marshes Area and the River Stour IDBs) testifies to the drainage sensitivity in Kent. The areas the IDBs cover along some other ordinary watercourses in district authority control are potential areas of flood risk.

Figure 7 shows settlements with a high concentration of ordinary watercourses (given by length of ordinary watercourse per area of settlement). Figure 7 does not include any estimate of the risk to population or property. Some of the settlements have low populations and the risk posed may be low, although there may be risks to other receptors, for example farmland or transport infrastructure.

The areas at risk from surface water flooding within these settlements may also be at risk from ordinary watercourse flooding. No additional areas have been identified as at risk of ordinary watercourse flooding in addition to the surface water risk areas, as the risk cannot be quantified. Comments have been added to the existing risk areas in Annex 2 where relevant.

5.2 Locally agreed surface water information

Other than the Environment Agency datasets, the only specific surface water information available in Kent is the Dover SWMP. This data has been used as the locally agreed surface water information to assess the risk in Dover. Elsewhere the FMfSW has been used as the locally agreed surface water information for the reasons given in Section 3.3. However that does not preclude using all available data to inform future decisions.

Work is progressing in other areas of Kent that may provide new locally agreed surface water information for other areas.

5.3 Climate change and long term developments

5.3.1 The evidence

There is clear scientific evidence that global climate change is happening now. It cannot be ignored.



Over the past century around the UK we have seen sea level rise and more of our winter rain falling in intense wet spells. Seasonal rainfall is highly variable. It seems to have decreased in summer and increased in winter, although winter amounts have changed little in the last 50 years. Some of the changes might reflect natural variation, however the broad trends are in line with projections from climate models.

Greenhouse gas (GHG) levels in the atmosphere are likely to cause higher winter rainfall in future. Past GHG emissions mean some climate change is inevitable in the next 20-30 years. Lower emissions could reduce the amount of climate change further into the future, but changes are still projected at least as far ahead as the 2080s.

We have enough confidence in large scale climate models to say that we must plan for change. There is more uncertainty at a local scale but model results can still help us plan to adapt. For example we understand rain storms may become more intense, even if we can't be sure about exactly where or when. By the 2080s, the latest UK climate projections (UKCP09) are that there could be around three times as many days in winter with heavy rainfall (defined as more than 25mm in a day). It is plausible that the amount of rain in extreme storms (with a 1 in 5 annual chance, or rarer) could increase locally by 40%.

5.3.2 Climate change impacts

If emissions follow a medium future scenario, UKCP09 projected changes by the 2050s relative to the recent past are:

- Winter precipitation increases of around 18% (very likely to be between 2% and 39%).
- Precipitation on the wettest day in winter up by around 16% (very unlikely to be more than 34%).
- Relative sea level is very likely to rise between 10 cm and 40 cm from 1990 levels (not including extra potential rises from polar ice sheet loss).
- Peak river flows in a typical catchment likely to increase between 11% and 24%.

5.3.3 Implications for flood risk

Climate changes can affect local flood risk in several ways. Impacts will depend on local conditions and vulnerability.

Wetter winters and more of this rain falling in wet spells may increase river flooding, especially in the rapidly responding catchments draining the South Downs and Weald.

More intense rainfall causes more surface runoff, increasing localised flooding and erosion. In turn, this may increase pressure on drains, sewers and water quality. Storm intensity in summer could increase even in drier summers, so we need to be prepared for the unexpected.

Rising sea or river levels may increase local flood risk inland or away from major rivers because of interactions with drains, sewers and smaller watercourses.

There is a risk of flooding from groundwater in the county. Recharge may increase in wetter winters, or decrease in drier summers.

Where appropriate, we need local studies to understand climate impacts in detail, including effects from other factors like land use. Sustainable development and drainage will help us adapt to climate change and manage the risk of damaging floods in future.

5.3.4 Adapting to change

Past emission means some climate change is inevitable. It is essential we respond by planning ahead. We can prepare by understanding our current and future vulnerability to flooding, developing plans for increased resilience and building the capacity to adapt. Regular review and adherence to these plans is key to achieving long-term, sustainable benefits.

Although the broad climate change picture is clear, we have to make local decisions with uncertainty. We will therefore consider a range of measures and retain flexibility to adapt. This approach, embodied within flood risk appraisal guidance, will help to ensure that we do not increase our vulnerability to flooding.

5.3.5 Long term developments

It is possible that long term developments might affect the occurrence and significance of flooding. However current planning policy aims to prevent new development from increasing flood risk.

In England, Planning Policy Statement 25 (PPS25) on development and flood risk aims to 'ensure that flood risk is taken into account at all stages in the planning process to avoid inappropriate development in areas at risk of flooding, and to direct development away from areas at highest risk. Where new development is, exceptionally, necessary in such areas, policy aims to make it safe without increasing flood risk elsewhere and where possible, reducing flood risk overall'.

Adherence to Government policy ensures that new development does not increase local flood risk. However, in exceptional circumstances the Local Planning Authority may accept that flood risk can be increased contrary to Government policy, usually because of the wider benefits of a new or proposed major development. Any exceptions would not be expected to increase risk to levels which are 'significant' (in terms of the Government's criteria).

6 Review of indicative Flood Risk Areas

The Environment Agency has not identified any indicative Flood Risk Areas in Kent, which are defined by the Minister as areas with more than 30,000 people at risk of surface water flooding. Undertaking the PFRA and reviewing



the data available has not lead to a need to challenge this view. The highest risk in Kent is in Maidstone, with approximately 11,700 people estimated to be at risk.

Therefore no amendments have been proposed to the indicative flood risk areas in Kent as a consequence of this PFRA.

7 Next steps

7.1 Local Strategy

This PFRA has given us a clearer picture of the areas in Kent that are at the greatest risk. The next step will be to take this work forward into the Local Strategy to develop a better picture of the local flood risks and explore opportunities to reduce those risks.

In particular the Local Strategy should address the shortcomings in the quality of the data used in this study, as highlighted in Section 3.3. The Local Strategy must ensure that areas identified as at risk are genuinely at risk and improve the understanding of the impact of ordinary watercourse flood risk.

7.2 Data collection

KCC will work with other RMAs in Kent to develop a consistent system for recording flood events in the county to inform flood risk management decisions and provide evidence for the review of the PFRA in six years. This system should be available to all relevant authorities, including district councils, Environment Agency, Internal Drainage Boards and Emergency Services.

8 References

- Ashford Borough Council (2006) Strategic Flood Risk Assessment
- Defra (2006) Flood and Coastal Defence Appraisal Guidance, FCDPAG3 Economic Appraisal, Supplementary Note to Operating Authorities – Climate Change Impacts. October 2006
- Defra (2010) Surface Water Management Plan Technical Guidance
- Defra / WAG (2010) Selecting and reviewing Flood Risk Areas for local sources of flooding – Guidance to Lead Local Flood Authorities
- Dover District Council (2007) Strategic Flood Risk Assessment
- Environment Agency (2010) Flood Map for Surface Water – Property Count Method
- Environment Agency (2010) Preliminary Flood Risk Assessment – Annexes to the Final Guidance (Report – GEHO1210BTHF0E0E)
- Environment Agency (2010) Preliminary Flood Risk Assessment - Final Guidance (Report – GEHO1210BTGH0E0E)
- Environment Agency (2011) Flood Risk Regulations – PFRA FAQs



Kent Thameside Delivery Board (2009) Water Cycle Strategy (incl. Strategic Flood Risk Assessment)

Maidstone Borough Council (2008) Strategic Flood Risk Assessment

Parliament (2010) The Flood and Water Management Act

Sevenoaks District Council (2008) Strategic Flood Risk Assessment for Local Development Framework

Shepway District Council (2009) Strategic Flood Risk Assessment

Thanet District Council (2009) Strategic Flood Risk Assessment

The Pitt Review (2008) Learning lessons from the 2007 floods

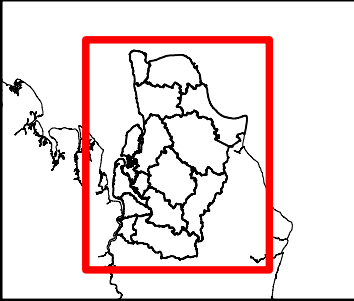
Tonbridge and Malling Borough Council (2006) Strategic Flood Risk Assessment Stage 2 Report

Tunbridge Wells Borough Council (2009) Strategic Flood Risk Assessment Level 2



FIGURES



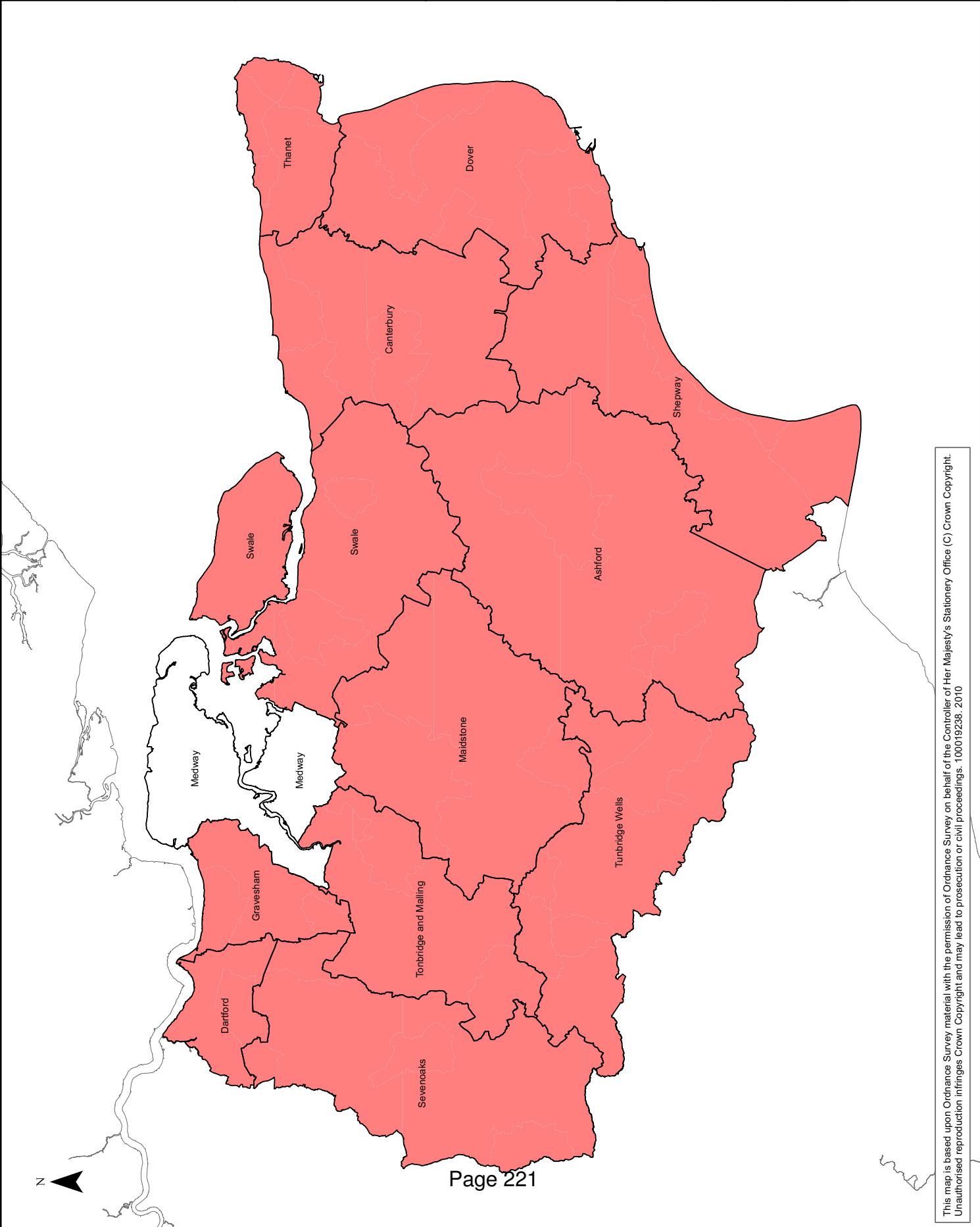
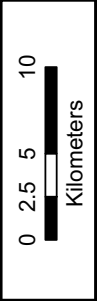


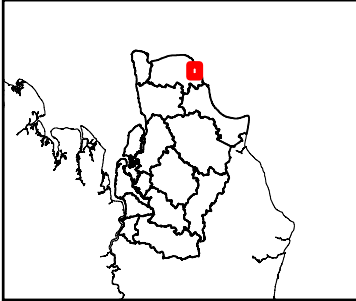
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KCC Districts

Drawing Title:
PFRA Study Area

Drawing Number:
Figure 1



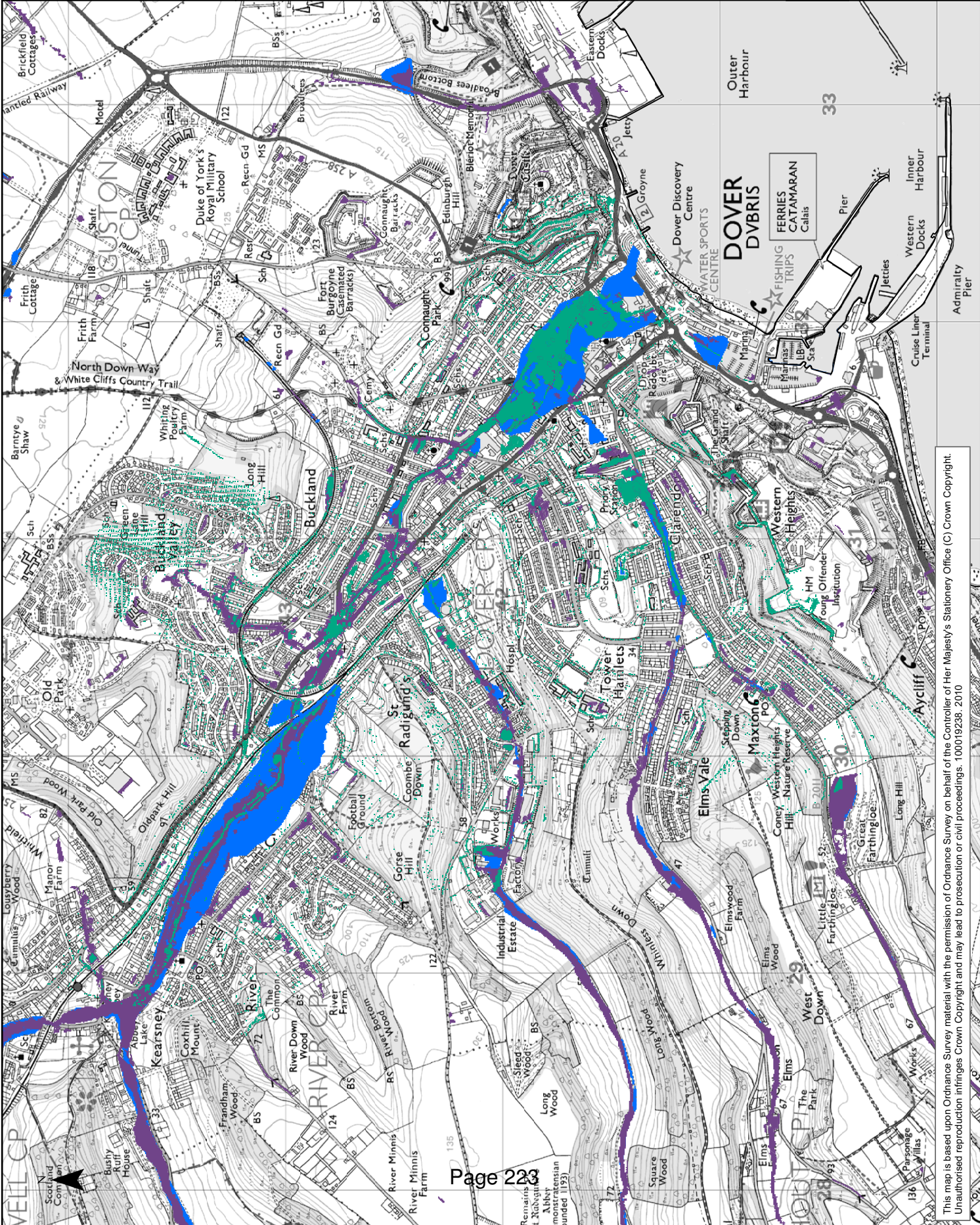
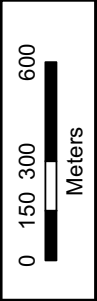


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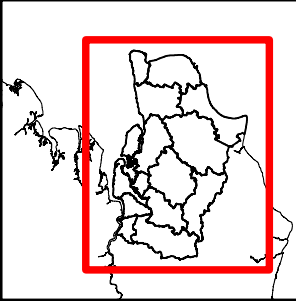
- Dover SWMP
- FMSW
- ASISW

Drawing Title:
 Comparison of Environment Agency Maps with Dover SWMP

Drawing Number:
 Figure 3



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Legend

● Recorded Flood Events

■ Sewer flooding incident postcode area

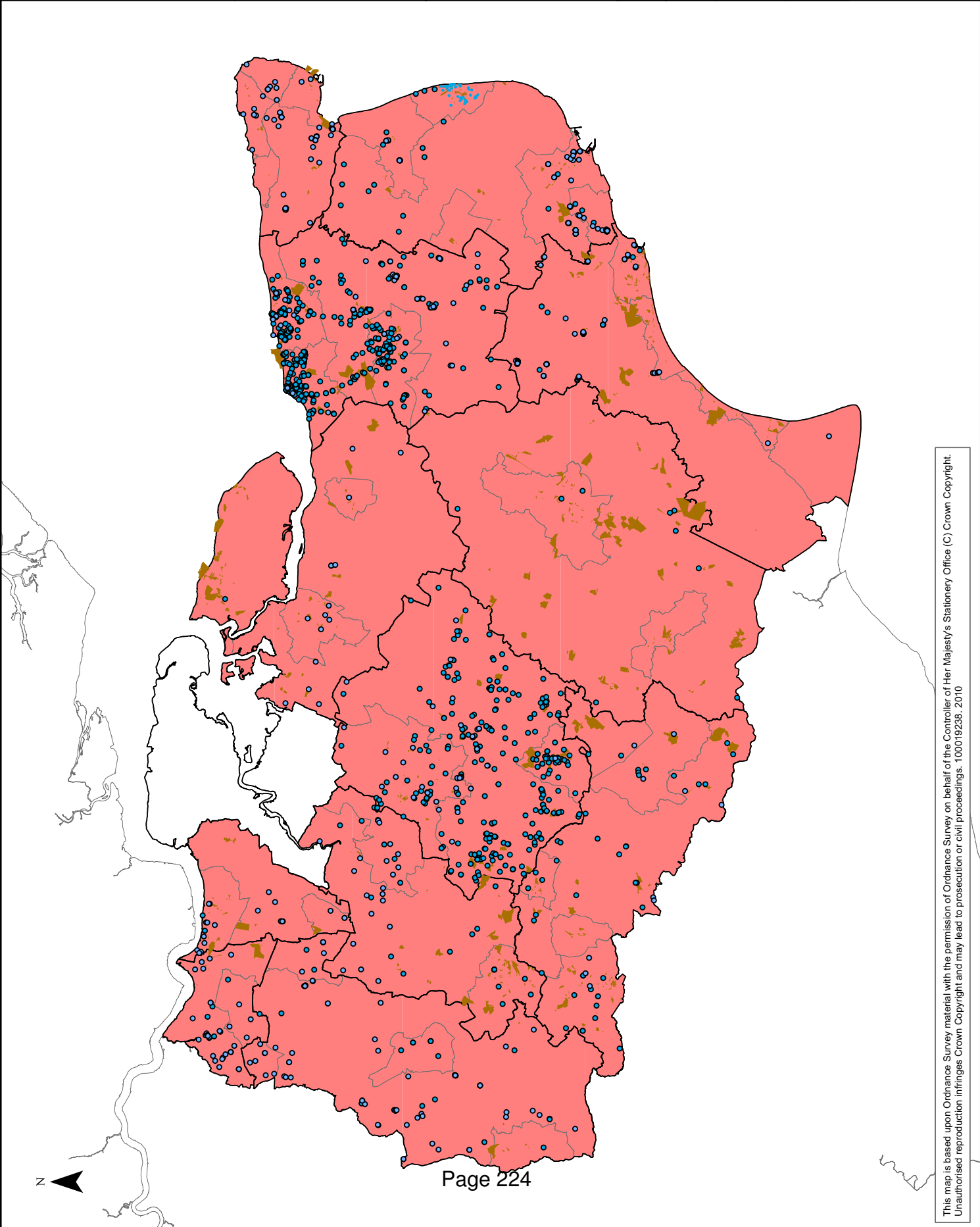
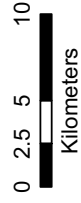
Note:
The size of the sewer flooding incident areas represents the size of the postcode area the incident occurred in not the scale of the flood event.

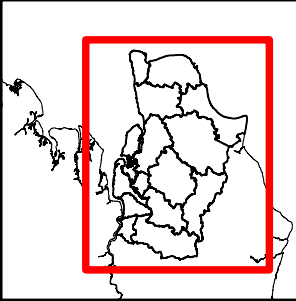
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Recorded Past Flood Events

Drawing Number:

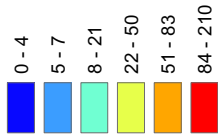
Figure 4





Legend

Dwellings predicted to be flooded by 1 in 200 year rain storm event
Flooded dwellings per sq. km

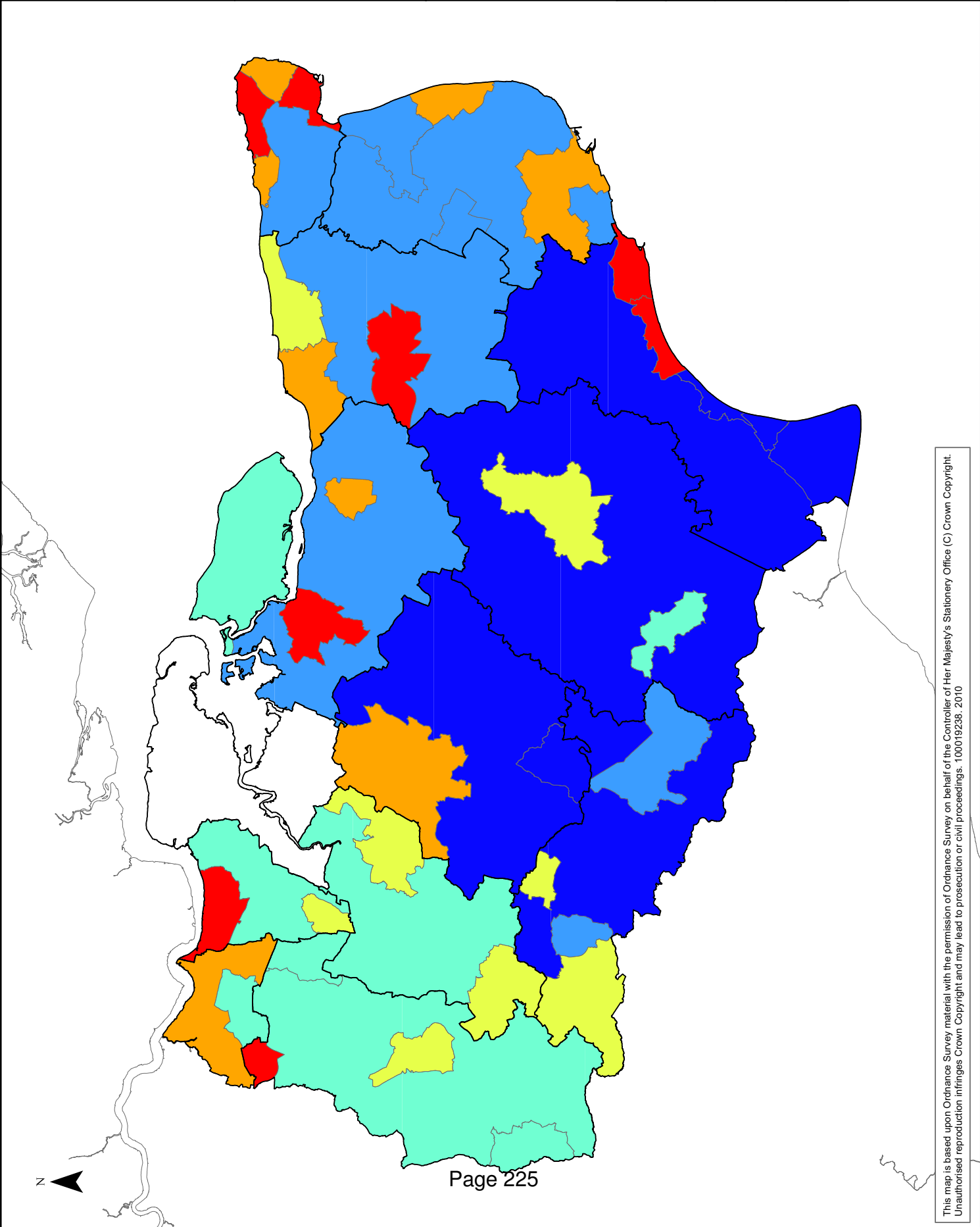
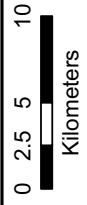


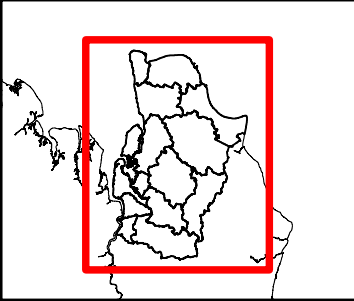
Drawing Title:

Surface Water Flood Risk to Settlements

Drawing Number:

Figure 5





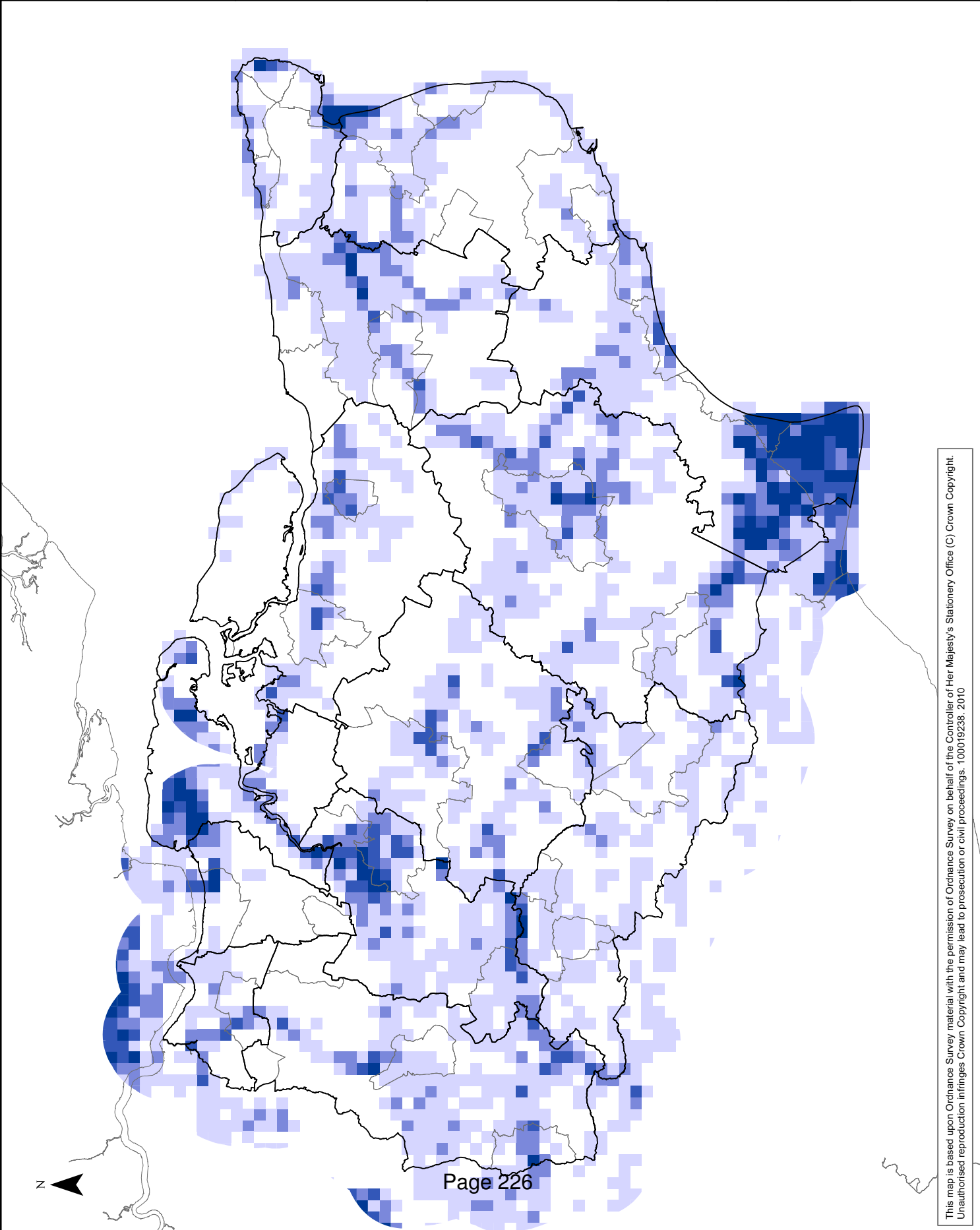
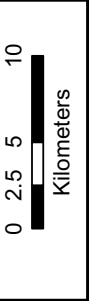
Legend

Groundwater Risk Areas

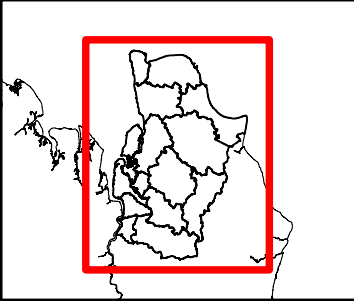
- Negligible
- Low
- Medium
- High

Drawing Title:
Groundwater Risk Areas

Drawing Number:
Figure 6



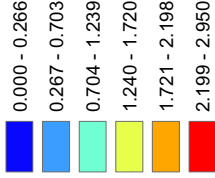
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Legend

OW Risk to Settlements

Length per unit area km/km²

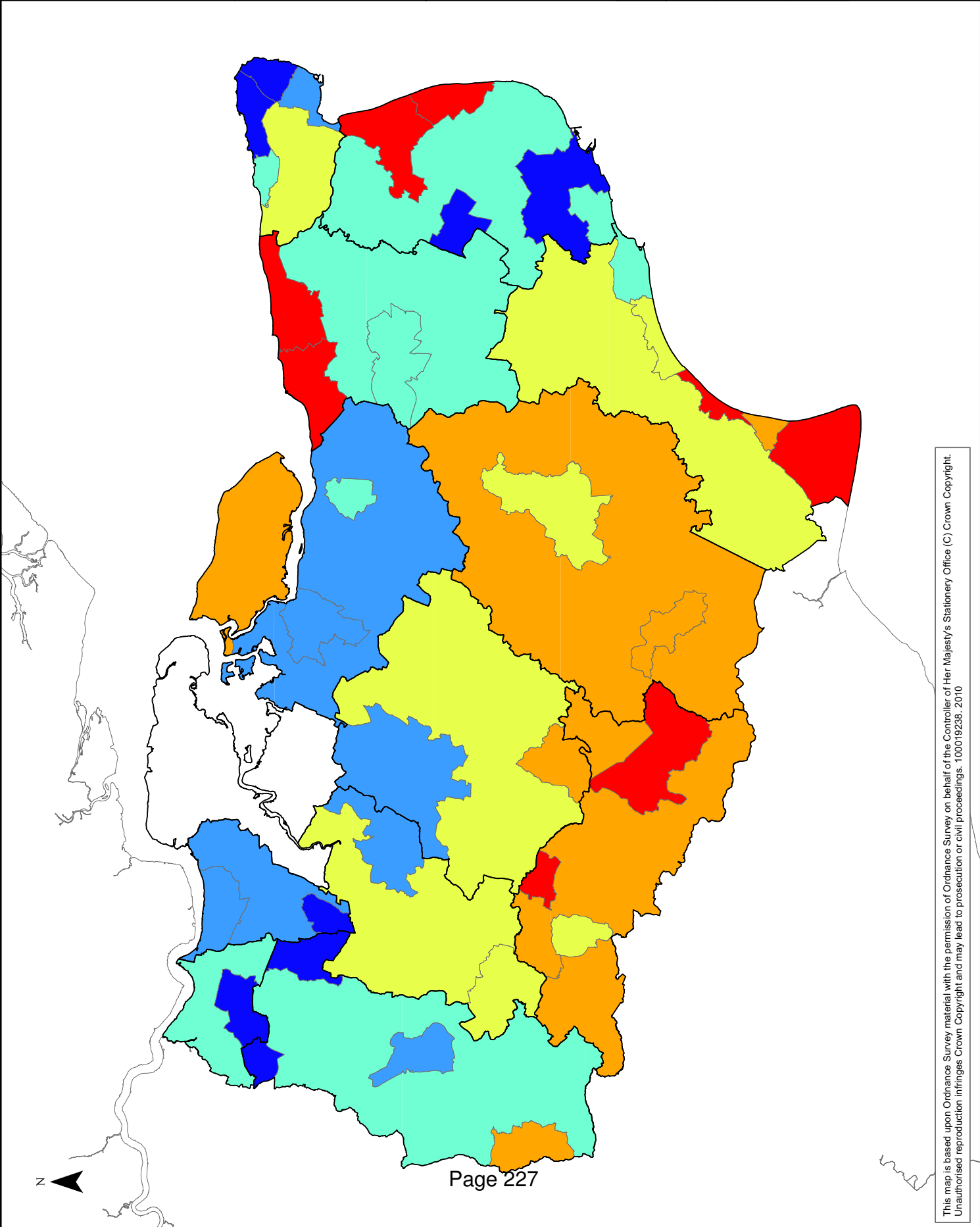
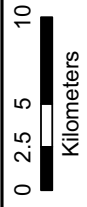


Drawing Title:

Length of Ordinary
Watercourse in Settlements

Drawing Number:

Figure 7





ANNEXES



Annex 1: Records of past floods and their significant consequences

Please refer to Annex 1 of the Preliminary Assessment Spreadsheet submitted electronically with this report. However, as discussed in Section 5, due to the lack of data that was available regarding the consequences of past flooding, no flood events have been considered to have 'significant harmful consequences', so none have been recorded in this annex.

Annex 2: Records of future floods and their significant consequences

Please refer to Annex 2 of the Preliminary Assessment Spreadsheet submitted electronically with this report. This spreadsheet includes a complete record of future flood risk within Kent, including details of the potential consequences of flooding to key risk receptors within the county.

Annex 3: Records of flood risk areas

Please refer to Annex 3 of the Preliminary Assessment Spreadsheet submitted electronically with this report. As no Flood Risk Areas have been proposed in Kent and this is not disputed, there are no records in this annex.

Annex 4: Review checklist

Please refer to Annex 4, submitted electronically with this report, which contains the review checklist that has been provided by the Environment Agency to act as a checklist for reviewing PFRA submissions.

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

To: Cabinet – 18 July 2011

Subject: Follow up items and Decisions from Cabinet Scrutiny Committee – 27 June 2011

Classification: Unrestricted

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

Cabinet Scrutiny Committee

1. (1) Attached as Appendix 1 is a schedule that contains the decisions from the most recent meeting of the Cabinet Scrutiny Committee on 27 June 2011, together with the response of the relevant Cabinet Member. The schedule also describes any outstanding requests for information from the Cabinet Scrutiny Committee which have not to date been discharged by the Committee.

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 (POSCs) should also be fed back to the Cabinet. All the POSCs make a valuable contribution in their specific areas through detailed debate and discussion of policies and services. Attached as Appendix 2 is a schedule of the recommendations arising from the most recent cycle of POSCs, along with the response of the relevant Cabinet Member.

Recommendation:

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

Contact: Peter Sass
peter.sass@kent.gov.uk
01622 694002

Background Information: *Nil*

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Proposals to Change the Discretionary Elements of Home to School Transport Provision (27 June 2011)

Cabinet portfolio: Mrs S Hohler

Synopsis: The report to Cabinet informed on the outcomes from the consultation on proposals to remove the discretionary elements of home to school transport provision. It included analysis on the impact of the proposals and put forward recommendations for the provision of home to school transport.

Reason for call-in: Members wished to examine the specific impacts upon children from low-income families, the over-representation of consultation respondents living in affluent areas and what was done to mitigate it, and the discretionary element of the policy which is dependent on children from low-income families attending the nearest grammar school.

Recommendations and responses:

- 1. Thank Mrs Hohler, Mr Bagshaw and Mr Roberts for attending the meeting and answering Members' questions.**
- 2. Endorse recommendation (iv) in the report that a further review of transport be carried out in the future, once the outcome of changes to Government policy and the impact upon the parental preferences for schools is known and ask the Leader to ensure that the Education, Learning and Skills Policy Overview and Scrutiny Committee is given an opportunity to discuss the review report and make any recommendations to the Cabinet Member.**

Cabinet Member's Response:

Cabinet will ensure that any future reviews of transport are subject to the overview and scrutiny arrangements in place at that time in order that recommendations might be made to the Cabinet Member if necessary.

Date of Response: 6 July 2011

KCC's Performance Management Framework (27 June 2011)

Cabinet portfolio: Mr R Gough

Synopsis: The report to Cabinet set out the steps being taken to:

- review current officer performance arrangements
- introduce an improved performance management framework that will enable effective briefing of Cabinet and into Scrutiny
- develop the improved framework

Reason for call-in: Members had concerns about the proposed mechanism for the reporting of performance management information to Members and the proposed role of the Policy Overview and Scrutiny Committee suite in considering performance information.

Recommendations and responses:

1. Thank Mr Gough, Ms Kerswell and Ms Foster for attending the meeting and answering Members' questions.

2. Welcome Mr Gough's assurances that he would be flexible about the development of a mechanism for the reporting of performance management information and that he would be willing to include the Leaders of the other parties as well as the POSC Chairmen, the Leader, Deputy Leader and Mr Lees in the upcoming discussions about the preferred relationship of the POSCs to the performance framework.

Cabinet Member's Response:

The Cabinet Member confirms that he is very happy for Mrs Dean and the various party spokespeople on Cabinet Scrutiny Committee to be part of the wider discussion involving the Leader and others regarding future scrutiny of our performance management framework.

Date of Response: 5 July 2011

**Specialist Children's Services Policy Overview and Scrutiny Committee –
Recommendations to Cabinet**

Cabinet Member's Oral Update (21 June 2011)

Cabinet portfolio: Mrs J Whittle

Subject: Children and Adolescent Mental Health Services (CAMHS) to Looked After Children (LACs) who are placed in Kent by other local authorities (OLAs)

Context: LACs placed by OLAs draw on Kent's CAMHS services. PCTs can retrieve the cost of this from the placing authority but often do not, or there is a delay in doing so, and Kent ends up carrying the cost. KCC needs to press PCTs to retrieve this funding so this stops happening.

Recommendations and responses:

1. The Committee would like Cabinet to take up this issue. Alternatively, they also expressed a wish that HOSC be urged to pursue this.

Cabinet Member's Response:

I have raised this with Lorraine Goodsell, Director of Commissioning, Child Health at the meeting of the Kent Safeguarding and Looked After Children Improvement Board on 6 June. This is documented in the minutes of that meeting and gave an action to Lorraine Goodsell to speak with providers to better understand the cost implications, and to explore what Strategic Health Authority benchmarking has taken place.

Date of Response: 14 July 2011

Proposals for a KCC Assisted Boarding Scheme and DVD about the Royal Alexandra and Albert School (21 June 2011)

Cabinet portfolio: Mrs J Whittle

Subject: Proposals for an Assisted Boarding Scheme for children on the edge of care

Context: The POSC was asked to note an outline business case for establishing a Kent Assisted Boarding Scheme, but this was changed to '*endorse* the business case ...' (proposed by Mr Wells , seconded by Mr Ozog) and agreed.

Recommendations and responses:

1.The Committee urges Cabinet to support its endorsement of the outline business case.

Cabinet Member's Response:

Agreed

Date of Response: 14 July 2011