



Summons to and
Agenda for the
Annual Meeting on
Thursday 12 May 2011
at **10.00 am**



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Tuesday, 3 May 2011

To: All Members of the County Council

Please attend the Annual Meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 12 May 2011 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

Webcasting Notice

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

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

A G E N D A

1. Election of Chairman
2. Election of Vice Chairman
3. Apologies for Absence
4. Declarations of Interest
5. Minutes of the meeting held on 6 April 2011, if in order, to be approved as a correct record (1 - 6)
6. Chairman's Announcements
7. Questions (7 - 8)
8. Report by Leader of the Council (Oral)
9. Removal of Senior Officer Medical Insurance (9 - 12)
10. Annual Report of the Independent Remuneration Panel (13 - 20)
11. Putting Children First: Kent Safeguarding and Looked After Children Improvement Plan (21 - 86)
12. Quarterly Report On Urgent Key Decisions (87 - 88)

Procurement of a Managed peripatetic children's assessment service in East/Mid/West Kent

13. Minutes for Approval - Governance and Audit Committee (89 - 94)
Minutes of the Governance and Audit Committee – 16 March 2011
14. Minutes for Information (95 - 100)
Planning Applications Committee – 12 April 2011



Peter Sass
Head of Democratic Services
01622 694002

KENT COUNTY COUNCIL

MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 6 April 2011.

PRESENT:

Mr W A Hayton (Chairman)
Mrs P A V Stockell (Vice-Chairman)

Mrs A D Allen, Mr M J Angell, Mr R W Bayford, Mr A H T Bowles, Mr D L Brazier, Mr R Brookbank, Mr R B Burgess, Mr C J Capon, Miss S J Carey, Mr P B Carter, Mr N J D Chard, Mr A R Chell, Mr I S Chittenden, Mr L Christie, Mrs P T Cole, Mr N J Collor, Mr G Cooke, Mr G Cowan, Mr H J Craske, Mr A D Crowther, Mr J M Cubitt, Mrs V J Dagger, Mr D S Daley, Mr M C Dance, Mrs T Dean, Mr J A Davies, Mr K A Ferrin, MBE, Mr T Gates, Mr G K Gibbens, Mr R W Gough, Mrs E Green, Mr M J Harrison, Mr C Hibberd, Mr P M Hill, OBE, Mr D A Hirst, Ms A Hohler, Mrs S V Hohler, Mr P J Homewood, Mr E E C Hotson, Mr M J Jarvis, Mr A J King, MBE, Mr R E King, Mr J D Kirby, Mr S J G Koowaree, Mr P W A Lake, Mrs J P Law, Mr R J Lees, Mr J F London, Mr R L H Long, TD, Mr K G Lynes, Mr R F Manning, Mr R A Marsh, Mr M J Northey, Mr J M Ozog, Mr R J Parry, Mr T Prater, Mr K H Pugh, Mr L B Ridings, MBE, Mr M B Robertson, Mrs J A Rook, Mr A Sandhu, MBE, Mr J E Scholes, Mr J D Simmonds, Mr C P Smith, Mr M V Snelling, Mr B J Sweetland, Mr R Tolputt, Mrs E M Tweed, Mr M J Vye, Mrs C J Waters, Mr J N Wedgbury, Mr C T Wells, Mr M J Whiting, Mrs J Whittle, Mr M A Wickham Mr A T Willicombe

IN ATTENDANCE: Katherine Kerswell (Managing Director), Geoff Wild (Director of Governance and Law), Peter Sass (Head of Democratic Services and Local Leadership)

UNRESTRICTED ITEMS

9. Introduction/Webcasting

The Chairman stated that the meeting was being webcast live to the Internet and that if any member of the public did not wish to be filmed, they should let one of the officers know immediately.

The Chairman also stated that, for anyone speaking on any of the agenda items, it was important to use the microphones so that the viewers on the webcast and others in the Chamber could hear the debate.

Finally, he advised everyone present where the nearest fire exit was in the event of a fire alarm.

10. Apologies for Absence

The Managing Director reported apologies from the following Members:

Mr Cope
Mr Manion

Mr Pascoe
Mr K Smith

11. Declarations of Interest

Mr Cowan declared a personal interest in item 10 (Governance Arrangements for Children's Social Care improvement), as he and his wife were foster carers.

12. Minutes of the meeting held on 17 February 2011 and if in order, to be approved as a correct record.

Resolved: that the Minutes of the meeting held on 17 February 2011 be approved as a correct record and signed by the Chairman.

13. Chairman's Announcements

(a) Death of Mr Julian Paul

The Chairman stated that, it was with regret that he learnt of the death on Thursday, 17 March, 2011 of Mr Julian Paul, the former Conservative County Councillor for Sevenoaks West, who served on the County Council between 1985 and 1993. The Chairman reported that a memorial service was being held on Monday 11th April, 2011, at St. Martin's Church, Brasted, commencing at 2.00 pm if any Member wished to attend.

Mrs Hohler and Mr London gave tributes to Mr Paul.

All Members stood in silence in memory of Mr Paul.

After the silence, it was moved by the Chairman, seconded by the Vice Chairman and:

Resolved unanimously: that this Council desires to record the sense of loss it feels on the sad passing of Mr Paul and extends to his family and friends our heartfelt sympathy to them in their sad bereavement.

(b) Improvement Efficiency South East Award

The Chairman stated that he was delighted to advise the County Council that KCC's Climate Change Team had won the Progress through Innovation Award at the Improvement Efficiency South East Awards on 22 March. The Award was displayed in the Council Chamber. The Chairman offered his sincere congratulations to all concerned

(c) South East Employers' Member Development skills portal

The Chairman stated that colleagues from South East Employers were demonstrating the Member Development Skills Portal in the foyer between the Council Chamber and the Darent Room. The Skills Portal was an innovative tool enabling both self and 360° feedback against the Political Skills Framework and the Chairman encouraged Members to visit their stand.

(d) Kent Invicta Award

The Chairman stated that, later in the meeting, it would be his great pleasure to present the 2011 Kent Invicta Award to Allan Willett, the Lord Lieutenant of Kent and that he envisaged the Awards Ceremony beginning at approximately 12.45 pm.

14. Questions

Under Procedure Rule 1.18 (4), 7 questions were asked and responses given.

15. Report by Leader of the Council (Oral)

(1) The Leader updated the County Council on events since the last County Council meeting. In particular, he spoke about the massive challenge facing the County Council to deliver the ambitious revenue and capital budget for 2011/12 and to start delivering the bold steps for Kent that the County Council had agreed to tackle. He offered his thanks to those who had delivered the Change to Keep Succeeding proposals on time and stated that the new Directorates were now fully operational from 4 April. Mr Carter offered his particular thanks to those senior officers who had devoted their energies to helping KCC achieve what it had done to date but who were no longer part of the new Council; and he welcomed the new permanent and interim senior managers to KCC to continue serving the residents of Kent.

16. Local Transport Plan for Kent 2011-16

(1) Mr Sweetland moved, Mr Brazier seconded that the third Local Transport Plan for Kent 2011-16 be approved and adopted by the County Council

(2) After a detailed debate covering many aspects of the report, the Chairman put the recommendation to the County Council and it was:

Resolved: that the third Local Transport Plan for Kent 2011-16 be approved and adopted.

17. Retirement Age Policy

(1) Mr Carter moved, Mr Pugh seconded the recommendations contained on page 27 of the County Council agenda.

Resolved that:

- (i) the County Council agrees not to seek to justify a mandatory retirement age for KCC employees; and
- (ii) the Personnel Committee be asked to review this policy annually in the light of evolving organisational needs, workforce composition and developments in the labour market.

18. Accountability Protocol for the Director of Children's Services

(1) Mrs Whittle moved, Mr Lake seconded the recommendation on page 29 of the County Council agenda.

Resolved: that the accountability protocol for the Director of Children's Services, as appended to the report, be approved and the Director of Governance and Law be authorised to make amend the Constitution accordingly.

19. Governance Arrangements for Children's Social Care Improvement

(1) Mrs Whittle moved, Mr Lake seconded the recommendations on page 37 of the County Council agenda.

(2) During the debate and with the consent of her seconder, Mrs Whittle clarified that both the proposed Children's Services Improvement Panel and the Corporate Parenting Panel would have a cross-party membership of a minimum of eight Members but that proportionality would not apply, so that all political groups could be represented on these important Panels without them becoming too large and unwieldy.

(3) Mr Carter also clarified during the debate that he would be asking the Chairman to agree that the Children's Services Improvement Plan should be the subject of a formal presentation and full debate at the next County Council meeting in May.

Resolved that:

- (i) the Children's Champion Board be formally disbanded, and
- (ii) the County Council approves the establishment of the:
 - (a) Kent Improvement Board and draft terms of reference, as set out in Appendix 1 to the report;
 - (b) Children's Services Improvement Panel and draft terms of reference, as set out in Appendix 3 to the report; and
 - (c) Corporate Parenting Panel and draft terms of reference, as set out in Appendix 4 to the report.
- (iii) the Cabinet Member for Specialist Children's Services be asked to ensure that both the Children's Services Improvement Panel and the Corporate Parenting Panel should contain a minimum of eight Members each but that all political groups should be given the opportunity to nominate a Member or Members to serve on these Panels and that proportionality rules would not apply.

20. Kent Invicta Award

(1) The Chairman of the County Council presented the Kent Invicta Award to Allan Willett, Lord Lieutenant of Kent.

21. Proposed Revised Committee Structure and Proportionality

(1) Mr A King moved, Mrs Rook seconded the recommendations on page 52 of the County Council agenda.

(2) In moving the recommendations, Mr King stated that the County Council's agreement under the previous main agenda item to formally disband the Children's Champions Board did not affect the numbers of seats for each political group on the remaining bodies listed in the table on pages 50 and 51 of the report.

Resolved that:

- (i) the revised Committee structure and proportionality calculations, including the establishment of the Education, Learning and Skills POSC; the Adult Social Services & Public Health POSC; the Specialist Children's Services POSC; and the Customer and Communities POSC, be approved; and
- (ii) the Independent Member of the Regulation Committee be offered a seat on one of its Panels whenever either the Conservative or Liberal Democrat Group elect to give up a place.

22. Motion for Time Limited Debate

(1) At the beginning of this item, a number of points of order were raised by Members and the Director of Governance and Law advised that the view might well be taken that the subject of the Motion being proposed by Mr Cooke was "a matter of concern to the County of Kent" in accordance with Council Procedure Rule 1.22 (1) of the Constitution, but that ultimately, it was a matter for the Chairman to decide if it was in order. He advised the County Council that local authorities were prohibited from issuing any publicity for or against a matter that was the subject of a referendum within 28 calendar days of the referendum taking place; i.e. midnight on 6 April 2011, but that there were no restrictions on how the local media reported the County Council's debate. He also advised that there were no restrictions on the participation in the debate of any candidate in the forthcoming District or Borough Elections on 5 May on the basis that, whilst there were a number of twin-hatted Members on the County Council, participation in this debate was clearly County Council business.

(2) The Chairman confirmed that he had discussed the Motion with the Director of Governance and Law prior to the agenda being finalised and had ruled that it was in order.

(3) Mr G Cooke moved and Mrs J Rook seconded:

"This Council resolves to reject the alternative voting system as being proposed in the referendum to be held on the 5th May 2011 and calls upon the residents of Kent to vote no."

(4) After discussion, the Chairman put the Motion to the vote, where the result was as follows:

For (55)

Mrs A Allen, Mr M Angell, Mr A Bowles, Mr R Burgess, Mr C Capon, Miss S Carey, Mr P Carter, Mr N Chard, Mr A Chell, Mr G Cooke, Mr H Craske, Mr A Crowther, Mr J Cubitt, Mrs V Dagger, Mr M Dance, Mr J Davies, Mr K Ferrin, Mr G Gibbens, Mr R Gough, Mr M Harrison, Mr C Hibberd, Mr M Hill, Mr D Hirst, Ms A Hohler, Mrs S Hohler, Mr P Homewood, Mr M Jarvis, Mr A King, Mr R King, Mr J Kirby, Mr P Lake, Mrs J Law, Mr J London, Mr R Long, Mr K Lynes, Mr R Manning, Mr M Northey, Mr J Ozog, Mr K Pugh, Mr L Ridings, Mrs J Rook, Mr A Sandhu, Mr J Scholes, Mr C Smith, Mr M Snelling, Mrs P Stockell, Mr B Sweetland, Mr R Tolputt, Mrs E Tweed, Mrs C Waters, Mr J Wedgbury, Mr M Whiting, Mrs J Whittle, Mr A Willicombe, Mr A Wickham

Abstain (2)

Mr R Brookbank, Mr J Simmonds

Against (11)

Mr I Chittenden, Mr L Christie, Mr G Cowan, Mr D Daley, Mrs T Dean, Mrs E Green, Mr G Koowaree, Mr R Lees, Mr T Prater, Mr M Robertson, Mr M Vye

Carried

Resolved: that this Council resolves to reject the alternative voting system as being proposed in the referendum to be held on the 5th May 2011 and calls upon the residents of Kent to vote no.

23. Minutes for Information

(1) Pursuant to Procedure Rule 1.10 and 1.23(1), the Minutes of the Planning Applications Committee (7 December 2010, 20 January, 15 February and 15 March 2011); the Regulation Committee (25 January 2011); and the Superannuation Fund Committee (11 February and 4 March 2011) were noted.

COUNTY COUNCIL MEETING**Thursday 12 May 2011****Question by Mike Harrison to****Sarah Hohler, Cabinet Member for Education, Learning & Skills**

Will you be kind enough to update the Members on the consultation that you instigated on Home-to-School Transport for faith and selective schools, and in particular, comment on whether it might be possible for Members to be provided with information and/or a demonstration of how digital transport systems could assist in bringing down the cost of our Home to School transport system.

Answer

In our home to school transport consultation, which ran from 21st March to 6th May, we consulted on proposals to:

- Remove the discretionary elements of home to school transport provision from 1st September 2012.
- Continue to provide transport assistance to church or grammar schools for those children who are eligible under existing arrangements until such time as they change school or are no longer of statutory school age.

We have received a good number of responses from schools, parents and the wider community, and we are currently reviewing their comments. Once this review is complete, I, in consultation with my Cabinet colleagues, will be making a decision on how to proceed, including a decision about possible concessions. I will naturally keep members informed of my progress.

Turning to the comment regarding digital transport systems, I am aware that Mr Harrison, together with other Members of the Regulation Committee visited Transport Integration in March to understand more about how the operational aspects of the Council's client and public transport functions are conducted. I understand that Mr Harrison raised this question then and a discussion took place with the Transport Integration Manager and the School Transport Manager on the merits of the existing digital systems which have delivered a saving of more than £5m against the 2010-11 budget. We are confident that our system provides the best value for money compared with its market competitors. The business units of Commercial Services are always looking to deliver improved value to the authority and the latest local authority benchmarking for these areas of spend continues to put Kent at the lower-cost end of the spectrum.

COUNTY COUNCIL MEETING

Thursday 12 May 2011

Question by Martin Vye to

Mike Hill, Cabinet Member for Customer and Communities

Will the Cabinet Member for Customer and Communities inform the Council how many District Councils have signed up to Locality Boards, and in the case of those which have not, give the reasons for the difficulties in achieving this?

Answer

The Leader of the Council wrote to all Members on 31 March with an update on various proposed changes to the County Council's arrangements for partnership working.

One of these changes relates to setting up Locality Boards which will involve County and District Members working together in the interests of the residents that we all serve. The Boards support the localism agenda and will help to shape public service delivery so that services are good quality, value for money and deliver against the priority needs of each of our very different district areas. It is important to emphasise that one of the underlying principles behind Locality Boards is that 'one size does not fit all' and that it has always been expected that the Boards will evolve in different ways and at different speeds.

Clearly the timing of District Council elections has had an influence on the capacity to develop models for Locality Boards. Despite this, I am pleased to report that there has been a lot of progress across the county in a fairly short period of time.

- Three District Councils have agreed to develop Locality Boards;
- A further three Councils are actively developing models that will be discussed now the District Council elections are over;
- Four District Councils have wanted to wait until after their elections before giving serious thought to Locality Boards;
- The remaining two District Councils have indicated reservations about Locality Boards and we are in discussion with these Councils in order to address their concerns.

Locality Boards are a developing area. There will be lessons to learn as we move forward with different models across the County. Exploring the concerns and reservations are all part of the development process and I shall be meeting District Council Leaders to hear their views.

By: Roger Gough – Cabinet Member for Business Strategy, Performance and Health Reform
Amanda Beer – Corporate Director of Human Resources

To: County Council – 12 May 2011

Subject: Removal of Senior Officer Medical Insurance

Classification: Unrestricted

Summary: This paper outlines the recommendation from Personnel Committee to County Council that the Senior Officer Medical Insurance Scheme should be withdrawn which will deliver savings of £200k.

1. BACKGROUND

- 1.1 The scheme was introduced many years ago as a way of trying to ensure that medical conditions were treated promptly enabling the manager to return to work sooner than otherwise would have been the case.
- 1.2 In order to address the significant financial challenge specific savings have been identified in the Budget Book for 2011/12. This included savings described as “Review of terms and conditions of employment” and is in addition to the £0.5m on Personnel and Development (P&D) policies also proposed for 2011/12. The proposed withdrawal of the Senior Officer Medical Insurance Scheme seeks to deliver savings within this requirement.

2. SENIOR OFFICER MEDICAL SCHEME (SOMI)

- 2.1 KCC offers a facility whereby Senior Managers on grades KR13-15 can opt into a private medical insurance Scheme which is paid for by KCC. The current premium is £750 per annum for each member and individuals incur a tax liability on this amount. Partners and children can be added at the member’s expense. A profile of membership is given in Appendix. 1.
- 2.2 Individuals on grades above KR15 can opt in at their own expense.
- 2.3 Other Authorities which were previously part of KCC including Police, Fire and also some colleges access the KCC scheme.
- 2.4 Removal of this provision will need to take into account a number of factors such as notice period, the drawdown of funds held in Trust and communication with other authorities who access this scheme. It is intended that any current treatment would continue however there will come a point when no new treatments can be allowed. Members of the scheme will be given appropriate notification along with potential alternative arrangements they may wish to consider.
- 2.5 The savings, taking into account the premium payments and administration costs would amount to approximately £200k per annum.

2.6 Initial screening from an Equality Impact Assessment indicates that there is no high risk impact. No concern has been raised by staff groups. Affected staff will receive communication prior to the formal decision being made, as part of the consultation process.

3 CONCLUSION

3.1 Over recent years the provision of employee benefits has moved on. Schemes such as SOMI are now seen as inequitable since it could be argued that supporting staff responsible for front line delivery is just as important. Given the relatively low numbers of people covered, the costs involved and the unsustainable basis of its provision, the scheme is not now seen as being fit for purpose.

3.2 Due to the scheme being accessed by other authorities, we will need to engage in communication with extended members about the sensible timing of closure, should County Council agree with the recommendation that this provision is withdrawn.

3.3 At its meeting on 28 March 2011, the Personnel Committee agreed to recommend to the County Council that the SOMI scheme should be withdrawn.

4 RECOMMENDATION

4.1 Personnel Committee recommends that County Council approve the withdrawal of the Senior Officer Medical Insurance (SOMI) Scheme and agree that it ceases operation, including ongoing commitments, by the end of this financial year.

Amanda Beer
Corporate Director of Human Resources
Ext 4136

Paul Royel
Head of Employment Strategy
Ext 4608

Profile of Senior Officer Medical Insurance Membership

Category	Numbers
KCC employees	195 (out of 409 eligible)
Voluntary paid members	16
External Organisation	31
Voluntary contributions for dependants	88

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By: Fiona Leathers – Chairman of the Independent Remuneration Panel
To: County Council – 12 May 2011
Subject: Annual Report of the Independent Remuneration Panel

Summary: The County Council is invited to formally receive the annual report of the Independent Remuneration Panel and formally adopt the Members' Allowances Scheme for 2011/12.

Unrestricted

Background

1. Under the Local Authorities (Members' Allowances) (England) Regulations 2003, every relevant local authority is required to review its Members' Allowances Scheme at least once every four years and formally adopt a Members' Allowances Scheme each year. In doing so, local authorities are required to establish and maintain an Independent Remuneration Panel, whose function is to provide the local authority with advice and recommendations on its Scheme, the amounts to be paid and whether such allowances should be pensionable.

2. Local authorities must include in their Members' Allowances Scheme a basic allowance, payable to all Members, and may include provision for the payment of Special Responsibility Allowances (SRAs) and a dependents' carers' allowance. In addition, the 2003 Regulations allow the inclusion of a travel and subsistence allowance and a co-optees' allowance, within the Scheme.

The work of the Independent Remuneration Panel

3. The Council's Independent Remuneration Panel comprises three independent members appointed by the County Council. The current Panel members are:

Mrs Fiona Leathers (Chairman)
Mrs Linda Frampton
Mrs Elizabeth Tullberg

4. At its meeting on 25 June 2009, the County Council considered and approved the recommendations of the Independent Remuneration Panel with regard to the most recent four-yearly review of the Members' Allowances Scheme. At its meeting on 22 July 2010, further amendments were made to the Scheme in relation to Opposition SRAs and the level of the dependent carers' allowance and the revised Scheme is attached at **Appendix 1**.

5. Since the July 2010 revisions to the Scheme, the Panel has continued to work alongside the Standards Committee in relation to the format and content of the Members' Annual Reports. Specifically, the Panel wished to see what the benefits were of any learning and development activity undertaken by Members; and that the spending of the Members' Highways Grant should be included in the Annual Report, alongside the Individual Member Grant. It was also noted that the Head of

Democratic Services would ensure that each Member was provided with statistics on their meeting attendance and Individual Member Grant spend, which has hopefully made the completion of the reports easier for Members this year.

6. The Panel has reconsidered its previous view about pensions for Members. Whilst it accepted that the issue of affordability of the Members' Allowances Scheme is a matter for KCC to determine, the Panel decided to reaffirm its position that Members' remuneration should not be pensionable because the basic allowance is regarded as being high enough, especially when compared to other County Councils, for Members to fund their own stakeholder pensions.

7. The Panel intends to examine the respective roles of Committee Chairmen, the Conservative Spokesperson on the Cabinet Scrutiny Committee and the Leader of the second largest Opposition Group later this year. This will involve relevant Members being asked to complete a questionnaire; members of the Independent Remuneration Panel will attend a number of Committee meetings; and the Panel may well also wish to interview some of the Chairmen/Spokespersons, in order to gain a detailed understanding of their roles.

Proposed Changes to the Scheme for 2011/12

8. The Panel met on 28 April 2011 to consider a report from the Council's Selection and Member Services Committee, which had considered a reduction in the cost of Members' Allowances in 2011/12. The Panel was advised that the agreed Medium Term Financial Plan for 2011-13 includes a target for efficiency savings in "Members' Allowances and Overheads" of £200,000 in 2011/12. In relation to the proposed reductions in the cost of Members' Allowances, the Panel was advised that the following proposals had been made:

- A reduction in the cost of SRAs as a result of the reduction in the number of Deputy Cabinet Member positions from 12 to 10. In addition, two Deputy Cabinet Members will share one SRA. This delivers savings of **£39.9k**
- A reduction in the number of Policy Overview and Scrutiny Committees by one, which will deliver a saving of **£7.7k**
- A reduction in the basic allowance by 1.5%. This will affect all Members and deliver **£16.4k**
- A reduction in the remaining SRAs by 2.66%. This will deliver **£16k**

TOTAL £80K

9. It is the role of the County Council formally to amend the Members' Allowances Scheme, on the recommendation of the Independent Remuneration Panel. Accordingly, these proposals were discussed by the Panel with the three Group Leaders. The Leader of the Liberal Democrat Group made an alternative submission to the Panel, which suggested a fundamental review of both the number and proportion of SRAs shared between the Administration and the Opposition. Mrs Dean also suggested that the remainder of the £200K savings on Members Allowances and Overheads should come from Allowances rather than staffing reductions and, in respect of 2011/12, the level of the basic allowance should be reduced to its pre-

June 2009 level, i.e. £12,000, which would deliver savings of £84k. The Leader of the Labour Group also met with the Panel and recommended that reverting to a basic allowance of £12,000 for 2011/12 was the right thing to do and that it would not dissuade individuals from standing for election to the County Council.

10. After consideration and having heard the views of the three Group Leaders, the Panel's conclusions are as follows:

- (i) The Panel was disappointed not to have been consulted prior to the decision being made to reduce the budget for Members' Allowances and Overheads by £200k in 2011/12.
- (ii) In the current economic climate, a reduction in the cost of the Members' Allowances Scheme would be appropriate. This is confirmed by the latest benchmarking data from South East Employers, which indicates that KCC still pays the highest basic allowance of any local authority in their recent survey. The Panel therefore welcomes the proposal that Members should seek to agree a series of reductions to the Scheme. The Panel takes the view that the County Council is best placed to determine the quantum of the proposed reduction in their allowances, on the basis of affordability, impact on other spending priorities, public perception and appropriateness.
- (iii) However, the Panel notes that a significant part of the savings proposal agreed by the Selection and Member Services Committee emanates from a reduction in the cost of support officers rather than a reduction in the basic allowance and SRAs and feel that this emphasis should be reversed.

Mileage Rates

11. The Panel was advised at its meeting on 28 April 2011 of the decision of the decision by Her Majesty's Revenue & Customs (HMRC) to increase the Approved Mileage Allowance Payment (AMAP) from 40p per mile to 45p per mile for the first 10,000 miles of business travel in the tax year, but that the rate for mileage beyond 10,000 miles would remain at 25p per mile. It was advised that the corresponding cost of increasing mileage rates for elected Members would be in the region of £16k per year. Whilst it is not the role of the Panel to comment on the affordability of the Members' Allowances Scheme, nor whether the increase should be applied for staff and volunteers, the Panel was of the view that the increase in the AMAP should be applied for Members, as the current scheme is based on the cost of travel by private vehicles being reimbursed at the rates set for tax allowance purposed by HMRC. Above all, however, the Panel hoped that the County Council's decision would be the same for Members, staff and volunteers.

Legislative requirements

12. The Panel has been advised that the existing Members' Allowances Scheme should provide that a Member may elect to forgo their entitlement (or any part of it) to allowances, as required by Regulation 13 of the Local Authorities (Members' Allowances) (England) Regulations 2003 and this needs to be incorporated into the Scheme. Furthermore, it is a requirement of the 2003 Regulations that every local authority must formally adopt a new Members' Allowances Scheme each year (Regulation 10).

13. The Panel has also reviewed the scheme in relation to Regulation 14 of the 2003 Regulations, which requires there to be a time limit from the date on which an entitlement to dependent carers', travelling and subsistence and co-optees' allowances arises during which a claim for such allowances must be made. The Panel considers that this should be four months and recommends this to the County Council accordingly.

Recommendations

14. The County Council is invited to consider and determine the following recommendations of the Independent Remuneration Panel:

- a. To formally adopt the Members' Allowances Scheme for 2011/12, subject to the County Council's determination of the remaining recommendations;
- b. To agree the quantum of the reduction in cost of the Members' Allowances Scheme, as part of the County Council's cost-saving exercise for 2011/12
- c. To agree to apply the increase in the Approved Mileage Allowance Payment (AMAP) from 40p to 45p per mile for the first 10,000 miles of business travel in the tax year with immediate effect;
- d. To amend the Members' Allowances Scheme to include the provision contained in Regulation 13 of the 2003 Regulations in relation to Members electing to forgo their entitlement (or any part of it) to allowances; and that the time limit for the submission of claims for dependent carers', travelling and subsistence and co-optees' allowances, in accordance with Regulation 14 of the 2003 Regulations, should be four months from the date of the relevant duty

Fiona Leathers (Chairman)
Elizabeth Tullberg
Linda Frampton

3 May 2011

Members' Allowances Scheme

For the period 8 June 2009 to the election of the Council in May 2013

Adopted by the Council on 25 June 2009 and amended subsequently by the Council on 22 July 2010, as recommended by the Independent Remuneration Panel

BASIC ALLOWANCE - £13,000 per annum (inclusive of an element for routine subsistence expenditure on KCC duties).

SPECIAL RESPONSIBILITY ALLOWANCES

	%	£
Executive		
Leader	100	44,300
Cabinet Members (maximum 9)	65	28,795
Deputy Cabinet Members (maximum 12)	30	13,290
Council		
Chairman	33	14,600
Vice-Chairman	17.5	7,750
Planning Applications Committee Chairman	22	9,750
Other Committee Chairmen (13)^(a)	17.5	7,750
Conservative Spokesperson Cabinet Scrutiny Committee	17.5	7,750
Select Committee Chairmen (for period of review)	17.5	7,750
Opposition		
Leader of largest Opposition Group	20	8,860
Deputy Leader of largest Opposition Group	10	£4,430
Opposition Spokesmen (maximum 8)	7.5	£3,323

Notes:

- (a) **Other Committee Chairmen: Governance & Audit, Health Overview & Scrutiny, Policy Overview (x8), Regulation, Selection & Member Services, Superannuation Fund.**
- (b) **No Member to receive more than one Special Responsibility Allowance.**
- (c) **No other allowance to be payable.**

TRAVEL EXPENSES

Travel by private vehicles will be reimbursed at the rates set for tax allowance purposes by the Inland Revenue for business travel. Currently these are 40p per mile for the first 10,000 miles and 25p a mile thereafter.

Parking fees, public transport fares and any hotel expenses will be reimbursed at cost, but only on production of a valid ticket or receipt - the cheapest available fare for the time of travel should normally be purchased.

Taxi fares will only be reimbursed on production of a valid receipt and if use of public transport or the Member's own car is impracticable

Travel expenses will be reimbursed for any journey on council duties between premises as agreed for tax purposes (normally excluding journeys to constituents' homes).

Air travel and rail travel other than to/from London or within Kent should be booked through officers to enable use of discounting arrangements.

Travel expenses will only be reimbursed if claimed within four months.

Journeys undertaken in accordance with the following descriptions are allowed to be claimed for:

- (a) attendance at KCC premises to undertake KCC business, including attendance at Council, Cabinet and Committees, etc (including group meetings) and to undertake general Member responsibilities;**
- (b) representing KCC at external meetings, including Parish and Town Councils and those of voluntary organisations where the member is there on behalf of KCC;**
- (c) attendance at events organised by KCC and/or where invitations have been issued by County Officers or Members (including Chairman's events and other corporate events); and**
- (d) attendance at meetings/events where the Member is an official KCC representative (as determined by the Selection and Member Services Committee) or requested by the Leader or the relevant Cabinet Member.**

SUBSISTENCE EXPENSES

These are not normally reimbursed. Hotel accommodation should be booked through officers. Any other reasonably unavoidable costs related to overnight stays, excluding normal subsistence, will be reimbursed on production of a receipt.

DEPENDENTS' CARERS' ALLOWANCE

Members with care responsibilities in respect of dependent children under 16 or dependent adults certified by a doctor or social worker as needing attendance will be reimbursed, on production of valid receipts, for actual payments to a carer while the Member is on Council duties, up to a maximum of £10 per hour for each dependent child or adult. Money paid to a member of the claimant Member's household will not be reimbursed.

PENSIONS

Members are not eligible for admission to the superannuation scheme.

CO-OPTED MEMBERS

An allowance is payable to the Independent Chairman of the Standards Committee of £1,000 per annum and the daily rate for the remaining co-opted Members of the Standards Committee is payable at £200 per day.

NO OTHER ALLOWANCES ARE PAYABLE

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

To: 1. County Council 12 May 2011
 2. Cabinet 23 May 2011

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

Classification: Unrestricted

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

1. The Kent Improvement Plan *Putting Children First*

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

2. Our Approach to Improvement

- 2.1 The Improvement Plan has been built around six key themes:
- Providing confident leadership and management across children's services
 - Putting in place effective front-line practice
 - Creating an organisation fit for purpose

- Strengthening partnerships to make a difference
- Becoming the employer of choice in the region
- Robustly managing performance

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

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

The 10 Core Tasks

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

We will improve the quality of practice by

Core Task 1: Bringing in a peripatetic team to

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

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

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

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

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

We will improve the children's system by:

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

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

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

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

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

3. Progress to date on the 10 Core Tasks

- 3.1 On 6th April Sanctuary was awarded the peripatetic team contract to provide 30 social workers and six managers for six months. The team is organised in 3 "pods", one in each area (East, Mid and West Kent), and it will be fully operational from early May.
- 3.2 A Duty and Initial Assessment Team (DIAT) development programme was piloted in Swale from 21st March and will be rolled out across Kent within six months. The model provides external consultancy and off line support to the DIAT Teams in order to strengthen practice and improve consistency and managerial grip/decision making across the County. As part of this a Duty Manual is being trialled and refined.
- 3.3 A case management tool (tracker) for new referrals, to ensure duty managers have a firm managerial grip on cases, went live on 4th April across the county. All DIATs have received 1:1 training on the use of the tracker to ensure compliance.
- 3.4 Practice standards in relation to child protection and assessment have been agreed, and standards in relation to looked after children are in development.
- 3.5 In addition to the peripatetic team, 26 staff from the Parenting Capacity Assessment Team have been diverted to tackle the backlog since early April. The combination of this, the DIAT improvement programme, and a focus across the service on closing unallocated cases (where appropriate to do so) and improving throughput is beginning to deliver results in terms of timeliness of initial assessments, and improving the number of cases ended relative to the number started each month. Average caseloads have already reduced substantially and now stand at 23.5 per caseholder.

- 3.6 From early May, four additional principal social workers plus a team leader will be placed within the Kent Contact and Assessment Service (KCAS), ensuring that only those contacts that need to be referred to specialist children's services go through to the Duty Teams.
- 3.7 Options are being developed for a structure which facilitates better management of referrals and handling of initial assessments, introduces specialist looked after children teams, and ensures we have the right amount of staff in the right locations.
- 3.8 The supervision training programme has been rolled out to all managers. Information on management capacity and spans of control (e.g. number of staff supervised, scope of experience of staff) has been gathered and is being analysed to inform the development of the quality assurance monitoring process for supervision and management grip. A simple tool for supervisors, to enable district managers, team leaders and supervisors to ensure supervision has occurred and is evidenced on children's files, has been designed and will be piloted in Dover district in May.
- 3.9 A suite of management reports have been developed which now provide weekly information on performance down to team level.
- 3.10 A Performance Management Framework, Quality Assurance Framework and Operational Framework have all been consulted upon and are being finalised ready for formal sign-off and launch.
- 3.11 Weekly and monthly performance monitoring reports have been re-designed and refined and are being used more effectively by staff at all levels to drive service improvements.
- 3.12 Changes are being made to business processes to address key issues. For example, the sign-off process for exemplars (forms) on the Integrated Children's System has been made more robust.
- 3.13 An analysis of current staffing levels, a recruitment plan for the next three years, and an update on actions taken so far in achieving an effective recruitment and compelling workforce strategy has been undertaken. Recommendations will be put to Cabinet for the components needed to ensure a compelling offer is made to attract new and retain existing high quality social care staff.
- 3.14 A Preventative and Early Intervention Strategy has been drafted and will be formally sent out for consultation in early May and the overall Early Intervention and Prevention Commissioning Framework is in development.
- 3.15 A Placement Support Service (PSS) became operational in April. This provides a single point of access for social workers looking to make placements with independent fostering providers seeking to inform KCC of vacancies. Feedback from both social workers and providers has been very positive so far and in the first two weeks of operation, placements were sought and found for all 15 children referred to the service.

- 3.16 A review of the Kent Safeguarding Children Board is underway, led by the new Independent Chair, Maggie Blyth, with the support of an external consultant.
- 3.17 The review of the Kent Children's Trust (KCT) is also underway – specification, project plan and timeline are in place and the desk top review has started. Interviews are now taking place, and in addition a consultation questionnaire on current arrangements is on the KCT website and KCT members and chairs of associated groups have been encouraged to input.
- 3.18 The Ofsted report identified that the Common Assessment Framework (CAF) process in Kent is not working well, so a CAF review and action plan has been developed and discussed with key partners. This includes learning from other authorities. Agreements are in place with partners for renewed CAF training and for this to be part of practitioner induction. The size and scale of the current CAF process is to be reviewed as part of the action plan. Work has also been undertaken to improve the regular reporting of CAF data on a district basis and to specify the improved ICS system requirements for CAF.
- 3.19 Work has commenced on improving the Integrated Children's System (ICS) in Kent, to develop the future strategy for ICS as well as implement the immediate changes in systems use which are required to make it fit for purpose.
- 3.20 The accommodation and needs of staff (including ICT, car parking and reception facilities) have been reviewed, site reports developed, a project register (tracker) established, and prioritisation of action is being undertaken. All site reports and actions for high priority sites have been agreed with District Managers. A project team to support this priority is now up and running and examples of achievements to date include opening of Thistley Hill reception; a programme of RAM upgrades across Kent during April and May resulting in much quicker operation of laptops and computers; parking alternatives identified for local offices where parking was a particular issue; and some issues of filing and storage being resolved.

4. Impact on Performance

4.1 Between February and April we have:

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

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

5. Next Steps

5.1 Although staff have worked hard to deliver the progress and improvement set out above, the challenges facing the service are very significant, as are the targets in the Improvement Notice from government. It is imperative that the

whole County Council continues to recognise that bringing children's social services up to standard must continue to be the top priority for us all.

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

6. Recommendations

The County Council is asked to ENDORSE the Kent Safeguarding and Looked After Children Improvement Plan and to NOTE the progress that has already been made.

Malcolm Newsam

Interim Corporate Director Families & Social Care

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Putting Children First

Kent Safeguarding and Looked After Children
Improvement Plan

March 2011

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Commitment of Improvement Board Members

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

List of Board Members:

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

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

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

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

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

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

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

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

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

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

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

The Kent Improvement Plan

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

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

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

Governance Arrangements

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

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

The Board's work will also be reported to:

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

Overall Context

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

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

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

National and Local Context - Challenges

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

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

Partnership Vision for Children and Young People

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

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

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

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

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

Strengths

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

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

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

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

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

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

Areas of Concern

Ofsted found the following areas for attention and action:

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

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

Our Approach to Improvement

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

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

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

Priority Two: Putting in place effective front-line practice

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

Priority Three: Creating an organisation fit for purpose

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

Priority Four: Strengthening partnerships to make a difference

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

Priority Five: Becoming the employer of choice in the region

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

Priority Six: Robustly managing performance

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

Our Leadership Style to Secure the Improvements

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

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

OUR CORE STRATEGY – THE TEN CORE TASKS

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

We will improve the quality of practice by

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

We will improve the children's system by

6. Implementing an effective management information and quality assurance framework

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

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

Kent Improvement Plan

DETAILED ACTIONS

Priority 1 – Leadership and management

Key Objectives:

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

Priority Leads (Accountable) –Malcolm Newsam,

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

Ref	Actions	Timescale	Delivery Leads	Targets & Measures
Page 39 1.1	1.1.1 Across the council, put in place a programme which establishes and promotes the new leadership competencies and required behaviours and expectations of leaders, managers and staff to ensure they are clear about what is required	31 March 2011 - 31 March 2012	Rob Semens	<ul style="list-style-type: none"> • Programme timetable (including timescales) produced and implemented • Mid point review to evaluate effectiveness of the programme • Final review of the impact of the programme informed by staff feedback
	1.1.2 Set in place clear guidance for leadership and management roles, responsibilities and accountabilities for managers and staff which build on the Kent competencies and expected behaviours.	31 March 2011 - 31 May 2011	Alastair Pettigrew	<ul style="list-style-type: none"> • Leadership and management best practice guide published to all managers and supervisors to underpin other action in 1.1.1 above.
	1.1.3 Conduct and complete a leadership and management survey with senior managers. Engage managers and leaders in identifying leadership gaps and strengths in order to fulfil their roles in delivering high quality services	30 April 2011 - 31 May 2011	Rob Semens	<ul style="list-style-type: none"> • A gap analysis completed that will link guidance to practice, against which management can be assessed
	1.1.4 Validate findings from leadership and management	1 June	Rob Semens	<ul style="list-style-type: none"> • Engagement of all managers and

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

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

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

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

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

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

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

Priority 2: High quality front-line practice

Key Objectives:

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

Priority Leads (Accountable) – Alastair Pettigrew,

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

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

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

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

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

	2.1.10 Staff receive supervision, in accordance with the supervision policy which reflects the recommendations of the Social Work Reform Board and is child focused and reflective	1 April 2011 – 1 March 2012 (review)	Heads of Service	<ul style="list-style-type: none"> • Supervision policy re-issued to all staff. • Managers supervise staff in line with policy • Survey undertaken to establish that staff are receiving supervision as per the policy • Independent audit of supervision is conducted to establish whether supervision takes place in accordance with the supervision policy.
<p>IN 10. CT 5.</p>				
<p>2.2 Outcome- Duty and initial assessment arrangements are effective in responding to referrals of need and action is taken in a timely manner to ensure that children's needs are responded to as evidenced in improved performance outcomes.</p>				
2.2.	2.2.1 Evaluate the quality of case work being undertaken in the Duty and Initial Assessment Teams and take immediate action to secure clear understanding of the day to day actions required by managers to safeguard children	Completed	Alastair Pettigrew	<ul style="list-style-type: none"> • Report provided to Director on effectiveness of all Duty and Initial Assessment Teams to respond to children that are referred • Action taken by Heads of Service in response to any identified concerns reported to Director
	2.2.2 Recruit external practice and management experts to review caseloads, progress cases and ensure timely throughput.	1 March 2011 – 31 August 2011	Alastair Pettigrew	<ul style="list-style-type: none"> • Recruit external practice and management experts • Delivery models agreed, including supervision of experts • Mobilisation achieved • Target of reducing the number of children in need established • Increase in number of Initial Assessments
	IN 4. CT 2.			
	IN 7. CT 3.			

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

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

	<p>2.2.8 CAF arrangements are strengthened to ensure that children with additional needs are responded to before their needs become acute and require specialist children services.</p> <p>CT 9.</p>	1 Jan 2011 – 31 March 2012	Alastair Pettigrew	<ul style="list-style-type: none"> • The Early Intervention and Preventative Strategy outlines the role of universal, targeted and specialist services and is clear about when a CAF should be completed. (Link with 4.3.1) • CAF support service developed to result in the achievement of percentage increases in the number of CAFs completed
<p>2.3 Outcome - Child protection planning processes are effective, responsive to children and young people's needs, facilitate multi-agency working and are robust in ensuring that children are safeguarded.</p>				
Page 54	<p>2.3.1 Strengthen child protection investigation processes (including strategy meetings, section 47 investigations) to ensure that decisions are clear, evidence based and result in risk being minimised</p>	1 March 2011 - 30 April 2011	Alastair Pettigrew	<ul style="list-style-type: none"> • Tracking sheet used as a managerial performance tool to monitor and drive throughput of child protection work • Performance report monitors section 47s with missing initial and core assessments • Managers ensure action taken to ensure robust management of child protection work • External management experts recruited to work alongside existing managers to raise standards
	<p>2.3.2 Conduct a multi-agency review of the child protection conference process in collaboration with partners</p> <p>O 6.</p>	1 March 2011 - 31 May 2011	Penny Davies	<ul style="list-style-type: none"> • Consult partners regarding the current child protection conference process • Amend Kent and Medway child protection procedures to reflect changes <p>Provide training to support amended procedures</p>

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

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

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

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

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

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

Priority 3: An organisation fit for purpose

Key Objectives:

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

Priority Leads (Accountable) – Alastair Pettigrew

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

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

	<p>3.1.3 Decide on a model and structure for children's social care to enable effective support for children in need and looked after children (also addressing administrative capacity)</p> <p>O 20. CT 4.</p>	<p>1 March 2011 - 30 June 2011</p>	<p>Alastair Pettigrew</p>	<ul style="list-style-type: none"> • Report on recommendations submitted to Managing Director • Agreed recommendations implemented being mindful of the need for safe transfer to the new arrangements
	<p>3.1.4 Protocol document developed outlining roles and responsibilities of new teams as well as transfer arrangements.</p> <p>CT 4.</p>	<p>1 July 2011 – 31 October 2011</p>	<p>Alastair Pettigrew</p>	<ul style="list-style-type: none"> • Protocol agreed by Children's Social Services Management Team, approved by Managing Director, used as part of implementation of the new structure.
Page 62	<p>3.1.5 Implement new structure supported by appropriate protocols and procedures</p> <p>CT 4.</p>	<p>1 December 2011 – 1 May 2012</p>	<p>Alastair Pettigrew</p>	<ul style="list-style-type: none"> • New structure in place and work safely managed during restructuring • Procedures/protocols published for all staff • Performance reporting indicates that caseloads, staffing levels and supervisory capacity are at appropriate levels • Performance report confirms new arrangements are facilitating timely assessments and good practice

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

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

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

	3.3.3 In collaboration with operational managers, review the current service access arrangements and provision of reception areas and its impact on Children's Social Services and service users CT 10.	1 March – 31 May 2011	Tom Molloy	<ul style="list-style-type: none"> Report to Corporate Management Team outlining the options for reception access, outlining actions and timeframes for steps to be undertaken
	3.3.4 In collaboration with operational managers, ensure there is a comprehensive understanding the current parking facilities available to staff across the county to enable them to effectively undertake their work CT 10.	1 April – 30 June 2011	Tom Molloy	<ul style="list-style-type: none"> Report to be produced with recommendations to address any issues/concerns raised Required changes implemented A staff survey undertaken to ascertain views of progress being made
<p>3.4 Outcome - Commissioning, procurement and contracting arrangements in respect of placements of looked after children are streamlined, resulting in reduced burden for social workers. All placements for children and young people are of a high quality and offer value for money.</p>				
Page 65	3.4.1 Develop a commissioning, procurement and contracting framework to secure appropriate placements for looked after children and young people in order to secure better value for money and greater responsiveness to need CT 8.	1 March - 31 May 2011	Cathi Sacco	<ul style="list-style-type: none"> Report proposing the new framework produced and presented to Children's Social Services Management Team and Managing Director Commissioning framework implemented which results in reduction of spot purchasing
	3.4.2 Joint Commissioning Framework developed for commissioning early intervention and family support services CT 8.	31 May 2011 - 31 August 2011	Cathi Sacco	<ul style="list-style-type: none"> Consult with partners Report on draft framework to Kent Children's Trust for agreement and sign off

Priority 4: Strengthening partnership

Key Objectives:

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

Priority Leads (Accountable) – Malcolm Newsam, Alastair Pettigrew

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

Ref	Actions	Timescale	Delivery Leads	Targets & Measures
Page 66	4.1.1 Review the structure of the Children's Trust in the light of changes to legislation and the development of the Health and Well-being Board. CT 9.	1 April - 1 June 2011	Chair of Children's Trust – Amanda Honey	<ul style="list-style-type: none"> Plan with clear outcome measures consulted on, agreed by Kent Children's Trust and local boards and published
	4.1.2 Building on the priorities within the Children and Young People's Plan, agree the outcome measurements that will be used by the Children's Trust and the performance framework for measuring progress against these outcomes O 23. CT 9.	1 March 2011 - 31 July 2011	Marisa White	<ul style="list-style-type: none"> Performance management and reporting requirements in place and operational Resources aligned to priorities Kent Children's Trust and partners committed to and resourcing the implementation of the Early Intervention and Prevention Strategy Strengthen the contribution of the voluntary sector to enable their full contribution to good outcomes for young people and care leavers.

Ref	<p>4.1.3 Building on the National Commissioning Support Programme review of the Children's Trust, recommend further changes to increase its effectiveness including strengthening of partner engagement in addressing priorities</p> <p>CT 9.</p>	<p>1 March 2011 - 31 July 2011</p>	<p>Marisa White</p>	<ul style="list-style-type: none"> • Implementation plan to address Children and Young People's Plan priorities, with resources committed in place • Strengthened interface between Kent Safeguarding Children Board and Kent Children's Trust with linked performance reporting
<p>4.2 Outcome - The Safeguarding Children Board is compliant with statutory requirements, supported by a robust performance framework which enables it to hold agencies to account in ensuring the children of Kent are safeguarded</p>				
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 67</p>	<p>4.2.1 Develop a plan which responds to the areas for development identified in the Ofsted Inspection, including:</p> <ul style="list-style-type: none"> • The appointment of a new independent chair • The appointment of 2 lay members • The appointment of a representative from the voluntary sector • Identify and reflect representation from schools <ul style="list-style-type: none"> • Develop and agree a multi-agency performance framework <ul style="list-style-type: none"> • The alignment of missing from care and missing from education policies with the missing children policy <p>CT 9. O 18.</p>	<p>Complete</p>	<p>Maggie Blyth and Penny Davies</p>	<ul style="list-style-type: none"> • Plan developed and submitted to KSCB members for sign off
		<p>1 March - 30 June 2011</p>	<p>Penny Davies</p>	<ul style="list-style-type: none"> • Report on progress to KSCB on appointment of new chair, lay members, schools and voluntary sector reps.
		<p>1 March 2011 - 31 April 2011</p>	<p>Penny Davies & partners</p>	<ul style="list-style-type: none"> • Performance framework agreed by Board Partners • Multi-agency performance information submitted on quarterly basis to KSCB
		<p>1 March 2011 - 15 April 2011</p>	<p>Penny Davies</p>	<ul style="list-style-type: none"> • Missing from care and missing from education policies are aligned with the KSCB missing children policy

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

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

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

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

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

	<p>4.4.3 Work with multi- agency partners to ensure the correct understanding about what constitutes appropriate referrals to Specialist Services (making use of the new eligibility and threshold criteria)</p> <p>IN 2. O2. CT 9.</p>	1 April – 30 September 2011	Alastair Pettigrew	<ul style="list-style-type: none"> • Multi-agency referral form and clear guidance about criteria for referral to Specialist Services produced, launched and action taken to ensure that it is embedded • Workshop with the KSCB resulting in plans being produced by represented agencies about the actions they will take to communicate the criteria for referrals to Specialist Services
	<p>4.4.4 Embed multi-agency implementation of the Common Assessment framework including the Lead Professional role.</p> <p>CT 9.</p>	1 March 2012 (review) – 1 March 2013	Karen Graham & partner reps	<ul style="list-style-type: none"> • The number of CAFs undertaken increase across a variety of partner agencies • (Linked to 2.2.8)

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4.5 Outcome - Kent has a strong multi-agency performance framework, agreed by partner agencies. Regular and robust auditing of multi-agency practice including good use of performance information

<p>4.5</p> <p><i>(*Joint with Partners)</i></p>	<p>4.5.1 Develop, agree and implement a multi-agency audit programme, alongside strengthening the performance framework, ensuring a focus on testing the consistency of thresholds being implemented across the partnership and implementation of the eligibility criteria.</p> <p>IN 2. CT 6.</p>	30 April 2011 - 1 September 2011	Penny Davies in consultation with LSCB Board partners	<ul style="list-style-type: none"> • Report to KSCB and Improvement Board for agreement • Audit programme implemented • Findings reported to KSCB
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Priority 5: Becoming the employer of choice

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

Priority Leads (Accountable) – Alastair Pettigrew, Amanda Beer

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

Ref	Actions	Timescale	Delivery Leads	Targets & Measures
5.1 Page 71	5.1.1 Review Total Reward Package including Pay CT 7.	Reports in 31 March 2011 & 31 July 2011	Rob Semens	<ul style="list-style-type: none"> Pay and benefits are competitive
	5.1.2 Create and maximise Public Relation opportunities for social work in Kent CT 7.	Monthly until 1 March 2012	Ella Hughes	<ul style="list-style-type: none"> Social work in Kent seen as attractive employment option Children’s Champions board supportive of social workers Use of “Social Networking” provides opportunities for transparent professional exchange
	5.1.3 Make Kent offer compelling CT 7.	1 Feb 2011 - 31 March 2011 30 April 2011 30 September	Rob Semens	<ul style="list-style-type: none"> Development of robust Recruitment and Retention Strategy Implementation of the Strategy Kent offer to applicants is clear and attractive, and increases number of

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

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

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

Priority 6: Managing Performance

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

Priority Leads (Accountable) – Malcolm Newsam,

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

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

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

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

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

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

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

Ofsted Recommendations**Areas for improvement for SAFEGUARDING****Immediately:**

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

Within three months:

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

Within six months:

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

Areas for improvement for LOOKED AFTER CHILDREN

Immediately:

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

Within three months:

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

Within six months:

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

Improvement Notice Targets

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

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

Leads and job titles

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

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

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

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Dashboard – Definitions & Explanations

Number of Cases Unallocated for over 28 days

Definition: The total number of cases (LAC, CP and CIN) that have remained unallocated to a qualified social worker for over 28 days.

Impact: If a case remains unallocated for a significant length of time there is a danger the child may not be receive the required input from Children's Social Services, resulting in unmet/recognised need, limited oversight/management of case or drift. This presents a risk to both the child and the organisation.

Initial Assessments in progress out of timescale

Definition: The number of Initial Assessments on open cases that are overdue for completion i.e. which have not been ended within 7 days from referral.

Percentage of Initial Assessments carried out within 7 days of referral (NI 59)

Definition: The number of initial assessments completed in the period between 1st April and the reporting month, within seven working days of referral, as a percentage of the number of initial assessments completed in the period between 1st April and the reporting month.

Impact: It is important to assess a child's needs promptly once a referral has been accepted in order to plan appropriate input/services for that child.

Core Assessments in progress out of timescale

Definition: The number of Core Assessments on open cases that are overdue for completion i.e. which have not been ended within 42 days from referral.

Percentage of Core Assessments carried out within 42 days of referral (NI 60*)

Definition: The number of core assessments that were completed in the period between 1st April and the reporting month, within 42 working days of the date of referral (as recorded on the Core Assessment exemplar), as a percentage of the number of core assessments completed in the period between 1st April and the reporting month.

**Please note, the exact definition of NI 60 is 35 working days from commencement of the Core Assessment to Core Assessment completed date and this is what will be reported and used by the DfE in national statistics. Kent has chosen to use 42 days from date of referral for the purpose of internal reporting.*

Impact: It is important to assess a child's needs promptly once a core assessment has been deemed necessary in order to plan appropriate input/services for that child.

Percentage of caseholding posts filled

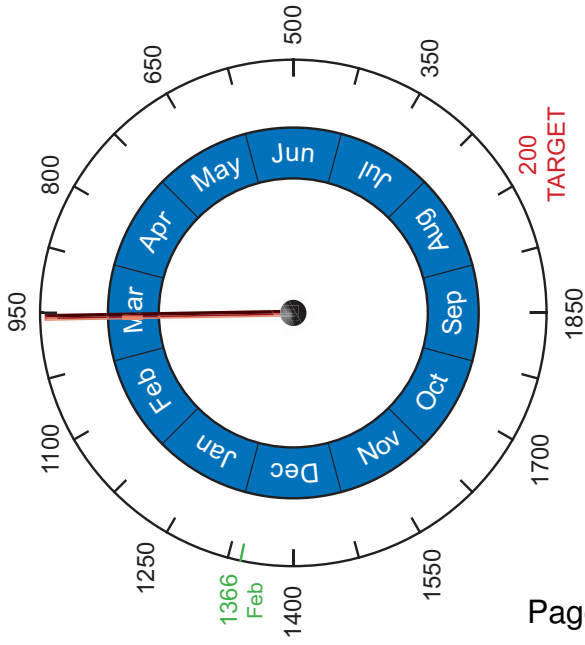
Definition: The total number of caseholding posts filled (made up of both permanent and agency qualified social workers) as a percentage of the total caseholding Establishment figure.

Impact: The established numbers of qualified social workers (caseholders) are required in order to manage the high number of referrals and assessments in a timely manner and ensure throughput of work.

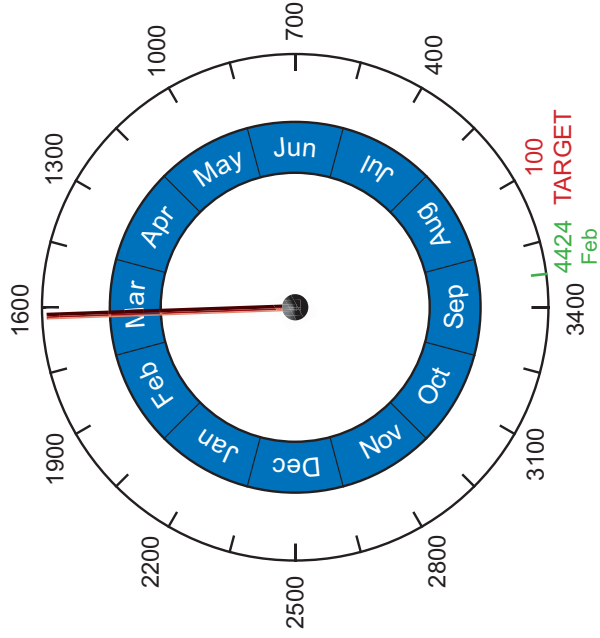
March Performance

February figures as at 13/03/11
 March figures as at 10/04/11

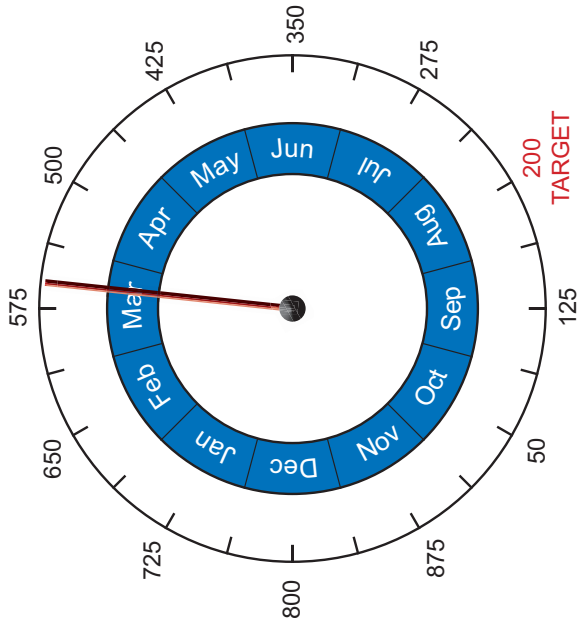
Initial Assessments in progress outside of timescale (over 7 days)



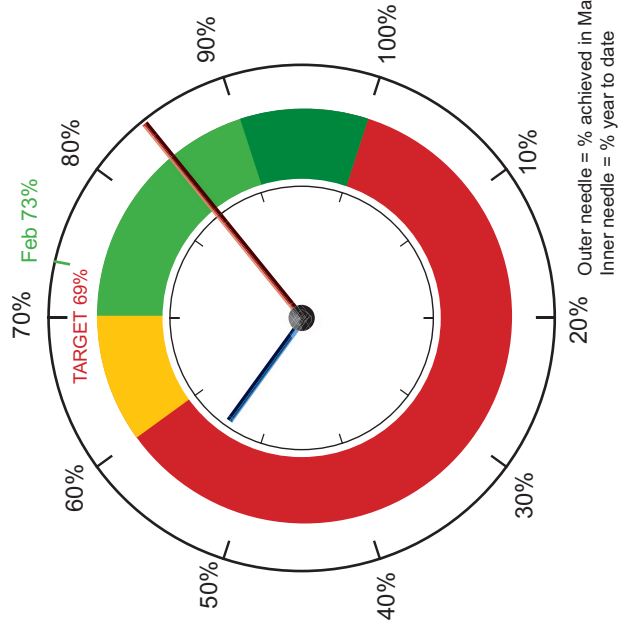
Core Assessments in progress outside of timescale (over 42 days)



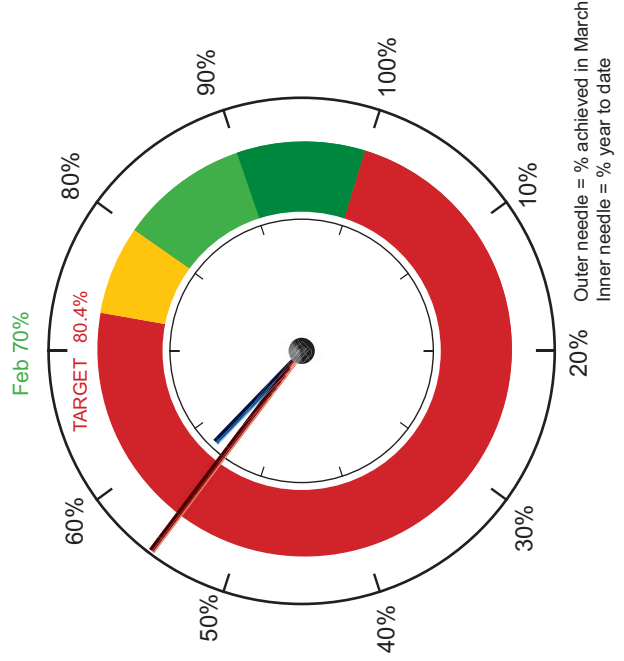
Numbers of Unallocated Cases for over 28 days
 (Total cases unallocated according to ICS, minus cases that the districts feel are appropriately allocated)



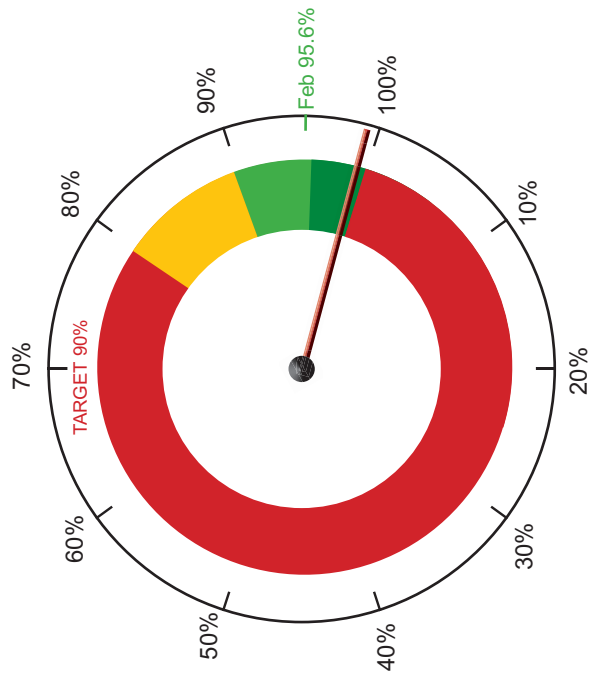
NI 59 - Percentage of Initial Assessments for children's social care carried out within 7 days of referral



NI 60 - Percentage of Core Assessments that were carried out within 42 working days of Referral



Percentage of caseholding posts filled
 (100% - QSW inc Agency Posts)



By: Mr Paul Carter - Leader of the Council
Mr Peter Sass - Head of Democratic Services

To: County Council – 12 May 2011

Subject: Quarterly Report On Urgent Key Decisions

Classification: Unrestricted

Summary: To report one urgent Key Decision taken in the last quarter.

1. The Constitution requires me to provide a quarterly report to the County Council of any Key Decisions which were taken as urgent matters during the previous three months.

2. One urgent Key Decision was taken in the last quarter as set out below.

(a) The procurement of a managed peripatetic Children's Assessment Service in East/Mid/West

An urgent decision was taken on 4 April 2011 by Mrs Jenny Whittle, Cabinet Member for Specialist Children's Services, to authorise the Interim Corporate Director Families & Social Care to enter into a contract on behalf of KCC for the provision of a Managed Peripatetic Children's Assessment service in East/Mid/West Kent, following a competitive tender process.

This matter was deemed urgent because of the need to move quickly to get a service in place in order to tackle the backlog of assessments.

Consultations

3. The Chairman and Spokespersons of the Cabinet Scrutiny Committee were consulted about this matter and their views were reported to the Cabinet Member prior to the decision being taken and all consultees were fully supportive of the decision.

Recommendation:

4. The County Council is requested to note this report.

P B Carter
Leader of the Council

*Enquiries: Peter Sass
Head of Democratic Services
Ext: 4002*

Background documents: Records of Decision 11-01654

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KENT COUNTY COUNCIL

GOVERNANCE AND AUDIT COMMITTEE

MINUTES of a meeting of the Governance and Audit Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 16 March 2011.

PRESENT: Mr R L H Long, TD (Chairman), Mr M V Snelling (Vice-Chairman), Mr A R Chell, Mr B R Cope, Mr K A Ferrin, MBE, Mr C Hibberd, Mr D A Hirst, Mr P W A Lake, Mr J F London, Mr R Tolputt Mr C T Wells

ALSO PRESENT: Miss S J Carey and Mr J D Simmonds

OFFICERS: Mr A Wood (Acting Director of Finance), Mr G Wild (Director of Law and Governance), Mr D Tonks (Head of Audit & Risk), Mrs J Armstrong (Senior Audit Manager), Mr N Vickers (Head of Financial Services), Ms A Mings (Treasury & Investments Manager) Mr A Tait (Democratic Services Officer)

ALSO IN ATTENDANCE: Mr D Wells and Mrs E Robinson from the Audit Commission.

UNRESTRICTED ITEMS

1. Minutes - 30 November 2010

(Item 4)

RESOLVED that the Minutes of the meeting held on 30 November 2010 are correctly recorded and that they be signed by the Chairman.

2. Work Programme

(Item 5)

(1) The Head of Audit and Risk presented a forward work programme to the Committee for approval.

(2) The Committee asked for a quarterly update report on the delivery of the Council's £95m savings programme, with particular emphasis on those areas deemed at highest risk.

(3) RESOLVED that subject to (2) above, the forward work programme for 2011 be agreed.

3. Treasury Management Quarter 3 Review 2010/11

(Item 6)

(1) The Head of Financial Services presented the Treasury Management Quarter 3 Review.

(2) During discussion of this item, Members of the Committee noted a recent media report about a scheme run by two Local Authorities in partnership with a major Bank to support first time buyers. The Cabinet Portfolio Holder said that he was

aware of this scheme and that he would be considering its merits. If, as a result, any action were suggested, he would report further on progress.

(3) RESOLVED that the report be noted.

4. Impact of KCC's Budget on the Risk Register

(Item 7)

(1) The Acting Director of Finance gave a brief report outlining the risk of non-delivery of the County Council's £95 million savings. He explained how this risk was to be monitored through existing Committees and was consequently built in to the scrutiny process; enabling the Governance and Audit Committee to be given assurance that the risk was being managed and that corrective action would take place as and when necessary.

(2) During discussion of this item, Members of the Committee asked for regular reports on any of the Project Initiation Documents where those responsible for the savings were at risk of failure to meet their targets or where an unforeseen impact on front line services had resulted. They also asked for updates on the impact of the reorganisation and on the risks posed to the County Council by cuts in School budgets.

(3) RESOLVED that the process being developed for managing the increased risk as a result of the 2011/12 Revenue Budget be noted.

5. Audit Commission Opinion Plan

(Item 8)

(1) Mr Wells from the Audit Commission introduced a report which set out the proposed work of the Audit Commission, which would enable them to give an opinion on the County Council's 2010/11 financial statements.

(2) RESOLVED that:-

(a) approval be given to the outcomes of the Audit Commission's updated risk assessment and the assumptions supporting the fee; and

(b) the audit plan and revised fee be approved.

6. Audit Commission Kent Superannuation Fund Audit Opinion Plan

(Item 9)

(1) The Committee considered a report which set out the proposed work of the Audit Commission, which would enable them to give an opinion on the Superannuation Fund's 2010/11 financial statements.

(2) The Committee noted that the Superannuation Fund Committee had not yet considered the opinion plan and therefore agreed that its approval of the Audit Plan would be subject to the views of that Committee.

(3) RESOLVED that subject to the views of the Superannuation Fund Committee:-

- (a) the outcomes of the Audit Commission's updated risk assessment and review of the assumptions supporting the fee be approved; and
- (b) the Audit Plan for the Superannuation Fund be approved.

7. Revised accounting policies

(Item 10)

- (1) The Acting Director of Finance presented a report on revised accounting policies for approval.
- (2) During discussion of this item, Members asked how properties leased to the County Council were monitored to ensure that the repair obligations were being met. It was agreed that the Interim Director of Property Group would respond on this point to all members of the Committee.
- (3) RESOLVED that the accounting policies set out in the report be approved.

8. Company Protocol

(Item 11)

Discussion of this item was postponed to the next meeting of the Committee.

9. Approval of Anti Fraud and Corruption Strategy

(Item 12)

- (1) The Head of Audit and Risk presented a report on the updated Anti-fraud and Corruption Strategy.
- (2) During discussion of this item, Members asked what the legal position was in respect of ensuring that employees took annual leave and on what information could be sought and taken into account regarding a potential employee's criminal record.
- (3) The Committee requested a clarification in the revised strategy that it applied to all acts of dishonesty.
- (4) RESOLVED that subject to (3) above, the promotion of a counter-fraud strategy within the County Council be endorsed and that approval be given to the Anti-Fraud and Corruption Strategy appended to the report.

10. CIPFA Statement on the role of the Head of Internal Audit in public service organisations

(Item 13)

- (1) The Head of Audit and Risk updated the Committee on the consultation by CIPFA on its Statement on the role of the Head of Internal Audit in public service organisations. He provided an initial assessment as to compliance against the governance requirements of the document.
- (2) The Committee noted that the Head of Audit and Risk would report to the next meeting on the actions taken by the Corporate Management Team on those areas identified in the report as non-compliant.

(3) RESOLVED to note:-

(a) the publication of the Statement on the role of the Head of Internal Audit in public service organisations and that a Local Government version is being developed; and

(b) the current compliance position.

11. Internal Audit Strategy and Annual Plan

(Item 14)

(1) The Head of Audit and Risk reported on the Internal Audit Strategy and Annual Plan for 2011/12 which, exceptionally, would aim to provide assurance on the system of internal control.

(2) RESOLVED that the Internal Audit Strategy and Annual Plan for 2011/12 be approved.

12. Audit Opinions and Recommendations

(Item 15)

(1) The Head of Audit and Risk reported on changes to audit opinions and recommendations that would be introduced for work completed as part of the 2011/12 Audit Programme.

(2) The Committee noted the term “Negative Assurance Opinions” as a description that nothing coming to the auditor’s attention about a particular objective that would require comment. It was considered that the term could be misleading (suggesting criticism) and the Head of Audit and Risk was requested to consider whether a suitable alternative could be found.

(3) RESOLVED that approval be given to:-

(a) the amendments to gradings and definitions for audit opinions together with the introduction of “qualified”, “compliance” and “negative assurance” (subject to (2) above) opinions;

(b) the amended prioritisation criterion for audit recommendations and the indicative timescales for implementing the recommendations; and

(c) the amended reporting to the Committee in relation to the tracking of implementation of recommendations, including the requirement for officers to attend the Committee when deadlines for implementation of High priority recommendations have been missed.

13. Audit Commission Certification of claims and returns Annual Report

(Item 16)

(1) Mrs Robinson from the Audit Commission summarised its work on the certification of funding from government grant-paying departments. She confirmed that she was satisfied with the arrangements, provided that they continued.

(2) RESOLVED that the report be noted.

14. Internal Audit progress Report

(Item 17)

(1) The Head of Audit and Risk summarised progress against the 2010/11 internal audit programme.

(2) RESOLVED to note:-

(a) the amendments to and progress against the 2010/11 audit programme; and

(b) the assurance provided in relation to the County Council's control environment as a result of the outcome of the internal audit programme completed to date.

EXEMPT ITEMS

(Members resolved that under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following business on the grounds that it involved the disclosure of exempt information as defined in paragraphs 2 and 7 of Part 1 of Schedule 12A of the Act)

15. Internal Audit - Irregularities

(Item 20)

(1) The Head of Audit and Risk provided brief details of two irregularities that had been reported to Internal Audit in January 2011, together with the measures that would be taken to prevent a recurrence.

(2) RESOLVED that the report be noted.

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KENT COUNTY COUNCIL**PLANNING APPLICATIONS COMMITTEE**

MINUTES of a meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 12 April 2011.

PRESENT: Mr R E King (Chairman), Mr J F London (Vice-Chairman), Mr R Brookbank, Mrs V J Dagger, Mr J A Davies, Mr T Gates, Mr W A Hayton, Mr C Hibberd, Mr P J Homewood, Mr J D Kirby, Mr R J Lees, Mr R F Manning, Mr R J Parry, Mr R A Pascoe, Mr M B Robertson, Mr C P Smith Mr A T Willicombe

ALSO PRESENT: Mr H J Craske

IN ATTENDANCE: Mrs S Thompson (Head of Planning Applications Group), Mr M Clifton (Team Leader - Waste Developments), Mr J Wooldridge (Team Leader - Mineral Developments), Mr G Wild (Director of Governance and Law), Mr R White (Transport and Development Business Manager) Mr A Tait (Democratic Services Officer)

UNRESTRICTED ITEMS**27. Membership**
(Item 2)

The Committee noted the appointment of Mr W A Hayton in place of Mr J A Davies.

28. Minutes - 15 March 2011
(Item A4)

RESOLVED that the Minutes of the meeting held on 15 March 2011 are correctly recorded and that they be signed by the Chairman.

29. Site Meetings and Other Meetings
(Item A5)

The Committee was reminded that it would hold a training session on Waste Planning Considerations on the afternoon of 12 April 2011. It also agreed to hold a tour of permitted development sites on a date to be determined.

30. Recorded Voting at Planning Applications Committee meetings and related issues
(Item B1)

RESOLVED to:-

- (a) note the Director of Law and Governance's advice that the votes of each individual Committee Member should be recorded on those occasions when the Head of Planning Applications Group's recommendation to grant permission or refuse an application is overturned; and

- (b) agree that this advice be reported to Selection and Member Services Committee and (subject to that Committee's agreement) to the County Council for proposed adoption into the Constitution.

31. Application GR/10/1127 - Temporary tunnelling logistics facility at Northfleet Works, The Shore, Northfleet; Crossrail Ltd
(Item C1)

- (1) Mr T Gates made a Declaration of Personal Interest as his son was employed by Atkins (the planning consultants for the application).
- (2) Mr R J Lees informed the Committee that he was a Member of Swanscombe and Greenhithe Town Council, which had been consulted on the application. He was not, however, a Member of its Planning Committee and had at no stage taken part in any discussion of the application. He was therefore able to consider the application with a fresh mind.
- (3) Mr H J Craske was present for this item pursuant to Committee Procedure Rule 2.24 and spoke.
- (4) RESOLVED that permission be granted to the application subject to conditions, including conditions covering a 5-year temporary planning permission and removal of plant, materials and buildings at the end of this period; the site to only be used for receiving, processing and storing excavated material arising from the London Crossrail tunnelling activities and for the construction and distribution of tunnel segments for the London Crossrail project; no more than 688 HGV movements (344 in and 344 out) per day; an HGV management plan; travel plan; access from footpath NU42 via The Shore and The Creek by foot and cycle; water-tight load compartments for HGVs when transporting wet excavated materials; use of wheel wash; all excavated materials being transported from the site by river (apart from any contaminated materials that could potentially arrive at the site and need to be removed to a suitable disposal site by road, or unless otherwise agreed, or if a further planning permission is obtained); no HGV movements outside normal working hours (i.e. between 07.00 and 19.00 hours Monday to Friday and 07.00 and 14.00 hours on Saturdays) unless it has been demonstrated that impacts associated with HGVs outside these hours is acceptable; excavated materials only being imported to the site once the rail link is reinstated and available for use unless approval is first obtained from the County Council; noise; vibration; dust; air quality; compliance with the relevant parts of the Crossrail Construction Code (including a complaints system to address environmental and lorry routing issues); no development taking place until a "Section 61 consent" has been obtained under the Control of Pollution Act and any consent being complied with thereafter (unless formally varied under that process); groundwater protection; potential contamination of the site; a foul and surface water management scheme; protection of the public sewer and public water supply main; a flood risk management plan; biodiversity management (e.g. for black

redstarts and bats); a lighting scheme; an archaeological watching brief; protection of the listed war memorial and lighthouse; a detailed scheme for footpath NU42 (including cycle access); ground stability (cliffs and tunnels); and limiting the height of cranes and structures on 42 Wharf to 20m unless otherwise approved by the County Council.

32. Application SW/10/1436 - Variation of Conditions 12 (hours of delivery), 20 (vehicle movements), 22 (compostable waste tonnage), 26 (Materials Recycling Facility waste tonnage) and 28 (secondary aggregate recycling) of Permission SW/05/1392 at Countrystyle Recycling Site, Iwade, Sittingbourne; Countrystyle Recycling Ltd
(Item C2)

(1) Mr A T Willicombe informed the Committee that he was a Member of Swale Borough Council, which had considered the application. He had taken no part in the Borough Council's discussions of the application and was therefore able to consider it with a fresh mind.

(2) Mr S Plumb (Chairman of Iwade Parish Council) addressed the meeting in opposition to the application. Mr C Trousdell from Countrystyle Recycling spoke in reply.

(3) RESOLVED that permission be granted for the proposed variations to Conditions 12, 20, 22 and 26 of planning permission SW/05/1392, and that they shall now read as follows:

- (a) Condition 12: "Waste deliveries and transportation of materials off site shall only take place between the following hours; 05.30 – 20.00 hours Monday to Sunday and Public Holidays (excluding Christmas Day, Boxing Day and new Years Day). No operations other than the processing of compostable material within the in vessel system and processing of materials within the MRF building shall take place outside these hours except for essential plant maintenance up to 23.00 hours between Monday and Saturdays only."
- (b) Condition 20: "No more than a combined total of 210 vehicle movements (105 in/105 out) associated with the operations hereby permitted shall enter or leave the site in any one day."
- (c) Condition 22: "The maximum throughput of compostable waste shall not exceed 45,000 tonnes per annum."
- (d) Condition 26: "The maximum throughput of the Materials Recycling Facility (MRF) shall not exceed 110,000 tonnes per annum."

33. Application SW/10/444 - Sustainable Energy Plant to serve Kemsley Paper Mill at Land to the North East of Kemsley Paper Mill, Kemsley, Sittingbourne; St Regis Paper Company Ltd and E.ON Energy from Waste Ltd
(Item C3)

(1) Mr A T Willicombe informed the Committee that he was a Member of Swale Borough Council, which had considered the application. He had taken no part in the Borough Council's discussions of the application and was therefore able to consider it with a fresh mind. In addition, he was acquainted with some of the objectors as they were also Members of Swale Borough Council. However, his relationship with them was not one which could be described as a close association.

(2) The Head of Planning Applications Group informed the Committee of two very recently published documents from the Department of Communities and Local Government. These were "Planning for Growth", which advised planning authorities that supporting sustainable economic growth and employment was now a material planning consideration. The second was Planning Policy Statement 10, which advised Planning Authorities to incorporate the new waste hierarchy (Prevention, Preparation for Re-use, recycling, other forms of Recovery, Disposal) into its decision making – including the use of waste as a fuel.

(3) Mr S Plumb (Chairman of Iwade Parish Council addressed the Committee in opposition to the application. Mr G Seager from UNITE spoke in support. Mr W Fauve-Walker from St Regis Paper Ltd spoke in reply.

(4) In agreeing the recommendations of the Head of Planning Applications Group, the Committee included a condition requiring details of design to ensure that the tipping bunker could be completely emptied in the event of a shut down. It also added an Informative giving its view that the applicants should seek to transport as much waste material as possible by rail and water.

(2) RESOLVED that:-

- (a) subject to the satisfactory completion of a legal agreement to secure the Draft Heads of Terms as set out in Appendix 2 of the report, permission be granted to the application subject to conditions, including conditions covering hours of working; vehicle movements; noise restrictions; ground contamination; flood risk; fuel storage; surface water discharge; archaeology; lighting; ecology; alternative users of power generation; landscape planting and construction materials; an investigation of alternative use of rail and waste sources and details of design to ensure that the tipping bunker can be completely emptied in the event of a shut down; and
- (b) the applicants be informed by Informative of the Committee's view that they should seek to transport as much waste material as possible by rail and water.

34. County matter applications dealt with under delegated powers

(Item E1)

RESOLVED to note matters dealt with under delegated powers since the last meeting relating to:-

- (a) County matter applications (None);
- (b) consultations on applications submitted by District Councils and Government Departments (None);
- (c) County Council developments;
- (d) Screening opinions under Environmental Impact Assessment Regulations 1999; and
- (e) Scoping opinions under Environmental Impact Assessment Regulations 1999 (None).

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