

**CUSTOMER AND COMMUNITIES POLICY OVERVIEW
AND SCRUTINY COMMITTEE**

Friday, 18th November, 2011

10.00 am

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





AGENDA

CUSTOMER AND COMMUNITIES POLICY OVERVIEW AND SCRUTINY COMMITTEE

Friday, 18 November 2011 at 10.00 am
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: **Denise Fitch**
Telephone: **(01622) 694269**

Tea/Coffee will be available 15 minutes before the meeting

Membership (12)

Conservative (11): Mrs E M Tweed (Chairman), Mr A R Chell (Vice-Chairman),
Mr R B Burgess, Mr H J Craske, Ms A Hohler, Mrs J P Law,
Mr J M Ozog, Mr R Tolputt, Mrs C J Waters and Mr A T Willicombe

Liberal Democrat (1): Mr I S Chittenden

Labour (1) Mrs E Green

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UNRESTRICTED ITEMS

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

Item No

A. COMMITTEE BUSINESS

- A1 Introduction/Webcasting
- A2 Substitutes
- A3 Declarations of Interests by Members in Items on the agenda
- A4 Minutes - 15 September 2011 (Pages 1 - 10)

B. ITEMS FOR CONSIDERATION

- B1 Portfolio Holder and Corporate Directors update (Pages 11 - 12)
- B2 Customer Services strategy (to follow)
- B3 Delivering Sustainable Libraries (to follow)
- B4 Kent Big Society Fund - verbal update
- B5 Margate Task Force progress report (Pages 13 - 38)
- B6 Budget 2012/13 and Medium Term Financial Plan 2012/13 to 2013/14 (to follow)
- B7 Customer and Communities POSC - IMG on the Budget - verbal report
- B8 Apprenticeship Strategy - update (Pages 39 - 62)
- B9 Vulnerable Learner Apprenticeship Project Update (Pages 63 - 80)
- B10 Update on progress with combining the Consultation, Communication and Engagement functions - verbal update
- B11 Community Budgets (Pages 81 - 84)
- B12 Financial Monitoring 2011/12 (Pages 85 - 88)

C. SELECT COMMITTEE UPDATE

- C1 Select Committee - update (Pages 89 - 106)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
(01622) 694002

Thursday, 10 November 2011

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

KENT COUNTY COUNCIL

**CUSTOMER AND COMMUNITIES POLICY OVERVIEW AND
SCRUTINY COMMITTEE**

MINUTES of a meeting of the Customer and Communities Policy Overview and Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 15 September 2011.

PRESENT: Mrs E M Tweed (Chairman), Mr A R Chell (Vice-Chairman), Mr I S Chittenden, Mr H J Craske, Mrs E Green, Ms A Hohler, Mrs J P Law, Mr J M Ozog, Mr R Tolputt, Mrs C J Waters and Mr A T Willicombe

ALSO PRESENT: Mr P M Hill, OBE and Mr A Sandhu, MBE

IN ATTENDANCE: Mr N Baker (Head of Kent Youth Service), Mr A Birkin (Interim Head of Service), Mr A Bose (Project Manager, Communications and Engagement), Mr G Brown (Partnership Manager, Kent Forum Team), Mr D Crilley (Director of Customer Services), Mrs J Doherty (Policy Manager), Ms D Fitch (Assistant Democratic Services Manager (Policy Overview)), Ms A Honey (Corporate Director, Customer and Communities), Ms J Rawlins (Interim Director of Communication), Ms A Slaven (Director of Service Improvement) and Mr K Tilson (Finance Business Partner - Customer & Communities)

UNRESTRICTED ITEMS

15. Minutes - 8 July 2011

(Item A4)

RESOLVED that the minutes of the meeting held on 8 July 2011 are correctly recorded and that they be signed as a correct record.

16. Dates of Meetings 2011 and 2012

(Item A5)

The Committee noted the dates of its meetings for 2012 as follows:-

Friday, 20 January 2012
Wednesday, 21 March 2012
Wednesday, 4 July 2012
Wednesday, 19 September 2012
Wednesday, 14 November 2012

It was noted that all meetings will start at 10.00am and may go on into the afternoon.

17. Portfolio Holder and Corporate Directors update

(Item B1)

(1) Mr Hill and Ms Honey updated Members on the issues listed in the paper circulated with the agenda and answered questions from Members:

Paralympics and Brands Hatch

Mr Hill informed Members that there would be four days of road cycling events at Brands Hatch between 5 and 8 September 2012. There was national and local interest and good progress was being made on the formal arrangements for these events.

Libraries and Archives

Mr Hill reported that in relation to the libraries review there would be a paper to Cabinet Members next month outlining progress, once agreement had been reached a paper would be submitted to this Committee. Mr Hill stated that it was intended to involve local Members and communities in shaping services. It was intended to use Locality Boards as they developed as a forum for discussion on the shape of library services. It was important to develop services with the agreement of local people.

Edenbridge Community Centre

Ms Honey stated that good progress was being made, the two buildings had been demolished. The Centre was due to be completed in summer 2012. Partnership work was continuing, in particular with District Councils to look at the services to be delivered. The Citizens Advice Bureau had signed a lease. She expressed thanks to Mr J White, Capital Transition Manager, for the work he had done on the project.

Archaeological Resource Centre

Mr Hill referred to the previous proposal to site the centre at Kent University which had fallen through. Work was going on with English Heritage, to establish a centre at Dover Castle. This would be a joint project with Customer and Communities, Environment Highways and Waste and English Heritage. English Heritage would be facilitating the majority of the budget for this and there was currently a Lottery bid in respect of this project.

In response to a question, Mr Crilley confirmed that Canterbury City Council was involved with this project and he undertook to inform Members of District Council's involvement with this project.

Open Golf: July 2011

Mr Hill referred to the success of the Open Golf, held at Sandwich in July 2011. It had been a real boost for tourism in the area and the Royal and Ancient Golf Club had expressed an interest in holding the Open Golf in Kent in nine or ten years time. In response to a question, Mr Hill undertook to ensure that information was supplied on which areas would benefit from the golf legacy and whether both private and public clubs would benefit.

Mention was made of the importance of the legacy from events such as the golf and the Olympics.

County Show

Ms Honey stated that despite the inclement weather, there had been over 11,000 visitors to the KCC marquee. The theme was the Contact Centre and work was currently being carried out on a customer services strategy which would come to the Committee in due course.

Opening of Ashford Gateway: July 2011

Mr Sandhu reported that he had attended the soft opening of the Ashford Gateway, which was an asset to Ashford. The Gateway would be officially opened on 7 October 2011. The Chairman referred to the library's co-location at the Gateway and the increase in the number of book loans since the opening of the new facility.

Officers undertook to provide Members with a list of the services available at the Ashford

Opening new Visitor Centre, Trosley County Park: August 2011

Mr Hill stated that he was impressed by the quality of the offer at the new visitors centre.

Opening Gravesend Library: August 2011

Mr Hill mentioned the soft opening of the new Gravesend Library on 23 August 2011, and the innovative link between the new and old buildings. The formal opening would take place on 4 October 2011.

Community Budgets

Ms Honey referred to the Community Budgets which was a new government initiative, providing intense support for a small number of families with specific needs. There were currently two pilots, one in Swale working with families where there was a substance misuse issue, and the other in Thanet working with families where there was an intergenerational workless issue. The next tranche of pilots was being developed, one of which would be in Shepway. Work was taking place with District Councils and partners. A report would be submitted to a future meeting of the Committee on this initiative.

Mr Tolputt asked to receive an update on the pilot Community Budget Scheme for Shepway.

In response to a question on whether the concentration of services on a small number of families would lead to a reduction in services for others, Ms Slaven replied that the service redesign would mean that even if a family was not part of the Community Budget initiative they should still see an improvement in services.

Open Public Services: Consultation

Ms Honey drew to Members attention this government consultation, information on this had been circulated to Members via the Members Information Bulletin. Work was being carried out on a KCC response to the Consultation which would end on 30

September 2011. In line with Bold Steps for Kent, the White Paper was broadly welcomed but there were concerns around bureaucracy and costs associated with implementation.

Turner Contemporary

Mr Hill referred to the latest visitor figures for Turner Contemporary which were way above target. The information from the businesses in the old town was encouraging. A new exhibition would be started shortly.

It was agreed that Members would be sent a breakdown of the visitor figures for Turner Contemporary.

It was noted that there was due to be an annual update on the Margate Task force to the November meeting of the Committee which would include performance targets.

RESOLVED that the update be noted

18. Youth Service Transformation

(Item B2)

(1) Mr Baker gave a presentation which outlined the national context for Youth Service provision and the proposal to transform the Youth Service in Kent. He set out the timetable which was for a decision to be taken by Mr Hill in early December 2011, implementation to commence in January 2012 with the full model in place on 1 September 2012.

(2) Mr Hill stated that he needed to achieve the identified saving but was trying to do this in a way that would provide an even better service. He emphasised that no decision had been taken about the new structure for Youth Services. There would be consultation with Members at a local level and he hoped that it would be possible to reach agreement with Local Member(s) before a decision was taken.

(2) The Chairman referred to a DVD which had been produced by young people in Shepway at a residential event, which was available to Members on request. Consideration would be given to inviting the young people to attend a future meeting of the Committee.

(3) Mr Hill and officers answered questions and noted comments from Members which included the following:-

- In response to a comment on consultation, Ms Honey stated that consultation, communication and engagement were now one function, and that work was being carried out to look at good practise in these areas. She offered to update Members at the next meeting of the Committee on progress with combining these functions.
- In response to a question on the disposal of any centres that were not included within the new service provision, Mr Baker explained that if the model of 12 hubs was adopted it would leave 21 centres surplus. He referred to a flow chart in the documents which showed how these would be disposed of. If a centre was appropriate for use, and had been sold off it

would be possible to look to commission the use of it for certain times during the week.

- Reference was made to the complexity of the process, and whether the voluntary agencies and social enterprises would be ready within the short timeframe.
- There was an opportunity to enhance youth service provision with local areas, and to remove duplication of provision.
- It was confirmed that information on what provision was available with local areas would be provided when discussions were held with Members at the local level.
- Concern was expressed that the trust of young people which had been built up by youth workers over a period of time, would be lost with the reduction in professional youth workers.
- It was confirmed that the needs assessment had taken account of the deprivation issues in certain areas.

RESOLVED that the comments made by Members on the proposals as part of the ninety day consultation process be noted.

19. Kent YOS Improvement Plan resulting from the HMIP CCI report *(Item B3)*

(1) Ms Slaven and Mr Birkin introduced a report which detailed the nature and outcome of the recent Core Case Inspection of the work of the Kent Youth Offending Service and the improvements which were already underway, as contained within the Improvement Plan. The Improvement Plan had been submitted to Her Majesty's Inspectorate of Probation and the National Youth Justice Board to monitor its' implementation.

(2) In response to comments from Members, Ms Slaven stated that a lot of work was to be carried out across agencies and KCC on the educational and training needs of young offenders. The traditional system and structures now worked in favour of young people in the justice system. A scheme was being introduced to help them to achieve and, for example, gain entry to apprenticeship schemes, this had been successful with a small number of young offenders. Mr Hill informed the Committee that KCC now had a youth worker working with young offenders at Cookham Wood Youth Offenders Institution to provide continuity for the young people.

(3) Reference was made to the importance of keeping Members informed with balanced reports setting out issues when they occurred rather than waiting until an inspection report required action to be taken. Ms Honey stated that in previous reports the National Indicator information for Kent was strong and therefore the feedback given to Members had been accurate. There was a need to reconcile the national indicator information with more detailed casework and this was the area that was being addressed.

(4) Ms Slaven acknowledged the need to improve practises in the Youth Offending Service, and explained the work that was being carried out to achieve this.

(5) It was suggested that the outcome of the health audit of 200 files currently being carried out should be reported to this Committee.

(6) RESOLVED that the comments made by Members and the Improvement Plan be noted.

20. Kent YOS Annual Operating Plan - 2011/12

(Item B4)

(1) Ms Slaven introduced a paper which sought comments on the Kent YOS Annual Operating Plan to be submitted to the National Youth Justice Board as its Youth Justice Plan for 2011/12.

(2) RESOLVED that the YOS Annual Operating Plan for 2011/12 be noted and submitted to County Council for approval in October 2011.

21. Update on the New Structure for Engagement Managers

(Item B5)

(1) Ms Rawlins set out the background to the introduction of the structure for Engagement Managers within the Communication, Consultation and Community Engagement division. She explained that the process had involved pulling together just under 100 people into a new structure and saving £1.5m. This included a mixture of different kinds of work. As part of this process she had listened to a lot of people and looked at improving practise and effectiveness. It was important to have strong project management in order to be able to audit and ensure that work carried out was of sufficient quality and gave value for money. The structure had been put in place first and then consideration had been given to relevant numbers. When approval had been given by Cabinet she had emailed all Members to inform them. All jobs descriptions had been re-written and assessed by Personnel. People had been invited to apply for as many jobs at any level. There had been 195 expressions of interest and 107 different interviews had been held, it had been a tough but fair process.

(2) In relation to the Engagement Officers, one concern that had been expressed by Members was the lack of sharing of intelligence from meetings, she had therefore put in two additional analysis and information roles to support the Engagement Officers role. She emphasised the importance of having robustness when carrying out consultations though the Engagement Officers role. She reminded Members that it was KCC's practise to have a root and branch review 9 months after a re-structuring and this have been timetabled. She stated that she believed that the 12 Community Engagement roles and their additional support would provide a better service.

(3) RESOLVED that the update be noted.

22. Vision for Kent 2011-2021 consultation draft

(Item B6)

(1) Mr King and Mr Brown presented the "Vision for Kent". This document was Kent Forum's partnership strategy, developed between the public, private and voluntary sectors in Kent. A draft version of the refreshed strategy, Vision for Kent 2011-2021, had been out for consultation between June and August 2011. Customer and Communities POSC was asked to consider the draft document, the summary of responses received during the consultation and to note the next steps in getting the Vision for Kent 2011-2021 finalised.

(2) A Member stated that Canterbury City Council had incorporated the 3 ambitions for Kent, from Bold Steps for Kent, into their Corporate Plan and were currently out to consultation, this was part of a cohesive approach for Kent.

(3) It was suggested that Locality Boards need some key issues to get involved in at an early stage in their development, one such issue could be the youth service transformation.

(4) In relation to ambition 3 it was asked whether there would be enough new volunteers.

(5) Mixed views were expressed on whether the number of responses had been adequate. Mr Brown stated that he believed that this had been a good response for this type of consultation and mention was made of the effective use made of the County Show to engage with the public.

RESOLVED that the comments and the next steps in getting the Vision for Kent 2011-2021 finalised be noted.

23. Kent Partners' Compact - Refresh

(Item B7)

(1) Ms Doherty introduced a report on the Kent Partners' Compact which had been launched in 2009. Work has been undertaken recently to update the Compact in line with national guidelines published in December 2010. The updated Compact had now been published as a consultation draft. The consultation period ran from July 7th 2011 to September 30th 2011. KCC Members were alerted to the consultation via the Information Bulletin published on 15th July 2011. A consultation draft and response form was attached to the report for any member who wished to submit comments.

(2) Ms Doherty answered questions and noted comments from Members which included the following:-

- It was mentioned that the Compact was adhered to at a local level. It was suggested that Members should make sure that their District Councils were looking at the Compact and the opportunities that it presented to achieve savings.
- In response to question on whether she was aware of concerns from the voluntary sector about the amount of work that they could have the opportunity

to pick up, Ms Doherty stated that the response was mixed, some organisations welcomed the opportunity whilst others said that it felt difficult for them.

RESOLVED that the comments on the Kent Partners' Compact and the opportunity to contribute to the consultation be noted.

24. Financial Monitoring

(Item B8)

(1) Mr Tilson introduced a report which contained the full monitoring report for the first quarter of 2011/12 in relation to the Customer and Communities portfolio.

(2) In response to a question on the vacancy management within the wardens service, Mr Tilson explained that the mobile wardens would cover any vacancies but all posts were filled at the moment.

(3) Regarding the Big Society Fund, Ms Honey stated that work was being carried out with Cabinet and it was expected that the fund would be launched this year. Part of the criteria for accessing the fund would be match funding.

(4) Mr Tilson confirmed that in relation to the number of press releases, this was part of a current review. Also regarding the increase in the number of calls to the contact centre and the impact that this had on the budget, one of the options that would be considered was whether to relax the targets for answering calls with a certain time.

RESOLVED that the projected outturn figures for the directorate for 2011/12 based on the latest monitoring report to the Cabinet be noted.

25. Customer & Communities Annual Complaints, Comments and Compliments Report 2010/11

(Item B9)

(1) Mr Bose presented a report which provided information about complaints against the Council considered by the Local Government Ombudsman; comments on the Council's performance on complaints, comments and compliments (including a detailed report on the Customer and Communities, complaints, comments and compliments); and reports on developments in the Council's complaint handling for 1 April 2010 – 31 March 2011.

(2) In response to a question on the need to ensure that responses to the Ombudsman are carried out within the required time, Ms Honey explained that there would be an improvement in this as a centralised team would now be dealing with complaints on behalf of the whole authority.

RESOLVED that the report be noted

26. Consultations

(Item B10)

(1) Mr Bose introduced a report to update the Committee on the activities that took place between 1 April 2010 and 31 March 2011 to consult, engage and involve all those who are interested in or involved with services provided by the previous Communities Directorate..

(2) RESOLVED that the report be noted.

27. Select Committee - update

(Item C1)

(1) The Committee received a report which updated them on the current Select Committee topic review. The Chairman of the Select Committee introduced an update on the areas of possible recommendation from the Select Committee on the Student Journey, and Members comments were invited.

(2) It was noted that the proposal from this Committee to establish a Select Committee on Domestic Abuse would be considered by the Scrutiny Board on 2 November 2011.

(3) RESOLVED that the draft areas of recommendation proposed by the Select Committee on the Student Journey and the proposal to seek approval for a Select Committee on Domestic Abuse be noted.

28. Date of next meeting

It was noted that the next meeting of the Committee would be held on 18 November 2011 instead of the diarised date of 11 November 2011.

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To: Customer & Communities Policy Overview and Scrutiny Committee

By Mike Hill, Cabinet Member Customer & Communities
Amanda Honey, Corporate Director Customer & Communities

Date: 18 November 2011

Subject: Portfolio Holder and Corporate Director's update

Classification: Unrestricted

Summary: This will be an oral update to members of the committee on recent developments within the Directorate.

FOR INFORMATION AND COMMENT

Items of Interest

- Matt Burrows, the new Director of Communications & Engagement
- Update about the restructures taking place in Customer Services and Service Improvement Divisions
- Localism - update

Events

- Launch of South East Dance : 27 September 2011
- Regeneration and Renewal Awards Ceremony : 29 September 2011
- Gravesend Library Reopening : 4 October 2011
- Marlowe Theatre Opening : 4 October 2011
- Ashford Gateway Launch : 7 October 2011
- Joint visit with Chief Constable to Rotterdam : 11 & 12 October 2011

Recommendations

Members of the POSC are invited to note and comment on the updates from the Cabinet Member and Managing Director.

Contact Officer: Jo Weatherley

Title: Executive Officer to Cabinet Member for Communities Services

Contact Number: 01622 221883

Email Address: jo.weatherley@kent.gov.uk

Contact Officer: Catherine Catt

Title: Interim Staff Officer to Amanda Honey

Contact Number: 01622 694645

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To: Customer & Communities Policy Overview and Scrutiny Committee

From: Mike Hill, Cabinet Member for Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

Date: 18 November 2011

Subject: Margate Task Force progress report

Classification: Unrestricted

Summary:

Policy and strategy work on Margate Task Force started in July 2009 as one of three key themes in Kent's Total Place submission. The resultant scoping exercise highlighted the disproportionate public services demands and expenditure (£110 million per annum) in Kent's two most deprived wards – Margate Central and Cliftonville West. An implementation model, primarily based on a 'Task Force' multi-agency team, was launched in September 2010. The following report reviews progress to date, challenges to delivery and priorities moving forward.

Members are asked to NOTE and COMMENT on the contents of this report.

1. Introduction and background

- 1.1 Margate Central and Cliftonville West are Kent's most deprived wards, comprising neighbourhoods (or Lower Super Output Areas) which, in the recent 2010 indices, have become further marginalised ranking 1st, 2nd and 3rd most disadvantaged of 5,319 in the South East (Appendix 1).
- 1.2 The following priorities were identified as a means of reversing a deep seated spiral of decline in the two wards and are addressed in turn in the next section (Appendix 2).
- Design and deliver **housing intervention** in a designated part of Cliftonville West affected by high levels of poor quality private rented accommodation (levels of 90% private sector housing in some streets compared to national average of 13%), population transience, crime and anti-social behaviour;
 - Provide stimulus to **work and skills** in the area with a focus on innovative programmes to engage individuals and families who generate significant costs on the welfare bill;
 - Promote **public service transformation** through new ways of joint working, targeting resources more effectively and reducing public sector costs, in particular policing;
 - Challenge and reduce **placements** of Looked After Children and vulnerable adults in Margate by other local authorities and London boroughs;
 - Tackle extreme **health inequalities** by improved multi-agency working and community development.

- 1.3 For Kent County Council, Thanet District Council, Kent Police and other statutory partners, the overarching long term objective is to reduce and close the gap between the inequalities and service demands in Margate Central and Cliftonville West, bringing about a community whose demography and needs are in line with the Kent average.
- 1.4 These priorities are at the core of Bold Steps and Vision for Kent:
- to grow the economy
 - to tackle disadvantage
 - to put citizens in control

2. Activity and progress to date

- 2.1 This section reviews activity, achievements and barriers to delivery across the Margate Task Force work strands. Baseline data, follow up measurement and progress against targets are provided where possible.

Margate Housing Intervention

- 2.2 Significant progress has been made in developing the framework for a 10-15 year housing intervention strategy in Cliftonville West. The Live Margate Housing Intervention Programme aims to provide quality family homes with a range of tenure and type. The programme will create an environment attractive to private sector investors and will provide opportunities for companies to get involved early in a rapidly improving housing market.
- 2.3 KCC has committed £10 million towards the investment programme and TDC £2 million. Discussions with the HCA are ongoing.

The programme will:

- invest public and private money in the targeted acquisition of property in Margate
- improve and refurbish houses to create family homes
- rent and manage property for a period until such a time that critical mass of improved properties has altered market perception
- sell homes back into owner occupation
- re-invest capital released from the sale of homes within the intervention area
- create a 'virtuous circle' of investment & re-investment

- 2.4 A housing intervention development plan is now active, drawn up by Thanet District Council, identifying priority properties and sites for acquisition and / or renewal. To date The Embassy and Leslie Hotels in Surrey Road have been purchased by TDC. The former is at planning application stage for conversion into two family homes, and design options are being considered for the latter.

- 2.5 A marketing booklet for the Housing Intervention will be published shortly as a means of attracting private investment into the area and raising awareness of public / private partnership opportunities.
- 2.6 Alongside property investment, enforcement action is a key aspect of the housing intervention and is being significantly stepped up. Four additional Housing Improvement Officers were recruited through KCC Performance Reward Grant (PRG) to enhance enforcement capacity.
- 2.7 In the six months since April 2011 140 enforcement notices have been served in the locality compared to 168 notices for the year April 2010 to March 2011, an indication of increased enforcement activity. One property in Godwin Road is subject to Compulsory Purchase Order (CPO) and will come under the ownership of TDC in mid October.
- 2.8 There has also been a focus on planning and enforcement issues relating to HMOs and other non-registered provisions delivering unregulated care for vulnerable people, which forms part of a wider multi-agency strategy with Adult Services.
- 2.9 Selective Licensing, a central tenet in Thanet District Council's strategy to deliver housing improvement in Cliftonville, came into force on 21st April 2011. The mandatory license requires landlords to adhere to defined property standards and tenancy referencing. Non compliance will result in legal and enforcement action including fines and compulsory purchase.
- 2.10 By the beginning of October 2011, 646 license applications had been received covering 1027 units of accommodation, and a fee income of £266,000. This significantly exceeds the target set to process 300 applications to the end of March 2012.
- 2.11 A judicial review has been lodged by Southern Landlords Association (SLA) to challenge Selective Licensing. TDC currently have 35 days to contest the notification, which, if it goes forward, will be heard in court before the end of December.

Employment and skills

- 2.12 There are a number of strategies and work streams to promote employment and skills in Margate.
 - TDC are in the process of recruiting an Economic Development Manager to drive forward the Employment and Skills agenda
 - Jobcentre Plus Margate Team Manager has identified all Jobseekers in the two wards who are targeted for focussed advice work and monitoring;
 - a dedicated JCP Adviser is supporting access to work and skills for families in the Community Budgets cohort;
 - Work Programme providers are now up and running in Thanet and taking referrals from JCP for long term claimants and those from vulnerable groups;
 - Opportunities for applications for Flexible Support and partnership funding from DWP to support people into work and being actively pursued.

Some examples of specific successes are:

- Two Jobs Fairs have been run in Thanet Gateway Plus, attracting 895 Job Seekers, and resulting in 203 'off-flows' from the JSA Register¹;
- KCC Supporting Independence Programme in conjunction with Libraries deliver a Work Club within the Gateway at which 27 people regularly attend, 5 of whom have been successful in gaining employment
- A job club and Ambassadors volunteer scheme targets A10 nationals seeking work, supported through the Migrant Impact Fund;
- An adviser will be co-located in Margate Probation Office from November to enhance work with offenders;
- Thanet Works projects, including job brokerage and outreach training and advice continue to be delivered, 176 people from these wards have participated in these projects so far;
- One of the Thanet Works projects, Art Works, saw Turner Contemporary delivering a programme of training designed to prepare local people to work in the Gallery, 15 participants successfully gained employment in the Gallery.
- KCC Vulnerable Learner scheme placed 2 young people from this area into apprenticeships
- KCC Thanet Apprenticeship Project supported an apprentice into an owner-operated business in Broadstairs, this business has subsequently opened a second shop in an empty unit in the Margate Task Force area, which the former apprentice is managing;

- 2.13 DWP data sharing restrictions have limited the extent to which work with Jobcentre Plus has been fruitful in a wider agency context, however these barriers are now being overcome through a layering of agreed protocols.
- 2.14 Appendix 3 provides trend data in welfare dependency and worklessness benefits in the district and two wards. The number of people claiming Jobseekers Allowance has increased by 660 across Thanet to 4587 in the past year, a third of this number (217) living in the two wards. This is a disproportionate increase to the overall district percentage of working age population in the area.
- 2.15 18-24 year olds comprised 28% of the total (1268) on the JSA register in Margate Central and Cliftonville West in September 2011, slightly less than the district average (32%).
- 2.16 Table 3d shows the number of 16-18 year olds not in education, employment or training in Thanet and the two wards since March 2010. There is a rising trend in unemployment among 16-24 year olds, in line with the national picture.

¹ JCP outcomes are monitored through "off flows" – people coming off benefits measured by claims which are closed. Job Fair (April 2011) resulted in 193 off flows in a 3 month period, of which 33 people re-signed. 160 people have remained off benefits. Job Fair (Sept 2011) - to date there have been 43 off flows but more are expected and will be tracked.

- 2.17 Against this backdrop, Connexions have achieved NEETs targets in Thanet which are set through contractual agreement with KCC. In September 2011 Thanet comprised 8.77% of Kent's total NEETs against a local target of 10.82% and a Kent target of 9.61%
- 2.18 Training provision and employment opportunities for 16-18 year olds in the area include:
- A series of Prince's Trust programmes to develop life skills and confidence
 - Range of taster and engagement courses run by providers – including a new partnership with Turner Contemporary
 - Apprenticeships, whose profile has been raised in the local area following both the KCC project, and the subsequent Thanet Works project. The KCC sponsored KEiBA Apprenticeship of the Year award was won by a Thanet firm who benefitted from the subsequent press coverage.
- 2.19 Table 3e. Thanet has the highest Housing Benefit claimant rate in the South East and is included in a government commissioned survey which is currently underway to examine the impact of Housing Benefit reform (see Appendix 8.6-8.7). Previously unavailable claimant data has been produced at ward level for Margate Task Force to monitor the potential effects of in-migration and an increase in welfare dependent households.

Margate Task Force Team and Multi-Agency Delivery

- 2.20 Substantial effort has gone into establishing a Task Force multi-agency team model since September 2010 (Appendix 4). The core team is based on an enforcement-led approach at a community level, complemented by swift access to partner support agencies.
- 2.21 To date staff deployed to the Task Force have remained line managed and based within their own service structures and are co-ordinated as part of the team.
- 2.22 Task Force activity since October 2010 is detailed in sections 2.22-2.24 and includes:
- Six Cleansweep Operations;
 - Fifteen Task Force led operations including Thanet District Council, Police, UK Border Agency and Kent Fire & Rescue;
 - Visits to 1,105 properties in the Cliftonville area through Your Home, Your Health (YHYH) housing improvement initiative, with successful completion of 378 full inspections (33% access rate);
 - Technical fire safety inspections of all communal areas as part of YHYH and referrals to Community Fire Safety for follow up within properties. One third of communal hallways have had significant fire safety deficiencies.

Streetscene enforcement

- 2.23 A large volume of enforcement activity against landlords and property owners has been undertaken by Thanet DC Streetscene Officers since October 2010 to deal with littering and fly-tipping. Anecdotal evidence suggests that environmental improvements have

been achieved, with greater residents' satisfaction levels. Further hard evidence will be collated to measure progress.

	Call outs	PDPA	Section 46
Margate Central	229	39	34
Cliftonville West	602	147	158
Total	831	186	192

Crime and anti-social behaviour

- 2.24 Between September 2010 and August 2011 crime in Thanet has reduced by 2.2% (Appendix 5), notably in less burglary and vehicle crime. Thanet's crime reduction target for April 2011-March 2012 is 2%.
- 2.25 The most recent year on year comparison for Margate Central and Cliftonville West (Table 5b) bucks this trend, showing an overall increase in crime of 8.3%. Cliftonville West persistently has the highest crime rate in the county and the largest numbers of young people known to the Youth Offending Service (YOS) live in the area (Appendix 6).
- 2.26 While burglary and car crimes are lower, there are significant increases in theft, shoplifting and violence against the person. Increase in offences is partially due to a review of crime reports to give a true picture of offences in the wards.
- 2.27 Between April 2010 and March 2011 there was an 18.49% reduction in young offenders across Kent and Thanet on the previous year (Table 6a). However, data for the period July 2010 to July 2011 shows an increase in young offenders living in Cliftonville West.
- 2.28 New entrants to the Youth Justice System has likewise declined Kent and Thanet-wide (table 6d). The number has reduced in Margate Central but remains constant in Cliftonville West (table 6e). Offences committed are however lower both district and across the tow wards (tables 6f & 6g).
- 2.29 Integrated Offender Management (IOM) is central to crime reduction strategies particularly as Thanet is home to the highest number of adult offenders in Kent. In June 2011 there were 762 statutory offenders living the district, half of whom were living in Margate & Cliftonville.

- 2.30 Within this context, there has been concerted Task Force policing activity. Since January 2011 the police team has arrested 118 individuals for a range of offences from breach of bail to grievous bodily harm and robbery. The 'positive disposal' rate for these offenders currently stands at 78%.
- 2.31 The team has worked to identify and remove non UK nationals from within the community who are wanted in their country of origin – arresting and removing three individuals to date on European Arrest Warrants. Request for a further three EAWs have been submitted.
- 2.32 Other enforcement includes:
- Tenant related anti-social behaviour (ASB), using a variety of methods in partnership with Thanet District Council to remove or reduce the disruption to other residents;
 - In addition 107 ASB cases have been dealt with by Thanet DC resulting in 67 ASB incident diaries issued to the public, 25 ASB warning letters and 19 Anti-Social Behaviour Agreements (ABAs);
 - Execution of drugs warrants;
 - Working with HM Customs and Excise illegal to tackle supply of non-duty paid alcohol;
 - Targeting of prostitution and brothels;
 - Working with Education Welfare Officers and local schools, which has identified over 150 children not attending school or without a school place.
- 2.33 Policing priorities include:
- Tackling sexual exploitation of children/Human trafficking and bonded service
 - Drug and alcohol misuse and impact on crime
 - Intra-European offender management
 - Social cohesion and community engagement, including the development of Neighbourhood Resolution Panels.
- 2.34 Developments are currently underway to significantly strengthen delivery effort on the ground and to achieve a swifter, more proactive multi-agency response to dealing with day to day demands on public services:
- Additional Police resources are to be deployed from mid-November to tackle the continued challenges in combatting crime and anti-social behaviour;
 - Thanet District Council have made a fourth floor annex available in the council offices for the co-location of multi-agency staff to improve information sharing, tactical planning and delivery;
 - Integration of IOM within Thanet Community Safety Unit and closer partnership working with Youth Offending Service and Probation as part of co-location will enhance crime reduction efforts;
 - A review of progress, activity planning and clear success criteria is underway with a view to mobilising and realigning further resources from partner agencies;

- Improved alignment of the Task Force with the housing intervention programme to pre-empt emerging needs at a neighbourhood level – a “team around the locality”.

Placement of Looked After Children

- 2.35 The number of children placed by other local authorities in Thanet and the two wards continues to remain high (Appendix 7). KCC Specialist Children’s Services Cabinet Member, Jenny Whittle, met Children’s Minister Tim Loughton in September to gain government commitment to pursuing Local Authorities who continue to place in Thanet and other parts of Kent.
- 2.36 Further work is required to look at accommodation and support of care leavers from other Local Authorities placed in Cliftonville and Margate, who are at high risk of teenage pregnancy, offending and worklessness.

Inward migration of vulnerable groups

- 2.37 Inward migration remains a significant factor contributing to the demographics and deprivation levels in Margate Central and Cliftonville West and there are a number of policy risk areas which require high level advocacy at government level (Appendix 8)
- 2.38 Increasing numbers of non UK Nationals from A10 Eastern European states are placing public services in Margate under significant pressure. An integrated strategy is needed to approach the problems faced by district and county councils, schools, police

- 2.39 and other agencies of the growing number of workless migrant families living in the area with no recourse or limited access to public funds. Work has started on this in conjunction with the South East Network for Migration and KCC Specialist Children's Services.

Health and addressing health inequalities

- 2.40 A separate piece of work is underway to review Health aims and objectives in Margate Central and Cliftonville West, updating baseline data and success criteria. Work is also in progress to improve the integration of health resources with the Task Force team model.
- 2.41 A focus on adults facing chronic exclusion is in development in partnership with Health, Adult Social Services and Mental Health, pulling together statutory and voluntary resources to support and monitor people at risk of slipping through the net.
- 2.42 Researchers from the University of Greenwich are currently completing a project on the health impacts on families with young children living in poor quality private sector housing in Cliftonville, which will provide evidence on which to further develop community based health initiatives.

3. National government policy context

- 3.1 There are a number of areas of emerging government legislation which present opportunities and threats to socio-economic regeneration efforts in Margate, including:
- Local Enterprise Partnerships (LEPs) and Enterprise Zones
 - Localism Bill
 - Welfare Reform Bill
 - Public Service Reform White Paper
 - Health and Social Care Bill
- 3.2 Further details of the current policy framework are set out in Appendix 8.

4. Resource Implications for KCC

- 4.1 KCC has pooled joint funding for Margate Task Force programme management role with Thanet District Council. £180K has been allocated to date, to cover a two year fixed term contract. This also supports full time administrative support.
- 4.2 £500K PRG funding was allocated to Thanet District Council in August 2010 to fund additional housing enforcement. A further £10 million is committed to the Housing Intervention initiative.
- 4.3 KCC directorates have aligned resources to the team effort as detailed in Appendix 4. KCC services primarily work through existing referral mechanisms in order to access resource in the area – for example Specialist Children's and Adult Services. At

operational management level, a range of KCC officers are fully engaged and involved in strategy work.

5. Recommendations

- 5.1 The scale and challenge of the work in Margate cannot be underestimated, nor the need for clear strategy and continued resource allocation towards the effort across KCC directorates and partners.
- 5.2 To note the contents of this report and its appendices in order to consider:
- core priorities of the work in Margate Central and Cliftonville West and progress to date;
 - delivery model, leadership and resources for addressing these priorities;
 - relationships with and expectations of partners;
 - opportunities and risks within coalition government policy in taking the effort forward.

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Appendices:

Appendix 1 Indices of Multiple Deprivation

Appendix 2 Margate Task Force Priorities

Appendix 3 Data: Worklessness and Welfare Dependency

Appendix 4 Margate task Force Team Structure

Appendix 5 Data: Crime

Appendix 6 Data: Youth Offending

Appendix 7 Data: Looked After Children and Care Leavers

Appendix 8 National Policy Framework – a summary

APPENDICES

APPENDIX 1

Table 1. Indices of Multiple Deprivation 2010 – Kent District Rankings & Trends

District-wide Trend						
District	Kent (ranking of 12)			England (ranking of 354)		
	2004	2007	2010	2004	2007	2010**
Thanet	1	1	1	85	65	49
Shepway	3	3	2	131	123	97
Swale	2	2	3	130	116	99
Dover	4	5	4	154	153	127
Medway	N/A	N/A	N/A	160	150	132
Gravesham	5	4	5	158	142	142
Canterbury	7	7	6	190	198	166
Dartford	6	6	7	170	186	175
Ashford	8	8	8	233	227	198
Maidstone	9	9	9	270	248	217
Tunbridge Wells	10	10	10	283	273	249
Tonbridge & Malling	12	11	11	304	281	268
Sevenoaks	11	12	12	303	295	276

** Due to Local Government reorganisation, 2010 national figures out of 326 LAs, not 354

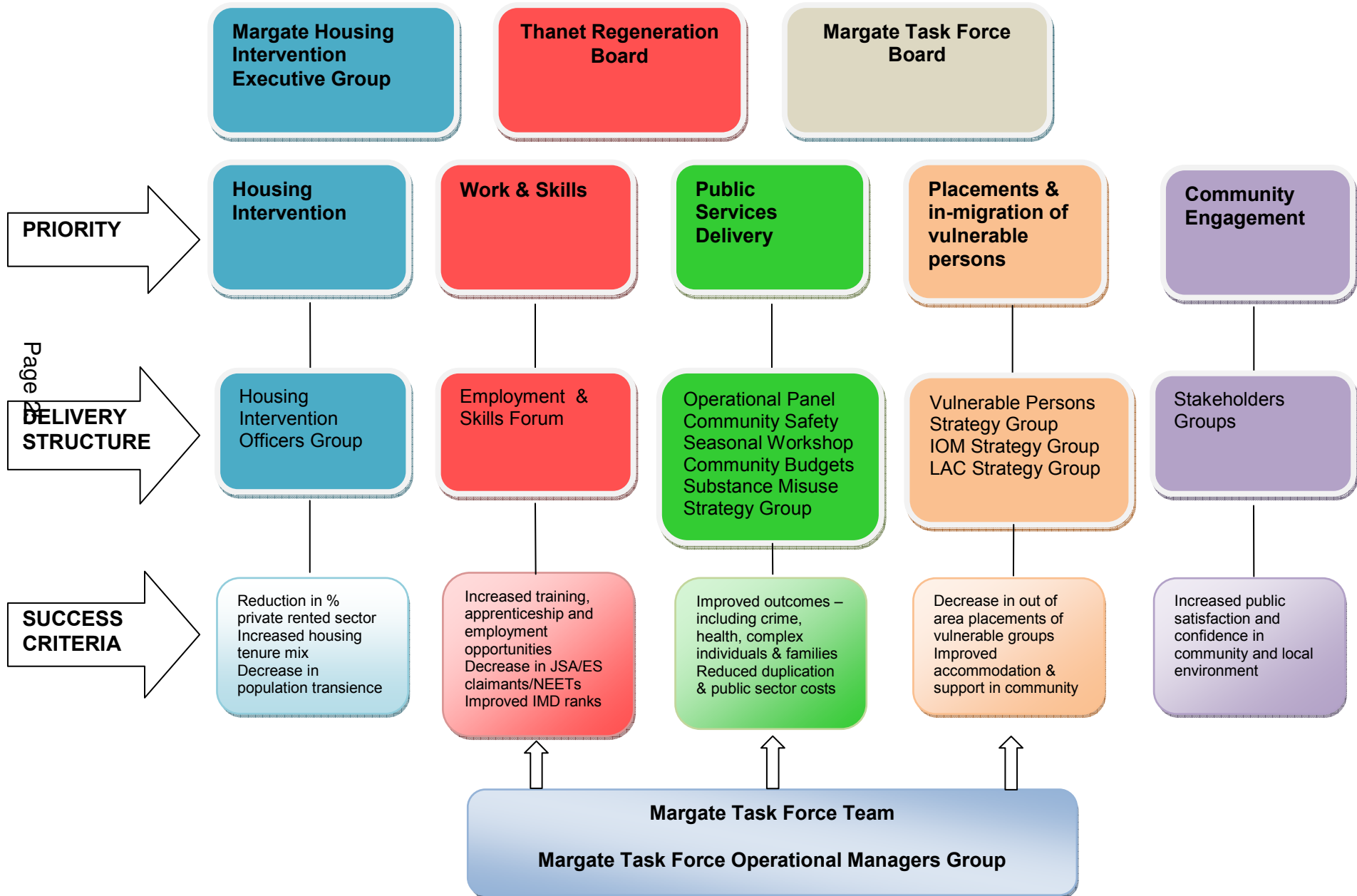
Table 2. Analysis of Margate Central & Cliftonville West by Lower Super Output Areas (LSOAs)

LSOA	Thanet (of 84)			Kent (of 1047)			South East (of 5319)			England (of 32482)		
	2004	2007	2010	2004	2007	2010	2004	2007	2010	2004	2007	2010
Margate Central (West)	1	2	1	1	2	1	1	2	1	357	192	22
Cliftonville West (North)	2	3	2	2	3	2	2	4	2	404	399	33
Margate Central (North)	3	1	3	3	1	3	9	1	3	829	167	81
Cliftonville West (East)	5	5	4	6	5	4	27	11	11	1777	670	339
Cliftonville West (Central)	4	4	5	5	4	7	21	9	18	1416	631	595

Source: The English Indices of Deprivation 2010

APPENDIX 2

MARGATE TASK FORCE 2011-12 PRIORITIES, DELIVERY STRUCTURE AND SUCCESS CRITERIA



APPENDIX 3

Worklessness and Welfare Dependency

Table 3a. Number of Newly Unemployed People Claiming Jobseekers Allowance

Newly Unemployed			
	Sept 2010	April 2011	Sept 2011
Thanet	830	960	awaited
Cliftonville West	120	130	awaited
Margate Central	80	90	awaited

Table 3b. Number of People Claiming Jobseekers Allowance

JSA Register			
	Sept 2010	April 2011	Sept 2011
Thanet	3927	4382	4587
Cliftonville West	679	757	820
Margate Central	372	436	448

Table 3c. Number of 18-24 Year Olds Claiming Jobseekers Allowance

JSA Register 18-24 Year Olds			
	Sept 2010	April 2011	Sept 2011
Thanet	1130	1265	1490
Cliftonville West	185	200	235
Margate Central	105	135	130

Source: NOMIS

Table 3d. Number of 16-18 Year Olds Not in Education, Employment or Training (NEET)

16-18 Year Old NEETs				
	March 2010	Sept 2010	March 2011	Sept 2011
Thanet	292	251	323	338
Cliftonville West	40	43	50	55
Margate Central	25	29	27	32

Source: Connexions October 2011

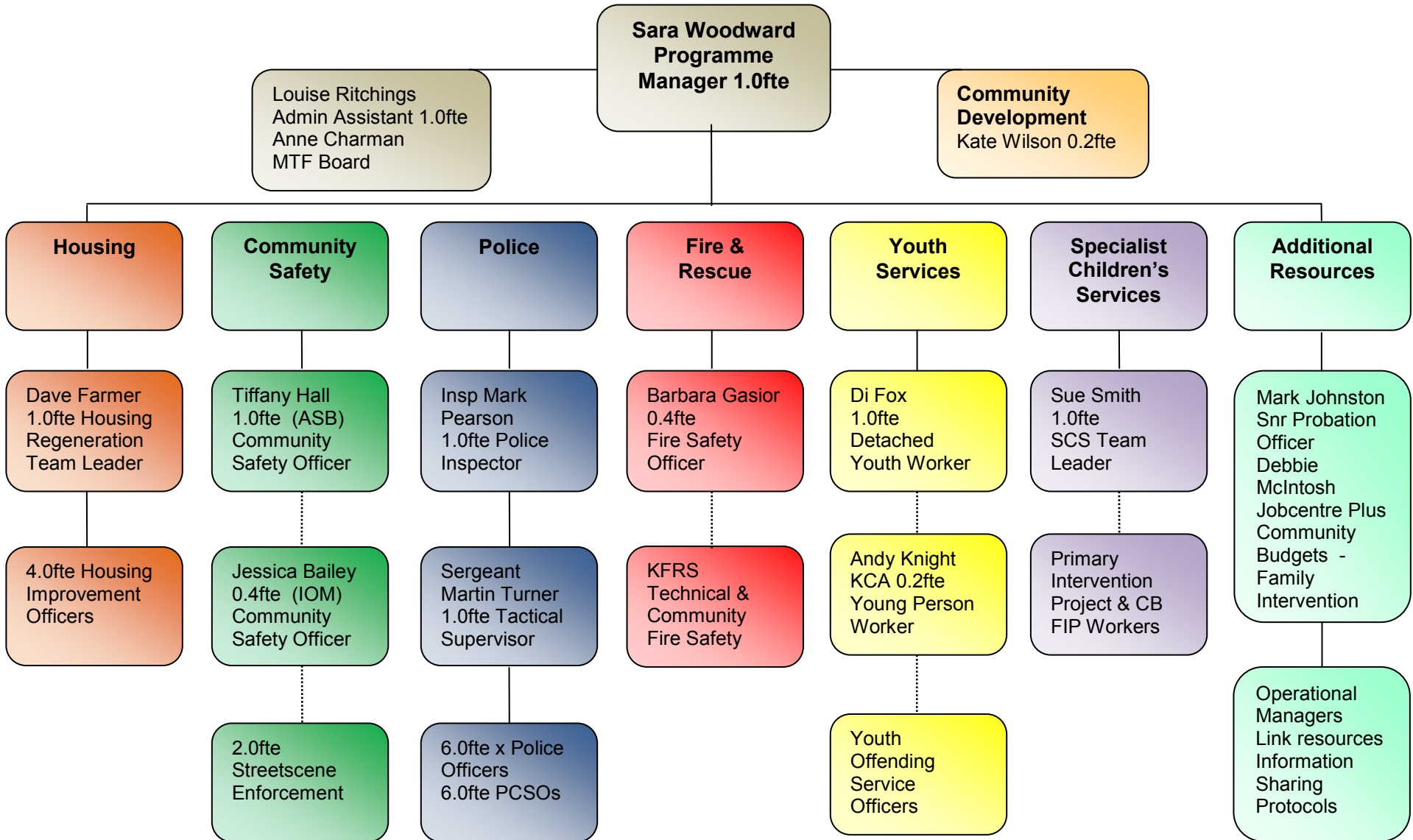
Table 3e. Households claiming Housing Benefit

Number of Households Claiming Housing Benefit			
	October 2009	October 2010	October 2011
Thanet	18533	19386	19924
Cliftonville West	u/a	u/a	2435
Margate Central	u/a	u/a	1585

Source: Revenue & Benefits, East Kent Services (October 2011)

APPENDIX 4

MARGATE TASK FORCE – TEAM STRUCTURE AND SWIFT ACCESS TO MULTI-AGENCY RESOURCES



APPENDIX 5

Table 5a. Crime and Incidents in Thanet: September 2010 to August 2011

THANET	Sept-Aug 2009	Sept-Aug 2010	Sept-Aug 2011	Number Difference	% Difference	Per 1000 Population	County Position
All crime	10908	10882	10646	-236	-2.2%	80.55	13
Burglary Dwelling	764	983	736	-247	-25.1%	12.61	13
Burglary Other	502	642	609	-33	-5.1%	4.61	8
Robbery	131	109	135	26	23.9%	1.02	13
Violence Against the Person	2662	2117	2303	186	8.8%	17.42	13
Sexual Offences	172	141	133	-8	-5.7%	1.01	13
Violent Crime	2965	2367	2571	204	8.6%	19.45	13
TFMV	660	785	661	-124	-15.8%	5.00	11
TOMV	273	210	154	-56	-26.7%	1.17	6
Vehicle Crime	933	995	815	-180	-18.1%	6.17	10
Criminal Damage	2344	2374	2146	-228	-9.6%	16.24	13
Theft & Handling Stolen Goods	2605	2760	2802	42	1.5%	21.20	12
Drug Offences	302	307	435	128	41.7%	3.29	13
Fraud & Forgery	267	232	345	113	48.7%	2.61	9
Deliberate Primary Fires	96	108	80	-28	-25.9%	6.05	9
Deliberate Secondary Fires	213	119	191	72	60.5%	14.45	11
DA: Number of incidents	2508	2469	2719	250	10.1	26.26	13
DA: Number of Repeat Victims	u/a	587	652	65	11.1%	6.30	13
DA: % of Repeat Victims	u/a	23.8%	24.0%	0.2			8
Offences Committed Against All Victims	n/a	9250	8559	-691	-7.5%	64.76	13
Offences Against Repeat Victims	n/a	1789	1699	-90	-5.0%	12.85	13
Repeat Victim Rate	n/a	19.3%	19.9%	0.6			12

Source: KCC Community Safety Unit: Rolling Year Performance Exceptions Report August 2011

APPENDIX 5

Table 5b. Crime and Incidents in Margate Central & Cliftonville West: April to September 2011 Compared to April-September 2010

Ward	All Crime April-Sept 2011	Number Difference	% Difference
Cliftonville West	795	69	9.5%
Margate Central	767	51	7.1%
Total	1562	120	8.3%
To achieve 2% reduction for year	1350	212	16.0%
% of District Crime (reduce to 23%)		27.4%	4.4%
Category	April-Sept 2011	Number Difference	% Difference
Burglary Dwelling	129	-27	-17.3%
Burglary Other	49	-42	-46.2%
Criminal Damage	278	19	7.3%
Drug Offences	49	-10	-16.9%
Fraud and Forgery	33	9	37.5%
Other Crime (misc.)	23	---	---
Robbery	31	15	93.8%
Sex Offences	21	16	320.0%
Shoplifting	160	45	37.9%
Theft From Motor Vehicle	69	-20	-22.5%
Theft	273	70	34.5%
Theft of Motor Vehicle	20	3	17.6%
Theft of Pedal Cycle	31	7	29.2%
Vehicle Interference	5	-6	-54.5%
Violence against the Person	391	42	12.0%

Source: Margate Task Force Police Update 7/10/11 – provisional data

APPENDIX 6

Youth Offending

Table 6a. Offender Profile by District and Gender

District	April 2009 to March 2010			April 2010 to March 2011			% Change
	Female	Male	All	Female	Male	All	
Ashford	71	177	248	44	136	180	-27.4%
Canterbury	55	158	213	52	144	196	-7.98%
Dartford	48	152	200	36	122	158	-21.00%
Dover	96	214	310	73	172	245	-20.97%
Gravesham	68	175	243	46	185	231	-4.94%
Maidstone	101	220	321	46	182	228	-28.97%
Sevenoaks	43	116	159	26	78	104	-34.59%
Shepway	93	193	286	62	180	242	-15.38%
Swale	126	264	390	75	200	275	-29.49%
Thanet	112	299	411	60	275	335	-18.49%
Tonbridge & Malling	65	142	207	53	149	202	-2.42%
Tunbridge Wells	41	106	147	38	111	149	1.36%
No Fixed Abode	0	4	4	1	6	7	n/a
Out of County	123	327	450	95	268	363	-19.33%
Unknown	0	1	1	1	1	2	n/a
Total	1042	2548	3590	708	2209	2917	-18.75%

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Table 6b. Offender Profile Top 10 Wards in Kent July 2009 to June 2010

Ward	Female	Male	Total
High Street (Maidstone)	11	37	48
Shepway North (Maidstone)	10	34	44
Ciftonville West (Thanet)	9	34	43
Buckland (Dover)	13	24	37
Folkestone Foord (Shepway)	11	26	37
Dane Valley (Thanet)	12	24	36
Maxton, Elms Vale and Priory (Dover)	16	20	36
Swanscombe (Dartford)	14	20	34
Singlewell (Gravesham)	5	28	33
Sheerness West (Swale)	11	21	32
Total	112	268	380
Margate Central	5	22	27

Table 6c. Offender Profile Top 10 Wards July 2010 to June 2011

Ward	Female	Male	Total
Ciftonville West (Thanet)	12	39	51
Shepway North (Maidstone)	9	29	38
Buckland (Dover)	13	24	37
High Street (Maidstone)	8	25	33
Dane Valley (Thanet)	6	25	31
Maxton, Elms Vale and Priory (Dover)	11	20	31
St. Radigunds (Dover)	6	24	30
Singlewell (Gravesham)	7	22	29
Margate Central (Thanet)	4	22	26
Folkestone Harbour (Shepway)	4	21	25
Total	80	251	331

APPENDIX 6

Table 6d. First Time Entrants to the Youth Justice System by District

District	April 2009 to March 2010			April 2010 to March 2011			% change
	Female FTEs	Male FTEs	All FTEs	Female FTEs	Male FTEs	All FTEs	
Ashford	55	86	141	31	70	101	-28.4
Canterbury	32	85	117	37	85	122	4.3%
Dartford	37	90	127	27	41	68	-46.5%
Dover	70	116	186	51	91	142	-23.7%
Gravesham	51	100	151	35	96	131	-13.2%
Maidstone	77	116	193	20	76	96	-50.3%
Sevenoaks	38	66	104	20	46	66	-36.5%
Shepway	68	105	173	39	103	142	-17.9%
Swale	97	146	243	53	120	173	-28.8%
Thanet	66	147	213	43	130	173	-18.8%
Tonbridge & Malling	57	82	139	43	87	130	-6.5%
Tunbridge Wells	31	67	98	30	59	89	-9.2%
No Fixed Abode/NK	1	4	5	1	5	6	20.0%
Total	680	1210	1890	430	1009	1439	-23.9%

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Table 6e. First Time Entrants to the Youth Justice System in Thanet

First Time Entrants to the Youth Justice System in Thanet			
Thanet Wards	Apr09 - Mar 10	Apr10 - Mar 11	Grand Total
Ciftonville West	21	22	43
Dane Valley	19	16	35
Margate Central	18	12	30
Newington	14	10	24
Eastdiff	10	13	23
Westgate-on-Sea	11	12	23
Central Harbour	13	8	21
Salmestone	12	9	21
Sr Moses Montefiore	12	9	21
Northwood	10	7	17
Birchington South	9	7	16
Ciftonville East	12	4	16
Viking	8	6	14
St Peters	8	5	13
Garlinge	4	7	11
Beacon Road	6	4	10
Nethercourt	6	4	10
Westbrook	5	5	10
Thanet Villages	6	2	8
Bradstowe	2	4	6
Cliffsend and Pegwell	4	2	6
Birchington North	1	2	3
Ward not known		3	3
Kingsgate	2		2
Grand Total	213	173	386

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Table 6f. Number of Offences by District April 2010 to March 2011

District	1 April 2009 to 31 March 2010	1 April 2010 to 31 March 2011	% Difference
Ashford	391	331	-15.35%
Canterbury	370	368	-0.54%
Dartford	310	255	-17.74%
Dover	521	384	-26.30%
Gravesham	431	443	2.78%
Maidstone	496	391	-21.17%
Sevenoaks	275	182	-33.82%
Shepway	479	434	-9.39%
Swale	622	506	-18.65%
Thanet	772	664	-13.99%
Tonbridge & Malling	326	356	9.20%
Tunbridge Wells	248	254	2.42%
No Fixed Abode	7	15	114.29%
Out of County	893	778	-12.88%
Unknown	1	2	100.00%
Total	6142	5363	-12.68%

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Table 6g. Offences in Thanet by Ward April 2010 to March 2011

Offences in Thanet			
Thanet Ward	1 April 2009 - 31 March 2010	1 April 2010 - 31 March 2011	% Difference
Ciftonville West	114	95	-16.67%
Margate Central	67	59	-11.94%
Dane Valley	53	59	11.32%
Central Harbour	55	54	-1.82%
Newington	66	37	-43.94%
Sr Moses Montefiore	50	42	-16.00%
Eastdiff	42	41	-2.38%
Westgate-on-Sea	50	30	-40.00%
Northwood	38	40	5.26%
Salmestone	28	29	3.57%
Viking	24	30	25.00%
Beacon Road	34	14	-58.82%
Garlinge	16	26	62.50%
Westbrook	17	20	17.65%
St Peters	20	11	-45.00%
Cliffsend and Pegwell	18	10	-44.44%
Ciftonville East	19	9	-52.63%
Thanet Villages	11	17	54.55%
Birchington South	14	12	-14.29%
Bradstowe	16	9	-43.75%
Nethercourt	5	18	260.00%
Birchington North	8	2	-75.00%
Kingsgate	7		n/a
Grand Total	772	664	-13.99%

APPENDIX 7

Looked After Children and Care Leavers

Table 7a. Looked After Children from Other Local Authorities

District	August 2010	August 2011
Swale	217	229
Thanet	237	222
Canterbury	158	162
Ashford	132	122
Dartford	98	112

Source KCC Management Information Unit, October 2011

In August 2001 there were 1358 OLA LAC placed in Kent in August 2011 by over 80 LAs, including London Boroughs.

Table 7b. Kent 16+ and Care Leavers

	Oct 2010	Oct 2011
Number 16+ LAC East Kent	99	132
Number Care leavers East Kent	222	215
Number 16+ LAC Thanet	43	52
Number Care Leavers Thanet	78	74
Number 16+ LAC Margate	15	22
Number Care Leavers Margate	34	34

Source Catch 22 16plus, October 2011

Table 7c. Common Assessment Framework (CAF)

Local Children's Trust target to increase numbers of children subject to common assessment and to reduce referrals to Social Services which do not go through to initial assessment (this data is not yet available)

CAFs completed				
Year	Totals	Age 0-7	Age 8-13	Age 14-19
2009-10	140	46	82	12
2010-11	161	46	91	24
2011 (to end Sept)	102	39	54	9
	403	131	227	45

Source KCC Early Intervention Co-ordinator (Thanet), October 2011

APPENDIX 8

National Government Policy Framework

- 8.1 There are a number of areas of emerging government legislation which present opportunities and threats to socio-economic regeneration efforts in Margate, including:
- Local Enterprise Partnerships (LEPs) and Enterprise Zones
 - Localism Bill
 - Welfare Reform Bill
 - Public Service Reform White Paper
 - Health and Social Care Bill
- 8.2 **Local Enterprise Partnerships (LEPs) and Enterprise Zones** – in the wake of the Pfizer closure at Sandwich, East Kent's designated Enterprise zone will get simplified planning rules, super-fast broadband and tax breaks for businesses to promote growth.
- 8.3 The **Localism Bill** proposes new freedoms and flexibilities for local government, and new rights and powers for local communities. The Bill introduces a right for local communities to influence planning decisions through Neighbourhood Plans and the power to deliver developments through community right to build. 'Meanwhile' uses for empty buildings allows a vacant space to be put into good use for the benefit of the community while a permanent solution is found – for example new shops, business start ups, community projects.
- 8.4 Other areas of relaxation in planning laws carry risks for the housing intervention in Margate, in particular regulations on houses in multiple occupation (HMOs). Oversupply of HMOs in Cliftonville currently attracts a large population of single vulnerable people. The legal framework has now been further eased so that change of use from a dwelling house to a smaller HMO does not require planning permission.
- 8.5 Reform of homelessness legislation in The Localism Bill will also impact adversely on coastal areas. It will allow local authorities to meet their homelessness duty by placing households in private sector homes. Under the current rules, people who become homeless are able to refuse offers of accommodation in the private rented sector, and insist that they are housed in temporary accommodation until a long term social home becomes available. In the context of significant rises in homelessness in many London boroughs in January-March 2011, and Housing Benefit reform, out-of-area placement of homeless households in cheaper private rented accommodation is inevitable.
- 8.6 The **Welfare Reform Bill** signals a sea change in the existing welfare system with the introduction of Universal Credit, a single streamlined benefit, reforms of Employment and Support Allowance (formerly Incapacity Benefit) and Housing Benefit. These changes will have very significant impacts in the two wards given the high levels of welfare benefits dependency, entrenched worklessness and incapacity.
- 8.7 Housing Benefit caps, combined with changes to HMO and homelessness legislation are also predicted to stimulate further migration of disadvantaged households to coastal and low cost housing areas.
- 8.8 The government's **Public Service Reform White Paper** will be the motor driving the coalition's vision for the **Big Society**. This agenda includes creating and expanding mutuals, co-operatives, charities and social enterprises and giving communities and

APPENDIX 8

public employees more involvement in running public services. The white paper will build on the major reforms in the NHS, schools, welfare and justice, inextricably linked to the government's deficit reduction plan and the need to deliver more efficiency and value for money.

- 8.9 Further work needs to be undertaken on neighbourhood planning in Margate Central and Cliftonville West on a multi-agency basis which addresses the potential of the Public Services reform agenda in reconfiguring provision at locality level through voluntary, community and faith groups.
- 8.10 Transformational reform in commissioning and provision of NHS in the **Health and Social Care Bill** has major implications for Margate, where health inequalities across all age groups are cause for concern, and the needs of vulnerable adults and older people place existing services under significant pressure.

To: Customer & Communities Policy Overview & Scrutiny Committee

From: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

Date: 18th November 2011

Subject: Apprenticeship Strategy Update

Classification: Unrestricted

Summary:

This paper outlines the progress made in the Apprenticeship Strategy. The Strategy can be found in the appendix.

Members are asked to NOTE and COMMENT on the Apprenticeship Strategy.

1. Introduction

- 1.1 Cabinet agreed the Kent Apprenticeship Strategy 2011 -2014 on 20 June 2011 – please see Item 8 Appendix.
- 1.2 The vision outlined in the strategy is:
To make apprenticeships the skills option of choice for young people and employers.
- 1.3 Our objectives in achieving this vision are to :
- Raise awareness of the value of apprenticeships
 - Support the businesses of Kent to offer apprenticeships
 - Support young people in applying for and undertaking an apprenticeship
- 1.4 One of the biggest challenges faced is that of getting enough employers to offer apprenticeship opportunities to young people. Five areas of strategic focus were identified in the strategy in order to focus action in these areas, these are :
- Employer Engagement & Support
 - Young People Engagement & Support
 - Kent Success & Wider Public Sector
 - Specialist Delivery
 - Strategic Development

This paper will detail progress in each of these areas.

2. Employer Engagement & Support

- 2.1 As mentioned above, the key to growing the number of apprenticeships delivered in Kent is to increase the number of employers willing to offer opportunities. The strategy outlines the need to, in particular, focus support on SMEs.
- 2.2 A pilot support service (outlined in section 2.1 of the strategy) has been developed and has been operating in a limited capacity since last September to coincide with the launch of the Canterbury 100 in 100 Campaign. This service has been promoted through all of our work, including further 100 in 100 campaigns in Swale and West Kent and through our presence at Kent 2020. So far the service has met 223 employers, resulting in 106 apprenticeships which have already started. A further 143 are in development and working with a training provider. This gives a conversion rate of apprenticeships per meeting of 112%, and fully justifies delivering a personal service to SMEs.
- 2.3 The three 100 in 100 Campaigns were started at different times of the year but so far progress is as follows :
- Canterbury 101 apprenticeships secured in 100 days
 - Swale 75 apprenticeships secured in 58 organisations
 - West Kent 103 opportunities secured in 53 companies
- 2.4 These campaigns have seen the Supporting Independence Programme team developing strong working relationships with local partners, in particular the economic development teams in the 5 districts covered. We are also in the process of developing a project with Shepway, supporting them to deliver their economic development aims.
- 2.5 In addition to the support service the unit have been busy promoting apprenticeships to business through a variety of events including the 100 in 100 campaigns mentioned above, the Apprenticeship Zone at Kent 2020 (this was featured on BBC S.East), the introduction of the Kent Apprenticeship of the Year (as part of the KEiBA Awards – which was won by Ellora Scriven), and attendance at business events and networking events.
- 2.6 We are currently in the process of letting a marketing contract that has three key aims :
- To promote apprenticeships to business
 - To promote apprenticeships to young people and their influencers
 - To promote the service that Kent Apprenticeships provide to SMEs
- 2.7 It is intended that this marketing arrangement will drive up the number of referrals to the support service, whilst resources are available to increase the number of business support officers.

3. Young People

- 3.1 The marketing contract mentioned above will target young people and ensure they can access advice and guidance on apprenticeships.
- 3.2 Since the strategy was agreed the unit has been active promoting apprenticeships directly to young people through the following avenues :
- Organising an event for employers with apprenticeship opportunities to meet young people in West Kent (70 young people attended, 8 employers and training providers)

- Apprenticeship Master Class (in conjunction with 14-19 Unit)
- Representation at West Kent, and Romney Marsh Skills Fests
- Talks on apprenticeships given at 4 schools
- Learner event in Swale
- Talks to Job Centre Plus staff so that they can advise their clients on apprenticeships
- Job Centre Plus apprenticeship event in Dover

4. Kent Success and Wider Public Sector

- 4.1 The performance of Kent Success (KCC's internal apprenticeship programme) was detailed in a report to this committee on 8 July 2011. The latest figures since the launch of Towards 2010 show 466 young people have started apprenticeships in KCC and 88 are currently studying for their apprenticeship.
- 4.2 Within the strategy there is an action to develop career pathways attached to apprenticeships, and this is being delivered as a pilot through the development of 12 Youth Work apprenticeships, one in each district. These opportunities are currently being recruited to. This has seen the unit identify a specialist training provider that is able to deliver according to the needs of the Integrated Youth Support Service.

This pilot will be evaluated with the intention of expanding the approach to other career pathways within the council, as identified in the strategy.

- 4.3 As detailed above we have developed strong relationships with district councils through our promotional work and have supported them in increasing the number of apprenticeships within their districts, and also within their own organisations. We will be expanding this through support for Shepway going forward.
- 4.4 We will shortly be meeting with colleagues from the Health service to discuss how we can support them to expand the number of apprenticeships they deliver.

5. Specialist Delivery

- 5.1 This focus is currently being delivered through the Vulnerable Learner project which is the subject of a separate paper on the agenda.

6. Strategic Development

- 6.1 Strong progress has been made in two parts of this focus area, namely:
- Opportunities for External funding
The unit has lead on an Interreg European Funding bid, pulling together a partnership from four countries to work together to grow the number of apprenticeships. We have bid for £500,000 of funding to cover a two year period. If we are successful this funding will allow us to expand the support service for SMEs, the marketing work, and the support for young people. A decision on our bid will be made in November.
 - Promotion of KCC work to national/international audiences – during the past year three members of the team have spoken at separate national

conferences, whilst our work has featured on regional television news on two occasions. The SIP Manager is supporting Katherine Kerswell in her role on the ACEVO (Association of Chief Executives of Voluntary Organisations) Commission on Youth Unemployment, ensuring that the good practice we have developed is being fed into potential national solutions to this challenging area. Kent Success has also featured in a European study into flexible employment systems.

7. Conclusion

- 7.1 Since the apprenticeship strategy was signed of in June there has been considerable progress towards achieving the actions outlined in the associated action plan. We are well on the way to achieving our overriding first year objective of building a strong platform for future growth in apprenticeships.

8. Recommendations

- 8.1 POSC Members are asked to NOTE and COMMENT on the progress to date.

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Kent Apprenticeship Strategy

2011 - 2014

1. Introduction

Our vision is to make apprenticeships the skills option of choice for young people and employers.

Our objectives in achieving this vision are to:

- Raise awareness of the value of apprenticeships
- Support the businesses of Kent to offer apprenticeships
- Support young people in applying for and undertaking an apprenticeship

Apprenticeships remain central to providing a skilled workforce and KCC is in a unique position to be able to promote and provide advice in Kent as well as influence and support businesses in all sectors to take on Apprentices.

Through this strategy our primary goal is to increase the number of Apprenticeships that are undertaken by young people in Kent. We will work in partnership with a number of organisations both internal and external to KCC, promoting the benefits of Apprenticeships but also filling gaps in delivery such as helping employers, particularly small employers overcome the hurdles of recruiting Apprentices.

This strategy will have a key role in delivering Bold Steps for Kent, with its work impacting on all three priorities. Whether it is delivering a skilled workforce to help the economy grow, helping tackle disadvantage by developing specialist apprenticeship models for vulnerable learners, or giving young people the tools to take control of their lives.

1.1 National Context

The government see Apprenticeships as forming a key part of the skills agenda over the coming years, and as an excellent way for businesses to ensure that they have the skilled workforce that they need. Over the period of the Spending Review up to 2014-15, the further education resource will be reduced by 25%, however there will be an expansion of apprenticeships, including adult apprenticeships, where an extra 75,000 places will be available by 2014-15.

There will be an increased focus on achievements at a higher level, with Level 3 Apprenticeships being the level to which learners and employers aspire. Whilst there will also be an effort to ensure that there are clear routes from Apprenticeships to higher level training including, but not exclusively Level 4 apprenticeships.

As part of the “Skills for Sustainable Growth” strategy there will efforts to ensure that vocational qualifications reflect the changing needs of employers, and that there is a reduction in the reliance of some sectors of the economy on migration to fill jobs.

Currently the training element of Apprenticeships is fully funded for 16 to 18 year olds, 50% covered for 19 to 24 year olds and not funded at all for 25+ year olds (apart from in a few selected sectors). This means that for young people aged over 19, employers will be required to pay either 50 or 100 per cent of the training costs associated with an Apprenticeship which is a challenge for many employers.

The latest figures for apprenticeship starts (2009/10 academic year) show that nationally 279,700 people started apprenticeships, with 116,800 of those between 16-19, and a further 113,800 19-24 year olds.

1.2 The Kent Landscape

In Kent it has been a priority for the County Council to develop a system of learning that recognises the different aspirations of young people. We committed to, and have delivered, a pioneering 14-16 vocational programme, setting up 25 Vocational Skills Centres across Kent. These centres have enabled 8,500 14-16 year olds to undertake a vocational course. Clearly we are creating a cohort of young people who are ready to move into an apprenticeship.

We have invested in promoting and developing Apprenticeships in Kent, and have made significant progress over the past four years, delivering an additional 1400 Apprenticeships over the period, through a combination of strong leadership by us, excellent partnership working with training providers, and promoting to businesses and the rest of the public sector, all this has been brought together under the banner of Kent Apprenticeships.

The figures for apprenticeship starts in Kent show the impact of the council's efforts over the Towards 2010 period:

	Apprenticeship Starts			
	16-18	19-24	25+	Total
2005/6	1700	1360	N/a	3060
2009/10	2070	2110	840	5020

Although this improvement is to be welcomed, it should be recognised that out of a total cohort of 57,471 16-18 year old learners, only 2070 (6.5%) started an apprenticeship in 2009/10, this clearly shows that there is still significant room for growth. This is highlighted by the fact that last only 3,500 organisations employed apprentices out of a total of almost 50,000 businesses.

The youth unemployment figures for Kent reinforce the need for further action, with 18-24 year olds accounting for 28.6% of all unemployment in Kent (7,780 young people out of a total claimant count of 27,917). The table below shows the trend for youth unemployment since the start of the economic downturn.

	March 2008	March 2009	March 2010	March 2011
No. 18-24 year old claimants	4,300	8,485	8,905	7,780

In Kent we are uniquely placed to meet these challenges with a partnership between KCC, the Kent Association of Further Education Colleges (KAFEC), the Kent Association of

Training Organisations (KATO) and the National Apprenticeship Service (NAS), who work together under the banner of Kent Apprenticeships to deliver a coordinated service for the people of Kent.

The strategy predominantly looks at the development of Apprenticeship opportunities for young people aged 16 to 24 however, it recognises the need to look beyond 24 at adult Apprenticeships and also influence young people at 14 when they are taking key decisions with regards to their future.

2. Meeting the Apprenticeship challenge in Kent

In Kent, there is currently a lack of understanding around Apprenticeships by employers and young people as there have been many changes in recent years and this route is not seen as the skills option of choice for all young people and employers. Many have out-dated knowledge of Apprenticeships and do not understand the current qualification and this in turn puts them off. Parents and teachers do not know the range of Apprenticeships that are available and still hold views that Apprentices are not a positive progression route from school.

Apprenticeships are not necessarily viewed, by either young people or employers, as part of a career pathway for many jobs. Progression through the different levels of Apprenticeships is not actively promoted in all cases and relevant courses at Higher Apprenticeship level are currently very limited.

To address this, we will work with the Kent Apprenticeships Partnership Group to develop an integrated marketing strategy. We will ensure that employers, young people and their influencers have access to the most up to date information regarding Apprenticeships, understand what an Apprenticeship entails, what the pathway into their chosen career may be and what the benefits are, and know what support is available to them.

Alongside raising the profile of Apprenticeships, we will develop support services for both employers and young people to ensure that the Apprenticeship process is simple and straightforward for all.

2.1 Employer Engagement and Support

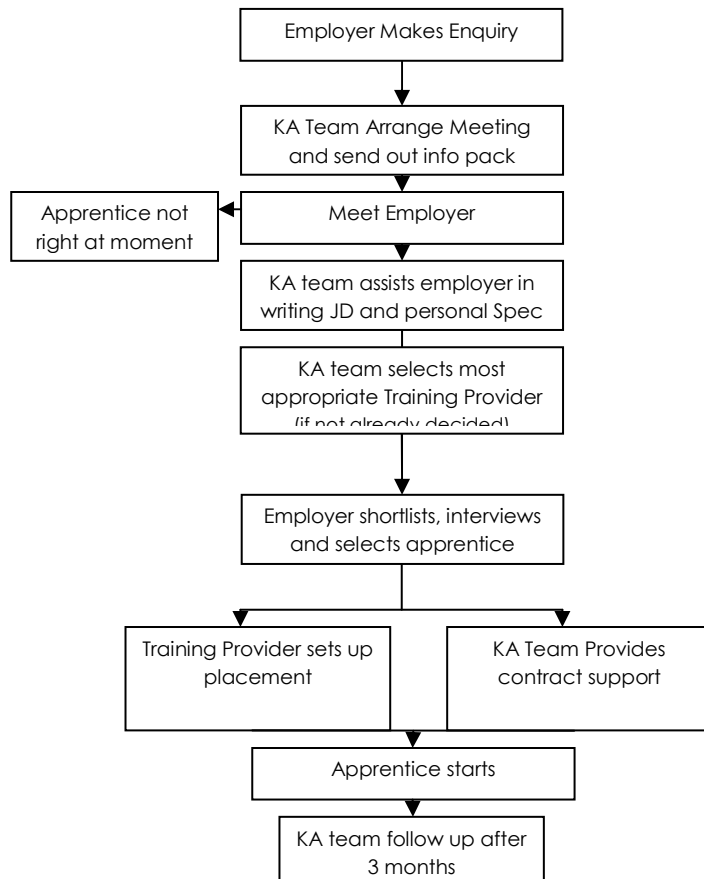
At present the National Apprenticeship Service has the responsibility for providing advice and support to the business community who may be interested in taking on a young person. However due to their limited resources they have decided to focus on employers with over 250 members of staff, as these are fewer and potentially offer a quick win. For the Kent economy this will not deliver the numbers we are seeking to achieve because in Kent 98% of our 50,000 businesses employ less than 100 people.

It is vital to support SMEs as many are reluctant to take on an Apprentice because of the perceived and real bureaucracy involved.

To achieve our ambition of increasing the number of young people participating in an Apprenticeship across the public and private sector, employer engagement and support is vital.

KCC will work with the National Apprenticeship Service to deliver a service to the small and medium size businesses in Kent from initial engagement with employers through to the appointment of an Apprentice.

We will develop a one stop shop for SME employers to ensure that the employment of an Apprentice is a simple and straightforward process. KCC will provide one to one support for employers, guiding them through the process, providing draft contracts and facilitating the relationship with the training provider.



In our work with employers we will encourage them to align the appointment of Apprentices with the academic year so that young people can register an interest in undertaking an Apprenticeship in November, will be interviewed by employers in March and will start their Apprenticeship in September – thus making this route a real progression from school. The period between March and September can be used to prepare the young person for employment. We will also work with employers to create and highlight career pathways for their Apprentices to enable them to progress with organisations.

2.2 Young People Engagement and Support

Currently the Apprenticeship landscape is very confusing for young people and those they turn to for advice. With the creation of the all age careers service, through this strategy, we will meet the challenge of ensuring that young people are able to access impartial information, advice and guidance regarding Apprenticeships.

To ensure young people understand the benefits and opportunities that apprenticeships offer we will work with schools, and other influencers to provide them with up to date and relevant information, including how to access further advice. We will put in place structures for young people that will support them to find an Apprenticeship.

We will work with employers to align their recruitment of Apprentices to the academic year. Young people do not currently have the option to apply for an Apprenticeship as they do for college or sixth form. This also means, in some cases, that there are limited opportunities for young people undertaking vocational courses aged 14-16 to progress into an Apprenticeship post 16. Aligning Apprenticeships recruitment with the academic year will ensure that they are seen as a real progression from school in September.

As mentioned previously, it is important that Apprenticeships are viewed as part of a career pathway; we will work with the Local Enterprise Partnership to identify key skills gaps for the region and particularly the Kent economy and identify how Apprenticeships can be used to fill these gaps. We will work with training providers, colleges and universities in Kent to develop appropriate training, at all levels, which is relevant to Kent Employers.

3. Growing Apprenticeships in Kent County Council and Wider Public Sector

3.1 Kent Success (KCC Apprenticeship Model)

When KCC introduced Kent success four years ago the take up of apprenticeships within the council was limited, and the limited delivery was very much on an ad hoc basis. Over the years the programme has developed and grown so that now there are approximately 80 apprentices employed at any one time. Our target within Bold Steps for Kent is to deliver 350 apprentices over the next four years.

KCC has come to accept apprentices as a valuable commodity, and has recently changed its recruitment policy so that the three entry level grades can only be recruited from an apprenticeship pool, unless there is a strong business case not to do so and having considered employees who are at risk of redundancy.

We will review the existing Kent Success programme, build on the model that has been developed and ensure that it is fit for purpose moving forward.

We will work with business units to develop career pathways in areas where there are, or are likely to be, skill shortages. These pathways should be designed to allow young people to understand how they can progress from entry level to expert.

Possible areas include:

- Trading standards
- Social work
- Youth work
- Early years
- Learning Support within schools
- Planning
- Highways
- Customer Service (Lib, Gateways , Contact Centre)
- IT
- Personnel

- Research & Intelligence

We will look at the progression from Level 2 to Level 3 Apprenticeships within our Kent Success programme to ensure that KCC's Apprentices are progressing and reaching their potential.

3.2 Wider Public Sector

Currently there is limited engagement with Apprenticeships across the wider public sector. Those organisations that have taken on Apprentices have employed very low numbers. This is due to a number of reasons;

- Limited resources to manage apprentices
- Limited budgets
- Changing nature of public sector – move toward becoming commissioning bodies with lower staff numbers

We have worked closely with public sector colleagues to promote apprenticeships and now we would like to develop the Kent Success programme to deliver apprentices to these organisations. This would enable them to train and develop the staff that they need without having to develop the infrastructure, but allowing them access to our knowledge and experience.

A key area of focus will be the health economy which is a large employer in Kent. Working with the Hospital and Community Services NHS Trusts, we will identify areas where there are skills shortages, such as health visiting, and support the development of Apprenticeships in these areas.

3.3 Procurement

The public sector is a large procurer of services within the county and this will become increasingly important as the public sector moves to become commissioner rather than a deliverer of services.

Kent County Council will include in its contracts over £1 million a requirement that the provider must deliver 1 apprenticeship opportunity per £1m spend on labour.

We will offer to provide support and guidance for bidders and contract winners on how they can meet these obligations.

Where contracts are less than £1m, but where the council has an aggregate spend higher than this, we will support Members and senior officers to promote apprenticeships to these suppliers.

Once this process is up and running we will work with other public sector partners in Kent to support them to implement similar procedures within their organisations. We will also look to influence national and regional procurement contracts.

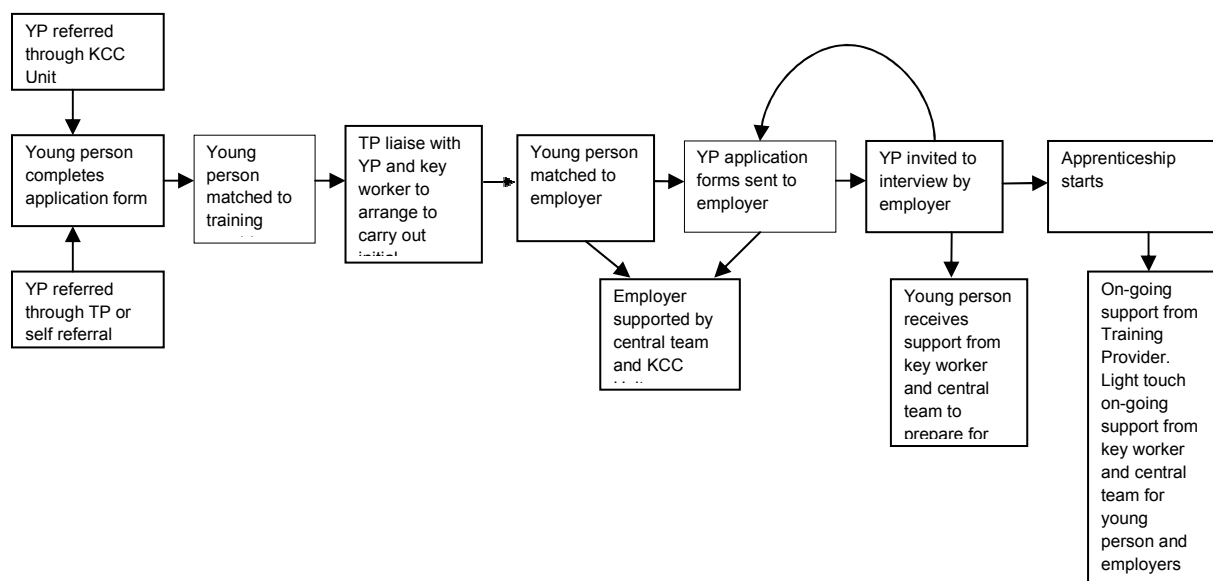
4. Specialist Delivery

Supporting Looked After Children leaving care, young offenders, young parents and young people with disabilities and mental health problems into Apprenticeships has been a key focus for KCC for the past year within our Vulnerable Learner project. Unemployment rates amongst these groups by far exceed national youth unemployment figures:

- Learning Disabilities – 94%
- Young Offenders – 60%
- Looked After Children leaving care – 33%
- Young Parents – 84%

The project to date has highlighted the intensive support that these groups of young people require to access Apprenticeships in the first instance and then the continued support they need once in their role. It has also identified that there is a gap in provision for most of these groups that moves them from preparing for employment and actually finding and moving into that employment.

We have worked extensively with units within KCC, training providers, colleges and employers to develop a model that makes the pathway into an Apprenticeship simple for young people and employers.



The project is being evaluated and we will use the learning to inform our specialist delivery in the future. We will learn from the challenges we have faced with each cohort, identify the key areas that would need to be maintained for continued success placing the young people into Apprenticeships and develop the model further, attracting external funding and realigning existing KCC and Apprenticeship funding where possible. By supporting these groups of young people into Apprenticeships we are potentially saving the public purse £56,301 – the average cost for a young person who is NEET aged 16 to 18.

5. Resources

What we have set out in the strategy above and the accompanying action plan is ambitious and reflects the growth of Apprenticeships we wish to achieve over the next three years. The strategy is deliverable within existing resources although it will require a reallocation of resources within the Supporting Independence Programme budget to ensure that targets are met and a high quality Apprenticeship offer to employers and young people is delivered.

As the specialist delivery element of the strategy develops we will work internally within KCC and with partners to secure the additional funding required.

6. Priority Areas and Outcomes

6.1 Employer Engagement and Support

- Employers are fully informed about Apprenticeships and the benefits they can bring to businesses
- An employer support service has been developed to ensure that the employment of an Apprentice is a simple and straightforward process for businesses.
- Recruitment of Apprentices is aligned with the academic year

6.2 Young People Engagement and Support

- Young people are fully informed about Apprenticeships and understand they are part of a career pathway
- The pathway from pre 16 vocational education into Apprenticeships is clear
- Young people are supported through the Apprenticeship application process

6.3 Kent County Council

- Kent Success Programme has delivered 350 Apprentices
- KCC career pathways are developed to meet skill shortages
- All appropriate contracts comply with the Apprenticeship procurement guidelines

6.4 Wider Public Sector

- Wider public sector have adopted the Kent Success Model and are employing larger number of Apprentices
- Career pathways are developed to meet skill shortages

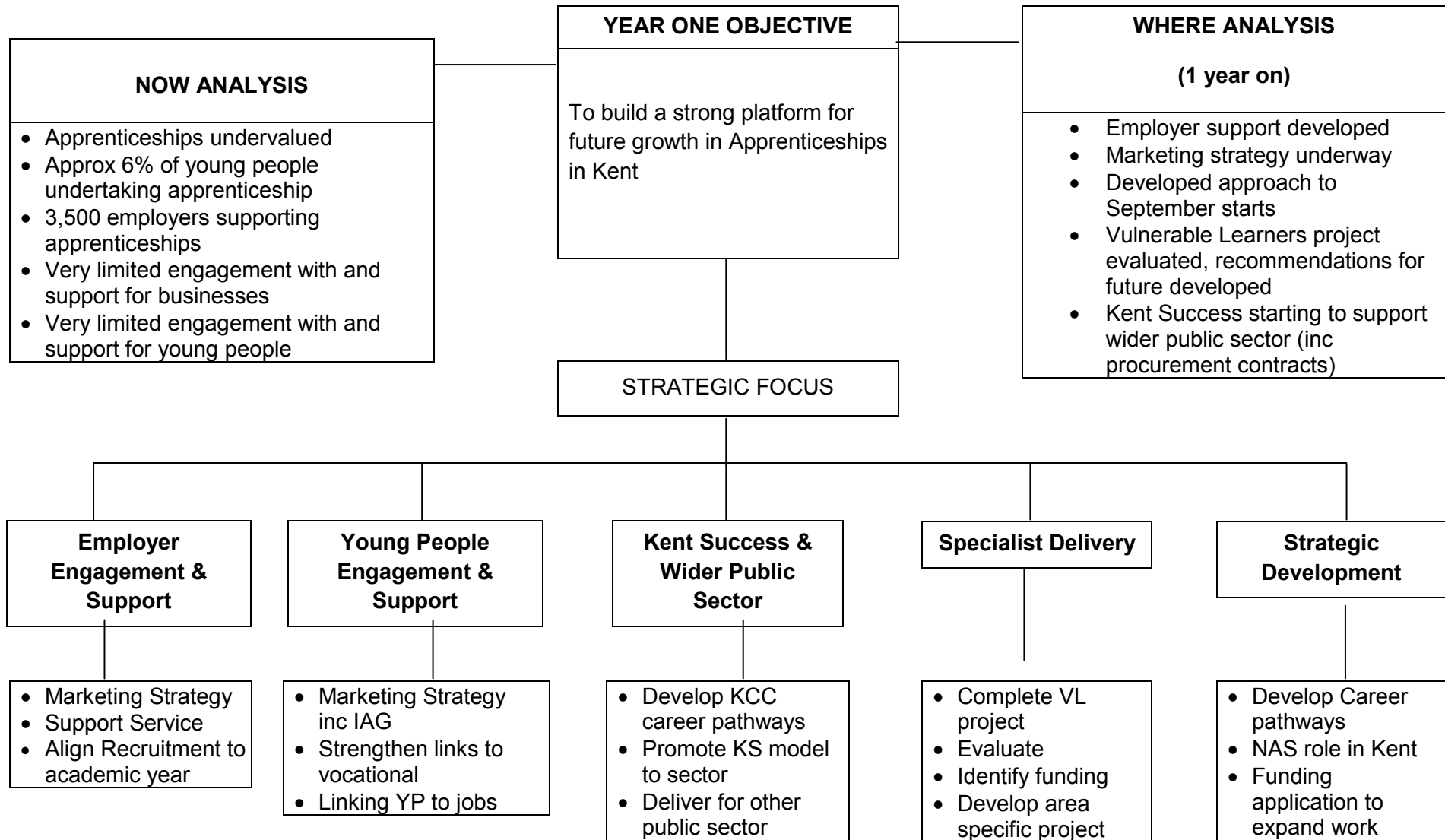
6.5 Specialist Delivery

- Vulnerable Learners Project has been evaluated and best practice model developed
- Area specific projects have been developed to support targeted groups
- External funding has been secured to support delivery

6.6 Outcome Measures

This strategy recognises the need to develop good indicators of its success and these can be seen in the supporting action plan in Appendix B. Outcome measures e.g. an increase in the number of young people undertaking Apprenticeships, the number of businesses accessing the Employer Engagement and Support Service, will be developed to enable the measurement of the impact of the strategy.

APPENDIX A - OVERVIEW OF APPRENTICESHIP STRATEGY



APPENDIX B - APPRENTICESHIP STRATEGY – ACTION PLAN 2011/12 (TO BE REFRESHED FOR 2012/13)

Project / Development	A/C Manager	Key Actions	Outcomes	Target Dates	
1.	Kent Success (KCC Apprenticeship Model)				
1.1	Oversee current supernumerary programme	Lucy Bett	Recruit young people and match to vacancies utilising RMS where feasible	75 recruited (four year target of 350, but accepting that 2011/12 will see major changes across the council, the annual target reflects this)	March 2012
1.2	Embed the changes to recruitment procedures across the council	Nigel Fairburn	Deliver apprenticeship opportunities through KR 2-4 vacancies	75% of all suitable vacancies that are openly recruited are filled by apprentices	March 2012
1.3	Explore opportunities for developing career pathways within KCC utilising apprenticeships	Lucy Bett	Discuss with relevant managers and P & D to develop processes	One pilot scheme implemented	Sept 2011

Project / Development		A/C Manager	Key Actions	Outcomes	Target Dates
1.4	Evaluate introduction of pilot in 1.3, and expand	Lucy Bett	Work with training providers, managers and schools to develop pathways	Recruitment processes up and running for September starts	Feb 2012
1.5	Deliver a Kent Success service on behalf of public sector agencies	Lucy Bett/ P& D	Work with public sector partners to explore desirability	One partnership up and running	March 2012
2.	Procurement				
2.1	Implement procurement policy regarding apprenticeships	Procurement Unit	Ensure through the tendering process that where appropriate (£1m labour spend) apprenticeship places are secured.	All appropriate contracts comply	March 2012
2.2	Support potential suppliers with meeting the apprenticeship requirements	Lucy Bett	Provide advice to potential suppliers	Briefing sheet on apprenticeships	May 2011

Project / Development		A/C Manager	Key Actions	Outcomes	Target Dates
2.3	Members/senior officers to champion apprenticeships to suppliers who are outside of procurement levels	Lucy Bett	Inform these key groups and offer support	All members/tier 1 & 2 officers informed, and aware of who to contact for support	Sept 2011
2.4	Promote KCCs procurement model to other public sector partners in Kent, regionally and nationally	SIP Manager	Engage with public sector bodies	Discussed at appropriate Kent Forum board – follow up as necessary	Sept 2011
3.	Employer Engagement & Support				
3.1	Develop an end to end service to support SMEs to recruit apprentices	SIP Manager	<ul style="list-style-type: none"> • Develop partnership with NAS to understand level of need and build on their existing provision. • Engage with employers to understand their needs • Develop process and 	Clear understanding of need and proposed model	May 2011

Project / Development		A/C Manager	Key Actions	Outcomes	Target Dates
			supporting material • Identify existing employer support		
3.2	Implement service model	SIP Manager	Align resources to enable delivery	SMEs receive end to end service	July 2011
3.3	Align appointment of apprentices with academic year	Lucy Bett	Promote benefits of planning recruitment e.g attracting high achievers	Opportunities available (100)/recruitment procedures in place for Sept 2012 recruitment	March 2012
3.4	Integrated marketing strategy to business	SIP Manager	Ensuring employers: <ul style="list-style-type: none"> • have up to date information • understand what an apprenticeship entails • understand the benefits to their organisation • know what support is available to them 	Marketing strategy implemented	September 2011

Project / Development	A/C Manager	Key Actions	Outcomes	Target Dates	
4.	Young People				
4.1	Strengthen links between vocational delivery and the apprenticeship offer	Lucy Bett/Sue Dunn	Work with vocational centres/schools to ensure students understand progression routes	Increase number of students progressing from vocational course to apprenticeships	Sept 2012 (progress to be reviewed March 2012)
4.2	Integrated Marketing Strategy to young people and their influencers	Lucy Bett/Sue Dunn	Ensuring young people and their influencers: <ul style="list-style-type: none"> • have up to date information • understand what an apprenticeship entails • understand the benefits to them • know what support is available to them and where to access it 	Increased number of young people registering an interest in apprenticeships	March 2012
4.3 (link with 3.3)	Promote apprenticeship opportunities	Lucy Bett/Martin Blincow	<ul style="list-style-type: none"> • Establish mechanism for advertising apprenticeship employment opportunities to enable young people to apply and support them through the process 	Young people applying for opportunities	Nov 2012

Project / Development		A/C Manager	Key Actions	Outcomes	Target Dates
4.4	Support implementation of actions arising from Student Journey Select Committee	SIP Manager	As arising		March 2012
5.	Specialist Delivery				
5.1	Continue to support vulnerable young people into apprenticeships	Lucy Bett	<ul style="list-style-type: none"> Working with Internal/External partners to develop opportunities for young people. Support existing VL Apprentices in their placements Introduce job coaching for VL apprentices approaching end of placement 	80 vulnerable young people undertaking work based training	March 2012
5.2	Implement recommendations from interim evaluation report	Lucy Bett	As arise	Improved programme	June 2012

Project / Development		A/C Manager	Key Actions	Outcomes	Target Dates
5.3	Examine opportunities to extend scheme where appropriate	Lucy Bett	Work with external funding team/international office	Funding secured	March 2012
5.4	Align with Work Programme opportunities/community based budgeting	Lucy Bett	Ensure project is known and understood by relevant organisations	This approach is incorporated into the work of these providers	March 2012
5.5	Developing area specific projects targeting on areas of need	SIP Manager	<ul style="list-style-type: none"> • Establish target areas • Develop appropriate offers • Identify suitable funding/delivery partners 	Area specific project in place	March 2012
6.	Strategic Development				
6.1	Developing career pathways ensuring that they are deliverable in Kent	Lucy Bett	Work with training providers, colleges, universities to develop appropriate opportunities	Career progression to level 4 is available in skills areas important to the Kent economy	Review March 2012

Project / Development		A/C Manager	Key Actions	Outcomes	Target Dates
6.2	KCC to take responsibility for the marketing and matching service in Kent	SIP Manager/ David Whittle	<ul style="list-style-type: none"> • Develop proposition • Lobby government 	Proposition developed, lobbying begun	Sept 2011
6.3	Use findings from vulnerable learners project to improve apprenticeship offer national	Lucy Bett/David Godfrey	<ul style="list-style-type: none"> • Evaluate project • Identify areas for improvement • Make recommendations • Lobby government 	Changes to national policy	Evaluation begins April 2012. Lobbying July 2012
6.4	Promotion of KCC work to national/international audiences	SIP Manager/ Lucy Bett	<ul style="list-style-type: none"> • Attend conferences • Take part in studies • Offer support to other organisations 	Work of KCC is recognised as innovative and progressive	Review March 2012
6.5	Explore opportunities for external funding to further this work	SIP Manager	<ul style="list-style-type: none"> • Identify opportunities • Apply for funding where appropriate 	One funding bid made	March 2012

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To: Customer & Communities Policy Overview & Scrutiny Committee

From: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

Date: 18th November 2011

Subject: Vulnerable Learner Apprenticeship Project Update

Classification: Unrestricted

Summary:

This report provides an overview of progress in the Vulnerable Learner Apprenticeship Project, which commenced in 2010.

Members are asked to COMMENT on the progress of the project to date.

1. Introduction

- 1.1 The Vulnerable Learner Apprenticeship Project started in September 2010 following a proposal at County Council and subsequent agreement from Cabinet to pilot a project aimed at understanding the barriers certain groups of young people face in accessing employment opportunities. Through the project we have highlighted the intensive support these groups of young people require to access apprenticeships in the first instance and then the continued support they need once in their role. It has also identified there is a gap in provision for most of these groups that moves them from preparing for employment and actually finding and moving into that employment.
- 1.2 The project, and particularly the development of apprenticeship style opportunities has gained local and national interest with a feature on BBC South East News. Approaches have been made by several other County Councils to share the model KCC has developed and we have been asked to advise on implementation within their areas.

2. Background

- 2.1 The groups identified for this project were young offenders, young parents, looked after children leaving care and young people with disabilities or mental health problems. 20 places were allocated to each cohort within the project. These groups were identified because they are disadvantaged in the labour market as shown by the unemployment rates below :
- Learning Disabilities – 94%
 - Young Offenders – 60%
 - Looked After Children leaving care – 33%
 - Young Parents – 84%
- 2.2 To address the reluctance of employers, particularly small and medium sized enterprises, to employ young people from these groups funding was identified to pay the salary of each young person, at £105 per week for 12 months. The employers also receive support from the central project team in setting up an apprenticeship.

3. Implementation

- 3.1 The project sits within the Supporting Independence Programme (SIP) Team and the SIP Project Manager was assigned to oversee the development and implementation of the project. Champions for each cohort were also identified from the services supporting the young people to ensure there was a direct link between the project, the services and the young people themselves. Eight Kent training providers were invited to be part of the project to deliver the training elements of the apprenticeships.
- 3.2 A project steering group was established to oversee the strategic development of the project, to enable the sharing of best practice between the cohorts and to look at common issues and ways to address them. This group has also overseen the ongoing independent evaluation of the project, providing the evaluators with data, information on the young people and also sharing the successes and difficulties within the project as it has developed.
- 3.3 The project is complex due to the number of different parties involved - central team, support services, training providers, employers and the young people themselves. It very quickly became clear this project would need more central co-ordination than originally anticipated. There needed to be a way to ensure all details from employers, young people, champions, operational staff and training providers could be co-ordinated. A Project Co-ordinator was appointed to be a central point of contact and oversee the operational implementation of the project. Processes were put in place to ensure all those involved in the project understood their roles and responsibilities and the Operational Group was set up. These processes took time to establish but once they were in place the journey for young people and employers became much more straightforward.
- 3.4 The operational group was set up to include the training providers and also the key workers and social workers who are directly supporting the young people within their apprenticeship. This group provides an opportunity to make sure the project is developing operationally, the processes in place are working and the young people are being supported in the most appropriate way. This group has proved an invaluable source of learning for support workers who, in some cases, had no previous knowledge of apprenticeships and for training providers who had limited knowledge or experience of working with young people from the identified groups.

4. Progress to date

- 4.1 In total, 69 young people have been employed through this project. 62 of those are undertaking an apprenticeship – either Level 2 or Level 3. 7 young people are undertaking an apprenticeship style opportunity – a bespoke training and employment programme KCC has developed for young people with learning disabilities. The project did not reach the target of placing 80 young people due to the challenges faced in taking a vision and turning it into a deliverable project, however 69 young people gained meaningful employment through the project who would not otherwise have had the opportunity.
- 4.2 There have been some drop outs from the project, despite the ongoing support put in place for the young people and the employers. 14 out of the 69 young people who started within the project are no longer employed. There have been a number of reasons for this, some had to withdraw due to their chaotic lifestyles and changes in their personal circumstances which were outside of the control of this project and others were let go due to a lack of commitment and poor attitude. 80% of those who started are still in employment, for context, the national achievement rate for all young people is 75%. With these cohorts, anything above 50% should be seen as a success.
- 4.3 There have been challenges for each cohort and below are an overview of this and also a summary of the adjustments that have had to be made for each group. More detailed analysis can be found in Appendix A.

5. Young people with disabilities or mental health problems

- 5.1 Kent Supported Employment has been championing this cohort :
- 14 young people with a range of difficulties that have meant they have found it hard to find employment have been employed in an intermediate or advanced level apprenticeship
 - 7 young people with learning disabilities are undertaking an apprenticeships style opportunity (ASO)
 - Unfortunately, 2 young people are no longer employed in their apprenticeship.
- 5.2 KSE had no previous experience of apprenticeships or working with training providers as this was not a progression route they had previously explored for their clients. They adapted their supported employment model to include apprenticeships.
- 5.3 Training providers did not have much experience of working with this cohort and so KSE provided disability awareness training for them and supported the providers as well as the young people and employers. This enabled providers to find flexibility within the initial numeracy and literacy assessment processes to ensure the group were not disadvantaged further.
- 5.4 The development of the ASO was challenging particularly around identifying funding for the training element. However, through KEY Training Services, Adult Responsive Funding was identified. This model of work-based learning for young people working at Entry Level or Level 1 had to be designed from scratch as this gap in provision has not been addressed by providers or government.
- 5.5 The ASO group has been attending group training for one day a week to undertake a NOCN Award in Progression, a BSC Award in Health and Safety and is now starting a Level 1 vocational qualification in their chosen skill area – the training for which will take place within the workplace.
- 5.6 The discretionary funding has been invaluable for this cohort, particularly to cover travel costs

6. Young Offenders

- 6.1 The Youth Offending Service has been championing this cohort and 16 young people have been employed in an apprenticeship. The majority of young offenders have been placed in the construction sector with others doing beauty, catering or customer service. To date 4 young people have dropped out of their apprenticeship due to poor attitude, lack of commitment or circumstances outside the control of this project.
- 6.2 The young people within this cohort are, or have been, under Youth Rehabilitation Orders (YRO) and to date 3 of those who started an apprenticeship (18.7%) have re-offended and have been convicted of minor offences. The Kent re-offending rates of those with Community Penalties or YROs in 2009-10, after 9 months in the youth justice system, is 55.4%. Therefore, working on the assumption that no other apprentices re-offend, the rate of re-offending for this project is very favourable. Three of the young offenders on the project have had their YOS Orders revoked for making such good progress.
- 6.3 The biggest challenge and also frustration with this cohort has been their lack of resilience and the young people not grasping the opportunities they were given. Some have just not been ready to move in to employment and a gap has been identified for this cohort about preparing them for taking the step in to employment.

- 6.4 Travel costs are a real barrier for this cohort and so the discretionary funding provided proved invaluable to support these young people and enable them to get to work. Some of this funding was also been used to buy equipment for their respective apprenticeship roles.
- 6.5 The young people require intensive support within their Apprenticeship which is resource intensive. This is a challenge particularly as once the young person is no longer under an YRO they are no longer eligible for YOS support. This has been changed for this project so that if the order has expired whilst the young person is still doing their Apprenticeship, they will still receive support from YOS.

7. Looked After Children Leaving Care

- 7.1 Catch 22 has championed this cohort and 9 young people have been placed into apprenticeships in a variety of skill areas including motor vehicle, construction, sport and retail. 4 of the young people are no longer employed in their apprenticeship for a number of reasons including lack of preparation before they started, not being work ready and due to lack of commitment or poor attitude.
- 7.2 Catch22 was not able to make a dedicated resource available to co-ordinate this cohort which slowed down processes. Resource was also unavailable to supplement the engagement of potential employers. This meant there were difficulties finding suitable placements for this group.
- 7.3 Many of this cohort had not gained any qualifications at school or had previous work experience and so were not attractive to employers. The young people were also unprepared for the world of work and lacked the employability skills needed to gain employment. A gap has been identified through the project in this area as there has been little support to date to address the lack of work readiness. This is something Catch 22 has recognised and is now addressing.

8. Young Parents

- 8.1 The Teenage Parents Team within KCC has championed this cohort and 23 young parents -19 young mothers and 4 young fathers - have been employed into an apprenticeship. 5 of the young people are no longer employed within their apprenticeship because of changes to personal circumstances outside the control of the project, such as homelessness and domestic violence, or lack of commitment to their apprenticeship.
- 8.1 Originally it was hoped that 40 young parents would be employed through the project as employers would only be funded for 6 months salary rather than 12. However, this did not prove to be possible mainly due to the current economic climate and employers requiring a full 12 months funding to take on a new member of staff.
- 8.2 Many of the young parents live independently and therefore had more of a reliance on welfare benefits than other cohorts. However, each young person undertook a better off calculation assessment with Job Centre Plus and the majority were better off doing an apprenticeship as they were then able to access in-work benefits.
- 8.3 More flexibility has been required for this cohort due to their childcare responsibilities and often this has been the first time the young people have left their child in the care of someone else. Employers have provided this flexibility and a large number of this cohort are doing part-time hours to accommodate their responsibilities.
- 8.4 The majority of the discretionary funding for this cohort has again been spent on travel but has also been used to pay childcare deposits and to buy equipment.

8.5 A gap has been identified through this project, much as with the other cohorts, that whilst the young people are supported to a point, there is little provision available to help them gain employability skills and ensure that they are work ready. It has also highlighted that once a young parent moves in to employment they no longer receive any support.

9. Employers

- 9.1 Employers from across the sectors have engaged with this project - 31 private sector, 13 public sector and 9 voluntary sector. The majority of young people are employed directly by the business where they are undertaking their apprenticeship and the payroll function has been undertaken through Kent Top Temps. Some of the apprentices are employed through the South East Apprenticeship Company and placed with employers who were unable to employ them directly.
- 9.2 Employer engagement was a major challenge for this project as SMEs, which make up 98% of the Kent economy, are reluctant to take on additional staff in the current climate. Employer Liaison Consultants were commissioned to undertake employer engagement for the project and they provided leads to the central team to follow up and arrange visits.
- 9.3 Once the employers were engaged, the majority were very receptive to taking on young people, especially when the support for them and for the young people was explained to them. Some of the employers have similar backgrounds to the young people and were therefore willing to give them the opportunity they did not get when they were younger.
- 9.4 The employers have been very flexible within the project with many going above and beyond expectations to support the young people they have employed. The young people have taken longer than other new members of staff to settle in but employers have highlighted that once the initial period is over the young people have quickly become assets to the businesses. In the cases where the young people have been dismissed, it has been with reluctance and after more than one second chance.
- 9.5 The financial incentive offered through the project has made the difference between the employers being able to take on the young person or not, although this would apply to them taking on any apprentice and not just one from these cohorts.
- 9.6 Overall, the employers involved have been very positive about the project and what it is looking to achieve and have been advocates for the scheme. There will be ongoing support for them from the central team throughout the project and they will receive particular support as the apprentices come towards the end of their contract regarding employing them on a more permanent basis or working with them to support the young person to find alternative employment.

10. Training providers

- 10.1 Through the Kent Association of Training Organisations, 8 providers were invited to take part in this project. They were selected due to their ability to work with the cohorts and their willingness to be flexible. It was a risk for the providers to be part of the project as non-achievement, of which we expected some, of the young people would affect their targets and contracts with the Skills Funding Agency. However, the providers did agree to be part of the project seeing it as an opportunity to help young people in to an apprenticeship who might not otherwise have been given the opportunity.
- 10.2 The challenges for the providers have been mainly around communicating, not only with the young people themselves, but also including their support workers and making sure the young people attended initial assessments. Providers have adapted their internal processes to accommodate apprentices within this project, some visiting more often than

usual, providing more intensive support, collecting evidence for their portfolios in a different way such as photographs and ensuring support workers and the central project team are updated with the apprentice's progress.

11. Outcomes

11.1 The majority of young people did not start their apprenticeship until the early part of 2011 and as the qualifications take on average 12 months to complete, at the time of writing there have only been 2 young people who have completed them within the project.

- Chris, a young father, successfully completed his Level 2 Business and Administration Apprenticeship with the Teenage Parents Team within KCC and has moved into full-time employment within a Children's Centre in Tenterden. Chris will be the main receptionist here and will also be undertaking a Level 3 qualification.
- Paul, a young man with learning disabilities, has completed his apprenticeship style opportunity at the Romney Resource Centre and is going to start a Level 2 Catering Apprenticeship in October. He has completed numeracy and literacy qualifications, the European Computer Driving Licence and a Level 2 customer service qualification in preparation for moving forward to a full Apprenticeship.

11.2 Both young men have not only gained qualifications but have also developed their confidence and personal skills throughout the year they have been in the project. They now have raised aspirations and are looking forward to the future, Chris to provide for his young family and Paul to help support his parents.

12. Wider impact

12.1 The project to date has provided opportunities for young people who would not otherwise have had the chance to gain employment.

12.2 It has also highlighted some failures in support for young people and these have come about because for many of the services supporting young people into employment, or preparing young people for employment, this was not their aim. Indeed, for many of the services their support ends when a young person moves into work, whereas this project has shown this is the time when support for both the young person and their employer is needed and can make all the difference to achieving sustainable employment.

12.3 Alongside improving the outcomes associated with the services involved, the success of the project so far points the way to potential cost avoidance associated with reducing young people's dependence on state services and welfare benefits.

12.4 A good example of this is the results from the Young Offenders cohort. As mentioned above the reoffending rate for young offenders taking part in the scheme is 18.7% compared to KCC rate of 55.4%. Please see below some average costs associated with young offenders re-offending :

Resource	Cost (£)
Police (cost per crime)	515
Court costs	2,425
Offender Management time	1,537
Custody (based on average stay of 2 months)	10,188
Total	£14,655

The re-offending costs of the cohort would have been (55% x 16 x £14,655 =) £128,964, whereas by reducing the re-offending rate the potential re-offending cost of this cohort could be (18.7% x 16 x £14,655 =) £43,965. A year one reduction in cost to the state of

£85,000 from an investment of £112,000 (£7k x 16), it should be assumed that re-offending would carry costs beyond the first year. This saving could be increased by several other factors :

- Early ending of supervision orders (as outlined in section 4 above)
- Non-benefit claims (would be over £3k per year per person – not including housing benefit or council tax benefit)
- Income received from future NI and income tax payments

The reduction in benefits claims, and future income from NI and income tax would be applicable to all cohorts.

- 12.5 Whilst other potential savings arising from the scheme could include reduced training costs for the LLDD group (most of this group access training up until the age of 24 yet still remain unemployed at the end of this period). At a conservative rate of £4k per year for 6 years the cost of this unproductive training could reach £24,000, whereas if the young person was supported into an apprenticeship through this scheme at the age of 18 the cost would be reduced to £12,000 (cost of wages, and government funded training).
- 12.6 The potential savings emerging from this project would suggest that it would be a good prospect for the emerging field of Social Impact bonds, which the government is examining closely as a potential model for future funding. This type of funding is not available yet, and would require evidence of successful delivery before it could be attracted.

13. Next Steps

- 13.1 As noted above the majority of the young people are still undertaking their apprenticeships and are unlikely to complete them before April 2012. The external evaluation of the project will not be completed until May 2012.

14. Recommendations

- 14.1 POSC Members are asked to comment on the progress of the project to date.

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Appendix A

Young people with disabilities or mental health problems

Within this cohort, as well as looking to place young people in to Apprenticeships, 7 places were allocated for Apprenticeship Style Opportunities (ASO) for young people with learning disabilities or difficulties who would not be able to reach the required standard of an Apprenticeship but who would benefit from the same type of structure, that is employment and learning within the workplace.

14 young people have been employed in a Level 2 or Level 3 Apprenticeship and all 7 ASO places were filled. The young people have a range of difficulties that have meant they have found it hard to find employment; some physical, some learning disabilities and some with mental health problems. Kent Supported Employment has been championing this cohort and has supported both the young people and the employers throughout the process. 2 young people from this cohort are no longer employed in their Apprenticeship.

Traditional Apprenticeships

KSE had no previous experience of Apprenticeships or working with training providers and it was not a progression route that they had previously explored for their clients. However, they have been able to adapt their supported employment model to include Apprenticeships; profiling and working with the young person, supporting the employer in preparation for working with the young person and making reasonable adjustments within the workplace and supporting both once the young person starts.

It became clear early on that the training providers did not have much experience of working with this cohort and so KSE provided disability awareness training for them and supported the providers as well as the young people and employers. This was a challenge and took time to get right. The training providers, following advice from KSE, found some flexibility within the initial numeracy and literacy assessment process to ensure that this cohort were able to have more support at this stage which meant that some of those young people who would not have passed these assessments outside of the project did pass and have gone on to do an Apprenticeship.

Apprenticeship Style Opportunities

The development of the ASO was challenging as funding for the training element of the opportunities had to be identified; Apprenticeship funding could not be accessed for this. SIP worked with KEY Training Services to develop the bespoke programme and funding was identified through the Adult Responsive Funding stream that Community Learning and Skills could access. This model of work based learning for young people working at Entry Level or Level 1 had to be designed from scratch as this gap in provision has not been addressed by providers or government.

6 of the young people doing an ASO have been attending group training for one day a week to undertake a NOCN Award in Progression, a BSC Award in Health and Safety and are now starting a Level 1 vocational qualification in their chosen skill area – the training for which will take place within the workplace.

The young people are employed for a minimum of 16 hours a week, not including training, and are employed in a range of sectors including retail, customer service, horticulture and catering. The final young person, Paul, undertaking an ASO has done all his training within the workplace as the employer was able to design and deliver a tailored training package for him. Paul has now completed his ASO and is due to start a Level 2 Apprenticeship in catering in October 2011.

The discretionary funding provided through the project has been essential for this cohort, particularly to cover travel costs for the young people doing an ASO – to enable them to get to the group training as some of them would not have been able to travel alone on public transport.

Young Offenders

16 young people from this cohort have been employed in an Apprenticeship across Kent. The majority of young offenders have been placed in the construction sector with others doing beauty, catering or customer service. To date, 4 young people have dropped out of their Apprenticeship due to poor attitude, lack of commitment or circumstances outside the control of this project.

The young people within this cohort taking part in the project are under Youth Rehabilitation Orders (YRO) and to date 3 of those who started an Apprenticeship (18.7%) have re-offended and have been convicted of minor offences. The Kent re-offending rates of those with Community Penalties or YROs in 2009-10, after 9 months in the youth justice system, is 55.4%. Therefore, working on the assumption that no other Apprentices re-offend, the rate of re-offending for this project is very favourable. Three of the young offenders on the project have had their YOS Orders revoked for making such good progress and in addition to this one Apprentice has won the 2011 Connexions Apprentice Award with two others on the scheme as runners up.

There was little infrastructure in place within the Youth Offending Service (YOS) to support the delivery of this project which meant that the Champion had to follow up on referrals, interview the young people, support the application and assessment process, liaise with employers and provide continued support for the young people and employers. Connexions YOS Personal Advisors did assist with screening and communicating with young people but the availability of this resource was limited. Whilst challenging, this also meant that there were less people involved with this cohort on the support side and therefore processes were streamlined and communication more straightforward.

The biggest challenge and also frustration with this cohort has been their lack of resilience and the young people not grasping the opportunities that they were given. Some have just not been ready to move in to employment and a gap has been identified for this cohort about preparing them for taking the step in to employment. For those young people doing construction, the project funded a pre apprenticeship course to keep the young people engaged, give them a taste of what the Apprenticeship would be like and also to test their commitment. This worked well and did provide an opportunity for the young people to prove themselves and ensure that this was what they wanted to do.

Travel costs are a real barrier for this cohort and so the discretionary funding provided proved invaluable to support the young people and enable them to get to work. Some of this funding was also used to buy equipment for the young people for their respective Apprenticeship roles.

Apprenticeships are a positive route for young offenders, many of whom may not have gained formal qualifications at school nor had any previous work experience that would make them attractive to employers. There was more reluctance to take on this group from employers, however once employers met the young people and understood their background, many were willing to employ them.

The young people require intensive support within their Apprenticeship which is resource intensive. This is a challenge particularly as once the young person is no longer under a YRO they are no longer eligible for YOS support. This has been changed for this project so that if the order has expired whilst the young person is still doing their Apprenticeship, they will still receive support from YOS.

Looked After Children Leaving Care

9 young people have been placed into Apprenticeships from this cohort in a variety of skill areas including motor vehicle, construction, sport and retail. 4 of the young people are no longer employed in their Apprenticeship for a number of reasons, lack of preparation before they started, not being work ready and due to lack of commitment or poor attitude.

Catch 22 is championing this cohort and referrals were passed through their workers within Connexions. Unlike other cohorts, Catch22 was not able to make a dedicated resource available to manage the communications issues. In particular, young people were difficult to track down and not responding to phone calls from training providers. Contact should have been made to support staff and 16plus Connexions workers but the number involved slowed down communication and both young people and providers took this as a lack of commitment. Where communication was good, the process was much better.

Resource was also unavailable to supplement the engagement of potential employers. This led to young people leaving care to become disillusioned with the programme when appropriate placements were not identified promptly.

What became evident early on when working with this cohort was that many had not gained any qualifications at school or had previous work experience and so were not attractive to employers. The young people were also unprepared for the world of work and lacked the employability skills needed to gain employment. A gap has been identified through the project in this area as there has been little support to date to address the lack of work readiness. This is something that Catch 22 is now putting more resources into.

Two staff have now been appointed to address the low levels of preparation care leavers have for the world of work. They will run group and individual work sessions concentrating on core employability skills such as raising self esteem, attitude to work, and support with CV writing and engaging with education. Catch22 has also been successful in joining a consortium to deliver ESF funded programmes into which care leavers will be placed to help bring them to the educational, motivational and self esteem levels required to progress to apprenticeships.

For those young people who are still in apprenticeships, the feedback has been excellent. Support staff have reported that there have been improvements in all aspects of their lives, ranging from placement stability, confidence and a much better view of the future.

Young Parents

23 young parents, 19 young mothers and 4 young fathers, have been employed in to an Apprenticeship. The young people are undertaking a variety of Apprenticeships including childcare, construction, business and administration and hairdressing. 5 of the young people are no longer employed within their Apprenticeship because of changes to personal circumstances outside the control of the project, such as homelessness and domestic violence, or lack of commitment to their Apprenticeship.

Originally it was hoped that 40 young parents would be employed through the project as employers would only be funded for 6 months salary rather than 12. However, this did not prove to be possible mainly due to the current economic climate and employers required the full 12 months funding to take on a new member of staff.

The Teenage Parents Team within KCC are championing this cohort and have a central co-ordinator as well as support workers based across the county working directly with the young people. The Teenage Parents Team employed 2 Apprentices themselves to ensure that they were leading by example.

Many of the young parents live independently and therefore had more of a reliance on welfare benefits than other cohorts. However, each young person undertook a better off calculation

assessment with Jobcentre Plus and the majority were better off doing an Apprenticeship as they were then able to access in work benefits. Some of the young people found that they were only better off by a few pounds but were still willing to do an Apprenticeship due to the longer term opportunities that it represented.

More flexibility has been required for this cohort due to the childcare responsibilities that they have, often this has been the first time that the young people have left their child in the care of someone else. Employers have provided this flexibility and a large number of this cohort are doing part time hours to accommodate their responsibilities. The training providers have worked with the young people and the employers to ensure that the training requirements of the Apprenticeship can still be fulfilled within the part time hours.

The majority of the discretionary funding for this cohort has again been spent on travel but has also been used to pay childcare deposits and to buy equipment.

A gap has been identified through this project, much as with the other cohorts, that whilst the young people are supported to a point, there is little provision available to help them gain employability skills and ensure that they are work ready. This has been highlighted to the Teenage Parents Team and they are looking at how this can be addressed

Appendix B

Frameworks being undertaken by Apprentices

Framework	Number
Animal Care	1
Beauty	1
Business & Administration	15
Customer Service	7
Catering	1
Construction (inc scaffolding, tiling, plumbing, carpentry & electrical)	15
Childcare	5
Equine Studies	4
Hairdressing	5
Hospitality & Catering	1
ICT	1
Motor Mechanics	1
Retail	2
Sport & Leisure	1
Supporting Teaching & Learning	1
Youth Work	1

Skill areas of Apprenticeship Style Opportunities

Skill Area	Number
Play work	1
Customer Service	1
Horticulture	1
Business & Administration	2
Retail	1
Catering	1

Appendix C

Geographical Location breakdown

District	Care Leavers	Young Offenders	Young Parents	Disabilities	Total
Ashford	0	4	5	1	10
Canterbury	1	2	6	3	12
Dartford	0	0	1	1	2
Dover	0	4	1	1	6
Gravesham	0	0	1	2	3
Maidstone	0	2	0	3	5
Sevenoaks	0	0	0	0	0
Shepway	2	1	0	1	4
Swale	1	0	7	3	11
Thanet	5	3	2	0	10
Tonbridge & Malling	0	0	0	2	2
Tunbridge Wells	0	0	0	4	4

Appendix D - Case studies

Paul, Catering Apprenticeship Style Opportunity, Romney Resource Centre

Having been unemployed since leaving school with no qualifications, Paul was previously on the New Deal and subsequently Flexible New Deal Programmes, this meant that certain funding avenues were not available to Paul.

Paul was keen to be a Sports Instructor and is an enthusiastic Manchester United fan. Having in the past attended Work Experience in two local Schools as an Assistant Sports Coach, Paul's Employment Broker suggested that perhaps a change of career would open up more opportunities locally as he does not hold a UK Driving Licence. Having completed his Work Experience in RR2K's Café, just five minutes walk from home and his disabled parents, he was offered an Apprenticeship Style Opportunity through KCC as a Café Assistant at RR2K in November 2010, as his levels of English and Maths were below those required to go to College (Entry Level 3) for an Apprenticeship.

He is continuing his education with RR2K and has also undertaken a number of Café orientated qualifications that include Customer Services Level 2 (NVQ), Basic Food Hygiene, First Aid, Health & Safety. Additionally, Paul has also achieved Level 1 in English, Maths and ICT and is studying hard towards Level 2 in these core subjects. Now that his course has been completed he is further progressing on to a Full Apprenticeship in Hospitality & Catering with the confidence that he has all the qualifications required to do so.

During the period Paul has been working towards his ASO the Café income has increased by 100% which is all down to Paul's enthusiasm, motivation and confidence with his Line Manager commenting "Paul has worked remarkable hard this year gaining the necessary skills and qualifications to enable him to gain a full Apprenticeship locally, with the knowledge that without his dedication and commitment this may have not happened."

Paul has demonstrated how effective pre employment training and work preparation initiatives can make it possible to create employment opportunities through an ASO and Full Apprenticeships for those who might otherwise struggle to gain employment.

Paul said "I had never really considered working in a Café, but to my surprise, I really enjoy meeting people and putting them at ease if they are new students to RR2K and of course earning my own wage to assist my parents with all those TV bills to watch Manchester United at the weekends". He went on to add, "The support I have received from KCC has just been amazing and I now look forward to work each day."

Emma, Young Parent, Customer Service Apprentice, Canterbury High School

I grew up in Whitstable and although I have moved around a little I am settled for now in Chestfield, living with my daughter who is nearly 2, my partner who I have been with for a year now, my Mum, and my grandparents. I went to a grammar school in Canterbury but never really felt like I fitted in there. I was diagnosed as ADHD when I was 14 and people often describe my teenage years as 'off the rails'. At the time I didn't think I was doing anything out of the ordinary, but looking back I realise I was lucky not to have really hurt myself or got into more serious trouble.

Thankfully I pulled through my GCSEs and got quite good grades in most subjects. I knew it would be hard to find work leaving school at 16 with no experience so I went

to another school's 6th form to try and get some more qualifications and make some new friends in a different environment. It was much harder than I had expected and not much really changed except that I enjoyed being there more than my previous school and the work was harder. I didn't do as well in my A-levels as I had hoped but I passed most and if I'm honest I could have worked a lot harder than I did. I knew I didn't want to go to university as I was not passionate enough about any subject to stick it out and had no real goals or direction. I left at the end of my time in 6th form with a couple of A-levels and had been looking for a job for a few months prior to that. I had no luck in my job hunting and had to sign on to jobseekers allowance when I left school.

I had finished school in June 08 and later found out I was pregnant in the autumn of that year. I kept looking for work but no one wanted to take on someone who would be due maternity leave soon after and I posed a health and safety risk during training etc so I gave up my job-hunt and carried on receiving benefits for a while until my baby was born and I was ready to start looking again.

I went to Connexions for help with benefit forms and was invited to a YAPs group in Whitstable which I ended up attending for the whole programme. I gained a lot from my YAPs group, as did my daughter, including increased confidence and desire to go further and do something worthwhile. Once I completed the YAPs programme I moved onto YAPS+; I was only there for a few weeks before the group broke up for the summer but in that time a batch of apprenticeships became available so I applied for one at last minute before the closing date the next day. I had always liked the idea of apprenticeships as it meant I could gain experience whilst achieving a vocational qualification but had never thought I would have been able to get one.

I was excited to receive a phone call to say I had an interview and once I completed the interview process I was offered my post at Canterbury High School. I am an apprentice support worker at the school supporting other young parents who have chosen to go back to education. I have enjoyed working at the school and developing the role further and it has benefited my daughter in many ways too. She goes to a childminder during the week whilst I am at work which means she is learning to socialise and be independent, I feel that I am better preparing her for when she starts school. I am aiming to be someone she can be proud of when she is older and not embarrass her at the school gates.

Having this Apprenticeship than a regular job means that I can hope for better career prospects as it enables me to learn a variety of transferable skills and as I will get an NVQ at the end, it is a qualification and experience that I can bring to other roles later in life.

When I had my baby I decided I did not want to rely solely on benefits for the rest of my life, and that I wanted to do something worthwhile so I started by trying not to let any opportunities pass by. I am doing my best to get the most out of life and make up for wasted chances. My apprenticeship offers me plenty of chances to get involved with other training and meet new people so goes a long way towards helping me develop independence for me and my family.

I still find it very challenging to put myself out there and get on with it but so far things seem to be working out. It has benefited me as a parent as I feel I can be a more positive role model to my daughter by earning my own money. Overall, my apprenticeship suits my lifestyle and what I aim to achieve for our future. I would recommend the scheme to other young parents as it is a good way to start a career and get out of dead end jobs.

Care Leaver & Young Offender, Hairdressing Apprentice

G is a 17 year old young lady, who came into care 3 years ago due to a number of problems involving her family & also due receiving threats on her life. G has no contact with any member of her family. She has been in a number of placements since she came into care, which unfortunately all broke down to her emotional & behaviour difficulties. Due to the difficulties with her placements and making attachments, she now lives in a B&B. G has been involved with the police on a number of occasions, which has resulted in her being given orders from the local Youth Offending Team. G is currently on a 2 year YOT order for an incident at the local college, which involved an assault on another pupil and resulted in G being expelled from college.

G has always had a passion for hairdressing, but unfortunately was not in mainstream education from year 9 due to a number of reasons of which were not G's fault, but due to there being no provision for her. G started at college last year and was on a hairdressing course, but unfortunately due to the incident she was unable to pursue her career of hairdressing.

For this reason alone, I believed that G would benefit from the opportunity of an apprenticeship as it would be in a work based setting which G would feel more comfortable in. G chose for her apprenticeship to be in hairdressing. G passed the entry requirements for the apprenticeship and was offered a level 1 Apprenticeship in hairdressing with a local salon. If G had not been given the opportunity to go onto the Vulnerable learners scheme, there would have been not many other opportunities for her to gain the qualification due to her having no formal qualification and also other training providers not having an understand of her needs and vulnerabilities.

G is now doing very well on her apprenticeship, she is really enjoying working, learning and is also earning money for the first time. Her behaviour issues have improved immensely, her self confidence has increased and she feels so much more positive for the future, all of which would not have been possible without the scheme. She works well with the other girls in the team and her employer understands about G and her behaviour which is of real benefit as G feel's that she can approach her if any problems occur.

G is now looking forward to hopefully getting her own flat when she turns 18; and she is looking forward to gaining the qualification that she has wanted to achieve for a number of years. Her YOT officer is also looking to have her order revoked early because she has done so well. G has a good network of support around her involving Catch22, YOT, & Connexions, all of whom are ensuring that she is able to achieve her life time goal of being a qualified hairdresser on cruise liners.

Summer, Business & Administration Apprentice, Greg Clark MPs Office

Summer left college this summer and was interested in working in an office where she would have the opportunity to gain office skills as well as be part of an interesting environment as she is a great advocate for the needs of young disabled people.

Greg Clark, MP was able to offer an opportunity working with his team in Tunbridge Wells which would also involve going out into the community on occasion.

Summer needed an office which was accessible due to being a wheelchair user and also some speech software for the computer, which has been purchased through Access to Work. A taxi is also funded to enable her to get home from work each day.

Summer has started her Business Admin NVQ and is getting regular support from the training provider at Key Training as well as from her co-workers in the office. She is learning all the basic skills of a busy office environment and building her knowledge gradually to enable her to work more independently. Summer said "My job is never boring. No day is the same. I have also learned a great deal and when I gain my qualification next year I will definitely be looking to stay in this area of work."

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To: Customer & Communities Policy Overview & Scrutiny Committee

By: Mike Hill, Cabinet Member for Customer & Communities
Amanda Honey, Corporate Director Customer & Communities

Date: 18 November 2011

Subject: Community Budgets

Classification: **Unrestricted**

Summary: This report explains the national context of the Community Budget pilot. The first phase pilot in Kent and the key findings to date are described. The development of the Community Budgets pilot in Kent is led from the Service Improvement Team in Customer and Communities and supported by Families and Social Care and Business Strategy and Support.

FOR INFORMATION AND COMMENT

1.0 Introduction

- 1.1** The Community Budgets initiative was launched by the Department for Communities and Local Government in April 2011 and is focused on delivering better outcomes for families with multiple problems through a co-ordinated approach to budgets and interventions at the local level. An estimated 120,000 families nationally account for around £8 billion of public spend annually, with apparently little change in their circumstances or identified needs. Analysis of recent public policy initiatives suggested the effectiveness of the investment was compromised by multiple schemes, separately funded and narrowly focused and by direct interventions which were insufficiently co-ordinated. This was understood to be both difficult for families to engage with and wasteful of public resource.
- 1.2** The government's key ambitions for this programme are to:
- a. Improve outcomes for families with multiple problems
 - b. Pool budgets
 - c. Redesign and integrate frontline services
 - d. Reduce costs to enable re-investment of savings back into services.

National roll-out of the programme is planned for 2013-2014. It will retain its specific focus on families with multiple and complex needs.

- 1.3** Kent County Council made a successful bid to be one of 16 'first phase' areas in England to develop Community Budgets for 'families with multiple problems. Currently

pilot projects have been initiated in Kent in Swale and Thanet districts. Gravesham, Canterbury, Shepway and Maidstone are participating in the extension of the programme. It is envisaged that all districts will be involved by autumn 2012.

1.4 Pilot areas have received no additional funding for this programme but have benefited from central government support. Each pilot has a nominated champion at central government level whose role is to provide support and monitor progress. For Kent this is Tom Jeffrey, Director General at the Department for Education. In addition, the Department for Communities and Local Government has a lead officer, with whom a very productive and helpful relationship has developed.

1.5 Pooling budgets so that spend is focused and rationalised is a key element of the Community Budgets approach. The expectation remains that, at the local level, agencies will align resources while moving towards pooled budgets. However, early indications that government departments would consider pooling relevant spend at the locality level have now been abandoned. This reflects the complexity of pooling budgets.

2.0 The Kent Community Budgets pilot

2.1 There are two overarching aims for Kent's Community Budgets programme:

- a. To produce a real change in outcomes for families: to encourage them to become more self-sufficient and less dependent on public services in the future.
- b. To evidence cost reduction: a reduction in future demand on public services as well as cost savings from pooling funding, decommissioning ineffective services and reprioritising resources.

2.2 The specific focus of each of the two pilot projects has been developed in consultation with the relevant District Council and there has been very active sponsorship of the programme at Chief Executive level. Localism is central to the Community Budgets programme. Local governance arrangements are developing and are linked to the formation of Locality Boards. Progress reports are provided for the Joint Kent Chiefs and the Kent Forum and there is widespread sponsorship of the programme.

2.3 No additional resources have been made available for local projects. Project managers have been identified from within existing officer resource in the locality. A small budget, £40K, has been made available to each locality. This has come from the Think Family Early Intervention grant. In line with other pilot areas nationally, an intervention model based on the Family Intervention Project (FIP) model has been developed. This means in practice that families have a single key point of contact who can assess needs and co-ordinate resources.

2.4 The Swale Community Budget pilot identified a particular need to focus on those families where substance misuse is a major risk in the family. Identifying the families with most complex needs has been done by identifying families who have one or both parents in substance misuse treatment services as well as having dependent children within the extended family and where parents are known to Kent Police and Kent

Probation. The project management lead comes from an existing KDAAT staff member and Family Intervention worker has been designated from within existing substance misuse service practitioners. The expectation is that 15-20 families will be directly engaged and progress is being made towards this number of families.

2.5 In Thanet the agreed focus of the project is on inter-generational worklessness with an expectation of working with 25 families. The project is not yet working with this number of families but making progress. In this context, work is focused on engaging families where at least one adolescent child is experiencing difficulties at school and there are unemployed adults in the household or young people classified as NEET and one or both parents have involvement with adult services. This focus has been influenced by the work of the Margate Task Force, but the programme is not limited to the wards within the Margate Task Force remit. The project management lead comes from KCC with strong support from Thanet District Council. The Family Intervention worker comes from the existing Primary Intervention Project. The programme in Thanet builds on existing interventions and resources to ensure that a locally sensitive approach is developed.

3.0 Supporting Activity

3.1 Local delivery is supported by a number of additional activities designed to increase effectiveness and facilitate the roll-out to other districts. An evaluation framework, compatible with the national evaluation has been developed and a financial model is being developed and refined to capture cost data provided by all partners. This will enable costs to be assigned to different interventions and demonstrate any savings made and, critically, where they accrue. Evidence nationally is that police and health tend to accrue notional savings before other agencies.

3.2 Close working relationships have been developed with Families and Social Care directorate to ensure that the Community Budgets approaches support the Children's Services Improvement Plan. Further links are being made with the FSC commissioning unit so that strategic commissioning is informed by locality needs and service re-design.

4.0 Planned work

4.1 The four districts in the extension to the pilot have already made some progress in identifying the focus for projects in their localities. In Gravesham the focus will be on new communities in the district. Shepway District Council has received funding from the national "Working Families Everywhere" programme and will work collaboratively with that organisation to relieve worklessness in families. Canterbury City Council has hosted a multi-agency meeting to agree priorities and intends to work with families where domestic violence is an issue. Maidstone Borough Council is contacting other agencies and will undertake a collaborative needs assessment to identify the focus in the borough.

5.0 Recommendations

5.1 POSC members are asked to note and comment on this report

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To: Customer and Communities Policy Overview and Scrutiny Committee

By: Mike Hill, Cabinet Member for Customer & Communities Services
Amanda Honey, Corporate Director Customer & Communities

Date: 18 November 2011

Subject: Financial Monitoring 2011/12

Classification: Unrestricted

For Information and Comment

1. Introduction

- 1.1 This is a regular report to this Committee on the forecast outturn against budget for the Customer & Communities' portfolio.

2. Background

- 2.1 Policy Overview and Scrutiny Committees (POSCs) consider priorities for the Medium Term Plan (MTP) at their November meetings and the draft MTP and annual budget at their January meetings. Three reports are presented to the Committee on a regular basis to inform discussions :

a) Budget Monitoring Reports

Quarterly budget monitoring reports are presented to Cabinet usually in September, December and March. The Customer & Communities' annex to these reports is put on the POSC agenda at the earliest opportunity and keeps Members informed about current trends, pressures and management actions in advance of budget setting.

The approved A-Z of budgets has been realigned for the first quarter's budget monitoring to reflect the new portfolio responsibilities and new directorate structures to give a new starting point for the year.

b) Performance Reports

Reports are brought to POSCs throughout the year advising Members of performance against national indicators, KCC priorities, operational business activity and any external inspection reports.

c) Outturn Report

The outturn report in July summarises financial and performance information for the preceding year.

3 Quarterly Monitoring Report

- 3.1 It is common practice for the most current full quarterly monitoring statement to be attached to this report as an appendix - the first quarter's full monitoring report was attached for the September meeting.

The full monitoring report for Q2 showing October's position will not be reported to Cabinet until 5 December 2011. Due to the size of the document showing the first quarter's full monitoring it has not been attached a second time as the information is no longer timely.

The salient issues from the last financial monitoring, August's position, were reported to Cabinet on 17 October 2011 and are highlighted and summarised below, together with any movement reported to the September POSC.

3.2 Revenue

- 3.2.1 Members were informed at the September POSC meeting the directorate was forecasting a net overspend - for the first time in recent years - of £0.8m. This is based on July's forecast position and included pressures/overspends of £1.25m and underspends of £0.45m which partly compensated.

The main contributing factors to the overspends were :

- Contact Centre (£0.64m)
- Communications, Media Relations and Engagement (£0.6m)

The underspends were primarily :

- Kent Supported Employment (£0.21m)
- Trading Standards (£0.14m).

- 3.2.2 I am pleased to report the directorate has been able to halve the projected overspend giving a current forecast overspend of £0.42. Management action to part mitigate the initial £0.8m overspend is therefore some £0.38m.

- 3.2.3 The significant movements in the directorate's position are outlined below:
Contact Centre: +£0.64m reduced to +£0.18m : a movement of £0.46m
The service has yet to fully mitigate and deliver the £406k savings required in the current year. A reduction in funding is the primary reason for the overspend and solutions to the remaining £0.18m are being sought.

As far as the other gross pressure of £0.46m related to the significant increase of call volumes is concerned, one-off funding has been secured of £0.3m to increase the establishment to meet the additional demand. The remaining pressure of £0.16m has been mitigated by relaxing the call answer rate slightly for non-critical services.

Solutions to close the gap are being investigated and will be incorporated into the contact centre review which aims to identify whether further services can be incorporated and efficiencies generated.

Local Boards: Balanced position to +£0.12m : a movement of £0.12m
A staff saving in excess of £1m was to be achieved in the Communications, Media Relations and Engagement restructure, part of which related to the

review of the Community Liaison Managers. As this review did not proceed as expected, the per yearly saving of £0.27m will not be achieved. The part year effect of this - net of some vacancies – is the projected overspend of £0.12m.

The net result of the above shows a movement of £0.34m, whereas the total variance in the directorate's forecast outturn was £0.38m. The remaining movement consists of a number of small variances across the directorate.

The directorate will continue to review and curtail non essential spend – wherever it is practical to do so - with the eventual aim of delivering a balanced budget (or better) by the end of the financial year.

Members will be given a verbal update at this meeting about the October forecast outturn which is due to be presented to Cabinet on 5 December 2011.

3.3 Capital

3.3.1 The net movement from the previous month's exception report is a mere £0.07m and was due to a number of minor compensating schemes. Nothing significant to note.

3.3 Saving Plans

Project implementation documents (PIDs) have been drafted by each service which has a saving in the Medium Term Financial Plan but requires a consistency review to ensure they provide a standalone guide about how and when the saving will be delivered.

A summary report aggregating the PIDs was drafted and shared with this Committee at the July meeting. Progress against these PIDs is now included as part of the financial monitoring process. Progress against these savings/PIDs has been referred to and incorporated into the narrative above.

4 Recommendations

4.1 Members of the POSC are asked to note the projected outturn figures for the directorate for 2011/12 based on the latest monitoring report to Cabinet.

Amanda Honey

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By: Head of Democratic Services

To: Customer and Communities Policy Overview and Scrutiny Committee
18 November 2011

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the progress of the Select Committee on the Student Journey

Select Committee – “The Student Journey”.

1. (6) The Select Committee, under the Chairmanship of Mr Kit Smith, has almost completed its evidence gathering sessions with key stakeholders, including representatives from business and education, and from young people. It continued gathering evidence until the beginning of November 2011.

(7) The Committee met on 1 September 2011 to signpost areas for possible recommendation. The potential recommendations were met with widespread agreement by key KCC officers who will be responsible for the implementation of most recommendations. The draft recommendations are set out in **Appendix 1**. More recommendations may follow, the POSC’s and the Scrutiny Board will be kept informed at their meetings.

(8) It is intended that the Select Committee will submit its final report to the Cabinet in April 2012 and to County Council in May 2012.

(9) The bullet points below provide an outline of the main draft recommendations.

- *Dialogue and Collaboration* - Local Planning Forums need to be reshaped and should be accountable to Locality Boards.
- *Finance* - The existing approach to funding creates perverse incentives, encouraging learning and skills providers to study for qualifications that they will easily pass, rather than those which are best for educational progression to further and higher education and to skilled employment. Rather than fund on the basis of qualifications, the Committee proposes that Government funds on a per student basis.
- *Work readiness* - There should be less emphasis on irrelevant qualifications and on exam results, and more on the ability to add value to employers, apprenticeships, Higher Education and

entrepreneurship. Information, advice and guidance (IAG) are essential and need improvement rather than reduction.

- *Employers* - A series of initiatives have been proposed in order to promote closer collaboration with employers and high quality experience of the workplace for young people. For instance, up to 5 business sectors should be represented in the delivery of a work-focused teaching programme in schools across Kent. Apprenticeships and internships should reside within the Education, Learning and Skills Directorate at KCC. A need for a holistic review of them, with new realistic targets, has been identified.
- *KCC internal communication* - KCC should review its policy on the use of social media. Also, a critical review of cross-directorate communication should take place in order to strengthen the employability of young people in Kent.
- *Implementation of recommendations* - The Committee proposes to run a pilot scheme - which is aimed at promoting dialogue between local learning and skills providers and local businesses - in one Kent District, and with the collaboration of its Locality Board. The Committee will report progress with this initiative to the Scrutiny Board.

(10) Excellent collaboration between officers and Members in the production and in testing the implementations should be noted.

Suggestion for a Select Committee topic reviews

2. (1) At the meeting of this Committee, under its Crime and Disorder remit, on 8 July 2011 it was agreed that a proposal for a Select Committee topic review on Domestic Abuse would be submitted to the Scrutiny Board on for their consideration.

(2) The Scrutiny Board met on 2 November 2011 and heard from Mr Hill and Mr Beaumont who spoke in support of the proposal. The Board agreed to set up at Select Committee on Domestic Abuse, which will start its work in early 2012. This Committee will be kept informed of the progress with this review.

Recommendations

4. Members are to note the draft areas for recommendation proposed by the Select Committee on the Student Journey, and to note the establishment of the Select Committee on Domestic Abuse.

Background Information: *Nil*

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The Student Journey Select Committee

Potential Areas for Recommendation

Collaboration

Issue 1 – Dialogue and collaboration

Promote communication and collaboration between local learning and skills providers and businesses. Also, strong evidence suggests that there is the need to promote the setting up of educational courses teaching young people employability skills necessary to meet local employers' needs.

Potential recommendation

Strategic County-wide level - Recommend the setting up of a **Kent strategic forum** which includes representatives/leaders of learning and skills providers and of businesses in the County. The objectives of this forum are:

- To discuss any issues that could present challenges to enhance the employability of young people in Kent, and to find solutions to these issues.
- To secure the commitment of all the leaders of key organisations in Kent that the solutions will be implemented.
- To set out clear and measurable targets to be achieved within agreed timescales.
- Organisations represented may include: Skills for Business Growth; Kent Association of Further Education Corporations (KAFEC), Connexions, Jobcentre, KATO, EBP Kent, Chambers, Federation of Small Businesses, Kent representatives of primary and secondary schools.
- A strategic overview post may be required to coordinate the activities of the strategic forum. It is important that the work of the coordinator is independent and transparent.

Potential recommendation

Local level – recommend the employment of existing **Local Planning Forums** to promote dialogue between local learning and skills providers and local employers. Although strategic leadership is necessary to secure commitment at county-wide level, local issues and solutions are best discussed at local level, with local accountability residing with the Locality Board.

- Each Planning Forum would cover two Districts.
- Each Forum would be facilitated by a coordinator (some KCC officers already undertake this role). The main role of the coordinator would be to

promote dialogue between local learning and skills providers and local employers in an effort to improve the employability of local young people.

- Representatives of Vocational Skills Centres should be included in the Forums to discuss and identify with local business representatives (perhaps including Chambers and the Federation of Small Businesses) specialist courses and qualifications that prepare young people for the jobs that local businesses intend to offer.
- Representatives of Districts should be included.
- The Sittingbourne Planning Forum should be adopted as model of good practice by the six Forums.

Wolf Report – Recommendation 5

The overall study programmes of all 16-18 year olds in ‘vocational’ programmes (i.e. currently everything other than A levels, pre-U and IB, and including ‘Foundation Learning’) should be governed by a set of general principles relating primarily to content, general structure, assessment arrangements and contact time. Provided these are met (and see recommendation 6 below), institutions should be free to offer any qualifications they please from a recognised (i.e. regulated) awarding body, and encouraged to include non-qualifications-based activity.

Wolf Report – Recommendation 6

16-19 year old students pursuing full-time courses of study should not follow a programme which is entirely ‘occupational’, or based solely on courses which directly reflect, and do not go beyond, the content of National Occupational Standards. Their programmes should also include at least one qualification of substantial size (in terms of teaching time) which offers clear potential for progression either in education or into skilled employment. Arrangements for part-time students and work-based 16-18 year olds will be different but the design of learning programmes for such students should also be considered.

Wolf Report – Recommendation 27

At college and school level the assessment and awarding processes used for vocational awards should involve local employers on a regular basis. Awarding bodies should demonstrate, when seeking recognition, how employers are involved directly in development and specification of qualifications.

Careers Education, Guidance and Funding

Issue 2 – Funding, careers guidance and “easy” qualifications

Current funding, league tables and accountability regimes promote perverse incentives which encourage schools and colleges to steer young people into easy courses and qualifications, rather than ones which will genuinely enhance

their employability. This misguided information, advice and guidance can lead students to pursue educational routes leading to saturated careers.

As schools and colleges are allocated a budget to provide career education and information, advice and guidance to their students, it is paramount that IAG is impartial and accurate.

Although an increasing number of learning and skills providers are moving outside KCC's jurisdiction as a Local Education Authority, KCC can still hold them to account through other channels and organisations. Education institutions should focus on students' demands and needs.

Potential recommendation

The Select Committee endorses Recommendations 4 and 11 of the Wolf Report:

The Department of Education should make sure that performance management indicators and systems should not give schools incentives to divert low-attaining pupils onto courses and qualifications which are not recognised by employers or accepted by colleges for progression purposes.

Funding for full-time students age 16-18 should be on a programme basis, with a given level of funding per student. The funding should follow the student.

Additional Information and issues

- The Government on 6th October launched a consultation (will end on 5th January 2012) to seek views on how to implement key recommendations from Professor Wolf's Review of vocational education.
- The Education White Paper, which is due in late October 2011, could give an indication on whether, and the extent to which, the Government will act upon Recommendations 4 and 11 of the Wolf Report.

Wolf Report – Recommendation 4

DfE should review current policies for the lowest-attaining quintile of pupils at Key Stage 4, with a view to greatly increasing the proportion who are able to progress directly onto Level 2 programmes at age 16. Performance management indicators and systems should not give schools incentives to divert low-attaining pupils onto courses and qualifications which are not recognised by employers or accepted by colleges for progression purposes.

Wolf Report – Recommendation 11

Funding for full-time students age 16-18 should be on a programme basis, with a given level of funding per student. (This can and should be adjusted for

differences in the content-related cost of courses, and for particular groups of high-need student.) The funding should follow the student.

Issue 3 – Earlier career education, soft skills and literacy and numeracy standards

Consistent evidence, especially from businesses, indicates that young people lack the “soft skills” (for example, punctuality, professionalism and motivation) that employers seek in potential employees. Learning and skills providers should teach soft skills to young people in order to prepare them for the world of work.

Also, career education in schools is often taught too late, when pupils are about 16 year old. Career education, enterprise education, soft skills and work ethics should be taught from Key Stage 1/2 to ensure that they remain ingrained in young people’s attitudes and behaviour.

Finally, the business community - as well as the Wolf Report - points out that young people’s literacy and numeracy standards when completing compulsory education – especially those of lowest attaining learners - are inadequate in order to secure recruitment.

Potential recommendation

Kent County Council (or KCC Cabinet Member for Education, Learning and Skills) should write to the Secretary of State for Education to urge the teaching of employability and “soft skills” in the curriculum from Key Stage 1 (or KS2). Literacy and numeracy standards, especially those of lowest attaining learners, should be raised.

Potential recommendation

Kent County Council should develop an **electronic version of a portfolio** which contains a list of activities that young people in Kent should undertake in order to improve their employability. The e-portfolio should be available to students from the last two years of primary school to university; it should record the activities that will help students enhance their employment prospects through their different “student journeys”.

Additional Information and issues

- The idea of an e-portfolio is currently being developed by the 14-19 Entitlement Team. By building on the current scheme it is hoped that costs would be reduced.
- This portfolio, which can be accessed electronically by students, should record progress made by the student. The Kentchoices4u website should host the e-portfolio.
- The portfolio could include activities and tasks such as: attitudinal/psychometric tests; learning how to produce a curriculum vitae to a high standard; mock interviews; personal career education and

information, advice and guidance; work experience; support from families in the development of students' soft skills.

- Students in the last two years of primary school should begin to use the e-portfolio. It is hoped that this would help the development of soft skills from an early age, and would support students in consolidating their employability skills during their transition to secondary school.
- If the e-portfolio can be devised and promoted in a way that can contribute to positive outcomes in the Destination Measures assessment by Ofsted, local schools and colleges may be more inclined to support it. A “transfer value” attached to the portfolio is desirable. A prestigious qualification/kitemark?
- The e-portfolio is in effect a CV for those in education and work-based learning. The Committee believes that it should be called “Student Footprint”, as it includes qualifications, soft skills and other achievements of students during their journeys from childhood to employment in adulthood. The title relates both to Bold Steps for Kent, and to the different journeys that students take.

Wolf Report – Recommendation 7

Programmes for the lowest attaining learners – including many with LDD as well as those highly disaffected with formal education – should concentrate on the core academic skills of English and Maths, and on work experience. Funding and performance measures should be amended to promote a focus on these core areas and on employment outcomes rather than on the accrual of qualifications.

Wolf Report – Recommendation 9

Students who are under 19 and do not have GCSE A*-C in English and/or Maths should be required, as part of their programme, to pursue a course which either leads directly to these qualifications, or which provide significant progress towards future GCSE entry and success. The latter should be based around other Maths and English qualifications which have demonstrated substantial content and coverage; and Key Skills should not be considered a suitable qualification in this context. DfE and BIS should consider how best to introduce a comparable requirement into apprenticeship frameworks.

Wolf Report – Recommendation 10

DfE should continue and if possible increase its current level of support for CPD for mathematics teachers, and give particular attention to staff who are teaching post-16 students in colleges and schools. DfE and BIS should discuss the possibility of joint funding for post-16 CPD activities in English and Mathematics, especially as they relate to apprentices and to general FE colleges recruiting adults as well as young people.

Issue 4 – A kitemark scheme, and a national careers mentoring scheme, for information, advice and guidance

It appears that the national Universal Careers Service will cease to exist in 2012. Responsibility for the provision – and the extent of the provision - of careers education and information, advice and guidance to students will be left to schools. This could potentially create variation, inconsistency and inequality in the amount and quality of careers education students in different schools receive. This is a matter of concern for members of the Committee, who feel that careers education and information advice and guidance are vital and should be supported.

The introduction or development of a reputable kitemark scheme in Kent would encourage the provision of good quality information, advice and guidance, and consistency across the County. The introduction of a national careers mentoring scheme, where volunteers offer careers information, advice and guidance as well as pastoral support to students, would provide schools with a cost effective option for a personalised careers service.

Potential recommendation

Kent County Council (or the Cabinet Member for Education, Learning and Skills) should urge Government (or the Secretary for Education) to set up a national mentoring scheme for volunteers to provide young people with careers information, advice and guidance, as well as pastoral support in schools.

Additional Information and issues

- The scheme should encourage the take up of mentors drawn from the business community.

Potential recommendation

KCC should set up a pilot scheme, in at least two schools (secondary schools and/or colleges) per District, where mentors are regularly made available to provide students with careers information, advice and guidance (details on how regularly mentors should provide IAG, and on its content, will have to be finalised).

Potential recommendation

The 14-19 Entitlement Team should pilot an online career education mentoring website for Kent based on the national model of www.horsesmouth.co.uk.

- The website provides a safe social network for informal mentoring; it enables users to search for a mentor, it gives information on how to become a mentor and is a source of inspirational mentoring stories.

- The scheme should encourage the take up of mentors drawn from the business community.

Potential recommendation

Kent County Council should develop a reputable kitemark scheme in Kent in order to encourage the provision of good quality information, advice and guidance, and consistency across the County. The e-portfolio initiative (please see above) should be included in the requirements for the achievement of the quality standard.

Additional Information and issues

- A Kent kitemark scheme, which acts as a quality standard for the management of career education and information, advice and guidance (CEIAG), already exists. It is called “Investors in Careers Award”, and has been created by KCC (14-19 Entitlement Team) in partnership with the Connexions service. It is the most widely recognised kitemark for CEIAG in the Country. The development and expansion of this existing scheme would provide a cost effective way of promoting good quality and consisted CEIAG in the County.
- At the moment 45 Kent primary and secondary schools are taking part in this initiative, of which 25 have achieved “advanced” level. No colleges are currently taking part, but they can if they wish to.
- It is important to promote the kitemark scheme to schools and make it relevant to Ofsted’s Destination Measures assessment in order to encourage take up.
- The kitemark licence costs a unique payment of £450, half of this amount is currently paid by Connexions.
- The IAG health check process to measure and monitor the kitemark quality standards currently costs KCC £10,000 (£100 per school).

Issue 5 – Re-channelling of grants

According to oral evidence, the removal of Government grants, such as the Education Maintenance Allowance (EMA), could disproportionately impact negatively on students aged 14-24, leading for example to an increase in dropout rates. The re-channelling of resources from other grants - such as the Early Years Intervention grant - to the 14-19 Entitlement Team would help KCC address the issue.

Potential recommendation

Kent County Council should channel part (amount?) of the Early Years Intervention grant to the 14-19 Entitlement Team to support the planning and provision of education-related services for young people aged 14-24.

Additional Information and issues

- The Early Years Intervention grant (or part of it) could be used to support the development of young people's employability skills and/or to support the provision of personal careers education and information advice and guidance advisers. Advisers could be placed, for example, in the Connexions service or within KCC (Youth Service facilities?).

Issue 6 – Financing of the Young Chamber project

The Young Chamber project promotes a greater understanding between the business community and their prospective future employees. It offers local businesses the opportunity to raise their profile and branding with schools and students. It also gives students the opportunity to learn recognised skills to progress into employment, self-employment or further training towards their desired careers.

Members were asked if they could offer financial support to the Young Chamber project, as many schools are unable to fund the project now that Government funding has been withdrawn. Last year a KCC Cabinet Member sponsored the Young Chamber licence fee of £500 to allow Kent Invicta Chamber to run the programme throughout Kent.

Potential Recommendation

Kent County Council should support the Young Chamber project by sponsoring the Chamber's annual licence fee of £500.

KCC - Internal

Issue 7 – A Communication strategy

Communication between KCC directorates and teams could be improved to strengthen the employability of young people in Kent through education, and to promote engagement with young people to find out their needs in terms of their education and employability through the democratic process. A cross-directorate communication strategy could be produced to improve internal collaboration and to promote the engagement with young people through innovative initiatives and the use of modern communication technology.

Potential recommendation

Kent County Council should produce a cross-directorate communication strategy in an effort to strengthen the employability of young people in Kent through education, and to promote engagement and communication with young

people through innovative initiatives and the use of modern communication technology.

Additional Information and issues

- Current KCC's policies discourage the use of social media and networking in KCC-based websites.
- Management of the "Apprenticeships" element has passed from the Supporting Independence Programme to the 14-19 Entitlement Team (both KCC).

Issue 8 – Promotion of the Kentchoices4u website and broadening of apprenticeships section in the website

Although initial evidence suggests that young people access the Kentchoices4u website for information advice and guidance about their future education and career, a broader access and choice could be offered. This could be achieved, for example, by broadening the apprenticeship section, and by introducing hyperlinks leading to kentchoices4u in other KCC websites that are popular with young people.

Potential recommendation

KCC should promote the usage of the Kentchoices4u website by introducing, if possible, hyperlinks in other KCC websites which are popular with young people. In addition, sections of the website, such as the apprenticeship section, should be expanded to offer broader information and choice to young people. Finally, the reach of the website should be expanded in order to be also used by young people in the last two years of primary school (academic years 5-13) as a resource for information and advice.

Additional Information and issues

- Management of the "Apprenticeships" remit and unit has passed from the Supporting Independence Programme to the 14-19 Entitlement Team, both in KCC.
- It is suggested by members of the Committee that the transfer of the Apprenticeships element should be followed by a holistic review of this element in Kent. The objectives and outcomes of the review should take into consideration the strategic leadership role by KCC with consulted and agreed targets for Kent.
- The website at present can be accessed by young people from secondary school. By expanding the reach of the kentchoice4u website to primary schools, the reach of the e-portfolio would also be expanded, as the portfolio is included in the website. It is hoped that this expansion would help the development of soft skills from an early age, and would support students in consolidating their employability skills during their transition to secondary school.

Employers' Engagement and Apprenticeships

Issue 9 – Support to employers

The very great majority of businesses in Kent are small and medium-sized businesses. Several of these businesses may find it challenging to invest time and resources to offer apprenticeship and work experience programmes.

Also, red tape, bureaucracy and ever changing employment regulations appear to complicate the setting up of apprenticeships by employers, and their take up by young people. At present there is only one member of staff (in the Supporting Independence Programme Team, but probably relocated to the 14-19 Entitlement Team) who promotes the benefits of apprenticeships to employers.

Potential recommendation

Kent County Council should increase its support, advice and guidance to local employers offering, or intending to offer, apprenticeships and work experience programmes to young people in Kent. It should help cutting bureaucratic processes in order to ease the setting up of apprenticeships by employers, and their take up by young people.

KCC should finance an additional post (or two additional posts, therefore allocating one officer to West, Mid and East Kent respectively) to promote the benefits of apprenticeships and work experience schemes to employers.

Potential recommendation

Kent County Council should encourage the establishment of a contact point which offers support, advice and guidance to businesses offering, or intending to offer, apprenticeships and work experience programmes to young people in Kent. The officers employed to promote apprenticeships should also run the contact point.

KCC should also encourage, in partnership with other organisations such as Connexions and EBP Kent, the set up of a database which retains shared information and contacts on areas including apprenticeships, work experience and health and safety matters. Some of the benefits resulting from the establishment of a contact point and of a shared database include:

- Growth of the economy.
- One easily identifiable source of information and support and guidance.
- Promotion of apprenticeships and work experience take up by employers.
- Recruitment savings by consolidating and sharing information and knowledge.
- Cutting of red tape through the consolidation of support and information.
- Enhanced engagement between employers and young people.

Additional Information and issues

Barriers may arise as a result of recent changes in the English education system:

- The expansion of Academies.
- Work-Related Learning and Careers Education are no longer statutory subjects.
- Focus on E Baccalaureate is increasing.
- Resources constraints.

Potential recommendation

Kent County Council endorses Recommendation 14 of the Wolf Report, and urges the Government to convert the recommendations into policy.

Wolf Report – Recommendation 14

Employers who take on 16-18 year old apprentices should be eligible for payments (direct or indirect), because and when they bear some of the cost of education for an age-group with a right to free full- time participation. Such payments should be made only where 16-18 year old apprentices receive clearly identified off-the-job training and education, with broad transferable elements.

Wolf Report – Recommendation 15

DfE and BIS should review contracting arrangements for apprenticeships, drawing on best practice internationally, with a view to increasing efficiency, controlling unit costs and driving out any frictional expenditure associated with brokerage or middleman activities that do not add value.

Wolf Report – Recommendation 16

DfE and BIS should discuss and consult urgently on alternative ways for groups of smaller employers to become direct providers of training and so receive ‘training provider’ payments, possibly through the encouragement of Group Training Associations (GTAs).

Wolf Report – Recommendation 21

DfE should evaluate models for supplying genuine work experience to 16-18 year olds who are enrolled as full-time students, not apprentices, and for reimbursing local employers in a flexible way, using core funds. Schools and colleges should be encouraged to prioritise longer internships for older students, reflecting the fact that almost no young people move into full-time employment at 16; and government should correspondingly remove their statutory duty to provide every young person at KS4 with a standard amount of “work-related learning”.

Issue 10 – Increase take up of apprenticeships

In order to increase the take up of apprenticeships in the County, it was suggested that KCC may set a challenge where 10% of 16-18 year old young people in Kent should be undertaking an apprenticeship by an agreed

timeframe. KCC could promote this increase by contracting with learning and skills providers that a proportion of their students should embark on an apprenticeship. Currently in Kent there are many young people in employment but not in training; it was suggested to increase the take up of apprenticeships by beginning to promote them to young people in employment and their employers.

Potential Recommendation

Kent County Council should put forward a challenge, where 10% of 16-18 year old young people in Kent should be undertaking an apprenticeship by an agreed timeframe. The local authority should support the initiative by contracting with learning and skills providers that a proportion of their students should embark on an apprenticeship.

Additional Information and issues

- What leverage can KCC use to persuade local learning and skills providers to take part in the initiative? What are the benefits for learning and skills providers? Perhaps Ofsted's Destination Measures assessment could be helpful.

Post-16 Transport Policy

Issue 11 – Kent 16+ Travel Pass

KCC is proposing to develop within the Post-16 Transport Policy 2012 a "Kent 16+ Travel Pass ("the Pass") for bus travel. The Pass will be available to Kent resident learners in the academic years 12 and 13 (and Year 14 students who are completing their 14-19 studies) and 16-24 year-olds with Statements of Educational Need or a Learning Difficulty Assessment. Three options for the operation of the new Pass are currently being considered; two options entail a financial contribution from learning and skills providers.

It appears that young people studying apprenticeships will be included in the scheme. However, it seems that only a limited number of passes will be available to apprentices, and be insufficient to subsidise all young people wishing to take up an apprenticeship. Travel expenses could discourage some young people from choosing to study an apprenticeship. At present, there are no measures in place to enable employers to purchase the pass for their apprentices, if they wish to do so.

Potential recommendation

Kent County Council should put in place measures to enable Kent employers to purchase the Kent 16+ Travel Pass for their apprentices.

Alternative Training and NEETs

Issue 12 – Alternative training and Young people not in Education, Employment or Training

About 5% of young people aged 16-18 in Kent are not in education, employment or training. As powerful collaboration structures between learning and skills providers already exist, KCC could encourage them to agree voluntary targets to reduce the number of young people who could potentially become NEETs when leaving school or college.

The Local Authority could also endorse and support the expansion of initiatives such as the Ashford Impact, which are aimed at identifying young people not in employment, education or training (or at risk of becoming NEETs) and at improving their confidence and employability through rigorous training.

Finally, Kent County Council should consider the proposal of the Kent-based Denne construction company to develop and support the delivery of a work-focused programme – the Engineering and Design programme for Schools - to be taught in secondary schools in Kent (please see Appendix A below).

Potential recommendation

Kent County Council should encourage learning and skills providers to agree voluntary targets to reduce the number of young people who could potentially become NEETs when leaving school or college.

Potential recommendation

The Local Authority should support the continuation and expansion of initiatives such as the Ashford Impact, which are aimed at identifying young people not in employment, education or training (or at risk of becoming NEETs) and at improving their confidence and employability through rigorous and specialist training.

Additional Information and issues

- Although the Impact is supported by KCC, the Connexions Service and other charitable organisations, funding has been severely curtailed and the organisation and its valuable work may come to an end.

Potential recommendation

Kent County Council should consider the proposal of the Kent-based Denne construction company to develop and support the delivery of a work-focused programme – the Engineering and Design programme for Schools - to be taught in secondary schools in Kent

- Please see Appendix A below for further details.

Self Employment

Issue 13 – Promotion of self employment

Normally young people in Kent go through their education with a view to having three optional endings: continue their education, employment or unemployment. However, they do not often seem to consider a “fourth option”, that of becoming self-employed. The option of being more entrepreneurial and of becoming self-employed should be promoted, and information should be offered to young people about the support and guidance available to them. The Kent Foundation supports young people in Kent who are interested in starting a business, or who have started a business and need some business advice and support to grow the business.

Potential recommendation

Kent County Council should encourage schools to raise awareness amongst their students about the option of becoming self-employed, and to offer information about the support and guidance that are available.

The Kent Foundation should be supported in promoting entrepreneurship and self-employment, and in increasing the number of Kent young people starting up a business with its support. In addition, the organisation should be encouraged to deliver enterprise education to young people in Kent.

The Student Journey Select Committee

Denne Training Academy – Engineering & Design Programme for Schools

Background

On Tuesday 13th September 2011 representatives of the KCC Student Journey Select Committee visited Denne. As part of the discussions Denne suggested that the Company could develop and support the delivery of a work-focused programme to be taught in secondary schools in Kent.

Outline of Approach

The objective of the programme is to help equip young people with the skills to succeed in the workplace. The programme would initially be aimed at Year 9 students who have an interest in vocational and technical skills. It would focus on three areas of the curriculum; i) Mathematics, ii) English and iii) Design Technology.

This programme would be offered to a cohort of 30 students from year 9. They would continue within the mainstream of the school for all lessons other than the 3 subjects covered under the programme ie Mathematics, English and Design Technology. The science curriculum would not be included as part of the programme. However, it would be expected that aspects of science would be covered with the aim of reinforcing the understanding of its application to engineering and design. The schools would have a stand-alone teaching unit dedicated to delivering these subject areas.

The curriculum material would be designed to cover the national curriculum for these subject areas within year 9 of Key Stage 3. Engineering and design would be the context in which these subject areas would be taught.

A key feature of the approach would be the imposition of a work-based ethos as part of the learning environment. This would involve ensuring that strict codes of conduct are observed with regard to behaviour. Students would be held accountable for their performance just as they would be in a work environment. Employment style disciplinary procedures would be used to regulate behaviour.

Trained teachers with relevant experience in industry would be employed directly by the schools to deliver these classes. These would be either members of the existing teaching staff or new teachers recruited by the schools for this purpose. A Denne skills coordinator would work with the teaching staff to support the delivery of the curriculum and coordinate curriculum activities.

To ensure that the programme could be rolled out to all schools in Kent other companies would be recruited to deliver similar programmes.

Proposal

The proposal is for Denne to develop appropriate curriculum material in engineering and design, and then pilot the implementation of the programme

with 2 schools in the first year. In the second year the Denne pilot would be expanded to 5 schools. Assuming a successful outcome of this pilot the programme would be rolled out across other schools with Denne supporting up to 20 schools with the programme.

Other companies would be approached with a view of them developing a similar programme for up to 20 schools per company. This would mean that all secondary modern schools in Kent could be supported by a business partner. Denne would set up a Community Interest Company to deliver its programme.

Outline Timetable

April 2012	Agreement to proceed with Denne pilot
End of May 2012	Outline of curriculum developed and approved
End of June 2012	Two pilot schools identified and implementation approved
End of August 2012	Detailed curriculum material for the first term prepared and approved
September 2012	Commence delivery of Denne first stage pilot at two schools
December 2012	Details curriculum material for terms 2 and 3 prepared and approved
February 2013	Commence identification of 3 to 4 other companies to run programme
April 2013	Agreement to proceed with 3 to 4 other companies for first stage pilot
End of May 2013	Decision on 2 nd stage of Denne pilot – 5 schools to be covered
September 2013	Year 2 Denne pilot commence with 5 schools First stage pilot with other companies commence
End of May 2013	Decision on roll-out to up to 20 schools for Denne programme